

INSTANT 2009 REPORT

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PUBLICIS GROUPE

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A Message from Elisabeth Badinter

Chair, Supervisory Board of Publicis Groupe

When a ship is buffeted by headwinds, the temptation is great to haul in the mainsail or try to evade the eye of the storm. Publicis Groupe has chosen to confront the tempest head on. And thanks to forward planning, it is well-prepared to traverse the storm and keep on course.

The "passion to win" that has always been the driving force behind the group, has had a new challenge to overcome. Strength, as always, comes from within: the talent that is the heart of our group has been mobilized to provide clients with support as significant as the stakes they face.

Tackling a crisis together can be an ideal opportunity to gauge the depth of a relationship. In 2009, the energy and spirit demonstrated by our teams as they worked with their clients left no room for any doubt about how closely Publicis identifies with its clients, especially when confronted by challenges. As a result, existing ties have been further strengthened and many other new bonds formed.

All of this has required not only hard work, but a great deal of time on the part of management and our people. And we are all aware, following the example set by Maurice Lévy, that confidence is a fragile treasure that is built and reinforced day by day.

Publicis Groupe relishes a challenge, and in an extraordinarily difficult year, it clearly demonstrated this aspect of its culture by pushing ahead with its strategic commitment to digital technology. The ability to predict, understand and create value

from cultural changes lies at the very heart of the technology. Publicis brand. Very early on, the group foresaw the impact of digital, which now plays a key role in the communications challenges faced by its clients. The ability to access everything, any time and everywhere has sparked profound changes in consumer behaviour. The way in which the overall information flow has been accelerated and condensed into "buzz" has modified communication methods, bringing major shifts in the advertising landscape and industry. The role of communication experts must now involve assisting brand managers and their management to fully understand these underlying trends and new behavioural patterns, in order to evaluate them more precisely and create communications tools appropriate to this new and continually-changing world.

The major push into digital communications means the group is now the leader in this high growth market; and it moved even further ahead through the acquisition of Razorfish last summer. Publicis has unquestionably become the most capable group at guiding its clients through the digital universe, while simultaneously helping it to develop and grow. The base of our success has always been a true partnership with our clients, whether in good times or bad. This partnership continues to be both vital to our clients as well as essential to us. The group will continue to stress each day the core values of reactivity and innovation that are at the heart of its ability to remain resilient in times of challenge.

Publicis Groupe offers what we believe to be the most attractive and best-adapted range of services available, especially at a time when all companies

have legitimately become more demanding. The loyalty of our clients, as well as our position as global leader in terms of new business wins in France and worldwide, is the best evidence of the continuing pertinence of the group's strategic vision.

Although, like its competitors, Publicis has been challenged by the economic climate, the group has the resources, creativity, and the dynamic energy to continue to distinguish itself, in outperforming the industry benchmark and by aiming to further win market share. It did so in a down market and aims to do so in an improving market.

The Supervisory Board can only express its deep appreciation to all the people of Publicis Groupe; its gratitude is equal to their commitment. The year 2009 was exceptionally tough for teams all around the world: a wage freeze and a recruitment standstill were implemented in order to avert the lay-offs that many groups could not avoid.

One of the group's main strengths lies in its humanist vision and values, and I would like to thank the management for ensuring that these standards are defended and applied, whatever the circumstances.

Finally, on behalf of the Supervisory Board, I would also like to pay tribute to the remarkable work of the Executive Board, and its President in particular, whose skilful guidance has allowed the Publicis Groupe not only to hold its course, but also to advance in one of the most challenging environments imaginable.

The Supervisory Board



Elisabeth Badinter, *Chair*

Elisabeth Badinter is the daughter of Marcel Bleustein-Blanchet, the founder of Publicis. Ms. Badinter is a philosopher, author of numerous books, and has been a lecturer at the Ecole Polytechnique in Paris. She has been a member of the Supervisory Board since 1987 and its Chair since 1996.



Sophie Dulac, *Vice-chair*

Sophie Dulac is the granddaughter of Marcel Bleustein-Blanchet, the founder of Publicis, and the niece of Elisabeth Badinter. Ms. Dulac was the founder and managing director of a recruitment counselling company, and has been Chair of movie-theater company Les Ecrans de Paris since 2001. She also manages Sophie Dulac Productions (film production) and Sophie Dulac Distribution (film distribution).



Simon Badinter

Simon Badinter is the son of Elisabeth Badinter. Mr. Badinter joined Médias & Régies Europe in 1991, where he held several positions before becoming its Chairman & CEO. Today he manages MRE North America.



Monique Bercault

Monique Bercault is Technical Advisor to the Chairman & CEO, Médias & Régies Europe. She has held a variety of positions with the company, including head of Human Resources at Médias & Régies Europe.



Claudine Bienaimé

Named to the Supervisory Board in June 2008, Claudine Bienaimé was previously General Secretary and from 2003 to 2007 member of the Management Board of Publicis Groupe. She began her career at Publicis in the Department of Technical Direction and Purchasing in 1966, and she then assumed several management functions within the agency, the network and the Groupe.



Michel Cicurel

Michel Cicurel is currently Chairman of the Management Board of Compagnie Financière Edmond de Rothschild Banque and Compagnie Financière Saint-Honoré. Mr. Cicurel was previously a senior official in the French Treasury Department, and has also held management positions with Compagnie Bancaire, the Danone Group and Cerus.

The Supervisory Board (con't)



Michel Halpérin

Michel Halpérin is currently Deputy of the Grand Conseil de Genève (Swiss Parliament). An attorney, he was a member of the Conseil de l'Ordre, then Bâtonnier of the Ordre des Avocats de Genève. A director of several companies, Mr. Halpérin is Vice-President of the Board of Directors of BNP Paribas (Switzerland).



Tadashi Ishii

Tadashi Ishii joined Dentsu in April 1973. After holding several management positions at Dentsu, he was appointed Executive Officer in July 2002 and Senior Executive Officer at headquarters in July 2004. He sits on The Board of Dentsu Inc, and has been named Executive Vice President.



Hélène Ploix

Hélène Ploix is Chair of Pechel Industries Partenaires, Pechel fund manager and, since 1997, Chair of Pechel Industries SAS investment firm. Ms. Ploix previously held several senior positions notably with BIMP, the Caisse des Dépôts et Consignations and the Caisse Autonome de Refinancement. She has also been an advisor to the French Prime Minister and a director at the International Monetary Fund and the World Bank.



Felix Rohatyn

Felix Rohatyn is Special Advisor to the Chairman & CEO of Lazard Frères and Co. , LLC. Previously US Ambassador to France, he also served as a member of the Board of Governors of the New York Stock Exchange and as the Chairman of the Municipal Assistance Corporation of the City of New York ("MAC").



Amaury de Seze

Amaury de Seze is Chairman of the Board of Carrefour SA (France). Mr. de Seze previously held several senior operating and management positions in a number of major companies including the Volvo Group (Volvo AB).



Henri-Calixte Suaudeau

Henri-Calixte Suaudeau became Director of Publicis Conseil after holding several management positions within the Groupe. He also oversees the Fondation Marcel Bleustein-Blanchet pour la Vocation.

The Supervisory Board (con't)



Tatsuyoshi Takashima

Tatsuyoshi Takashima is President and CEO of Dentsu Inc. Mr. Takashima joined Dentsu in 1966, where he held several senior positions before joining the Dentsu Board of Directors in 1997. He became the 11th President of Dentsu in 2007.



Gérard Worms

Gérard Worms is Vice Chairman of Rothschild Europe and Senior Advisor of Rothschild & Cie. Mr. Worms has been Chairman & CEO of the Compagnie de Suez and Chair of Banque Indosuez and has held management positions at Société Générale de Belgique, Rhône Poulenc and the Hachette Group.

Appointments Committee

Madame Badinter, *Chair*
Monsieur Michel Cicurel
Madame Léone Meyer, *until November 13, 2009*
Monsieur Henri-Calixte Suaudeau

Compensation Committee

Monsieur Michel Cicurel, *Chairman*
Madame Elisabeth Badinter
Madame Claudine Bienaimé
Monsieur Amaury de Seze

Audit Committee

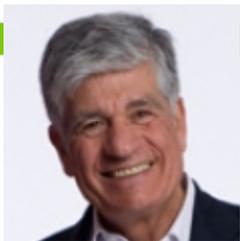
Monsieur Gérard Worms, *Chairman*
Madame Claudine Bienaimé
Madame Hélène Ploix

Statutory Auditors

Mazars
Ernst & Young et Autres

Alternate Auditors

Patrick de Cambourg
Auditex



Message from Maurice Lévy

Chairman & CEO of Publicis Groupe

The year 2009 was nearly unprecedented in terms of economic upheaval, financial crisis, and a constantly darkening horizon that made it almost impossible to maintain a steady course. However, it was also a year in which Publicis Groupe showed its vitality, dynamism and spirit of initiative, even in the midst of a threatening and unstable environment. Beyond all expectations, Publicis Groupe actually succeeded in gaining market share.

It didn't seem at all possible when the crisis first hit. Today, when looking back at the past year, we can clearly see how close the global economy came to the brink of disaster. Indeed, without the across-the-board support of the G20 governments, the aid provided to banks and a Keynesian-style stimulus, we would have experienced a crisis comparable only to that of the 1930s.

In our market, the crisis manifested itself mostly in the form of continuing and relentless drops in indicators and forecasts; they generated indecision and constant changes in client budgets. For example, in December 2008 it was predicted that the advertising market would fall only slightly in 2009 - by about one per cent, but the prognosis worsened month by month, and actually finally declined by ten per cent (and based on figures published by the media, the decline was in the region of 14 per cent).

Even when anticipated, such a contraction is almost impossible to manage without major structural upheaval. In this case, it required several adjustments during the year. With no stability in sight, this was a challenging, perilous and discouraging exercise. Our people were subjected to heavy and continuous pressures, with a freeze on hiring and pay raises. I am personally very grateful for their loyalty to Publicis Groupe and for their devotion to our clients under such circumstances.

During a crisis, however, transformation continues. Indeed, crises are often ultimately helpful events, as they allow us to step back and ask new questions; to reassign tasks and to transform the way we do business. Even as the storm raged, we had to continue dealing with the breakneck development of digital technologies and with major shifts in the media landscape and consumer behaviour. Not only did we have to try to anticipate the exact contours of the downturn and deal with its repercussions, we also had to focus on meeting the needs of our clients, which had practically changed overnight.

Social networking, the co-generation of content, the empowerment of consumers and their ability to join in the debate, the need to accurately measure the effectiveness of advertising and the tools developed with them: these are just some of the very many innovations and changes that have

broken into the way we manage our business. They have required us to think differently and to organize ourselves accordingly, without losing sight of the basic task of creating forms of communication that help our clients stay one step ahead of the competition.

Publicis Groupe in 2009? It is difficult to be satisfied when the figures indicate a downturn - as was the case in 2009, when growth was negative, margins were narrower and there was a slight decline in cash flow.

And yet, to paraphrase Winston Churchill, "we had the worst year possible, with the exception of all our competitors." When you consider its performance that way, Publicis Groupe did not do at all badly in 2009.

First of all, we were number one in new business. Our growth may have been negative, but it still outstripped that of all our competitors, not to mention the market average. Our operating margin was hit hard but it was still better than that of our rivals. Tight cost control and adaptability allowed Publicis Groupe to win significant market share, to control its debt and to end the year with an exceptionally solid balance sheet. So while we cannot say we are delighted with the results, we can still thank all our employees, who demonstrated stellar efforts on behalf of the company, its stakeholders, and in particular our clients.

Message from Maurice Lévy (con't)

We were also able to avoid massive layoffs, although we were forced to make very specific adjustments in exceptional circumstances. We managed to shrink the workforce by effectively adjusting the hiring of new recruits to replace people who had left. Even in these particularly difficult circumstances, we were able to take initiatives which fit our strategic ambitions precisely, such as greatly reinforcing our considerable digital expertise through the acquisition of Razorfish.

We expanded our activity into new fields and markets or into emerging markets. This expansion enabled us to strengthen our bond with many of our key clients, through new business wins or through broadening missions already under way. In short, 2009 was a year in which we overcame many challenges thanks to the devotion of our teams - a devotion that allows us to face the new year with confidence.

Publicis Groupe in 2010? Observers and major players are still wondering when and how the economy will return to solid growth. Several scenarios have been put forward, many of them predicting that true recovery will occur in 2011. This is clearly the right time for Publicis Groupe to reassess its strategies and set new long-term objectives.

A close look at Publicis Groupe's strengths and weaknesses, its ability to attract and grow, and its skill at adapting to new environments suggests that it is implementing the right strategy and has the resources and talents it needs to continue to win in all of its markets. Our expansion in the digital field gives us a clear lead on our competitors. The integration of digital teams at both VivaKi and at the group's various entities means we have a tailored response to meet all of our clients' needs.

Growth is back on track at Publicis Healthcare Communications Group and suggests that there are still untapped sources of expansion within that unit. The transformation of event organising and public relations businesses within the new MS&L Group structure will make us even more competitive in those sectors and should allow us to return to growth there too. The creative agencies have all made major efforts to adapt to a new world. We can safely assume that prospects for market share gains are good.

Within the services that play a vital role in our efficiency, such as production platforms and shared services, there have been some promising developments, including the rollout of a group-wide ERP platform and of production platforms in additional markets.

The challenges for the future remain fundamentally unchanged. One is the transformation of our business to confront profound shifts in the sustainable growth model and new consumer behaviour; the consumer is more demanding, better informed, more responsive and expressive. Another is meeting the demands of advertisers faced with pressure on prices and imbalanced competition on labour costs.

Finally, there always will be the classic challenge of responding to our clients' needs even when they find their needs hard to define.

These are exhilarating challenges that should lead us to rethink our model - to imagine new sources of growth and margins. The strengths of Publicis Groupe lie in its imagination, its exceptional fostering of talent, its flexibility and its ability to take advantage of a changing environment, and particularly its extraordinary management team. All of these make me profoundly confident about the future. Publicis Groupe has what it needs to navigate through the turbulence not only with enthusiasm - but with the confident certainty of success.

P12 EXECUTIVE COMMITTEE



Maurice Lévy

Chairman & CEO, Publicis Groupe

Maurice Lévy is widely recognized as one of the leading figures in the industry. He joined Publicis in 1971 and very quickly moved into the heart of the agency's business and was named in 1975 President of Publicis Conseil. He took personal responsibility for the international development of Publicis beginning in the 1980's, becoming Chairman in 1984. He was named Chairman and CEO of Publicis Groupe in 1987.



Tom Bernardin

Chairman & CEO, Leo Burnett Worldwide

Tom Bernardin is Chairman and CEO of Leo Burnett Worldwide, comprising the Leo Burnett brand agency and marketing partner Arc Worldwide. Previously, Bernardin was Chief Executive Officer of Lowe New York, the flagship office of Lowe Worldwide. He was also president and Chief Executive Officer of Bozell, which he helped grow at an unprecedented pace and helped reach new creative heights during his tenure.



Laura Desmond

Global CEO, Starcom MediaVest Group

Prior to her appointment to Global CEO of Starcom MediaVest Group, Laura was from 2003 to 2007, CEO of MediaVest, and since 2007, CEO of SMG-The Americas where she managed a network spanning the United States, Canada and Latin America. Early on Laura also tapped into the need to reach multicultural consumers by launching SMG Multicultural and creations 42 Degrees at MediaVest.



Mathias Emmerich

Senior Vice President, General Secretary of Publicis Groupe

In 2004, Mathias Emmerich was appointed CEO of Voyages-sncf.com and in 2007 he became Deputy CEO of the Freight Division. He has been named Senior Vice President of Publicis Groupe in January 2009, he is in charge of Internal Audit, Human Resources (Groupe), Communication and Sustainable Development.



Jean-Michel Etienne

Executive Vice-President / CFO, Publicis Groupe

After several positions in companies Renault, Valeo or CarnaudMetalbox, Jean-Michel Etienne joined Publicis Groupe in September 2000 as Group Finance Director. He worked closely on the acquisitions of Saatchi & Saatchi and Bcom3, which propelled the group to its ranking as the 4th largest communication group worldwide. In September 2006 he was appointed Executive Vice President - Finance Group and member of P12 since its creation.



Olivier Fleuret

CEO, MS&L Group

From 1999 to 2006 Olivier Fleuret was with the Financial Times Group in London, first as Managing Director of the Newspaper, then as CEO of the FT Group. He joined Publicis Groupe in 2006 as Executive Chairman of Publicis Worldwide. Since the end of 2009, he is the CEO of MS&L Group, the newly-formed global PR network that includes MS&L, Publicis Consultants and Publicis Events networks.

P12 EXECUTIVE COMMITTEE



David Kenny

Managing Partner, VivaKi; Member of the Publicis Groupe Management Board

From 1997 until he joined VivaKi as Managing Partner in June 2008, David was Chairman and CEO of pioneering digital marketing agency Digitas. David is also a member of the Publicis Groupe Management Board, and the "P12" Executive Committee. He is responsible for leading the Groupe's overall digital and interactive strategy.



Steve King

CEO, ZenithOptimedia Worldwide

Before becoming CEO of Zenith Media Europe, Middle East and Africa, in August 1997 Steven King was appointed director of TV Buying, overseeing the largest TV group of its kind in Europe. He was made Deputy Managing Director in 1992 and Managing Director in 1993. Following the creation of ZenithOptimedia in October 2001, he was appointed Chief Executive of ZenithOptimedia EMEA and subsequently Worldwide CEO in March 2004.



Jack Klues

Managing Partner, VivaKi; Member of the Publicis Groupe Management Board

Jack Klues applies his experience as one of the chief architects of 21st Century media strategy and buying to his new role of Managing Partner of VivaKi. Klues represents Publicis Groupe's media networks as a member of its Management Board (the Directoire), and Executive Committee (the P12). He shares Managing Partner duties at VivaKi with fellow Directoire and P12 member David Kenny.



Laura Lang

CEO, Digitas

Prior to joining Digitas as CEO in 1999, Laura Lang was president of Marketing Corporation of America. With her executive team, she works on expanding the Digitas network worldwide to better serve clients on a global basis. The agency pairs media, marketing, technology, creativity, imagination and analytics to ignite emotional bonds between people and brands.



Jean-Yves Naouri

EVP - Group Operations, Publicis Groupe; Member of the Management Board

He joined Publicis Groupe in 1993, and founded Publicis Consultants. In November 2000, Jean-Yves Naouri became president of Publicis Conseil. In April 2003, he was appointed Regional Chairman for Publicis Worldwide agencies in Northern Europe. He became Executive Vice President of Publicis Groupe in April 2004. In September 2006, Jean-Yves was named Executive Vice President - Group Operations and Member of the P12, and in December 2007, Member of the Management Board.



