



ANNUAL REPORT 2011

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THE GROUPE

MESSAGE FROM ELISABETH BADINTER

Chair of the Supervisory Board

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

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

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

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

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



THE GROUPE

MESSAGE FROM ELISABETH BADINTER

Chair of the Supervisory Board

Having armed ourselves to confront the years to come, we will continue to adapt to the evolution of a world in which every kind of challenge -- economic, social, political, local or worldwide -- is now linked. True to our strategy, whose pertinence is further confirmed every year, we will continue to invest in order to consolidate our future, deploying our antenna ever more broadly in order to sense, and grasp, new opportunities.

The quality and robustness of our balance sheet mean we have the resources we need to continue the transformation and expansion of our Groupe. To this fundamental advantage in a time of crisis we should add other factors, just as essential: our values, the consistency of our performance, our legendary prudence, and the fighting spirit of our teams, which, like their creative and commercial talent, are recognized and appreciated across the globe. These have always been the fundamental qualities of Publicis Groupe, as well as its driving forces; thanks to their strong anchorage within our company, we can tackle the future with confidence.



THE GROUPE

THE SUPERVISORY BOARD



Elisabeth Badinter

Chair

The daughter of Marcel Bleustein-Blanchet, founder of Publicis, Ms. Badinter is a philosopher, the 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.



Simon Badinter

Member of the Board of Média & Régies Europe

The son of Elisabeth Badinter, Simon Badinter joined Médias & Régies Europe in 1991, where he has held several positions, including Chairman & CEO. He currently manages MRE North America and is a member of the Management Board of Médias & Régies Europe.



Michel Cicurel

Chairman of the Management Board of Compagnie Financière Edmond de Rothschild

Michel Cicurel is currently Chairman of the Management Board of Compagnie Financière Edmond de Rothschild Banque and Compagnie Financière Saint-Honoré. He has served in numerous capacities in the course of his career, notably at the French Ministry of Finance (Treasury), at Compagnie Bancaire, and within the Danone Group and Cerus.



Sophie Dulac

Vice-chair

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



Claudine Bienaimé

Member of the Supervisory Board

Claudine Bienaimé joined Publicis in 1966 in the department of Technical Management. She was promoted Financial Controller before becoming General Secretary of Publicis Conseil (1978) and President of the French media department (1995). Named General Secretary of Publicis Groupe in 2001, she supervised the Groupe's HR, legal and internal audit functions until the end of 2007. Since June 2008 she has been on the Supervisory Board and on two of its committees.



Michel Halpérin

Member of the Grand Council of Geneva

An attorney at the Geneva bar, Michel Halpérin was first a member of the Bar Council and subsequently President of the Geneva bar. He has occupied several political positions, notably within the Grand Council of the Republic and Canton of Geneva, which he has presided. In addition he is an independent director on the Board of several different companies, including his Vice-Presidency of the Board of Directors of BNP Paribas (Switzerland).



THE GROUPE

THE SUPERVISORY BOARD



Marie-Josée Kravis

President of the Museum of Modern Art (New York)

Marie-Josée Kravis is an economist specialized in public policy analysis and strategic planning. She is the President of the Museum of Modern Art (New York) and a member of several boards including the Board of the Hudson Institute and of The Robin Hood Foundation.



Véronique Morali

Chair of Fimalac Développement

After serving in the French civil service as an Inspecteur des Finances, Véronique Morali joined Fimalac in 1990. Today she is Chair of Fimalac Développement and Vice-Chair of Fitch Group. She is also on the Board of Fimalac, Compagnie Financière Edmond de Rothschild, Coca-Cola Entreprises, Publicis Groupe and the Women's Forum. She is the founder and President of Terrafemina.com, of Force Femmes and co-founder of Women Corporate Directors Paris.



Felix Rohatyn

Special Advisor to the Chairman & CEO of Lazard Frères and Co LLC

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").



Marie-Claude Mayer

Worldwide Account Director for the L'Oréal Group

Marie-Claude Mayer began her career at Publicis Conseil in 1972. Since then, she has held several different management positions within the agency. In 1998, she was named Worldwide Account Director for the L'Oréal Group, supervising the L'Oréal brands managed by the Publicis network in more than 70 countries.



Hélène Ploix

Chair of Pechel Industries Partenaires

Hélène Ploix is Chair of Pechel Industries Partenaires, a 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 of the International Monetary Fund and the World Bank.



Amaury de Seze

Chairman of the Supervisory Board of PAI Partners

In addition to chairing the Supervisory Board of PAI Partners, Amaury de Seze is Vice Chairman of Power Financial Corporation of Canada and a member of the Board of several major companies, including Carrefour, Thales, GBL and Pargesa. He was previously a member of the Executive Committee of Volvo Group (Volvo AB).



