

COMPLEMENTARY INFORMATION

We would like to provide additional information on four items presented in our 2025 Universal Registration Document, relating to the compensation policy of the Chairman and Chief Executive Officer and to the appointment of a new Director.

1. Fixed compensation of the Chairman and Chief Executive Officer for 2026

It appears important to us to clarify the comparative analysis of the Chairman and Chief Executive Officer's compensation with that of his peers, in addition to the information presented on pages 112 to 114 of our Universal Registration Document, Fixed Compensation.

First, as part of the comparative analysis of the positioning of the Chairman and Chief Executive Officer's compensation within the CAC 24 panel, the following clarifications are provided.

The panel, established by an independent expert in 2022, is composed of 24 companies within CAC 40: Air Liquide, Bouygues, Capgemini, Carrefour, Danone, Dassault Systèmes, Engie, EssilorLuxottica, Hermès, Kering, Legrand, L'Oréal, LVMH, Michelin, Orange, Pernod Ricard, Renault, Safran, Saint-Gobain, Sanofi, Schneider Electric, TotalEnergies, Veolia and Vinci. The applied methodology excludes financial services companies, groups based abroad, small groups, companies where the compensation policy is influenced by public authorities, and companies with specific governance. In practice, no company met the criterion of specific governance that would have justified its exclusion from the panel.

As Mr. Arthur Sadoun does not benefit from any supplementary pension scheme, any potential supplementary retirement benefits and retention or similar mechanisms are not taken into account in the various compensation positioning calculations for the Chairman and Chief Executive Officer, in order to ensure the comparability of data within the panel.

With regard to the maximum total compensation, prior to the proposed 20% increase in fixed compensation for the 2026 financial year, the Chairman and Chief Executive Officer's maximum total compensation was positioned between the median and the third quartile of the CAC 24 panel.

Following this increase, the maximum total compensation would, based on an overall reading of the CAC 24 panel, be positioned between the 75th and the 90th percentile.

Publicis Groupe generates more than 60% of its revenue in the United States, making it the CAC 40 company with the highest exposure to the North American market. This market is characterized by intense competitive pressure, strong competition for executive talent, and compensation levels that are structurally higher than European standards.

The analysis must be refined in light of the economic and geographic characteristics of the companies comprising the panel : when the analysis is conducted on the sub-panel of eight companies for which the United States represents a major or strategic market, accounting for more than 30% of their revenue, albeit to a lesser extent than Publicis Groupe (EssilorLuxottica, Dassault Systèmes, Sanofi, Capgemini, Air Liquide, Schneider Electric, Legrand, Michelin), the positioning of Publicis Groupe's Chairman and Chief Executive Officer's maximum total compensation once again falls between the median and the third quartile, and is close to the average of this sub-panel.

Second, as part of the comparative analysis with our main international competitors, namely WPP and Omnicom, and when all annualized compensation components are taken into account, including any supplementary pension benefits and retention or similar mechanisms, the maximum total compensation of Publicis Groupe's Chairman and Chief Executive Officer remains slightly lower than that proposed for WPP's CEO, while the gap with the annualized compensation of Omnicom's CEO remains significant.

In the French market, our only direct competitor reports a compensation of €6.9 million, for a current market capitalization of €1.57 billion.

This gap is all the more problematic given that Publicis Groupe is the best-performing company in the industry, with a market capitalization of €20.4 billion, the highest in the sector, and:

- consistently delivers organic growth above that of its direct competitors (WPP, IPG, Omnicom), together with an operating margin above 18%, the highest in the sector;
- has achieved cumulative organic growth of +19% since 2022;
- has delivered exceptional and sustained outperformance for six consecutive years, with a seventh year expected;
- has recorded a continuously increasing dividend, up +150% between 2022 and 2025 (from €2.40 in 2022 to €3.60 in 2025);
- and ranks first in New Business wins.

2. Financial objectives of the annual variable compensation of the Chairman and Chief Executive Officer for 2026

In addition to the information published on pages 114 and 115 of the Universal Registration Document, Annual variable compensation, it appeared important to clarify that the financial targets of the Chairman and Chief Executive Officer's annual variable compensation are defined by the Board and are set on the basis of the annual budget approved by the Board, following a robust, structured and formalized governance process. The detailed budget assumptions and targets remain confidential, in line with market practice and the requirements to protect the Groupe's strategic information.

The 2026 financial objectives of the Chairman and Chief Executive Officer are aligned with the guidance communicated to the market on 3 February 2026:

- Organic growth: the target and the maximum are aligned with the guidance given to the market on 3 February 2026.
- Operating margin: the target is aligned with the guidance given to the market on 3 February 2026.

3. Vesting scale of the 2026 LTIP granted to the Chairman and Chief Executive Officer

It appears important to clarify the vesting scale of the 2026 LTIP, in addition to the information presented on pages 116 and 117 of the Universal Registration Document, Long-term variable compensation, Performance conditions, and Performance shares granted to Mr. Arthur Sadoun in 2026.

LTIP 2026 PDG	
Organic Growth 50% of shares awarded	<ul style="list-style-type: none">▪ 1st in the reference group: 100 % of performance shares and 100% of overperformance shares delivered.▪ ≥ the weighted average of the reference group: 100 % of performance shares delivered. No overperformance shares delivered.▪ Between 80 % and 100 % : the number of performance shares awarded is reduced by 5 % for each 1 % of performance recorded below 100 %. No overperformance shares delivered.▪ < à 80 % of the average of the reference group: no shares delivered.
Marge opérationnelle 50% of shares awarded	<ul style="list-style-type: none">▪ Highest operating margin rate + x bp of the Objective : 100 % of performance shares delivered and 100 % of overperformance shares delivered.▪ Margin rate in 1st position: 100 % of performance shares delivered. No overperformance shares delivered.▪ Margin rate in 2nd position : 80 % of performance shares delivered. No overperformance shares delivered.▪ Margin rate in 3rd, 4th, or 5th position: no shares delivered

4. Appointment of a new Director – Board composition

The Board of Directors, with the support of the Nominating Committee, is fully committed to strengthening the Board's independence.

To this end, work was initiated as early as the end of the 2024 financial year, although it has not yet reached a conclusion at this stage. The Board is prioritizing the appointment of profiles with recognized expertise in artificial intelligence and technology, skills that are now particularly sought after and strategic for the Groupe. The objective is to identify and recruit, with a long-term perspective, the best profiles meeting Publicis Groupe's specific needs and challenges.

Taking into account both the criteria defined by the Nominating Committee, the specific characteristics of the Groupe, and the strong tension currently observed in this segment of the market, the recruitment process has proven to be particularly demanding and competitive.

Efforts have been intensified. The Board of Directors, with the support of the Nominating Committee, commits to completing this process of recruiting an independent Director no later than before the end of 2026 and, to this end, is reviewing all available options in order to reach a conclusion as soon as possible.