Richard Pinder

COO, Publicis

Before being named COO responsible for the Publicis global network in October 2006, Richard was Regional Managing Director of Leo Burnett Asia Pacific in 2000 and President of Leo Burnett's EMEA region where he oversaw offices in over 54 countries. He has been part of Publicis Groupe since its merger with Bcom3 in 2002.

P12 EXECUTIVE COMMITTEE



Kevin Roberts

*CEO, Saatchi & Saatchi Worldwide
Member of the Publicis Groupe Management Board*

Kevin Roberts started in 1960 with Mary Quant and was a senior marketing executive for Gillette and Procter & Gamble in Europe and the Middle East. He became CEO Worldwide with Saatchi & Saatchi in 1997. Under his leadership, Saatchi & Saatchi has grown revenue year by year and achieved record financial performance and outstanding creative success at the Cannes International Advertising Festival, consistently placing in the top three networks worldwide.

Publicis Groupe

The « Human Digital Agency »

A Leading Global Communications Group

- Third largest communications group worldwide
- Leader in digital and interactive communication (22.4% of 2009 Groupe revenue)
- No. 2 worldwide in media buying and consultancy :
VivaKi named Media Holding Company of the Year, No.1 in America and No.1 in Digital Talent in 2009 (MediaPost and RECMA rankings)
- World leader in healthcare communications
- No. 1 global in New Business wins in 2009 (based on Nomura, Goldman Sachs and JP Morgan rankings)

Creative Talent Recognized

- No.1 in Creative Performance in The Gunn Report (since 2004)
- 1 Grand Prix and 110 Lions, including 21 Gold, 25 Silver and 46 Bronze at the Cannes Advertising Festival 2009
- 54 awards, including 13 Gold, 11 Silver & 30 Bronze at the Clio Awards 2009
- 84 awards at The One Show 2009, including 3 Gold, 5 Silver & 8 Bronze

In 2009, the different agencies of Publicis Groupe received 16 Agency of the Year awards and 3 agencies were named best agency of the decade - BBH (BestAds Agency of the Decade), Saatchi & Saatchi Australia (Campaign Brief's Agency of the Decade) and Starcom MediaVest Group (Adweek's Best Media Agency of the Decade).

Publicis Groupe

The « Human Digital Agency »

* World leader in digital communication with a unique expertise in the digital media universe:

VivaKi aggregates the marketplace influence of five autonomous brands, including two global media agencies: ZenithOptimedia and Starcom MediaVest Group; two leading digital marketing agencies: Digitas and Razorfish; and a premiere futures practice: Denuo. On behalf of its agency brands and their clients, VivaKi faces the market to help identify and build technology and content solutions for the future. Sitting at the core of VivaKi is the VivaKi Nerve Center, which serves as a think tank, R&D center and testing ground to activate new pathways for clients to connect with consumers in an increasingly digital world.

- Other leading digital brands: Blogbang, Denuo, Digitas Health, Emporioasia Leo Burnett, Freethinking, iMed Studios, Moxie Interactive, MS&L Worldwide, Net Intelligenz, PBJs, Performics, Phonevalley, Pharmagistics, Pixel, Prodigious Worldwide, Publicis Healthcare International, Publicis Modem, Publicis Net, SMG Performance Marketing, Spark Communications, The Third Act, Zed Digital

* Includes three of the top global advertising networks: Leo Burnett, Publicis, Saatchi & Saatchi

- Multi-hub networks and creative boutiques: Bartle Bogle Hegarty (BBH)**, Fallon, The Kaplan Thaler Group

** 49% owned

* Leader in healthcare communications:

Publicis Healthcare Communications Group (PHCG) is one of the largest and most innovative health oriented agency networks in the world. PHCG manages top-tier agencies specializing in a comprehensive range of healthcare communications including advertising, medical education, sales and marketing, and medical and scientific affairs. Brands include BOZ, iMed Studios, Medicus Life Brands, Pharmagistics, Publicis Healthcare International, Publicis Life Brands, Publicis Medical Education Group, Publicis Selling Solutions, Saatchi & Saatchi Healthcare and Science Oriented Solutions.

- Digitas Health is a next-generation digital healthcare marketing agency proposed by the Digitas brand.

* Premiere Corporate Communications, Public Relations and Events Management services:

MS&L Group offers best-in-class Public Relations, Corporate and Financial Communications, Reputation Management, Public Affairs, Social Media, Digital and Live Events management. The group leverages the collective scale and expertise of Carré Noir, Freud, JKL, Kekst and Company, MS&L Worldwide, PBJs, Publicis Consultants | Worldwide, Publicis Events, PublicisLive, Publicis Meetings, Emotion, Relay, SAS, Sponsorship Intelligence, TMG Strategies and Winner & Associates.

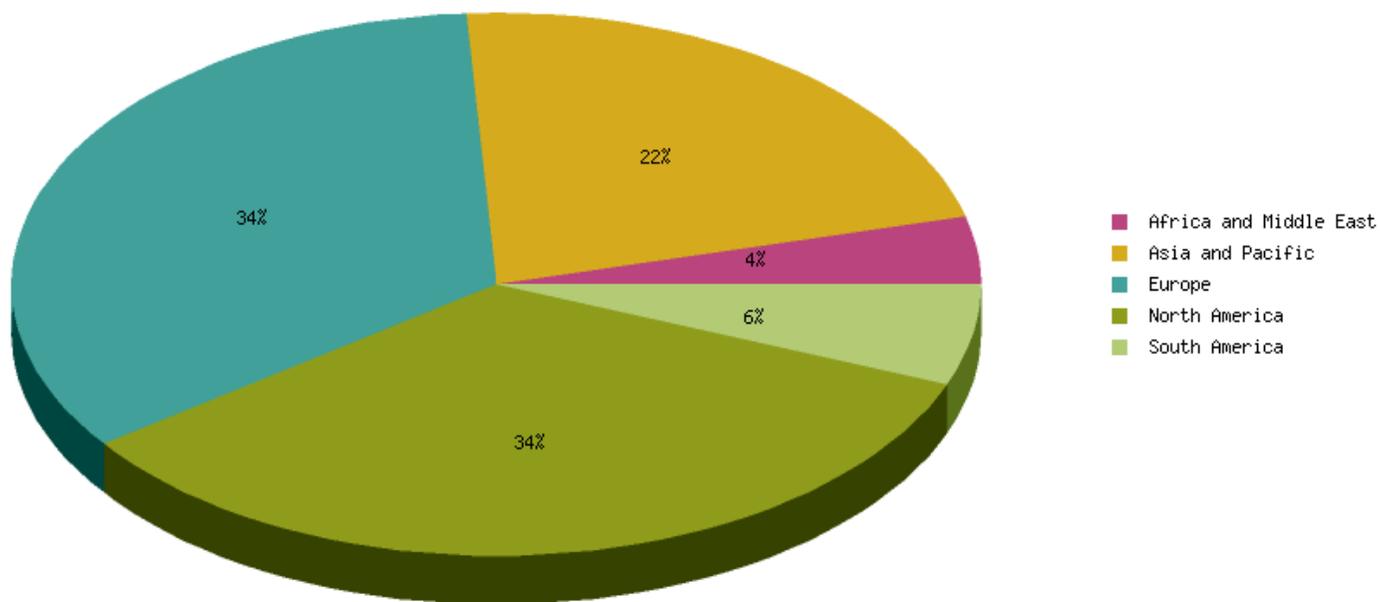
* Other Specialized Communications

- Direct marketing/sales promotion: Leo Burnett/Arc, Publicis Dialog, Saatchi & Saatchi X
- Production and Publishing: Mundocom, MarketForward, WAM
- Multicultural communications services: Burrell Communications, Bromley Communications, Conill
- Sustainable development consultancy: one major Brand in Saatchi & Saatchi S, with specialists also in MS&L Group
- A division managing advertising sale: Médias & Régies Europe

Group Profile



Employee Breakdown by Region as of December 31st 2009



The VivaKi Offer





VivaKi

David Kenny, Managing Partner, VivaKi
Jack Klues, Managing Partner, VivaKi

Life and Energy in a Changing World

Publicis Groupe launched VivaKi at precisely the right time. Digital technology and communications were changing quickly and no one agency was going to single-handedly get ahead of the change - particularly as the global economy began to collapse and marketers braced themselves for the impact. By combining the power and influence of media clout with digital acumen when it did, Publicis Groupe empowered its agencies to help clients navigate the economic downturn and master digital opportunities, while also capturing market share for the Groupe: no small feat.

A Sixth Sense for Clients

The success of VivaKi is demonstrated by the agency networks that comprise it: Digitas, Starcom MediaVest Group, ZenithOptimedia, and as of 2009, Razorfish. VivaKi exists to develop and deploy technology, content and media in a way that allows these agencies to connect their clients with people in meaningful ways. The VivaKi agencies emerged from a tough 2009 with stronger client relationships, enhanced capabilities and meaningful growth.

This success was fostered in part by the VivaKi Nerve Center, which brought its Audience on Demand solution out of beta and into full activation mode in 2009.

This made it easy for clients to reach their most valuable customers at their highest point of potential engagement, through a single transaction. In a year when ad networks began to lose momentum, AOD gained traction with marketers and premium publishers for its transparency and effectiveness. The VivaKi Nerve Center continues to be the only resource of its kind, dedicated to research and development of new technology, ad platforms and capabilities. In 2010 the energy of the Nerve Center will be calibrated to focus more keenly on activation in Europe and Asia, with an emphasis on video, social, search, data management and targeting capabilities.

Pooled Resources

In 2009, the beneficial clout of VivaKi was realized in the commercial agreement it negotiated with Microsoft on behalf of its agencies. The Microsoft partnership extends the AOD network to new premium audiences, gives VivaKi agencies a first look at new content opportunities and delivers preferred pricing to all clients of VivaKi agencies on Microsoft properties.

Microsoft also made a strong commitment to The VivaKi Pool - a research initiative that unites marketers, media owners and technology companies for the purpose of testing new ad formats and monetizing those that consumers are seen to prefer.

The first initiative focused on online video and included AOL, Comcast, CBS Interactive, Microsoft, YouTube, Bank of America, General Mills and Wal-Mart, among others. The research revealed that Ad Selector - a model that allows consumers to select which ad they prefer to engage with on the Web - increases click-through and ad recall by as much as 200 percent compared to industry standard pre-roll. The Pool's subsequent projects are already underway.

A World Leader

Digital content and innovation was another major focus area for VivaKi in 2009. When Publicis Groupe acquired Razorfish it became the world leader in digital marketing and media, deriving 25 percent of revenues from digital communications. As Razorfish was integrated into VivaKi, aligning with Digitas and Denuo, the Groupe simultaneously achieved significant efficiencies while creating the most robust portfolio of digital capabilities in the marketing services industry.

The VivaKi Exchange model was also fine-tuned and focused throughout 2009. While the Exchange has historically been leveraged to extract more value from traditional media by aggregating client investments, it is being expanded to deliver business intelligence, digital media negotiations, data management and other Nerve Center activation to VivaKi's agencies.

VivaKi (con't)

The VivaKi Exchange is a key point of difference for Groupe agencies, and in 2009 played a pivotal role in winning new assignments from clients like Mars, Toyota and Heineken.

Making Connections

Ever mindful of the fact that brilliant talent is any organization's greatest asset, the VivaKi Talent and Transformation practice built the foundation of its employee value proposition in 2009. Designed to attract and develop the world's best talent for VivaKi agencies, the Value Proposition encompasses fluid talent, mobile dexterity, digital skills and training ahead of the market. While several of its agencies earned preferred employer recognition from local and national organizations, the China network was recognized as one of the top 50 companies in which to begin a career.

Though only in its second full year of existence, VivaKi is delivering on its ideals of life (viva) and applied energy (ki). Looking ahead to 2010, it will continue to explore the best opportunities to optimize, track, create, iterate and maximize the ability of its agencies to create powerful and meaningful connections between people and brands.



THE GROUPE

Digitas

Laura Lang, CEO, Digitas

Digital Expertise and Global Influence

Digitas benefited from its global reach last year. While many economies contracted in 2009, others grew. For example, China and India's GDP grew by 8.6% and 6.3% respectively. Indeed, China is expected to become the world's fourth largest advertising market in 2010, overtaking Britain. India will nudge the top ten. Having moved into China in 2007 and India in 2008, Digitas understands its clients' aims and needs in these markets.

The Age of 'Now'

In India, Digitas kicked off an international initiative to lead industry thinking and discussion in "The Age of NOW". This covered everything from real-time ad serving and campaign reporting to innovative approaches and customer insight. What new methods can be used to understand shifting consumer behaviors and attitudes in the age of Botox and the BlackBerry?

At a global level, Digitas grew and strengthened. Digitas Health launched offices in Boston and London.

Innovation and creativity resulted in awards and industry recognition: for example, *BtoB Magazine* ranked it Top Agency for the fifth consecutive year, while it was recognized as agency of the year by

OMMA Magazine, the Festival of Media and *Medical Marketing & Media*, among others.

Worldwide, the network added more than 90 new clients, including TGI Friday's, Kaiser Permanente, Mead Johnson, Carrefour and ITC Limited. It also gained more than 40 significant new assignments for existing clients such as Samsung, Delta, and Procter & Gamble.

Powerful Tools

It was also a year of firsts: the first 3-D digital campaign; the first touch-screen vending machine with built-in advertising; and first pharmaceutical branded channel on YouTube. And these initiatives got results. "Kiss Me In 3-D" helped Crest to exceed sales goals of its new Whitestrips in just six weeks, while an app tied to American Express' sponsorship of the US Open clocked nearly half a million downloads. It also received a 4.5 star iTunes rating and was ranked as one of *Forbes'* Top Five Best Branded Apps.

One the most important initiatives last year was the creation of Brand Observation Rooms. These bring brands closer to people - their feelings and behaviors - in real-world contexts. If brands are to inspire consumers to take action, they require more powerful tools to understand, and ultimately, be influenced by them. And this must happen in real-time to help steer and adapt campaigns as

they evolve in the market.

Content Remains Key

With deregulation being discussed in Europe, the conversation around branded content is becoming ever more intense. For the past two years, the Cannes Film Predictor Showcase and the Digital Content New Front have brought together digital content creators, talent and brands in an open dialogue about new industry models. Seizing the possibilities created by major shifts in the way media is produced and distributed, Digitas has been able to create and distribute brand-funded programming for a range of clients.

Innovation and growth was bolstered in 2009 thanks to the tools, technologies and media buying power of the Vivaki network.

In addition to accessing the Vivaki Nerve Center, Digitas was able to tap into the game-changing digital experts and partnerships at Denuo, the Publicis Groupe think tank.

Approximately 2.2 billion people are expected to be using the Internet by 2013, driving new technologies, additional screens and more touch points for brands. In this exciting environment, Digitas will continue to deliver innovation that inspires consumers and helps its clients to succeed.

Digitas Work in 2009



The Film Preditors II: A Dating Game
Platform Event - Digitas

From true predators (producer-shooter-editors) to big Hollywood stars, more and more of the world's hottest film talent is choosing to distribute new work online. So how are brands playing in a world where TV spots don't fit? The Film Preditors II, hosted by Digitas during the 2009 Cannes Lions Festival, was a dating game showcasing some of the hottest of these digital talents looking to team up with brands. Talent included Justine Bateman, Fred, Deepak Nayar, Zadi Diaz and Jeff Larson.



Kiss Me in 3D Crest Whitestrips
P & G - Digitas

What better way to launch a revolutionary new product online, than by using a revolutionary new technology? To create buzz around the newest Crest Whitestrips, we created KissMeIn3D.com, the first-ever 3-D web experience using InTru 3-D technology. The technology helped us demonstrate, in a compelling way, the product's key benefit: these strips stay put so securely, you can do almost anything while wearing them. Even kiss someone.



Woody's Burger Bet
T.G.I. Friday's - Digitas

Digitas and Publicis created the character Woody and put him at the heart of a multi-channel campaign with social media at the core. The campaign centered on Woody making a bet with T.G.I. Friday's: if he got 500,000 fans on Facebook by September 30 all registered fans could get a free burger. Woody reached 500,000 fans in just 12 days and convinced them to up the ante and give free burgers to everyone who became a fan. Woody's fan base grew faster than any Brand Fan Page in Facebook history.



Digital Content NewFront 2009
Platform Event - Digitas

Recognizing the need for a paradigm shift, Digitas is pushing a new approach for developing and funding new content with the Digital Content NewFront (DCNF). At the center is brand funded content activated through paid and earned media in a distributed ecosystem. Held just after the traditional broadcast Upfronts, DCNF explored evolving models of original digital content creation and distribution and brand strategies for planning, developing and funding original digital programming.



THE GROUPE

Starcom MediaVest Group

Laura Desmond, CEO, Starcom MediaVest Group

The Human Experience Company

The worldwide recession affected the network and its clients - which include General Motors and Procter & Gamble - in profound, business-altering ways. But even in the face of this adversity, Starcom MediaVest Group (SMG) proved adept at converting opportunities into growth and remaining focused on its goal of being a Human Experience agency.

Last year, Starcom MediaVest Group continued its impressive track record of new business success. Across markets, its two agency brands won 428 new business pitches, adding clients such as RSA Insurance, Malaysia Airlines, Mars/Wrigley, Bristol Myers Squibb and Telefonica - the year's single-largest regional new business pitch. Digital operations in emerging markets grew by 36% and in Latin America by 50%. These wins helped offset the challenges faced by General Motors' and Procter & Gamble, and relationships with both clients remain strong. Starcom recently expanded its relationship with P&G in Asia and will aid GM in the coming year.

Prioritizing Evolution

Starcom also continued to impress the industry as a whole, with strong showings at the Valencia Festival of Media, Dubai Lynch, Effie's, CMA's, Excellencies, OMMA and Spikes Asia. At Cannes,

SMG had its best year ever, earning 20 shortlist recognitions - more than any other agency network - and winning 11 Lions, including two gold.

New clients and accolades can be credited to SMG's consistent focus on the future. Its work benefited from its insistence on evolving and shaping what comes next. From data to digital, global expansion to talent development, in 2009 SMG made evolution an essential priority.

A key piece of this vision is to transcend the outdated constraints of a traditional media agency to become a Human Experience company, one that understands and forms affecting consumer experiences. In one of its first steps along that path, in 2009 SMG established its first Human Experience Center, "Mic," which allows it to aggregate information from a proprietary community of young men and women for on-demand research and insights.

A Tale of Two Brands

Digital also plays a central role: the network no longer views digital as a simple customer relationship medium, but rather as one that can create and build brands. And last year it put in place new programs and initiatives that place it along the entire purchase funnel, not just at the start of the process, fuelling awareness and consideration. SMG is set to

continue enhancing its digital expertise and expanding its multinational clients as well as making significant investments in its data and analytics practices.