GROUPE

THE GROUPE THE SUPERVISORY BOARD



Henri-Calixte Suaudeau

Member of the Board of Publicis Conseil

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



Gérard Worms

Vice Chairman of Rothschild Europe

Gérard Worms is Vice Chairman of Rothschild Europe and Senior Advisor of Rothschild & Cie. He is also Chairman of the International Chamber of Commerce (ICC). Following a number of positions within the Hachette group, Rhône-Poulenc and the Société Générale de Belgique, Mr. Worms was named CEO of the Compagnie de Suez and of Banque Indosuez.



THE GROUPE

THE SUPERVISORY BOARD

Strategy & Risk Committee

Marie-Josée Kravis, President
Elisabeth Badinter
Marie-Claude Mayer
Véronique Morali
Hélène Ploix

Appointment Committee

Elisabeth Badinter, President
Michel Cicurel
Michel Halpérin
Henri-Calixte Suaudeau
Gérard Worms

Statutory Auditors

Mazars
Ernst & Young et Autres

Audit Committee

Gérard Worms, President
Claudine Bienaimé
Hélène Ploix

Compensation Committee

Amaury de Sèze, President
Claudine Bienaimé
Michel Cicurel
Michel Halpérin
Véronique Morali

Alternate Auditors

Gilles Rainaut
Auditex



THE GROUPE

MESSAGE FROM MAURICE LÉVY

Chairman & CEO

At the beginning of 2011, it seemed that we were poised to pick up a new cycle of growth and had left the economic crisis behind us. Our only remaining worry was sovereign debt, and I could not have imagined that investor confidence in European nations' debt would be shaken to such a degree, setting off a crisis of such magnitude.

The first half-year brought solid market growth; the second met great difficulties. In this context, Publicis Groupe has once again succeeded in producing growth well above market, as well as a very satisfactory margin.

For this I must first thank our clients for their confidence and their loyalty. Next I thank our teams for their commitment and talent. They've been through a tough year, and they've worked hard. I'm proud of them, just as I'm proud of the people around me.

Alongside the Management Board and the P12 (Executive Committee), we've created the Strategic Leadership Team, which features the members of the P12 as well as some of Publicis Groupe's most brilliant talent. I'm certain that their participation in our strategic planning will mean we can move faster and reach even greater heights.

In 2011 we continued our strategic drive on its clearly defined double axis: digital and emerging markets. Having acquired a number of very good agencies in these two sectors, we're facing 2012 enriched with a range of assets that will ensure we continue producing strong and sustainable growth -- particularly since 2011 was a record year for new business.

In years to come, long business cycles will no longer be a feature of the world economy, and I fear we may once again face a succession of short and brutal crises. We will need to be much more agile: more rapid in our decision-making and our organization, and better at adapting to the unexpected. That is the challenge that we set ourselves. It means that we must apply to the way we organize, and to the operational choices that we make the same creativity and innovation with which we serve our clients.



THE GROUPE

THE STRATEGIC LEADERSHIP TEAM

Members of the Management Board



Maurice Lévy

Chairman & CEO Publicis Groupe; Chairman of the Management Board, President of the P12 Executive Committee

Maurice Lévy is widely recognized as one of the leading figures in the communications industry. He joined Publicis in 1971 in charge of IT, and very quickly moved into the heart of the agency's business. In 1975 he was appointed President of Publicis Conseil and took personal responsibility for the international development of Publicis from the early 1980s. Maurice Lévy became Chairman and CEO of Publicis Groupe in 1987.



Jack Klues

CEO, VivaKi; Member of the Management Board and of the P12

Jack Klues applies his experience as a leading architect of consumer contact strategy and media buying to his role as CEO of VivaKi. Klues represents Publicis Groupe's media operations and its two largest digital agency networks as a member of the Groupe's Executive Committee (the P12) and Management Board (the Directoire).



Jean-Yves Naouri

Chief Operating Officer, Publicis Groupe; Member of the Management Board and of the P12

Jean-Yves Naouri joined Publicis Groupe in 1993 to create Publicis Consultants. He is now Executive Chairman of Publicis Worldwide and oversees PHCG, Rosetta and the Groupe's Production Platforms. He also pilots the Shared Service Centers and a number of additional services, including IT, Procurement, Insurance and Real Estate.



Jean-Michel Etienne

Executive Vice President - CFO; Member of the Management Board and of the P12

Jean-Michel Etienne joined Publicis Groupe in September 2000 as Chief Financial Officer. He worked closely on the acquisitions of Saatchi & Saatchi and Bcom3, which propelled Publicis Groupe to become the third largest communications group worldwide. In 2006 he was appointed Executive Vice President - CFO, and in 2010 he was named to the Publicis Groupe Management Board.