Globally, SMG continues to pursue its strategy of establishing a two-brand footprint. In two years, MediaVest's global presence has tripled to encompass more than 30 markets and 1,200 employees. At the same time Starcom Worldwide continues to be recognized as a leader in all the markets in which it operates. This two-brand strategy has paid off particularly well in the United States, where *Adweek* magazine recently named SMG the media company of the decade. Along with this, it has continued to develop new research and analytics tools, keeping its lead as one of the world's premier media companies.

The Engine of Talent

But people are still the heart of the company. In 2009, SMG continued to invest in talent. It expanded its "Top Gun" management program globally, enrolled its Asia Pacific team in Google certification training and implemented a "Superhero" planning program in our Middle East and North Africa region.

There is no doubt that 2009 was a trying year for everyone in the marketing and media world. But SMG's work has ensured that the network has emerged stronger - and better positioned for the future - because of it.

Starcom MediaVest Group Work in 2009



Pedigree Adoption Drive
Mars - Starcom Melbourne

In order to reach 3000 dog adoptions through Pedigree Adoption Drive (PAD), we faced the daunting challenge of changing the perception that shelter dogs were 'damaged goods.' Instead of human interest stories, we created "canine interest stories" that were posted to thousands of yellow life-sized dog cut outs that were let loose in parks and streets. The campaign saw people taking the cutouts home with them as they walked down the street or took the subway.



What is your Eco Score ?
Honda Insight - Starcom Spain

One of the unique qualities of the Honda Insight is how it scores your driving based on your performance. We used that score to create short-form content of Spanish celebrities competing against each other. Results were announced in Spanish F1 coverage, and customers were also invited to sign up to drive the Insight on closed-circuit driving courses around the country. Through this campaign, Honda doubled its share in the Hybrid market and achieved 80% recall among adults.



First Coke of the New Year
Coca-Cola - Starcom Shanghai

Because of a tumultuous 2008 with devastating snowstorms and earthquakes, young people valued community more than ever. We created the "Shanghai First Coke of the Year" as a symbolic way of passing on optimism for the year ahead. Coca-Cola kicked off the Chinese New Year with a live TV event, featuring celebrities like Liu Xiang "China's most hopeful Olympics hero" giving their First Coke of the Year (FCOY) to someone special and urging consumers to do the same.



Ultimate Gamer
Samsung - Starcom USA

To make young consumers in the US see Samsung as more than just a TV or a phone, we helped create the "Ultimate Gamer" reality show with the World Cyber Games and Syfy and USA Networks. We showcased the participants' struggle and sacrifice as they competed for the title of the Ultimate Gamer. The fully-branded show brought video games to life through Samsung products and introduced a human element to the brand that it didn't have before.



ZenithOptimedia

Steve King, CEO, ZenithOptimedia

How to Stay Ahead of Change

For ZenithOptimedia - 2010 was a year of cyclical and structural change. From a cyclical perspective, the media agency encountered the most ferocious economic downturn in over 50 years. Fortunately, it had partially anticipated the economic downturn and had implemented a "root and branch" restructuring, so it entered 2009 in a much leaner position. The steps the organization took in terms of headcount, salaries and compensation allowed it to ensure that its cost base reflected the new economic reality.

Redoubled Efforts

However, it also used this opportunity to strengthen its competitive position. Since 2005, ZenithOptimedia has maintained a clear point of difference from its competitors with its positioning as the "ROI Agency". It redoubled its efforts to market this positioning in 2009. It reinforced its tools and processes to ensure it could deliver clients the Return On Investment metrics and analytics that they demanded. The global proprietary Touchpoints® ROI Tracker gave the agency unrivalled ability to analyse and quantify all relevant consumer contact points.

At the end of 2009, it had completed 415 Touchpoints® studies with a base of over 450,000

consumers. ZenithOptimedia also anticipated that there would be significant new global opportunities as clients reacted to the economic downturn. Its response was to significantly increase its resources in business development. As a result, ZenithOptimedia was one of the clear winners from the increase in volume of leading advertisers' business that was pitched and reassigned. Significant international wins came from companies including BBC Worldwide, Campofrio Food Group, Geox, Lactalis and Reckitt Benckiser. This performance has augmented very strong performance in each of the key markets.

At Home in a New World

In the medium term, structural change will have the most enduring impact on the communications and media industry. The "tipping point" regarding digital and the growth of the new economies has clearly passed. Digital investment exceeded 12% of global advertising spend in 2009 and in many developed markets the internet is close to overtaking television as the primary medium.

2009 was a year where all advertisers looked for a deeper relationship with their customers through digital connectivity.

Once again, ZenithOptimedia was able to use Touchpoints® to leverage, guide and navigate the

digital opportunities for its clients. ZenithOptimedia has had a longstanding leadership position in digital. Its Zed digital business leads the field in search marketing. Its full service US-based Moxie agency went from strength to strength. In fact, 2009 was a record year for both agencies. At the end of the year, the collaborative spirit of VivaKi was leveraged to align Performics (the former Google performance marketing unit) with Moxie. ZenithOptimedia now has unrivalled strength in all regions in its digital capabilities.

BRIC and Beyond

Geographically, the long-term shift from the established markets to the more dynamic BRIC markets accelerated. As the first international media agency into China, ZenithOptimedia has been able to learn from its long experience working with key clients there.

It managed to retain all of its major local assignments during 2009 and was able to extend its client base with relationships with Mars and Red Bull. ZenithOptimedia is now ranked (by RECMA) as the number one media brand in China.

2010 will be the year of Social and Mobile, two areas of significant focus for VivaKi. Zenith is confident of the breadth and depth of its product offering in these two dynamic and vital areas.

ZenithOptimedia Work in 2009



Free Grand Slam Breakfast
Denny's - Optimedia USA

Denny's Grand Slam Breakfast Giveaway took an amazing offer and turned it into an American event, which generated unprecedented media coverage and became one of the best US marketing stories of the year. After building buzz in the run up to the Super Bowl, Denny's targeted sports fans by inviting them to enjoy a free breakfast on Super Tuesday. The promotion brought in 2 million customers over 8 hours, encouraging rediscovery of the new Denny's dining experience and ultimately paying for itself.



TED 696 Project
Lion Nathan - ZenithOptimedia Australia

Lion Nathan launched Tooheys Extra Dry 696ml longneck beer bottle with a campaign that challenged category norms and became hugely successful, beating all forecasts and generating a 9-fold return on investment. The world's best street artists were commissioned to design a brown paper bag, in which longneck bottles are always sold. Using their designs as inspiration, a global online competition was launched to the 18-24 year old target, with winning designs used in liquor stores countrywide.



Load and Go
O2 - ZenithOptimedia UK

O2 entered a new category with the launch of Load and Go, a free pre-pay card with Visa capability, aimed at teenagers. By forming a unique partnership with Hollyoaks, home to 5.5 million young viewers, and creating a bite-size 'soap-within-a-soap' retail romantic comedy, O2 succeeded in engaging the viewers with a financial product that may not have otherwise interested them, smashing sales targets by 300% and making this the fastest growing card launch in the UK.



Dettol Klinik
Reckitt Benckiser - ZenithOptimedia Indonesia

In a soap market obsessed with beauty, Dettol faced the challenge of launching with a germ kill proposition. Diseases being a reality in Indonesia, we created a unique TV talk show, Dettol Klinik. Hosted by a celebrity doctor and specialists from the Indonesian Medical Association and shot inside partner hospitals, the show discussed topical diseases with housewives and educated them on the importance of Dettol in their daily lives. Dettol sales grew by 30% in a market which shrunk by 8%.



Razorfish

Bob Lord, CEO, Razorfish

Creating Experiences to Build Brands

Razorfish officially joined the Publicis Groupe family on October 14, 2009. In its new home, the agency has access to a global pool of resources and expertise that compliment its digital core and make it even more efficient at using new trends and technologies to bring innovative ideas to life.

It's no secret that, over the past couple of years, marketing has had to adapt to a major shift in consumer culture. Technology has provided marketers with new ways to interact with people, and vice versa. It's not enough to create brand perception: companies must focus on creating brand reality. Making brands come alive through experiences is more important than ever. And in 2009 Razorfish teams delivered some world-class experiences - solutions that truly helped to build its clients' businesses.

Brands Talk Back

The year was both challenging and rewarding. The industry was not immune to the global recession and the company was forced to make tough business decisions. But it emerged healthy, with its teams even more focused on delivering innovation.

Methods of consuming information continued to evolve, thanks to the proliferation of tools and devices such as Twitter, the iPhone, cloud computing and social software. New ways of experiencing the world emerged with the advent of

augmented reality. Razorfish harnessed these developments to build solutions for clients. For example, it created a digitally discreet way for troubled children to seek help. It developed a touch framework to create in-store multi-touch experiences for shoppers. And it devised a way to experience a luxury car without ever stepping foot in one.

Consumers have long had a voice online, rallying for - and occasionally against - brands. In 2009, brands began talking back, with success. Marketers began to appreciate and leverage the power of influencers through social media: even governments and NGOs adopted it. And depending on which part of the world you lived in, social media played a more important role, as citizen journalists reported on and drew attention to social injustices.

Beyond the Traditional

Perhaps more than ever before, Razorfish earned the industry's ear. In addition to its award-winning work, its proprietary reports established it as a hub of thought leadership. The organization practiced what it preached in the area of Social Influence Marketing¹⁵³, with employees becoming the voice of the brand during launches and key announcements. Clients voted with their actions and Razorfish secured new status as lead agency in key segments.

In 2009, Razorfish moved beyond the traditional agency role of helping clients say things to establish itself as a new kind of agency that helps

companies do things more effectively. In short, it created experiences that build businesses.

Work for Barbie's 50th anniversary illustrates this new role. Mattel had a challenge: reposition the Barbie brand for grown-up women. The traditional agency approach would have been a media buy with a clever message. But Razorfish's approach was to create a digital life for Barbie that her fans could experience.

One that gave women a way to rediscover Barbie as both a nostalgic brand and as a style icon via community sites like Twitter and Facebook, a Barbie fashion show on sites like YouTube and Sugar Network, a blog written by Barbie herself, and a microsite. Mattel saw a double-digit growth in first quarter domestic year-on-year sales - a clear example of digital moving the business needle.

For Mercedes-Benz, Razorfish created digital experiences that brought the new E-Class line to life online. Another pioneering campaign was the agency's work for all@ Detergent, when Razorfish moved into TV and produced videos for NBC's Celebrity Apprentice about "laundry fairies."

Leading Opinions

Creating experiences that build businesses required Razorfish to think like a consulting firm and act like a design and technology company.

Razorfish (con't)

It generated notable thought leadership, such as its first-ever social media report *Fluent: The Razorfish Social Influence Marketing Report*, which introduced the SIM Score, a new way to measure a brand's value in the social world.

Razorfish also produced the third annual FEED report, which challenged clients to build brands by creating engaging customer experiences throughout the digital world. It also launched a new technology, the Razorfish Touch Framework, which makes it possible for companies to create interactive touch experiences faster and more easily.

Opinion-formers were unanimous in their praise. Forrester ranked Razorfish a leader in marketing and website design skills. *Adnews* named Australia-based Amnesia Razorfish interactive agency of the year for the third consecutive time. And Japan-based Dentsu Razorfish won Gold at the Cannes International Advertising Festival. More recently, *OMMA Magazine* named Razorfish runner-up in its prestigious Agency of the Year ranking.

No one can say for sure what lies in store for 2010, but there is plenty of opportunity. As new ways to interact emerge, Razorfish will continue to create experiences that enable, enrich and entertain. Ideas and capabilities - those are the lynchpins of the new kind of agency that Razorfish is building. Its integration within Publicis Groupe will help it do that on a global scale.

Razorfish Work in 2009



E-Class Launch
Mercedes - Razorfish (USA)

As the digital agency of record for Mercedes-Benz USA, Razorfish played an integral role in launching the 2010 Mercedes-Benz E-Class through many digital channels. Designed to contrast other auto industry efforts, the Mercedes-Benz USA E-Class campaign strays from the typical minimalist feel of car on black or white background. Instead the E-Class stands among natural dawn and dusk environments that seem dreamlike in their utilization of light and color while inciting a cinematic feel.



Laundry Fairy
Sun Products All Laundry Detergent - Razorfish (USA)

Featured on the reality show 'Celebrity Apprentice', Sun Products asked contestants to develop all@-branded viral videos that would appeal to their target. What the contestants delivered was off-brand and unusable. So Sun Products turned to Razorfish to create a viable commercial for All Laundry to run during the show. The result is 'Laundry Fairy's Union Local 32'. Melissa Rivers stars in this mockumentary about 'LFU 32', an off-beat collection of stain fighting characters who come to the rescue of over-stretched mothers everywhere.



Project Cold
MillerCoors - Razorfish (USA)

Through a campaign known as "Project Cold," Razorfish helped MillerCoors launch a new product, the Coors Light cold activated can (known as "cold activated" because the Rocky Mountain image on the label turns blue when the beer is cold enough to drink). At the center of the campaign is a rich microsite designed to showcase the attributes of the cold activated can. The Razorfish team found inspiration from YouTube videos depicting real-life homemade solutions for chilling beer and wondered what would happen if we asked people with actual science or engineering backgrounds to do their own "cold experiments"? They soon found out.



Disrespectoids
Kraft - Razorfish (USA)

Introducing the Disrespectoids: a motley crew of kids who innocently but foolishly "disrespected" the Capri Sun pouch and paid the consequences. As a result of their actions, these kids were transformed into physical representations of their disrespect. The campaign launched with three hilarious TV spots that introduced the world to the first three Disrespectoids. The spots drove kids online to RespectThePouch.com to play the Disrespectoids game - a highly interactive Web site that lets kids play with the characters, earn different achievements and unlock cool Disrespectoid content.

Advertising Brands





THE GROUPE

Leo Burnett Worldwide

Tom Bernardin, CEO, Leo Burnett Worldwide

Investing in a Creative Future

With a relentless commitment to its HumanKind philosophy, Leo Burnett Worldwide proved in this deeply challenging year that creativity is the most valuable asset in business today.

By leaning forward and not back, the agency gained significant new business and additional assignments from existing clients. Its creativity earned it accolades and attention at every major award show in the world. Its high-profile staff additions have made the agency more competitive than ever. And HumanKind continues to change the conversation that Leo Burnett is having with clients, prospects and the media.

The Talent of Tomorrow

While 2009 was a year of cutting back for most, Leo Burnett Worldwide prepared for the future by aggressively investing in its most important resource: talent. Among other initiatives, it created the Energy Pool, comprised of 25 junior staff, selected from the best schools around the world, who show extraordinary creative and professional promise. The Energy Pool is the talent of tomorrow working with Leo Burnett today to challenge the agency - and its clients - with their ideas. In the digital arena, Leo Burnett Worldwide significantly enhanced its talent in markets from

Shanghai to London, to support clients that increasingly require fully integrated creative solutions. In Chicago alone, the network's 300-plus digital group is one of the largest of any brand agency in North America.

With a razor-sharp focus on creativity and a commitment to creating HumanKind work, the agency outperformed market standards and demonstrated creative leadership at every major industry award show this year.

By dedicating itself to the "business of creativity," it expanded its relationships with blue-chip clients such as Kellogg's and P&G and built new relationships globally, while keeping current clients successful. In 2009 alone, Leo Burnett Worldwide won over sixty major new pieces of business.

Beyond Advertising

The agency creates "acts," not just ads, rooted in a brand's true human purpose: creative, engaging communications that change the way people think, feel and ultimately behave.

In 2009, one of these acts moved over a billion people - one in every seven people on the planet - to vote "yes" during Earth Hour to saving the Earth. Another project transformed an entire district in

Lisbon into "the world's first ephemeral museum" to showcase the best urban art and graffiti, generating brand awareness equal to Diageo Pampero Rum's major competitor. And Leo Burnett changed the way people all over the world think about their online security with a Norton campaign that brought the dangers of cyber crime to life.

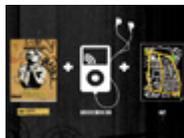
New Thinking

In 2009, Leo Burnett Worldwide was the "Most Awarded Network in the World in New World Thinking," in the 2009 Gunn Report. The agency took top honors at every major advertising show in the world. At Cannes this year, it was the 3rd most awarded network.

Last year it also introduced two new intellectual capital initiatives that showcase its unique lens on human behavior: BrandShelters, the first major study to capture the lasting consumer behavior changes sparked by the global recession; and the Multichannel Shopper study, which defines various purchasing approaches consumers take in search of value, experience and convenience.

After a year of strategic investment, Leo Burnett Worldwide is now positioned for dynamic growth in 2010 as it continues its commitment to HumanKind, its focus on people and its dedication to creating truly exceptional work.

Leo Burnett Work in 2009



Ephemeral Museum
Diageo - Leo Burnett Publicidade (Lisbon)

To promote Pampero Rum in Portugal, LB/Lisbon bolstered the rum's underground following by creating the world's first Ephemeral Museum, an open-air graffiti museum exhibiting work by a variety of street artists. The Museum team identified and catalogued significant graffiti works by author and title. The Ephemeral Museum web site lets visitors investigate the artists' work, download audio-guides in multiple languages, and print out a route map, while learning more about the Pampero brand.



Photochains
Canon - Leo Burnett Sydney

LB/Sydney launched an interactive campaign for Canon, to promote the digital SLR brand EOS. A photochain is a growing chain of photos, where each shot inspires the next. A chain starts when a person takes a photo, and then tags a detail in it. This tag then acts as the brief for the next photographer to go and shoot. They then tag a detail in their photo, and so the chain grows. The photochains will live online, where photographers can upload photos to existing chains, or start their own.



Stadium of Dreams
Heineken - Leo Burnett (Bangkok)

To launch a new Heineken UCL can, LB/Bangkok & Arc Thailand built 'The Stadium of Dreams': a gigantic live football Stadium made entirely of Heineken UCL cans. Consumers helped build this stadium via our micro site, which let people place individual cans as part of the stadium's structure. 332,654 personalized cans were placed on the Stadium of Dreams. Thousands of people watched live matches at the Stadium, and ultimately, the final score of the championship game was engraved on this new can.



Favourites
McDonald's - Leo Burnett (London)

Created by Leo Burnett, this is an 'ode to McDonald's' and the universality of the experience it offers everyone - from kids to teenagers to grannies to office workers to labourers and everyone in between. Crisp copywriting and gorgeous filmmaking highlight some special moments in the restaurant, and demonstrate the powerful insight that "There's a McDonald's for everyone."



THE GROUPE

Publicis Worldwide

Richard Pinder, Chief Operating Officer, Publicis Worldwide

Contagious Ideas that Change the Conversation

The dramatic market conditions provided fertile ground for Publicis Worldwide to demonstrate its positioning as the network that delivers "Contagious Ideas that Change the Conversation". Last year it helped many clients change the conversation in their categories as consumer attitudes and habits changed substantially.

This approach was particularly effective in the new business arena, netting a stream of new clients including Carrefour, Compaq, Crest, Malibu, Armani fragrances, T.G.I. Friday's, Chevrolet, Marriott Hotels and BMW. The network continued to win assignments from existing clients P&G, Nestlé, Citi, Renault and Pernod-Ricard. Additional wins in its French home market were eBay, Maserati, Century 21 and Le Monde. By the end of 2009, the three largest Publicis Worldwide operations (US, France and the UK) ranked at or near the top of their local new business tables.

Digital Dynamism

Increased client interest in digital continued. With over 1000 digital specialists worldwide, Publicis Modem landed major business wins, including HP's PSG (personal services group) EMEA business, PayPal's global digital business and Citibank and Hasbro's digital accounts in the USA.

Digital shop Nemos was acquired in Switzerland, with more acquisitions in the pipeline for 2010. In the network's French home market, Publicis Modem was voted Digital Agency of the Year, while analyst RECMA ranked Publicis Modem as the world's fourth largest digital agency.

Also on the digital front, the network launched Publicis Entertainment, which broadcasts entertainment and automotive programming 24/7 on Canal Plus, Sky, IPTV and through social networking sites. Its first work broke late in the year with the launch of Renault TV.

A Global Commitment

Publicis Worldwide posted excellent results in emerging markets, particularly in Latin America and in that region's largest market, Brazil. It launched a world class, wholly owned agency in Ghana to serve 22 markets in Central and West Africa. And it strengthened its offering in the Balkans with the acquisition of long-term Bulgarian affiliate Publicis MARC.

Publicis Worldwide's commitment to sustainability and social causes continued unabated. Globally, it launched a promise to plant a new tree for every employee hired, while offices in the United States continued to back their internal "Green Lion" initiative.

High profile public awareness campaigns include Publicis Spain's war on plastic bags with Carrefour, Publicis London's campaign for Airbus, and Publicis Frankfurt's Bund campaign for renewable energy. The network's charity work won a raft of awards, including Bangkok School for the Blind (Publicis Bangkok's), a campaign for Unicef from Publicis Brussels, and Publicis India's highly acclaimed Let Gandhi Talk. In the United States, Publicis & Hal Riney was selected to create an anti-meth campaign in conjunction with The Partnership for a Drug-Free America.

There were many other innovations throughout the year, from conversation readers to neuro-linguistic programming systems.

Creating the Future

Going forward, the network has set itself three key targets: to be in the top five creative networks in the world by 2012; for Publicis Modem to deliver 30% of the network's revenues by 2012; and to be the choice of a new generation of local clients and talents.

On the creativity front, Publicis is already well on its way to achieving its goal. It was the third most creative network in Europe at the Eurobest awards, while the influential Media Awards named Publicis Asia the region's second most creative network.

Publicis Worldwide (con't)

At Cannes, the network achieved its best year ever with 22 Lions (up from 10 in 2005) across design, digital, outdoor, film and press. For the second year running, Publicis USA was awarded *Adweek's* highest agency ranking, alongside four competitors. It landed almost 60% more awards than in the previous year. To fuel this momentum further, Olivier Altmann, Co-President of Publicis Conseil in France, was appointed Chief Creative Officer, Publicis Worldwide.

Creative talent was bolstered with the arrival of two award winning former worldwide Chief Creative Officers: Craig Davis (ex- JWT) at Publicis Mojo Australia and New Zealand and Miguel-Angel Furones (ex-Leo Burnett) at Publicis Spain. In addition Kristi VandenBosch, ex-President TEQUILA\North America, signed up as CEO Publicis & Hal Riney, San Francisco; Lowe's Marcelo Ortega became Publicis CEO Chile, while former agency.com President Enda McCarthy was appointed CEO Modem UK.

It's no surprise that Publicis is facing 2010 with cautious optimism. The network is clear about its purpose, it has a strong three year plan, the right people in place - and it has proved passionate and skilled at maximizing opportunities in a changing environment.

Publicis Worldwide Work in 2009



A Hole World Of Their Own
United Biscuits - Publicis London

The campaign used TV ads to show how the unique shape of the snack can take you to another place and reminded Britain why Hula Hoops have a special place in people's hearts, and on their fingers - because they're fun to eat. An on-pack promotion that ran for 6 months invited Britain's young and young at heart to have some fun by shooting their own 'finger films', upload them for public viewing and enter to win a trip to Hollywood.



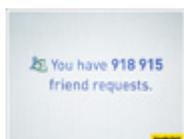
Pure Waters
Lion Nathan - Publicis Mojo Sydney

Publicis Mojo used the fabled power of Tasmanian water, a key ingredient in James Boag's Draught, to produce globally acclaimed and awarded work for brewer Lion Nathan. In its 'Pure Waters' campaign it took the tale of how water from Tasmania has the 'power to make things better'. The print is part of a wider campaign, including three TV commercials of 15, 30 and 60 seconds that show how what goes into the water comes out improved.



Irresistibly White
Procter & Gamble - Publicis Brasil Sao Paulo

Publicis has changed the conversation around oral healthcare forever with its advertising for Procter & Gamble's Oral-B. With both the Cannes-awarded 'Chicken', 'Pig', 'Fish' executions and the graffiti-like 'Irresistibly White' campaign Publicis in Brazil has established P&G as a creative force and a player on the global awards scene.



Attraction
Wonderbra - Publicis Conseil (Paris)

For the past five years Publicis Conseil has done wonders for Wonderbra, breaking the clichéd codes of lingerie advertising by showing the effects the underwear has, rather than flaunting the female form in its ads. This communications recipe has been awarded in the best shows globally. In one of the latest executions the agency brought the effect to the social networking site Facebook, playing with its "You have a friend request" tagline.



THE GROUPE

Saatchi & Saatchi

Kevin Roberts, CEO, Saatchi & Saatchi Worldwide

Soaring Above the Turbulence

Kevin Roberts' rallying call for 2009 was to 'Win Ugly Together', and he's grateful to all Saatchi & Saatchi employees, and to their clients who saw the need to believe in the unreasonable power of the company's creativity.

It's his view that 2009 separated eagles from ostriches.

Saatchi & Saatchi's Spirit of One Team One Dream, Nothing is Impossible helped them soar. It gave birth to a radical optimism that infused much of their work.

For example, the T-Mobile "Life's For Sharing" campaign in the UK. The press called the live dance event at London's Liverpool Station an "epidemic of joy". It was watched online over 16 million times. For the sequel, a mass karaoke in Trafalgar Square, 13,500 people took part, recruited by mobile phone and blogs.

In another successful project, Saatchi & Saatchi had people across 40 markets raise a glass to Arthur celebrating 250 years of Guinness. In the US, the new frugality was reflected in a one second commercial for Miller High Life, screened during the Super Bowl. Just as the company's Spirit suits tough times, so too does its Focus - to fill the world with Lovemarks. The loyalty beyond reason that Lovemarks generate is priceless in these times. *Advertising Age* recognized this,

naming Lovemarks one of the decade's ten best ideas. More and more Saatchi & Saatchi clients joined the agency network's Lovemarks Academies. And more and more clients joined Saatchi & Saatchi.

Success in a Harsh Climate

2009 was a buoyant new business year for Saatchi & Saatchi. Major wins included Amway (China), Asda (UK), Ferrero (Italy), Forum Nucléaire Belge (Belgium), Hewlett-Packard PSG (EMEA), House of Travel (New Zealand), Huiyuan Juices (China with Saatchi & Saatchi X), Kerry Foods/Wall's (UK), Merck Sharp & Dohme (Singapore/Asia), Midea (China with Saatchi & Saatchi X), RTA Dubai Metro (UAE), Sara Lee - Senseo (Belgium, pan-European), Specsavers (Denmark/Nordic), and Tsingtao (China).

Significant additional wins came from existing major clients. For instance, 14 Saatchi & Saatchi offices were appointed to work on at least one Cadbury chocolate, confectionary or beverage brand. The Singapore office was appointed regional hub.

General Mills appointed offices in Brazil, France, Mexico, Spain and USA/New York to work on at least one brand. For Haagen-Dazs, France and Mexico were appointed, the latter as the brand's agency of record for Latin America.

Mead Johnson appointed Saatchi & Saatchi New York.

Offices in Belarus, Ecuador, Greece and Mexico were all appointed to at least one Nestlé assignment.

At least one Novartis brand went to offices in Belarus, Canada, Mexico, Russia and South Africa. UAE office was appointed to all brands.

Procter & Gamble appointed offices in Canada, China, Germany, Hungary, Mexico, Peru, Poland, Romania, Russia, South Africa, Ukraine, UK (Team Saatchi), and USA to work on at least one brand or project.

Hungary was given regional (CES) responsibility for Perfect Wash (Ariel, Lenor, Ariel Professional) and Russia was appointed to the iconic Old Spice brand.

New York was appointed agency of record by SABMiller for Miller Genuine Draft, MGD64 and Keystone Light.

Saatchi & Saatchi was appointed global lead agency by Sony Ericsson.

Toyota national accounts were won by Finland, Germany, Spain, Sweden, UK and Vietnam. Australia, Canada, China, Mexico, South Africa and USA/Conill were appointed for Toyota or Lexus models, digital projects or promotions.

And Visa Europe appointed Romania to co-ordinate for Romania and Bulgaria. UK appointed for Visa sponsorship including 2010 Fifa World Cup and Olympics.

Saatchi & Saatchi (con't)

Saatchi & Saatchi X

The company's shopper marketing network, Saatchi & Saatchi X, saw over 50% of shoppers spending less coming into 2009. A good time for the loyalty beyond reason that Lovemarks generate.

Saatchi & Saatchi X won new business around the world, including 3M, Britvic, Samsung, Elizabeth Arden and José Cuervo.

They also gained significant additional business from existing major clients, including Cadbury, Diageo, DM Drogerie Markt, Fraport, General Mills, LG Electronics, Nestlé, Novartis, Procter & Gamble, Frito Lay, Mead Johnson, Wendy's and Walmart.

Saatchi & Saatchi S

2009 hinted at a highly unpredictable future. But one certainty that emerged was the need for sustainability.

Adam Werbach, the CEO of Saatchi & Saatchi S, launched his book, "Strategy for Sustainability". It informs Saatchi & Saatchi S's continued work with Walmart on employee engagement, and with Frito Lay. S also began working with Wellpoint and Vestas.

S became global agency of record for Earth Day and took on other new business from a number of clients including Alston & Bird, Frito Lay, General Mills, Procter & Gamble, WWF, Walmart.com, and Wellpoint.

Impressive Awards Performance

Saatchi & Saatchi won over 700 awards in 2009.

Highlights included 25 Lions at Cannes, 6 of which were for the UK's T-Mobile 'Dance'.

At the Clio Awards, New York won 7 Clios, for clients including General Mills, JCPenney and Procter & Gamble, out of a network total of 19 awards. Saatchi & Saatchi also won 14 effectiveness awards in 2009.

Agency of the Year accolades went to offices in Puerto Rico, Argentina and USA/New York. Saatchi & Saatchi DGS New Zealand was named Direct & Interactive Agency of the Year.

Saatchi & Saatchi Australia was named Agency of the Decade.

Inspiration and Innovation

Continual inspiration and innovation are the vital ingredients for continued success.

Saatchi & Saatchi London launched a fully integrated production department.

It overcomes the traditional split between TV, print and digital and is designed to maximize the potential of every powerful idea.

AMR Lovemarks Research added an invaluable, but fast and inexpensive new tool called AdLove, making it possible to measure the potential impact of a campaign on a brand's Lovemarks' status.

Team One Asia was launched, dedicated, initially, to meeting the needs of the China Lexus Business.

In the United States, Team One reinvented the magazine for the launch of the 2010 Lexus RX. Collaborating with Time Inc., they made it possible for readers to select content from a wide range of publications to create 'mine', a truly personalized magazine.

The Saatchi & Saatchi Ark is a new approach to talent recruitment in EMEA, where no traditional advertising people have been hired in two years.

The Saatchi & Saatchi New Directors' Showcase is always a major event at Cannes. In 2009, a YouTube Channel for the Showcase was launched.

Kevin Roberts set a CO2 reduction target of 20% by 2012 for the Network.

He also identified that, for the immediate future, Saatchi & Saatchi is living in the participation economy and that its audiences are 'screenagers'.

He believes that Procter & Gamble's Bob McDonald's acronym for 2010, 'VUCA' - Volatile, Uncertain, Complex and Ambiguous - rings true.

What he believes also rings true is the title advice of Saatchi & Saatchi Chairman, Bob Seelert's book, "Start With The Answer", launched in May.

Kevin sees it as just about the smartest way to force some order and certainty onto potential chaos.

Saatchi & Saatchi Work in 2009



To Arthur Guinness (Diageo) - Saatchi & Saatchi (UK)

September 24th 2009 : Arthur's Day. For the 250th anniversary of Guinness, we invited the world to join the global celebration with a remarkable promotion offering the chance to win a trip into space, the opportunity to drink Guinness at a bar in the bottom of the ocean, or to enjoy a private gig with the Black Eyed Peas. There were events to attend around the world, or to watch live in thousands of Guinness bars. And the chance to join millions in a virtual global toast to Arthur Guinness.



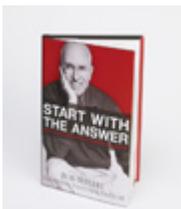
Life's for Sharing T-Mobile (Deutsche Telekom) - Saatchi & Saatchi (UK)

Saatchi & Saatchi UK injected a burst of high-energy entertainment into the daily commute at Liverpool Street Station on 15 January 2009 as 350 dancers broke into a spontaneous routine to launch T-Mobile's "Life's for Sharing" campaign. Saatchi & Saatchi planted hundreds of dancers and ten hidden cameras throughout the station's rush hour crowds to film the dance spectacular that premiered less than 48 hours later as an exclusive three minute solo spot during Channel 4's Celebrity Big Brother.



1 Second Ad Miller Brewing Company - Saatchi & Saatchi New York

The current rate for a 30 second spot during the Superbowl was \$3 million. Miller High Life is a value beer. Spending a fortune on 30 seconds and passing the cost on to consumers is against its brand character. By announcing that it was going to run a one second ad during the big game, Miller High Life was able ride the wave of pre-game hype and reap hundreds of seconds of media exposure.



Bob Seelert 'Start With The Answer' Saatchi & Saatchi Worldwide - Saatchi & Saatchi Worldwide

An edit from Bob Seelert's book launch 'Start With The Answer'. The book is a collection of ninety-four real life stories from Seelert's forty-year career as CEO. Based on his long and successful career, Seelert boils it all down to the eight dimensions of business life every leader must master in order to succeed - preparation, building and managing a career, business strategy, business operations, finance and economics, leadership, culture and communication, and personal spirit and style.



Fallon

Chris Foster - CEO, Fallon North America
 Laurence Green - Chairman, Founding Partner, Fallon London

Where Brave Work Makes a Difference

Fallon is an agency with a mission: to make extraordinary ideas happen. In both London and Minneapolis the agency's ability to adapt to the ever-changing market and refusal to compromise on creativity led to dramatic growth and the arrival of important new clients such as Chrysler and Unilever.

A Redefined Approach

The restructuring of the Minneapolis agency was designed to reflect its determination to "Do brave work that makes a difference." The concrete result is that it is a leaner operation with a staff fully dedicated to creative excellence. It speaks volumes that a year dominated by a restructuring ended with one of the agency's biggest wins in many years. The assignment for the Chrysler brand includes brand positioning, national dealers, international coordination and multicultural work.

In addition, the agency built and solidified its relationship with existing clients. For insurer Travelers, for example, Fallon continued to produce celebrated work, which was nominated for an Emmy Award.

Nestlé/Purina awarded the agency additional

assignments in the US and Latin America in the dog food category, as well as beverage assignments - a new category for the office. And Fallon continued to do innovative work in TV, digital and design for media giant NBC.

Fallon also converted the Abu Dhabi Commercial Bank and Charter Communications from project-based work into a retainer relationship. The office's other wins in 2009 included Totino's from General Mills, Cruzan from Beam Brands, Charter Communications (the number three cable company in the US), chocolate brand Barry Callebaut, Boston Market and Alpo and Nestlé Beverages from Nestlé/Purina.

Exceptional Impact

In London, too, the agency emerged with kudos from a year that tested its character. The office enjoyed massive growth in the design field, leapt ahead in digital and created pioneering ideas that had an exceptional impact on its clients' businesses.

It was a year of strong organic growth from existing clients, with additional brands from confectioner Cadbury (including Trebor and Maynard's Wine Gums) and extended relationships with insurer RSA (its 300th anniversary), SCA Hygiene (winning Charmin and retaining Velvet)

and Kerry Foods (LowLow cheese). In terms of new business, Fallon's appointment to handle the Unilever corporate brand globally - both online and offline - was an excellent example of the opportunities secured in 2009. Other wins were: French Connection (fashion); Innocent (soft drinks); Comic Relief (charity); Burton Foods' Jammie Dodgers; SeeSaw (video-on-demand service); The Auteurs (online cinema); BBC 2012 Design and Oxfam International.

Celebrated Work

Fallon's work continued to be celebrated both by the industry and by the public at large. The agency was awarded a Cannes Cyber Lion for BBC Blast, The Arden Award at the Campaign BIG awards to recognize its innovative campaign for The Natural Confectionary Company, and an Emmy nomination for its digital work with Tate Liverpool. Fallon was awarded three of Campaign magazine's Top 10 Ads of the Decade, two of Ad Age's and five of broadcaster ITV's Top 20.

With the UK and US offices of Fallon fully complementing one another in their commitment to creativity, there is no reason why they should not continue to set the agenda and leap ahead of the market.



Bartle Bogle Hegarty*

Sir John Hegarty, Worldwide Creative Director; Nigel Bogle, Group Chairman
Simon Sherwood, Group Chief Executive Officer

Creativity Remains Crucial

Bartle Bogle Hegarty (BBH) has long been known for its strong focus on creativity - and this creative prowess allowed it to overcome the significant challenges presented by the economic situation, particularly in Europe and North America. In 2009, the agency network came up with many innovative solutions to its clients' problems across a wide range of media platforms.

Its global awards performance was a testament to this. BBH China was named Agency of the Year by the magazine *Advertising Age* just four years after opening its doors. The Asian marketing journal *Mediachose* BBH Asia Pacific - comprising the Singapore, China and India offices - as Creative Agency of the Year. The American Association of Advertising Agencies (AAAA) named BBH New York Mid-Sized Agency of the Year. And both the Institute of Practitioners in Advertising (IPA) and the Account Planning Group (APG) voted BBH London Effectiveness Agency of the Year - the first time any agency has held both awards at the same time.

An Oasis of Ideas

Creatively there were many highlights, one of the most notable being the acclaim heaped on BBH New York's 'Dig Out Your Soul' campaign. This was the name of the new album from rock band Oasis, which BBH promoted in partnership with New York tourist organization NYC&Co. Street performers were encouraged to perform Oasis

songs from the album, and their interpretations then appeared on YouTube and in other media. The campaign won the Titanium Cannes Lion, the Grandy at the Andy Awards and top prizes at many other international festivals.

But there were awards elsewhere in the network too. For example, BBH London won six Golds at the Campaign Big Awards, three D&AD Pencils, and three Golds at Cannes Lions. And its film *The Man Who Walked Around The World* for Johnnie Walker was *Creativity's* Pick of the Year for Best Film of 2009.

BBH also won an impressive range of new clients in this difficult year. They included Unilever's Surf (global), Coca Cola Company's Sprite (global), Coca Cola Company's Vitamin Water (global), Singapore Tourism Board (global), eBay (Europe), Burberry (UK), TIM (LatAm), Unilever's Vaseline (India), Rediff (India) and many more local and regional wins.

Innovation and Invention

The network continued to drive its innovation agenda with the launch of BBH Labs - a global unit run out of BBH New York and London. BBH Labs is tasked with pioneering new outputs, approaches and communications platforms for clients. Its goal is to devise engaging content that is more effective and yet more efficient to produce. Practising what it preaches, the BBH Labs blog is ranked as one of the top social media websites in the sector. Featuring pieces on emerging topics of interest and debate in the industry, the blog is in

Advertising Age's Power 150, has more than 11,500 followers on Twitter, and is consistently Qapture's number one blog for advertising and marketing.

Zag, the brand invention arm of BBH, continued to perform well in 2009. The ila Dusk personal security alarm, which was successfully launched in the UK in 2008, was ordered for a second year by Marks & Spencer and taken up by UK fashion retailer Next.

The product will soon roll out in North America and the Netherlands. At the end of the year, a £1-million poster campaign went live to promote the product in the run-up to Christmas. Meanwhile, Pick Me - Zag's meat-free ready-meal brand - has proved a hit in major stores such as Tesco and Sainsbury's. One of its meals was voted 'Best Vegetarian Chilli' by BBC *Easy Cook* magazine.

Commitment to the Future

In addition, BBH continued to build its digital and content provision capabilities in order to provide integrated solutions for its clients. It expanded the number of client relationships in which it is delivering integrated creativity - and it won awards in this field for campaigns including Vaseline 'Prescribe the Nation' in the US, Axe 'mobile' in the UK and Johnnie Walker 'Pact' in Asia.

BBH begins 2010 with a renewed sense of determination and a commitment to continuing to adapt its structure and processes, making these changes work, for both the agency and its clients. And of course, it won't relinquish its relentless focus on creativity.

* 49% owned

Fallon and BBH Work in 2009



Prized Possession
Travelers - Fallon Minneapolis

"Prized Possession" features a lovable mutt who fears for the safety of his most prized possession - his bone. He searches for the perfect place to keep his bone safe: the clothes basket, under a rug, buried in the backyard, and even stored in a safety deposit box. Still worrying that his bone isn't safe, he races to the bank to retrieve his bone. Back home, he is suddenly carefree, happily playing in his yard. His cherished bone is now in his bowl, with the red Travelers umbrella hovering above.



Eyebrows
Cadbury - Fallon London

The much-anticipated follow-up film to the Cannes Grand Prix winning 'Gorilla' and 'Trucks'. Set to an 80s electro funk track called "Don't stop the rock" by Freestylers, the 60" film, another Glass and a Half Full Production, opens with two siblings sitting in a traditional photographer's studio waiting to have their portrait taken. When the photographer is called away by a ringing phone, the kids see it as an opportunity to enjoy their hidden talent and break into a choreographed eyebrow dance.



Imagine
Robinsons - BBH London (UK)

Wimbledon is the time of year when the UK literally goes mad for tennis and for the perhaps forlorn hope that we might, one day, have a British winner. As one of the original sponsors, the Robinsons film captures the anticipation and excitement a British winner of the tournament would bring to the nation.



Interactive Fan Videos
MySpace - BBH London (UK)

The second phase of the MySpace Get Real Close campaign features Fan Videos, which give music fans the opportunity to appear in a film alongside their favourite artists. Fans can upload a picture and see an artist of their choice interact with their photo. The videos, which are easy to personalise via Facebook Connect or MySpace and send to friends, using your photo or theirs, have remarkably high production values and give fans unique intimate celebrity insight.



THE GROUPE

Kaplan Thaler Group

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

Giving Clients a Stimulus Package

The Kaplan Thaler Group (KTG) started 2009 with a simple but powerful goal: to be the best part of its clients' day, every day. KTG knew that the global economic downturn had put considerable pressure on clients, so it was determined to ensure that its meetings with them were good ones. The agency worked tirelessly to maximize its clients' budgets while bringing new ideas to life across all media platforms. It applied this same philosophy, passion and enthusiasm to its new business efforts.

Like many in the industry, the agency started the year with an uphill struggle. But it came back with a bang during the second half of 2009 via several significant new business wins - including fast food chain Wendy's, the single largest new business win in the history of the agency.

Brand Leadership

Also of significant importance, The Kaplan Thaler Group gained its first task under Procter & Gamble's new Brand Agency Leader (BAL) model, which puts one agency in charge of a brand's entire marketing. KTG's assignment followed the incorporation of the brands Dawn and Cascade into one North American unit called Dish Inc. This was a critical win and a huge vote of confidence in

KTG as P&G continues to roll out the BAL system. Other major wins in 2009 were Sepracor's Omnaris business, a task from Boehringer Ingelheim, Procter & Gamble's Cascade and NAPA Auto Parts.

The Kaplan Thaler Group continued to expand its digital capabilities in 2009, making a significant investment in digital strategic, creative and project management personnel. This was a critical factor in the win of both the Boehringer Ingelheim and the Wendy's business, but also greatly aided existing clients. As a result, digital assignments grew by 115% last year.

For Wendy's, KTG has developed a special website to launch the brand's "Real choice in fast food" positioning. Wendysrealtime.com went live in October and serves as a hub where fast food fans can share the "real" in their lives.

In other digital highlights, the agency developed an extensive website for insurer Aflac.

KTG also expanded its work with Continental Airlines during the third annual Continental International Restaurant Week with both digital and experiential programs. The 2009 event yielded a 60% increase in participants compared to 2008 and US\$1.5 million in incremental ticket sales.

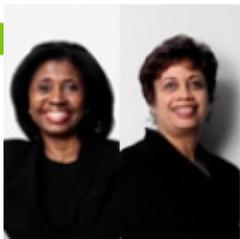
High Profile

The Kaplan Thaler Group continued to benefit from its healthy public profile. Industry journal *Adweek* ranked it the 27th largest US agency in 2009, while *Advertising Age* placed it as the 106th largest marketing company. Its image was further enhanced by the publication of Linda Kaplan Thaler and Robin Koval's third book, "The Power of Small."

In terms of awards show recognition, the agency's work for Kodak scooped the 2009 Electronic Retailing Association's (ERA) Award in the Best Long Form Variety category for the "EasyShare Camera Show with Kristen Gum". Kodak work also did well at the Telly, CLIO and New York Festival awards. *Advertising Age* cited "Wash Away" for Dawn and "Launch" for Wendy's as among the best ads of 2009.

Finally, *Brandweek* gave a nod to the Trojan "Hard Times" commercial for "best use of the phrase 'stimulus package'."

KTG enters 2010 in an optimistic mood thanks to its new momentum, the impact of new business and the significant expansion of its digital capabilities. It will continue to strive to be the best part of its clients' day.


 THE GROUPE


Burrell

McGhee Williams, Co-CEO
Fay Ferguson, Co-CEO

Champions of Change

At the start of 2009, the African-American market was consumed with excitement and anticipation following the inauguration of Barack Obama. This enabled African-American specialist agency Burrell to adopt a mantle of positive change. Its approach was one of inclusiveness, lead by credible ethnic insights. The approach focused on additional business from existing clients and a number of new ones.

Major new business wins in 2009 included American Airlines and the Illinois Lottery. New assignments from existing clients included Toyota Avalon, Procter & Gamble MBIB Home (My Black Is Beautiful Home, an extension of MBIB Beauty Care), Procter & Gamble Tide Dry Cleaners (an interesting bricks and mortar innovation), General Mills Grands! Biscuits and General Mills YoPlus.

Internet Hits

Committed to expanding its digital footprint, the agency created a division called Burrell Digital.

And in acknowledgement of the growing importance of social media, one of its first initiatives was to establish a blogger database. This now features well over 200 African-American bloggers, with a reach of more than one million readers.

One of the highlights of the year was an unprecedented digital effort on behalf of American Airlines: the launch of www.BlackAtlas.com. To put it briefly, this is a passport to an interactive community that follows the journeys of African-American travelers. It received rave reviews from consumers and marketers alike.

Another digital success was the agency's work for General Mill's Reese's Puffs, which became a viral hit on YouTube and significantly outperformed other branded manufacturers from a volume and share perspective. The year ended with Reese's Puffs becoming number one in its market.

Rewarding awards

Separately, Burrell created a division called Threshold Nation to leverage the influence and

buying clout of the coveted multiethnic urban male consumer aged 18-to-34. This group embraces some 35.5 million people with a buying power of US\$31.5 billion.

It was also a good year for awards and acknowledgement. The agency won the ANA (Association of National Advertisers) Award for the Chicken McNuggets campaign "Significant Results" on behalf of McDonald's, a client for 38 years. Burrell also won "Best of Show" for its McDonald's work "Layover".

Other notable acknowledgements include the Advertising Research Foundation's David Ogilvy Award for the Toyota "If Looks Could Kill" campaign. The Toyota Venza spot aired on the 2009 Super Bowl, while the McDonald's brand spot, "Why" aired on the American Music Awards.

In 2010, as the advertising market slowly recovers, there seems every reason to believe that Burrell's drive for positive change will grow in strength and conviction.

KTG and Burrell Work in 2009



Wash Away
Procter & Gamble - Kaplan Thaler Group (USA)

"Wash Away" was developed in support of Procter & Gamble's Dawn dishwashing liquid. Dawn is used by wildlife rescue organizations to gently clean animals affected by oil spills, and the brand has a long-standing history of supporting their efforts. "Wash Away" raised awareness and funds for the Dawn Wildlife Program, depicting the cleaning of these animals, and highlighting how every bottle of Dawn purchased can equal a \$1 donation to save wildlife.



Launch
Wendy's - Kaplan Thaler Group (USA)

The Kaplan Thaler Group kicked off its "You Know When it's Real" campaign for Wendy's with the TV spots "Anthem" and "Launch." The creative - which also includes digital, social media, radio and out of home - positions Wendy's as the "real" choice in fast food and communicates the brand's high-quality ingredients, fresh preparation and the positive experience customers have in its restaurants.



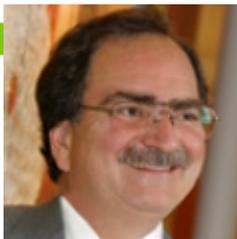
Perfect Breakfast Redux
General Mills - Burrell Communications (USA)

Reese's Puffs "Perfect Breakfast Redux" continues to show how the amazing chocolaty and peanut buttery taste of Reese's Puffs cereal can turn the ordinary into the extraordinary. Based on the success of the original Perfect Breakfast campaign, the new work includes more surprising experiences and now brings our hero's buddy into the story arc.



Black Atlas Sizzle Video
American Airlines - Burrell Communications (USA)

BlackAtlas is a unique online community that explores African American travel experiences, culture and history. Travel Expert-at-Large Nelson George shows viewers the different attractions, restaurants and cultural points of interest of several US and International cities, pointing out little-known African-American historical facts along the way. Site users may share their own travel stories, videos and photos and communicate with other members of the community.



Bromley Communications

Ernest Bromley, Chairman & CEO, Bromley Communications

Inspired by Consumers

In a year of challenges, Hispanic specialist Bromley focused on its greatest strength: its planning heritage. Strategic leadership and superior consumer understanding have been at the heart of this agency's work for 25 years. Bromley believes consumers should be the inspiration of ideas, not the target.

Closer Relationships

Consequently, consumers have inspired it to create new tools. For example, Sundays with Seniors is the name given to qualitative research into the lives of Hispanic seniors and their professional and familial caregivers' insights.

Meanwhile, Bromley Beauty Parlors leverages the existing cultural phenomenon of in-home beauty parlors, where Latinas gather to provide beauty services and to exchange information about products, services and their lives. Similarly, Latinas Who Lunch is a yearlong panel of in-house focus groups and shopping excursions.

In addition, the agency completed the second wave of ViBE, its national survey of adults'

and teens' attitudes, perceptions, and behaviors, which is designed to shed more light on the concept of ethnic self-identification

Seamless Solutions

All these tools were incorporated into "The Bromley Way", a proprietary process developed to deliver insightful and inspiring creativity. Its aim is to provide seamlessly integrated marketing solutions, creating connections between brands and their consumers that compel reaction, participation and dialogue.

These tools and approaches delivered the insights that allowed the agency to win Circulo Creativo's Young Creative Award for the fourth year running - and to devise the winning methodology for the MTV Coolturistas research panel. In addition, the agency won new accounts from Western Union, AutoZone and NBA, as well as growing its business from General Mills.

As it moves into 2010, the agency believes its superior consumer understanding will continue to deliver results, as well as allowing it to capitalize on a renewed interest in the Hispanic community driven by the 2010 Census.



Conill

Cynthia MacFarlane, CEO & Chair, Conill

Tales of the Unexpected

Hispanic specialist Conill excels in connecting with consumers in fresh and unexpected ways. In 2009, work across its entire client portfolio increasingly took the form of non-traditional efforts. These included driving engagement through the innovative use of existing broadcast properties, micro-sites with online games and apps, creating a documentary, or integrating clients into a top-rated TV series. Again and again, the agency provided effective solutions that turned heads and drove growth.

A Different Angle

For example, the agency helped T-Mobile become the wireless brand synonymous with soccer. It devised a plan that would give fans a chance to live their dream of coaching a team. During live transmissions of Copa Libertadores' soccer matches, audiences could send a text message containing coaching advice for the team. During half time, the best message was selected, edited into pre-recorded video and aired along with the lucky fan's name and city. The response rate was excellent, peaking at 200% above the average

rate for this type of promotion on Fox Sports Español. For Toyota, Conill introduced a new brand, the Venza, during the worst climate for new vehicle purchases in recent history. The campaign had many unique elements, including branded integration with popular Hispanic telenovela *Más Sabe el Diablo*. Users of the Telemundo.com site were able to send a message to the famous Times Square Jumbotron outdoor display in New York City. The message then appeared during the opening sequence of the show. And of course the Venza was featured prominently throughout episodes.

Another campaign allowed the classic Head & Shoulders brand - which had been focusing its efforts on women - to reconnect with young men. This was achieved through a holistic campaign whose centerpiece was a male-targeted microsite. But the drive also combined TV, banners, broadband video, games and social media. The site vastly exceeded client expectations, with visits soaring 2,233% after the launch of site-specific advertising.

This trend towards solutions like those described above will certainly continue, especially in the youthful U.S. Hispanic market.

Creative Strategies

In 2009 the agency continued to excel creatively. Conill was the top U.S. agency at the Festival Iberoamericano De La Publicidad (FIAP). It also won two Gold awards at the El Ojo de Iberoamerica festival, representing work considered to be the best across all of Latin America. Finally, Conill was the second most awarded agency at *Advertising Age* Hispanic Creative Advertising Awards, earning seven awards across five categories, including Interactive, Non-Traditional and Branded Entertainment.

At the beginning of the year, Conill restructured its operation and consolidated the resources of its two east coast offices into its new Miami facility. Although this resulted in cost savings, it was a strategic move that had been considered for several years. It gives the agency more critical mass in a single location on the east coast and keeps it entrenched in the two most influential Latino cultural centers: Los Angeles and Miami.

Conill fully expects to stay on the leading edge of the digital media transformation, not only of Nuevo America, but of the industry as a whole.

Bromley and Conill Work in 2009



Peel
Yoplait - Bromley Communications (USA)

In 2009, Bromley Communications launched a spot that reclaimed Yoplait's taste superiority among U.S. Hispanics and the general market by dramatically showing what's inside: real fruit and the wholesomeness of milk.



Son
Honey Nut Cheerios - Bromley Communications (USA)

In 2009, Bromley Communications touted one of General Mills leading cereals to the U.S. Hispanic market. In this spot for Honey Nut Cheerios, it's clear that everyone loves its taste, but moms also love it for its whole grain goodness that can help lower cholesterol.



Coach Your Team
T-Mobile - Conill (USA)

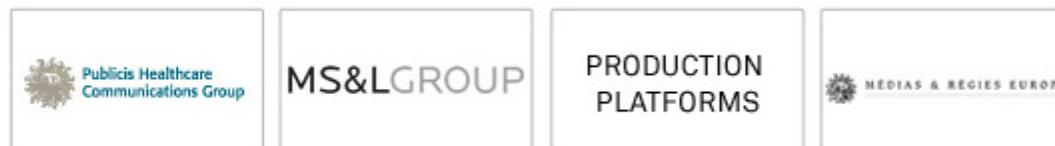
To help make T-Mobile synonymous with soccer, Conill inspired Latino soccer fans to live their dream of being the coach. The agency enabled soccer "fanaticos" to apparently text advice to their team. They dubbed the best messages into pre-recorded video of an "assistant coach" shouting messages to the team. Then using an onscreen L-box, aired them along with the lucky fans' names and cities, creating the illusion that it was happening on the side of the field in real time.



Novela Integration Venza
Toyota - Conill (USA)

To introduce the Toyota Venza, Conill developed a new media campaign to connect with a modern U.S. Latino audience. The concept, "It doesn't matter what you call it or where you take it. Venza, you decide" fit perfectly with the personality of both target and vehicle. The unique effort included a product integration on the highly rated novela, *Más Sabe el Diablo*; simulated messages on Time Square's Jumbotron; soccer match integrations a contest on Fox Sports Español Online and consumer events.

Specialized Agencies





Publicis Healthcare Communications Group (PHCG)

Nick Colucci, CEO and President, Publicis Healthcare Communications Group

Injecting New Ideas into Healthcare Communications

Publicis Healthcare Communications Group (PHCG) has a leadership position in the industry - a role that requires continued growth and innovation. In 2009 the Group rose to this challenge, retaining loyal clients and winning new ones. It created more distinct positioning in the healthcare communications sector, advanced its digital expertise, and expanded into emerging markets. All this was achieved against the backdrop of a challenging economic climate and unprecedented changes in the healthcare industry.

PHCG showed modest organic growth in 2009. Contributing to this increase was stellar new business performance, with revenue exceeding targets and surpassing that of 2008. Cuts in marketing budgets show that even the healthcare sector was affected by the economy, yet the number and size of new business wins offered cause for cautious optimism. PHCG also cultivated deeper relationships with existing clients. It focused on delivering an enhanced service to AstraZeneca and sanofi-aventis, while developing expanded worldwide relationships with Pfizer and Merck.

Embracing Change while Generating Growth

Key new business wins at a global level included the advertising for Boehringer-Ingelheim and Roche (won by Publicis Life Brands UK and Saatchi & Saatchi UK, respectively), medical education for ImClone (won by Science & Medicine) and multi-channel marketing for eight brands in Pfizer's Established Products Division (a task divided over 7 agencies).

In North America, major wins included Medicus Life Brands winning US advertising for Gilead, and Saatchi & Saatchi Wellness being awarded Durex condoms, while AstraZeneca named Discovery Chicago and Saatchi & Saatchi Wellness to handle US medical education and consumer advertising for an upcoming launch product.

In Europe, Saatchi & Saatchi Healthcare UK won advertising across EMEA for Merck, while Publicis Life Brands UK won pan-European advertising for Pfizer. On the digital front, Publicis Healthcare International won digital advertising in Turkey for a range of sanofi-aventis products. Agencies in Asia Pacific also had a successful year: in Australia, AstraZeneca awarded digital advertising for various brands to PHCG's local offices in that country,

while Medicus Tokyo won Japanese advertising for GlaxoSmithKline.

The future is digital, and PHCG capitalized on trends in this field. Most key agencies significantly invested in digital capabilities and added digital talent. In an effort to expand the reach and capabilities of the network's digital agencies, iMed and Publicis Healthcare International underpinned a solid position and growth in the digital space.

PHCG strengthened its presence in the Asia-Pacific region by opening a Publicis Life Brands office in Shanghai, providing greater access to this dynamic market. It is off to a solid start in China, already winning tasks from Mead Johnson, Sanofi Pasteur and sanofi-aventis. The group is exploring acquisition targets in India and looking at opportunities in Brazil and Mexico for 2010 and beyond.

Getting Closer to Clients

One of the network's goals in 2009 was to clarify, simplify, and strengthen its global brand. Streamlining the network has made it easier for clients to access the wealth of PHCG skills and services, while increased connectivity has improved communications across the network.

PHCG (con't)

Great strides have been made to make the global enterprise more intimate and accessible, including the launch of a new leadership development model and performance management process to cultivate tomorrow's industry leaders. In addition, PHCG's use of social networks is breaking down geographical barriers and fostering closer collaboration. Last year's launch of a social network called TOC TOC across European Union agencies has brought those teams closer together.

Early in 2009, PHCG restructured its messaging division to enable enhanced collaboration. The new entity aligned PHCG's messaging companies - Publicis Selling Solutions, Scientific Voice, Pharmagistics and Arista Marketing Associates - under one umbrella. It allowed PHCG to provide full spectrum multi-channel messaging solutions for virtually all of its key biopharma customers.

In addition, PHCG's multi-channel initiative, an industry first, offers clients a streamlined and fully-integrated marketing solution. It delivers an efficient means of creating, deploying, and measuring campaigns - selecting the right customer targets and channels, creating the

appropriate communications, and analyzing effectiveness and overall program ROI.

There were a number of other organizational changes during the year. Medicus International became part of the Publicis Medical Education Group (PMEG), which now represents all the Group's medical education assets, giving it the power to deliver interconnected and integrated solutions. BrandPharm merged into Medicus Life Brands North America. In Australia, Publicis Life Brands, Discovery, and Reed Weir merged.

Demonstrating Strategic and Creative Innovation

While changing to meet client and healthcare demands, PHCG agencies are recognized for their creative and market achievements.

The agencies in the Group have scooped dozens of major awards, including Manny awards for the Most Creative Agency (Saatchi & Saatchi Wellness) and the Best Consumer Advertising Campaign ("Silence Your Rooster" for Ambien CR, created by Saatchi & Saatchi Wellness). The Ambien CR campaign was also honored with the Grand and Gold CLIO at the inaugural CLIO Healthcare Awards. Among the

Group's other triumphs was the awarding of several Telly Awards to iMed Studios for excellence in animation. Saatchi & Saatchi Spain won a number of international awards, including ASPIDs and Rx Club Awards. Saatchi & Saatchi Australia picked up an Effie for the Australian Egg Corporation Limited.

DIME was awarded the prestigious six-year accreditation by ACCME for the second time - one of the first independent medical education companies to achieve this status. Also notable was PHCG Europe's partnership to launch the first European Market Access University Diploma (EMAUD) and co-hosted a launch event in Paris with the French Ministry of Health.

Changes last year affected the healthcare industry at every level: from the consolidation of key players to regulatory changes in the biopharma sector and, perhaps most importantly, the emergence of new channels that doctors and patients use to seek information. As the healthcare landscape continues to evolve, communications will play a vital role in connecting audiences and conveying advances in scientific innovation.

PHCG Work in 2009



Omeloxan
Winthrop | sanofi-aventis - Publicis Health Germany

The 24-second ad was created to launch Omeloxan from Winthrop as an innovative OTC-drug against high recurrent heartburn. To clarify its relevance we had to indicate the difference between regular and occasional heartburn. The spot is part of an ongoing campaign and takes place at an airport with an unexpected and attention-catching story line.



Cajas
Basque Country Government - Saatchi & Saatchi Health, Barcelona

This 25-second commercial called 'Generics' for the Basque Government, was created by Saatchi & Saatchi Healthcare Barcelona. It was developed to show the value of using the generic drugs instead of the proprietary medicinal ones. In a didactical and metaphorical way, it shows how a generic has the same efficacy, quality and safety as a brand, but it also explains the added value of generics: these allow improvement of healthcare services, thanks to the savings that they represent.



Eat This Chicken
Australia Chicken Meat Federation - Publicis Life Brands, Australia

"Eat This Chicken" was a digital piece created for The Australian Chicken Meat Federation (ACMF). It was created to promote chicken as a complete nutritional package. It tackles some of the misguided beliefs regarding chicken in a lively and entertaining way. It informs the viewer that chicken is lean, low in saturated fat, high in protein and packed with vitamins and minerals. The piece was used as a social media tool, intended to go viral and then to reside on the ACMF website.



Nestlé Cerelac
Nestlé - Publicis Life Brands, Paris

This is part of a global campaign developed for the global relaunch of Nestlé Infant Cereals with Probiotics. The Protective Instinct Campaign taps into the universal instinct of a mother to protect her baby. It shows how a mother is everything to her child - she feeds him, keeps him healthy, keeps him safe. Nestlé is there to support the mother in this protective role: she protects her baby from the outside and Nestlé Infant Cereals helps her protect him from the inside.



THE GROUPE

MS&L Group

Olivier Fleurot, CEO, MS&L Group

Making the Most of Year One

It may have been a tough year - but it was also a momentous one for the PR and events arm of Publicis Groupe. The driver behind this was undoubtedly the fusion of Publicis Consultants, MS&L, Publicis Events Worldwide and a host of other specialist agencies to form the MS&L Group. Overnight, this consolidated entity became one of the top five global PR networks in terms of reach and size, working for some of the world's most desirable clients.

With 2,500 staff and offices in 45 countries, MS&L Group is home to some of the finest communications and events agencies. Take Kekst in New York - it has just been named Corporate & Financial agency of the Decade. And as you'll see, agencies in Europe and Asia have all shone in their local markets. This new, merged community of specialists has a lot to be proud of.

Not least, of course, because the transformation took place during a year of crisis. But rather than sitting quietly amidst the angst, MS&L Group was there to help its clients. For example, it managed the difficult transition communications for General Motors, from filing for bankruptcy to re-launch. It worked with an American company to help them

liaise with the US and Mexican governments, as well as the EU and the United Nations, to shape crucial messaging about the H1N1A "swine flu" virus.

Global Events

There were many other highlights during this busy year. As a key agency for some of the world's largest companies and brands - such as Procter & Gamble, Coca-Cola, Nestlé, Sanofi-Aventis, Carrefour and Eli Lilly - MS&L Group enjoyed a number of bright spots in terms of new and additional business. Major wins included the Oral Care business from Procter & Gamble, the Gerber account from Nestlé, the EMEA consumer and eye care professional program for Cibavision, and the retail, investment and industrial brief worldwide for the World Gold Council. Other new additions include Indesit, Puma and Dolce & Gabbana. And in 2010, a soccer World Cup year, the group is delighted to be handling organizing authority FIFA's international corporate PR.

Talking of global events, let's not forget MS&L Group's commitment to producing the very best events for its clients. In 2009 it managed major projects for Dior, Calvin Klein, Porsche and LG Electronics, while on the thought leadership events side it continued its long-term World Economic

Forum partnership, producing Davos and its associated regional events.

Recognition and leadership

The group's work in Asia, Europe and North America continued to be recognized at an international level. For example, the UK office won Gold at the European Excellence Awards for its health awareness campaign, "Asbestos, the hidden killer", while the North American team garnered award after award for its "Protecting Futures" work with P&G. The team in India scooped Gold in the Sabre Travel and Leisure category for its Indian Art Summit campaign. Additionally, the group also won more PR Lions than any other network at the respected Cannes International Advertising Festival.

Among the awarded campaigns were stellar projects for Procter & Gamble and an extremely creative revitalization campaign for a failing tourist resort in Japan.

Strategic initiatives launched by the group in 2009 included the Hexagone project in France, which was designed to help French and international businesses deepen their relationships with government at a local level there.

MS&L Group (con't)

And with its finger on the pulse during tough times, the group delivered timely, thought-leadership reports - including The New Luxury: Gen Y's Attitude to Luxury in a Recession and Selling Health in a Hostile Environment.

Digital Innovation

Thanks to smart and talented teams around the world, MS&L continued to innovate in the digital and social media spaces. For instance, to coincide with the German elections in September 2009, it created the country's first digital platform to measure political influence in the blogosphere.

Building on the 2008 expansion in India through the acquisition of Hanmer, the end of last year saw the group craft its strategies for expansion in China, Russia and Brazil, whilst also setting in motion plans to add to its strong digital capabilities in Europe and North America by extending and growing its "Net Intelligenz" offering.

With growth in the group's digital offering and the expansion of the network in emerging markets both planned for 2010, the opportunities to service both global and local clients will continue to grow exponentially. After such an exciting debut, observers will be keen to see what MS&L Group can achieve between now and its first birthday in November 2010.

MS&L Group Work in 2009



Yubari *Yubari City - MS&L Japan*

With a debt of \$330 million, Yubari City in Japan recently went bankrupt. Our mission? To transform Yubari's fortunes through publicity. We created the character couple "Yubari Fusai" ("Fusai" means "debt" and "married couple" in Japanese) and with a key message of "Yubari: a city with no money but love," we sold - through PR - Yubari as a destination that warmly welcomes visitors. Media coverage of "Yubari Fusai" yielded over \$1.5 million in advertising value, and \$31 million was generated toward alleviating the city's debt.



Wahlradar *Publicis Consultants Germany - Publicis Consultants Germany*

Wahlradar ('Election Radar') is a tool created by MS&L Group to coincide with Germany's national elections in 2009. Making easy sense of the German political blogosphere, Wahlradar helped identify opinion leaders and political trends during the election, and provide a 'map' of the political blogosphere in real time. A multi-award winner since, Wahlradar was widely referenced by national news outlets during the election campaign.



Davos *World Economic Forum - Publicis Live*

MS&L Group's Publicis Live is an agency designed to meet the increasingly strong demand on the part of governments, institutions and corporations for highly sophisticated and content-rich live events. One of Publicis Live's key clients is the World Economic Forum with whom the agency works on a number of events - including the Annual Meeting of global decision makers in Davos, Switzerland.



MS&L Entertainment *P&G/Best Buy/Underwriters Laboratory/Heineken - MS&L North America*

Entertainment Marketing is one of the fastest growing elements within the marketing mix today. It helps create an emotional connection with a brand's target audiences, keeping the brand relevant and generating tremendous results. MS&L Group's Entertainment practice executes all kinds of entertainment-driven events, including product launches, media events and stunts, delivering strong product and branded messages with top entertainment media.



Publicis Groupe Production Platforms

Jean-François Valent, CEO, Publicis Groupe Production Platforms

Producers of Creative Efficiency

The Publicis Groupe's production facilities were not only impacted by the economic crisis, but also by a general decline in the use of printed media. The results, however, were unexpected. In tough times, clients relied on production specialists more than ever. These organizations were able to deliver cost savings, efficiencies, increased flexibility and rapidity - all of which ultimately helped them expand and accelerate.

An Appetite for Content

With the incredible growth of digital communication platforms, the appetite for imagery and content has grown considerably. The acquisition of Karavan Studios in France allowed Mundocom to offer more than 4,000 square meters of production space to brands like Renault and Ventesprivées.com (an online fashion discounter).

Digital production arm iMundo is now located in four countries (France, USA, UK and Mauritius) and is fully integrated with the company's other production capabilities, delivering unique cross-media production services.

Mundocom's digital workflow tools are helping many clients reach new levels of efficiency across all media, enabling cost efficiencies and accurate tracking of projects.

And Chesteroc Ltd, the organization's production unit in Mauritius, has proved invaluable to clients. It has expanded its capabilities and resources far beyond low touch print and imaging jobs into digital production, advanced CGI work and print design.

International Expansion and Global Clients

To support and showcase its international expansion, Mundocom launched a new website (www.mundocomww.com). Underlining the quality of its work, Mundocom was formally certified as an advertising platform by quality control watchdog Bureau Veritas. This initiative by the AACC (the French advertising agency association) is intended to reassure advertisers of the quality and performance of their suppliers, including in the area of sustainable development. Mundocom clearly met these criteria.

Indeed, many new clients rewarded Mundocom with their trust in 2009: Coca-Cola Europe, Renault,

ASO (Tour de France), Sara Lee, La Poste, Mumm Perrier Jouët, Club Med, Time Products, Mercedes, Yves Rocher, Orphan, Ventesprivées.com, Reflectiv, Nestlé Waters, Homebase and Time Watches, to name a few.

Looking Forward

Mundocom's fellow production company, MarketForward, also made considerable progress in 2009. For a start it launched BrandProgression, a sophisticated Web-based workflow tool allowing the management of complex creative projects - smoothing communication between brands and their agency and production partners.

Similarly, it debuted BrandApproval 4.0, the next generation of review and approval tools, supporting all media types. Market Forward also won new business from a number of high-profile brands in 2009, including Orange, sanofi-aventis and Carrefour.

At present there is clearly a great demand for efficient creative production solutions - a demand that Publicis Groupe's production platforms will continue to meet in 2010 and beyond.



Médias & Régies Europe

Simon Badinter, Chairman & CEO Médias & Régies Europe and North America
 Benjamin Badinter, Chairman & CEO Médiavision, Executive Vice President
 Métrobus

Staying on Track

While the journey was a little bumpy last year, Métrobus, the French transport subsidiary of Médias & Régies Europe, remained the European leader in its sector. In 2009 Métrobus and its subsidiaries, MédiaGare and MédiaRail, raised their market share - and thanks to their innovative products the trio are now well placed for the future.

The Blockbuster Effect

Meanwhile, Médiavision, the leading name in cinema advertising with a 60% market share, has held up very well during the recession. This was partly thanks to a surge in cinema audiences, which came very close to breaking the record set in 1982, as people used the magical world of film to escape gloomy headlines and tough times. But Médiavision has also benefited from excellent marketing and its investment in technology, as it helps cinema operators to develop digital cinema.

In the radio sector, healthy audience figures and the responsiveness of the medium (French radio station Europe 1) allowed the Régie 1 media buying agency to maintain revenues close to 2008 levels.

Pressing for Change

The situation is more difficult in the press sector, where the sales houses of Le Monde and Libération were affected both by a depressed advertising market and a wider transformation of the medium itself. The dailies' websites partially balanced the fall in revenues, but all eyes are on the future as the press examines its business model and seeks new and innovative ways of bringing great journalism to readers. No doubt the power of these historic brands will see them through.

Production Platforms and MRE Work in 2009



Motrio Online Game
Renault - Mundocom (France)

In order to generate more traffic on the Motrio website and reach more potential clients, Mundocom launched a digital promotional campaign for Renault's Motrio car accessories. The agency was responsible for designing and developing a new website and an exciting online game, which included graphics. The game was launched with a mass client e-mailing, and followed up with electronic updates on Motrio. Visits to the site increased by 203%, and 7,500 participants registered over 3 weeks.



Courvoisier Initial Extra
Courvoisier - Mundocom (USA)

Mundocom was asked to refresh the packaging of one of Courvoisier's ultra premium cognac brands. Inspired by premium natural ingredients, we strove to create a luxurious packaging that stimulated the senses to perfectly compliment the complex liquid inside. A warm brown leather outer structure embossed with gold foil lettering opens to reveal a sensuous bottle shape nestled in a soft cream velvet lining.



Spring Sweater Collection
Sonia Rykiel for H&M - MRE (France)

For the launch of Sonia Rykiel's new sweater collection for H&M, Mediatransports (MRE) completely "dressed" six buses, each with 80m² of mesh material in the theme and colors of the new Sonia Rykiel collection for H&M line. The covered buses circulated throughout Paris for over a week on all major roads and close to the city's H&M stores. This operational event was followed by a successful outdoor print campaign in the Paris subway.



Qashqai Launch
Nissan Qashqai - MRE (France)

To promote the new Nissan Qashqai, Mediatransports (MRE) covered billboards throughout highly frequented Paris subway stations with the colors of the Qashqai campaign. A subway station was closed off, and three Qashqai cars were displayed on the platform, showcasing the new model to metro riders on one of the city's busiest subway lines. This staged 'event' proved to be a true demonstration of technical prowess as the cars had to be transported by a flatbed train to the platform.



THE GROUPE

Publicis Groupe Shared Services Centers

Jean-Yves Naouri, Executive Vice President - Group Operations

The Shared Service Centers (SSCs), also known as Re:Sources, are the backbone as well as the backstage of Publicis Groupe. They guarantee the quality and diversity of the various services that are available to the Groupe's agencies, while delivering them at the lowest possible cost and in the most efficient manner.

In a shrinking ad market, the flexibility offered by SSCs has helped Publicis Groupe reduce spending while improving geographical coverage and the level of its services. In countries that already have Shared Service Centers, newly acquired agencies are quickly integrated into the system. Recently, new processes such as US legal have been transferred to SSCs.

Global Coverage

Publicis Groupe SSCs now cover most of the world's regions. They are present in almost 40 countries, which together account for more than 90% of Groupe revenues. In 2009 alone SSCs became available in Poland, the Czech Republic and Hungary, Korea, the Philippines and Indonesia, Puerto Rico, Central America, Argentina and Chile. SSCs will be set up in the Nordic and Middle Eastern regions in 2010, along with a few stand-alone countries. After creating its first regional platform in Costa Rica, the SSC arm has also set up a new regional platform in Kuala Lumpur, Malaysia, to back up its Asia-Pacific operations.

Continued Optimization

The Groupe sees SSCs as strategic relays, and they have given Publicis Groupe new inroads into: 1) finance and accounting, including faster production of statutory accounts, customer receivable processes, enhanced TWC, backing in setting up cash-pooling strategies, and scaling back the number of legal entities; and 2) real estate, including advising agencies in negotiating leases, but especially in optimizing the Groupe's available space, consolidating leases in a number of cities in the US, the UK, France, Germany, Poland and Australia, and setting up facilities management plans.

In purchasing, a focus on travel policy compliance has obtained significant discounts in travel, one of the Groupe's main costs. Among other things, it has obtained significant cuts in air travel and hotel prices from its suppliers. Telepresence rooms have also helped the Groupe cut travel costs while shrinking its CO2 footprint.

The Power of Negotiation

SSCs are a valuable tool for setting up contracts negotiated on the group's behalf. Via the SSCs the Groupe has signed almost 20 new global contracts and initiated another 10, while beginning renegotiations on contracts that are approaching expiration, in areas such as telecoms and IT (including the option of reallocating software from

one agency to another on a global scale) and consulting.

In addition to internal purchasing, the Groupe is also looking into production costs, which will help it reduce costs for its clients in the areas of image banks and knowledge management.

SSCs intervene in many ways in purchasing: making data available, negotiating with local suppliers, taking part in regional or global negotiations, setting up negotiated contracts with agencies and providing training when necessary.

Deploying Altaïr

SSCs also have a crucial role to play in setting up a single ERP (Enterprise Resource Planning) for Publicis Groupe. This project has been named Altaïr, which means "Flying Eagle" in ancient Arabic and was the name given to the brightest star in the constellation of the same name. Altaïr aims to endow the Groupe with the best operations management tools.

SSCs are hard at work laying the foundation for Altaïr. They are standardizing local systems within individual countries or groups of countries, preparing and checking client and supplier databases and helping to standardize processes, along with other tasks. Altaïr began in mid-2009 and is expected to take about three years to design and roll out across the entire group.

Publicis Groupe Shared Services Centers (con't)

It will not only pool best operating practices but also give modest-sized agencies access to the same quality of tools as larger operations.

IT efficiency

Last but not least, SSCs have given a big boost to the IT policy that is driving the group's strategic initiatives, particularly in the digital area. Even as it was rolling out a unified, first-class infrastructure - including a 24/7 monitoring system, an MPLS data network, a common email system, long-term backup and archiving, and disaster recovery - the Groupe in 2009 continued to consolidate and virtualize application servers at regional datacenters.

In North America, six datacenters are due to be phased out and replaced by a single facility by the end of 2010. Similar initiatives have been taken in Europe, South America and especially in the Asia-Pacific region, where efforts are almost complete.

Outlook

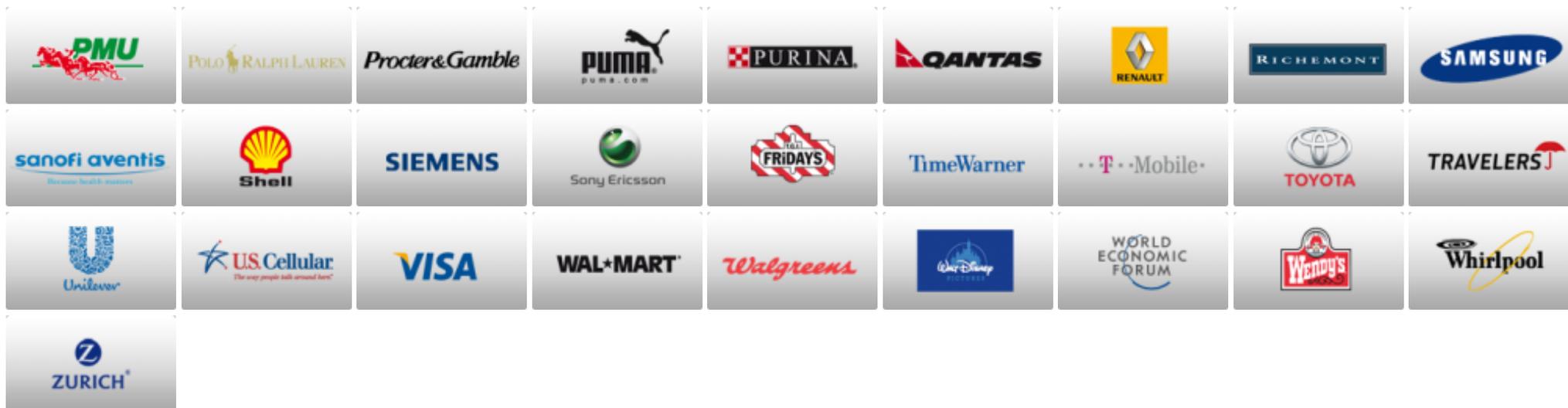
Among these new initiatives are the group-scale implementing of unified communications, virtualization of storage servers, and private cloud computing, among others. The development not only lowers hardware and maintenance costs, it also makes the Groupe more responsive and agile. And it is helping to lay the groundwork for expansion into cloud computing: both in terms of private clouds for sensitive data and public clouds.

In applications, the Groupe has streamlined its practices and adopted extremely aggressive standards, so that it can offer agencies the latest tools under the best possible terms. Global partnerships have been put in place with some of the market's major players. And expect further dramatic group-wide sharing initiatives in 2010.

Major Clients



Major Clients





Corporate Social Responsibility

Mathias Emmerich, Senior Vice President, General Secretary, Publicis Groupe

During 2009, Publicis Groupe consolidated and extended its social and environmental responsibilities around four key pillars:

- Corporate Governance: The policies and processes guiding overall administration, including business ethics
- Social: What we are doing for our teams
- Environment: How we are assessing and reducing our impact, in order to best preserve the environment
- Community Involvement: How we are giving back to the community

The year brought with it a crisis that weighed heavily on all of our teams, not to mention intense pressure caused by the sharp decline in market conditions. We nevertheless continued working towards establishing our main policies. We pursued this course of action aiming to improve this dimension of our activity and to strengthen our commitment from the perspective of our stakeholders : employees, clients and investors.

In terms of corporate governance, our internal regulations have been revamped after a full review that lasted more than a year.

Concerning environmental issues, we have implemented data collection at the Groupe level in order to conduct our first carbon footprint assessment based on recognized methodology, with the help of a trustworthy external service provider.

And we put into place for the first time the qualitative and quantitative data collection measures that allowed us to publish an annual Social and Environmental Responsibility Report according to GRI (Global Reporting Initiative) international standards.

Publicis Groupe made progress in this field over 2009 by adopting the necessary tools, developing partnerships, mastering techniques and mobilising resources throughout the whole Groupe. By doing so, our Groupe has firmly established its policy in this field, which requires not only good intentions, but also shared commitment and the skilled handling of the tools involved.

Corporate Governance

Corporate governance regroups a wide range of issues overseen by the executive management, as well as the financial and legal departments.

Our policy: To constantly improve the management and organisation of our activities. Our objective: To ensure that we always fully anticipate and optimally control the functioning of the company.

Many themes associated with corporate governance or the economic performance of the Groupe is fully detailed in the Reference Document.

Two important landmarks were reached during 2009:

- A new edition of the internal document detailing the main Groupe policies, formerly entitled "Publicis Groupe Corporate Policies (PCPs)" is now called "Janus", and several sections have been enriched. This internal document, which has been widely circulated within the Groupe, is the indispensable reference for all managers and their teams concerning all aspects of company life.

- The Groupe has put into place a more structured CSR Reporting scheme this year within the GRI framework, selecting a number of indicators for 2009. This step represents a firm and irrevocable commitment by Publicis Groupe. It includes the extension of financial reporting tools to new territories, the mobilisation of the financial teams, and the pooling of resource centres (such as agencies) to generate and communicate new information. These high standards respond to requests from employees anxious to understand our commitment to the company; from clients who ask with increasing frequency for proof of our action, rather than our intentions; and from investors who are broadening their questions as they are aware that only sustainable value creation has any true worth.

Finally, it is important to highlight that the Shared Service Centres are playing an increasingly important role by actively participating in the global efficiency of the whole Group organisation. These centres check that regulations and internal procedures are respected and that the Group is in compliance with legal standards in all of its markets, as well as ensuring that fraud risk is reduced.

Social

What the Groupe, networks and agencies are doing for employees.

Our policy: Improve our teams' skills
Our objective: Ensure that our employees are working efficiently and are fulfilled by what they are doing.

With 45 000 employees, Publicis Groupe pays particular attention to its employees and their progress within the Groupe. Human resources management remains highly decentralised, in order to better respond to the needs of each agency in its own market and respect the culture and policies of each of our major networks.

Despite the 2008/2009 economic crisis, and above and beyond the efforts that every member of staff worldwide were asked to make, the Groupe, its networks and agencies maintained an active training policy, pursuing the two major strategies from 2008: improvement in digital knowhow and reinforcement of managerial skills. The crisis makes it all the more necessary to prepare our employees for the digital challenge ahead; this

challenge is undoubtedly the key to performance in a market that started to accelerate during the crisis and has continued to do so ever since.

The other major theme of the year: a course of action undertaken to promote diversity, in the broadest sense, especially in the USA and other countries and cities. Publicis Groupe is proud of its "Viva la difference" motto and strives to demonstrate that this statement is synonymous with being both demanding and open-minded when it comes to the promotion of diversity, equality and the fight against all forms of discrimination (sex, age, race...).

The Groupe was forced to reduce headcount by more than 3 000 employees during 2009 in response to a record drop in revenues. This reduction in staff numbers was undertaken by prioritising voluntary departures and cutting back recruitment, but did not exclude more specific and broader-sweeping restructuring measures where necessary, principally in countries or markets which were in particularly steep decline.

Environment

Through its agencies and networks, the Groupe has initiated many highly pragmatic environmentally-conscious measures over the years.

Our policy (since 2005): Consume less
Our objective: Reduce our direct impact and participate in preserving the environment (and ourselves)

- 2009 heralded the wider deployment of "Green Teams". These teams of volunteers develop and put into place action plans aiming to influence employee behaviour, by promoting a better understanding of the environmental consequences of our activities. At the Groupe's initiative, these teams were mobilized to encourage dialogue and idea pooling, drawing together a wide range of initiatives and best practices. Local initiatives were thus able to be used more broadly, which further increased their impact.

- The Groupe also carried out its first carbon footprint assessment during the year, according to

ADEME methodology (*Agence de l'Environnement et de la Maîtrise de l'Energie*) conducted by Bureau Véritas, at the Groupe level. The initial objective was to assess our emission levels with the eventual aim of reducing the company's impact. This first step provides mapping of consumption and impact by major departments and will enable the Groupe to adjust its environmental policy by defining more precise objectives. The next step will be to evaluate and reduce our indirect impact, through our actions and recommendations on behalf of clients. This is already occurring in certain fields, through concerted action with clients and suppliers.

- Finally, Publicis Groupe has renowned sustainable development and environmental specialists in place throughout its agencies. They are advising our clients in this respect and helping them define cleaner and greener policies. We ensure that the standards and ethics applied in this domain are equal to our own high level, and that our specialists play a leading role by making sure these standards are applied.

Societal

This section groups together all action undertaken by the Groupe's networks and agencies with organizations, institutions and "partners" across different domains.

Our policy : To actively participate in civil society
Our objective : To be an economic and social "citizen" and to be ecognized as such.

In 2009, the Groupe carried out a detailed overview of its relationships with all concerned parties and outside partners in general, focussing particularly on:

- Relationships with schools and universities, where the Groupe has been involved for many years, either through participating in curriculum content, or by working with students on projects, or through the development of "discovery" programmes designed to provide pupils or students with an insight into our industry.

- Relationships with all professional organisations, both within and outside our industry,

at national and international level, with the aim of participating actively in fact-sharing and the search for "new solutions" adapted to a world which is undergoing profound change and in which regulatory issues, whether professional or "legislative", are becoming increasingly important.

- Finally, it should be highlighted that despite 2009 being a difficult year, the Groupe honoured its commitments to numerous charitable associations and organisations, and maintained its pro bono campaigns, albeit on a more modest scale.

Our involvement in major societal issues, our history and our values led to the Groupe to take a majority stake in the Women's Forum for the Economy and Society. The exemplary conduct of this forum is in harmony with our ambitions and concurs with our focus on the real issues at stake today. It provides an extraordinary tool that will allow our clients to participate in the continuously evolving role played by women in transforming our society and our place on this planet.

A Selection of 2009 Pro Bono Campaigns



Let Gandhi Talk *In Gandhi's Shoes - Publicis India*

Gandhi's image is everywhere, but his message is missing. Let Gandhi Talk is about bringing Gandhi's message of peace and non violence back to people by bringing to life the thousands of muted symbols that represent him ...like Indian currency notes. And when Gandhi talked, so did the media and the Cannes advertising festival jurors ; this campaign won a Bronze Lion.



Earth Hour *WWF - Leo Burnett Australia (Sydney)*

Earth Hour, a WWF-led initiative, in partnership with Leo Burnett and Fairfax Media, began as a single-city climate change campaign to turn off the lights in Sydney, Australia for one hour. In 2009, the global climate change campaign was held in more than 4,088 cities, towns and municipalities, in 88 countries around the world, with over a billion people taking part, making it the largest mass participation event in human history.



Camouflage *IAVA - Saatchi & Saatchi New York*

Created pro bono by Saatchi & Saatchi New York, the TV ad continues to encourage Iraq and Afghanistan veterans to join the community at www.iava.org. The ad communicates to veterans that they are not alone and their fellow veterans 'have their back'. Real life veterans were cast for each of the roles, many with combat experience in either Iraq or Afghanistan.



Basilica Block Party *Basilica of St. Mary - Fallon Minneapolis*

Over the past few years, the once-proud Basilica Block Party (a Minneapolis concert at the Basilica of St. Mary) had been reduced to just another summer concert. Creatively, Fallon worked to restore the luster, origin, and purpose to what had become a forgotten and dusty event. A unique integration of creative and media helped the Basilica Block Party achieve their first sell-out show in five years with 2009 ticket sales doubling over 2008.



INVESTOR RELATIONS

Key Figures

Jean-Michel Etienne, Executive Vice President - CFO Publicis Groupe

2009 was marked by the exceptional levels of liquidity in the world's economies. Public debt soared: overall debt increased, but the risk of default shifted to public finance, thus sparking a new economic cycle characterized by debt and monetary liquidity. Against a backdrop of recession up to the third quarter, prevailing greater instability and a very real credit squeeze, Publicis Groupe posted good operational results, compared to its competitors and the overall market.

2009 was a very good year for budget wins with net new business totalling \$6 billion, thus confirming the relevance and competitiveness of Publicis Groupe's offering and placing the Groupe well ahead of all its competitors in the rankings produced by various institutions (Nomura, Goldman Sachs and JP Morgan). Consolidated revenue for 2009 was EUR 4,524 million, compared with EUR 4,704 million in 2008, i.e. down 3.8 %. (Exchange rate impact was positive and reached 28 million euros).

Organic growth was -6.5% but, excluding General Motors, would have been -5.3%. Digital Services continued to grow rapidly, achieving +7.1% organic growth. ?

If the negative impact of General Motors was factored out, organic growth would have reached +11.9%. Digital activities accounted for 22.4% of total revenue.

Revenue from emerging economies integrating high-growth countries represented 22.5% of the Groupe's total revenue in 2009 (excluding Razorfish).

Operating margin before depreciation and amortization of EUR 772 million in 2009 represented 17.1% of revenue, and was down 13.2% from EUR 889 million in 2008. Operating margin was EUR 680 million, down 13.4% on 2008.

The percentage operating margin was 15.0% in 2009. This percentage margin is down on 2008 and reflects the adjustments and restructuring implemented in 2009, whether due to the downturn in revenue or to longer-term restructuring operations.

Net income attributable to the Groupe stood at EUR 403 million, compared to EUR 447 million in 2008. Net financial debt was reduced by EUR 283 million (a reduction of 42%), from EUR 676 million at December 31, 2008 to EUR 393 million at December 31, 2009.

Significantly, the Groupe's available liquidity

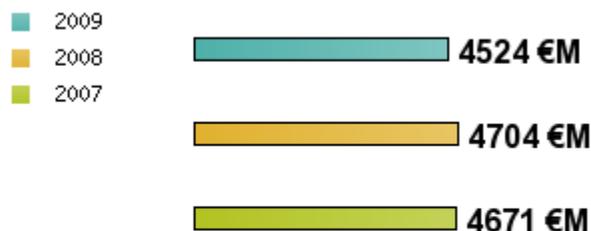
position was further improved by comparison with December 31, 2008 rising from EUR 2,798 million to EUR 3,968 million at year-end 2009 (EUR 3,735 million excluding other uncommitted facilities).

The dividend proposed to shareholders was maintained at EUR 0.60. The distribution rate was 30.2%.

In 2009, the CAC 40, the standard French market index, increased by 17.5% and the DJ Stoxx Media by 13.91%. The Publicis Groupe share price rose 51.6%, outperforming the CAC 40, the sector index and its direct competitors.

Revenue and Organic Growth

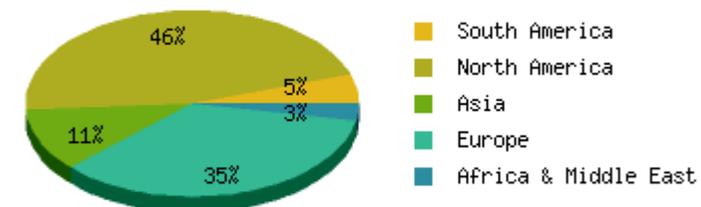
Revenue Net income attributable to the Groupe



Organic Growth Rate as of December 31st



Revenue by Geography as of December 31st 2009



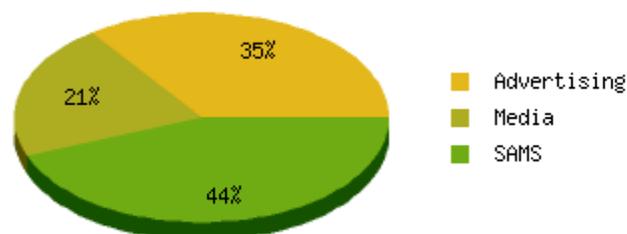
as of December 31st

Top 10 Global Ad Markets in 2009 (in \$ billion)

| | | | |
|----------------|-------|-----------|------|
| United States | 148.2 | France | 13.5 |
| Japan | 41.1 | Brazil | 11.6 |
| Germany | 24.8 | Italy | 10.9 |
| China | 20.2 | Australia | 9.6 |
| United Kingdom | 19.7 | Canada | 8.6 |

Source : ZenithOptimedia 2009

Revenue by Activity as of December 31st 2009

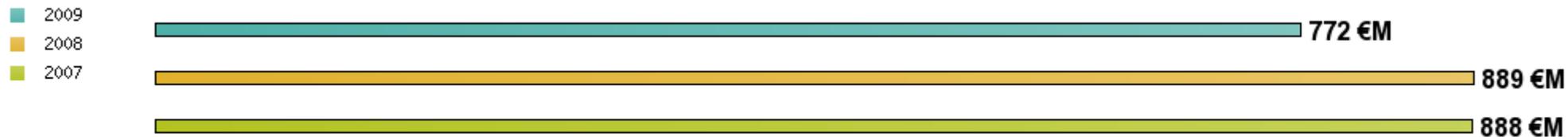


Organic Growth by Geography as of December 31st 2009

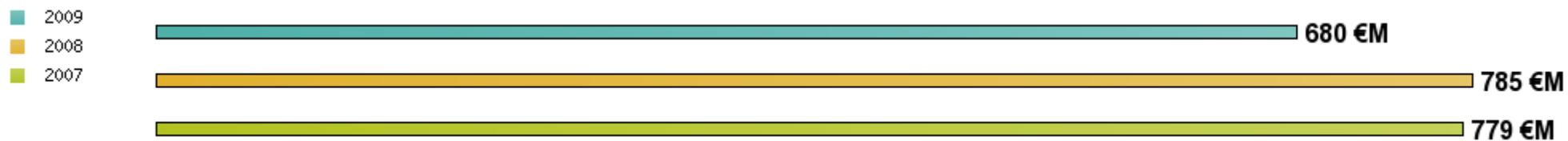
| | |
|------------------------|-------|
| Europe | -9.9% |
| North America | -4.2% |
| Asia Pacific | -7.7% |
| Latin America | -0.6% |
| Africa and Middle East | -4.0% |
| Total | -6.5% |

Operating margin

Operating Margin before Depreciation and Amortization as of December 31st



Operating Margin as of December 31st

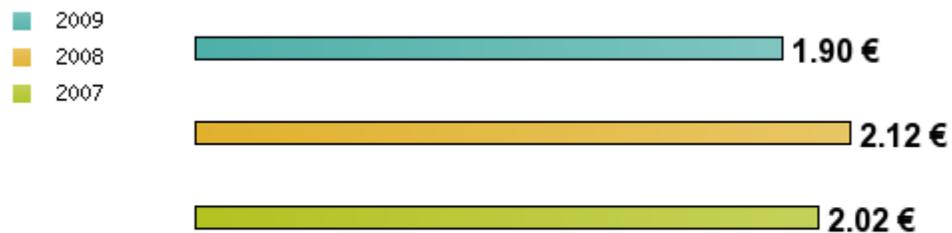


Net Income and EPS

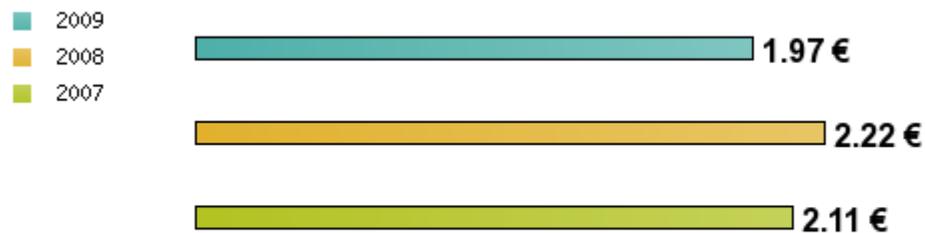
Net income attributable to the Groupe



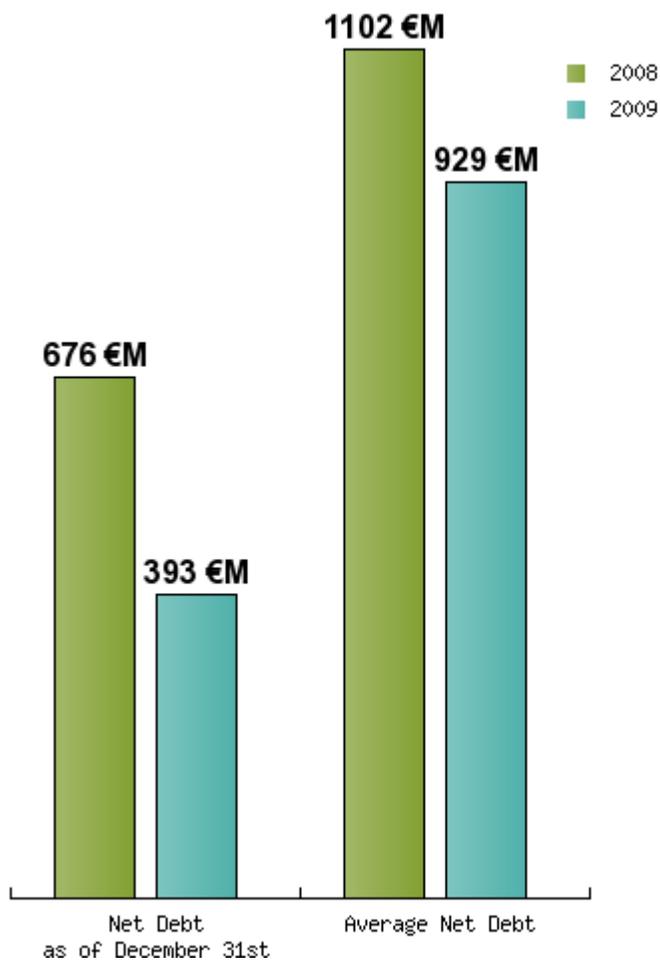
Net Earnings Per Share - diluted (as of December 31st)



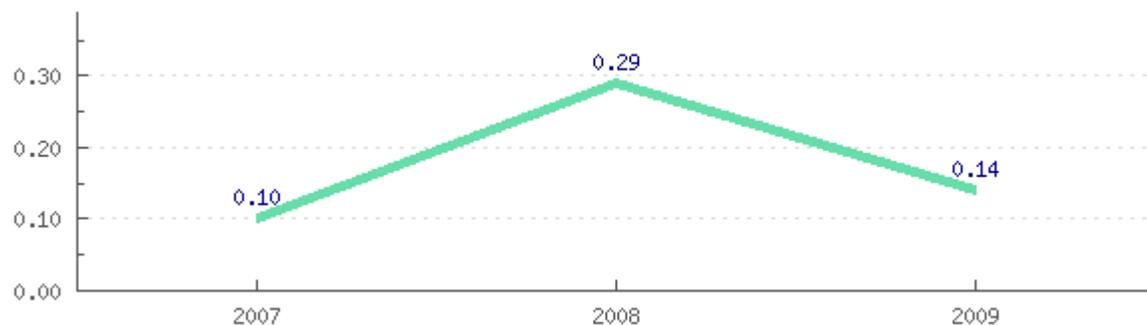
Headline Earnings Per Share - diluted (as of December 31st)



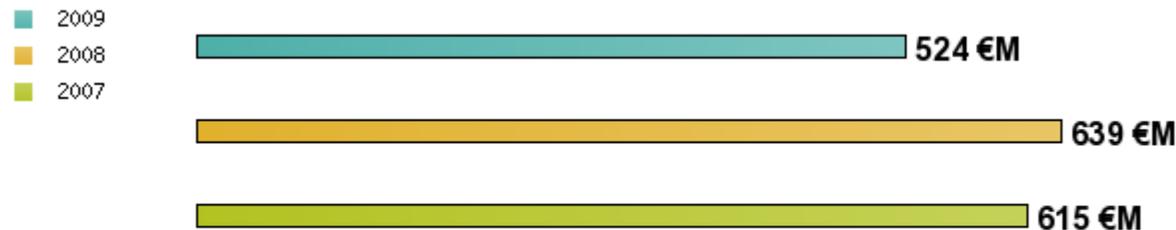
Net Debt and Cash Flow



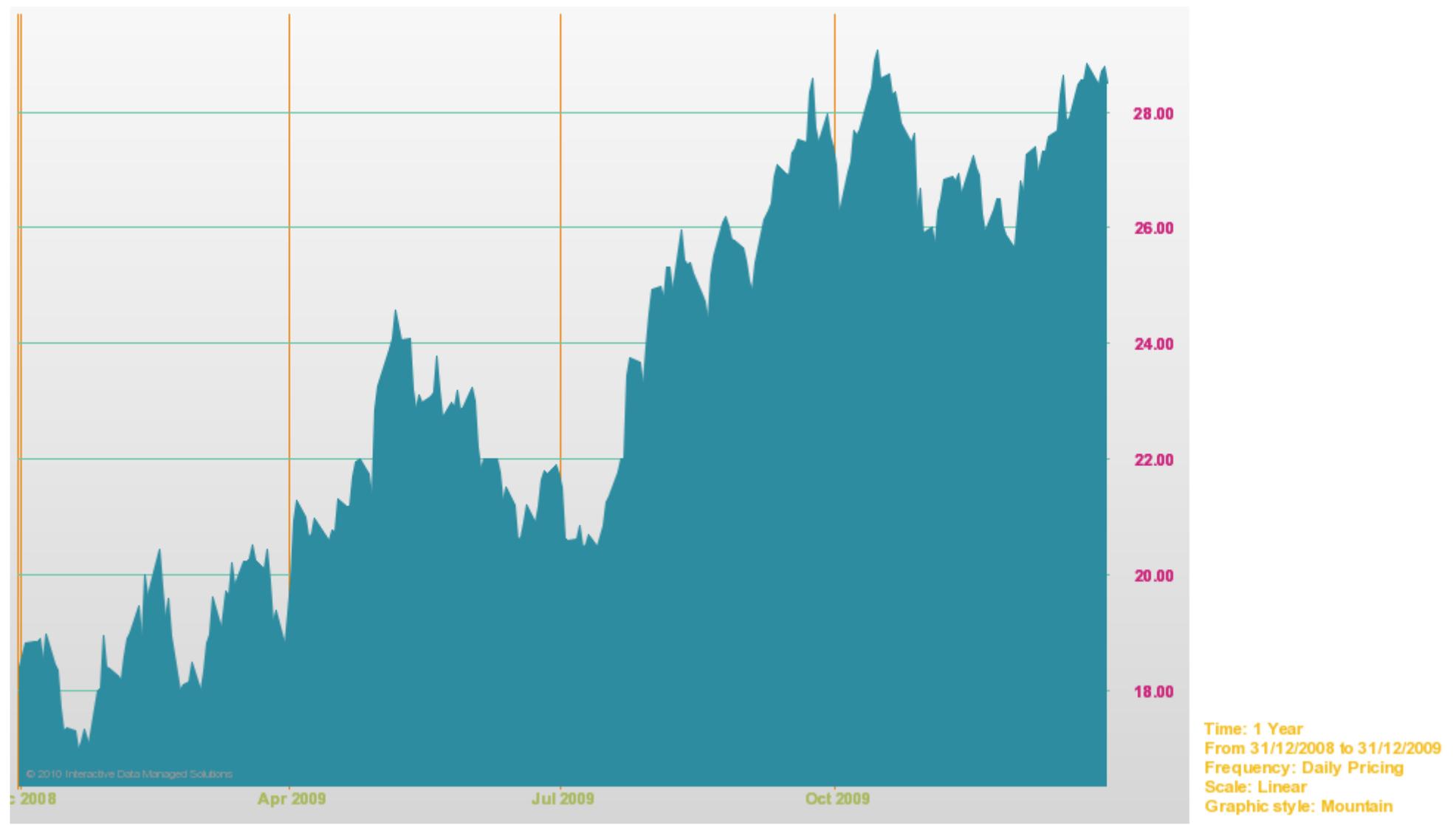
Net Debt/Shareholders' Equity on Decembre 31st



Free cash flow excluding change in WCR as of December 31st



Share Price Progression



Consolidated Income Statement

| Millions of euros | 2009 | 2008 | 2007 |
|--|--------------|--------------|--------------|
| Revenue | 4,524 | 4,704 | 4,671 |
| Personal expenses | (2,812) | (2,852) | (2,829) |
| Other operating expenses | (940) | (963) | (954) |
| Operating margin before depreciation and amortization | 772 | 889 | 888 |
| Depreciation and amortization expense (excluding intangibles arising on acquisition) | (92) | (104) | (109) |
| Operating margin | 680 | 785 | 779 |
| Amortization of intangibles arising on acquisition | (30) | (29) | (30) |
| Impairment | (28) | (13) | (6) |
| Non-current income (expense) | 7 | 8 | 3 |
| Operating income | 629 | 751 | 746 |
| Cost of net financial debt | (61) | (81) | (73) |
| Other financial income (expense) | (9) | 2 | (5) |
| Income of consolidated companies before taxes | 559 | 672 | 668 |
| Income taxes | (146) | (196) | (201) |
| Net income of consolidated companies | 413 | 476 | 467 |
| Share in net income of associates | 4 | 2 | 9 |
| Net income | 417 | 478 | 476 |
| Net income attributable to minority interests | 14 | 31 | 24 |
| Net income attributable to equity holders of the parent | 403 | 447 | 452 |

Per share data (in euros)

| | | | |
|----------------------------------|-------------|-------------|-------------|
| Number of shares | 202 257 125 | 202 536 963 | 207 599 301 |
| Net earnings per share | 1.99 | 2.21 | 2.18 |
| Number of shares - diluted | 220 867,344 | 220 728 941 | 239 365 113 |
| Net earnings per share - diluted | 1.90 | 2.12 | 2.02 |

Consolidated Balance Sheet

| Millions of euros | December 31, 2009 | December 31, 2008 | December 31, 2007 |
|---|----------------------|----------------------|----------------------|
| Assets | | | |
| Goodwill, net | 3,928 | 3,693 | 3,546 |
| Intangible assets, net | 835 | 794 | 826 |
| Property and equipment, net | 458 | 480 | 501 |
| Deferred tax assets | 73 | 91 | 148 |
| Investments in associates | 49 | 44 | 49 |
| Other financial assets | 94 | 101 | 112 |
| Non-current assets | 5,437 | 5,203 | 5,182 |
| Inventory and costs billable to clients | 290 | 319 | 391 |
| Accounts receivable | 4,875 | 4,843 | 4,926 |
| Other receivables and other current assets | 548 | 628 | 432 |
| Cash and cash equivalents | 1,580 | 867 | 1,313 |
| Current assets | 7,293 | 6,657 | 7,062 |
| Total assets | 12,730 | 11,860 | 12,244 |
| Liabilities and shareholders' equity | | | |
| Share capital | 79 | 78 | 81 |
| Additional paid-in capital and retained earnings | 2,734 | 2,242 | 2,117 |
| Shareholders' equity | 2,813 | 2,320 | 2,198 |
| Minority interests | 25 | 30 | 27 |
| Total equity | 2,838 | 2,350 | 2,225 |
| Long-term financial debt (more than 1 year) | 1,796 | 1,323 | 1,293 |
| Deferred tax liabilities | 214 | 232 | 240 |
| Long-term provisions | 449 | 459 | 449 |
| Non-current liabilities | 2,459 | 2,014 | 1,982 |
| Accounts payable | 5,835 | 5,802 | 5,662 |
| Short-term financial debt (less than 1 year) | 214 | 218 | 819 |
| Income taxes payable | 63 | 68 | 99 |
| Short-term provisions | 100 | 110 | 107 |
| Other creditors and other current liabilities | 1,221 | 1,298 | 1,350 |
| Current liabilities | 7,433 | 7,496 | 8,037 |
| Total liabilities and shareholders' equity | 12,730 | 11,860 | 12,244 |

Consolidated Cash Flow Statement

| Millions of euros | 2009 | 2008 | 2007 |
|---|--------------|--------------|----------------|
| I- Cash flows from operating activities | | | |
| Net income | 417 | 478 | 476 |
| Income taxes | 146 | 196 | 201 |
| Cost of net financial debt | 61 | 81 | 73 |
| Capital (gains) losses on disposal (before tax) | (10) | (2) | (3) |
| Depreciation, amortization and impairment on property and equipment and intangible assets | 150 | 146 | 145 |
| Non-cash expenses on stock option and similar items | 24 | 9 | 22 |
| Other non-cash income and expenses | 11 | 8 | 9 |
| Share in net income of associates | (4) | (2) | (9) |
| Dividends received from associates | 9 | 10 | 11 |
| Taxes paid | (157) | (169) | (197) |
| Interest paid | (75) | (89) | (87) |
| Interest received | 16 | 37 | 51 |
| Change in working capital requirements | 59 | 12 | 106 |
| Net cash provided by operating activities | 647 | 715 | 798 |
| II- Cash flows from investing activities | | | |
| Purchases of property and equipment and intangible assets | (74) | (92) | (88) |
| Proceeds from sale of property and equipment and intangible assets | 10 | 28 | 11 |
| Purchases of investments and other financial assets, net | 10 | (1) | (6) |
| Acquisitions of subsidiaries | (298) | (172) | (1,006) |
| Disposals of subsidiaries | 1 | - | 10 |
| Net cash flows provided by (used in) investing activities | (351) | (237) | (1,079) |

Consolidated Cash Flow Statement

| Millions of euros | 2009 | 2008 | 2007 |
|--|-------------|--------------|--------------|
| III- Cash flows from financing activities | | | |
| Capital increase | - | 1 | 2 |
| Dividends paid to parent company shareholders | (107) | (106) | (92) |
| Dividends paid to minority shareholders of subsidiaries | (26) | (24) | (26) |
| Cash received on new borrowings | 744 | 482 | 12 |
| Reimbursement of borrowings | (108) | (1,128) | (24) |
| Net (purchases)/sales of treasury shares and equity warrants | 5 | (174) | (162) |
| Cash received on hedging transactions | - | - | 52 |
| Net Cash flows provided by (used in) financing activities | 508 | (949) | (238) |
| IV- Impact of exchange rate fluctuations | (94) | 19 | (82) |
| Net change in consolidated cash flows (I + II + III + IV) | 710 | (452) | (601) |
| Cash and cash equivalents at January 1 | 867 | 1,313 | 1,92 |
| Bank overdrafts at January 1 | (30) | (24) | (30) |
| Net cash and cash equivalents at beginning of year | 837 | 1,289 | 1,89 |
| Cash and cash equivalents at December 31 | 1,58 | 867 | 1,313 |
| Bank overdrafts at December 31 | (33) | (30) | (24) |
| Net cash and cash equivalents at end of year | 1,547 | 837 | 1,289 |
| Net change in cash and cash equivalents | 710 | (452) | (601) |
| (1) Breakdown of change in working capital requirements. | | | |
| Change in inventory and costs billable to clients | 29 | 64 | 32 |
| Change in accounts receivable and other receivables | 160 | (110) | (689) |
| Change in accounts payable, other creditors and provisions | (130) | 58 | 763 |
| Change in working capital requirements | 59 | 12 | 106 |



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