Kevin Roberts

CEO Worldwide, Saatchi & Saatchi; Member of the Management Board and of the P12

Kevin Roberts has been CEO Worldwide of Saatchi & Saatchi since 1997. He is the author of the groundbreaking marketing book *Lovemarks: the Future Beyond Brands* which has been published in 18 languages and which has shaped the creative output of Saatchi & Saatchi. Kevin is Honorary Professor of Innovation and Creativity at the University of Auckland, New Zealand, and of Creative Leadership at Lancaster University, UK.



THE GROUPE

THE STRATEGIC LEADERSHIP TEAM

Members of the P12



Tom Bernardin

Chairman & CEO, Leo Burnett Worldwide, Member of the P12

Tom Bernardin is Chairman and CEO of Leo Burnett Worldwide, comprising the Leo Burnett brand agency and its 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 during his tenure grew at an unprecedented pace and reached new creative heights.



Mathias Emmerich

Senior Vice President Publicis Groupe, Member of the P12

In 1999, Mathias Emmerich joined the SNCF Group, and was appointed CEO of Voyages-sncf.com in 2004. In 2007 he became Deputy CEO of the Freight Division. He joined Publicis Groupe in 2009 as Senior Vice President and General Secretary. He is in charge of Internal Audit, Human Resources (Groupe), Communication and Sustainable Development.



Steve King

CEO Worldwide, ZenithOptimedia, Member of the P12

Following a Business Degree in London, Steve King became a founding Director at the launch of Zenith UK in 1986. After being appointed Managing Director, he moved to New York in 1994, where he served as General Manager and CEO of Zenith Media USA. He returned to Europe to become CEO Zenith EMEA in 1997. In 2001 he became CEO EMEA of the newly formed ZenithOptimedia, and subsequently became Global CEO of ZenithOptimedia in 2004.



Laura Desmond

CEO, Starcom MediaVest Group, Member of the P12

Laura Desmond runs the largest media network in the world, with over 7,000 employees, 110 offices and over \$31 billion in client marketing investments. SMG has earned more honors for its work and talent than any other media network in the world, including nearly 250 creative, media and Agency of the Year distinctions in 2011 alone. Laura has been awarded multiple accolades as a global media-industry leader.



Olivier Fleurot

CEO, MSLGROUP, Member of the P12

From 1999 to 2006 Olivier Fleurot 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 summer of 2009 he has been the CEO of MSLGROUP, the strategic communications, PR and events network, which includes the ex-network MS&L, Publicis Consultants, Publicis Events networks as well as other strategic communication consultancies.



Bob Lord

Global CEO, Razorfish, Member of the P12

Bob Lord oversees global operations at Razorfish, and represents Razorfish, Digitas, Denuo, Big Fuel and Phonevalley on the VivaKi Board of Directors. Lord joined the agency in 2000 and was named CEO in 2009. Before joining Razorfish, Bob served as the COO and executive vice president of Prism Rehab Systems. A member of the Advertising Research Foundation's Board of Directors, he is also an active member of the TED organization.



THE GROUPE

THE STRATEGIC LEADERSHIP TEAM

Other Members



Nick Colucci

President & CEO, Publicis Healthcare Communications Group

Nick leads Publicis Healthcare Communications Group, the largest healthcare communications network in the world, with 53 offices and nearly 5,000 employees working in 11 countries. PHCG manages top-tier health and wellness agencies promoting innovative solutions in advertising, medical communications, message delivery, digital, market access, insights, and medical and scientific affairs.



Vaughn Emsley

CEO, P&G2 (squared)

Vaughan leads P&G2, the entity responsible for Publicis Groupe's Procter & Gamble business. Educated at Cambridge, where he read history, Vaughan is a 25-year veteran of the agency. He has lived and worked in Asia, Europe and the United States and has specialized in international accounts since the early 1990s. Today, the Procter & Gamble account at Saatchi & Saatchi operates in every region. It is a leader for innovation in shopper marketing and interactive communication, as well as creative.



Curt Hecht

CEO, VivaKi

Curt is CEO of the VivaKi Nerve Center, which is entirely focused on developing the next generation of technical platforms, to allow Publicis Groupe and its clients to migrate from analog processes and scale their digital marketing efforts as both media channel and consumer become digital. Curt is also the Groupe's primary liaison to digital media companies such as Facebook, Google, Microsoft and Twitter, creating innovative, open and scalable platforms such as Audience on Demand and The Pool.



Charlotte Duthoo

Chief Procurement Officer, Publicis Groupe

Charlotte Duthoo became Chief Procurement Officer of Publicis Groupe in early 2007, after five years of management consulting with McKinsey & Company. In the late 1990s she had been a specialist in corporate communications with Publicis Consultants. A graduate from the Institute of Political Studies of Paris and of the ESSEC business school, she holds a Masters in Law.



Susan Gianinno

Chairman & CEO, Publicis Worldwide in the USA

Susan Gianinno joined Publicis Groupe in 2003 as Chairman and CEO of Publicis Worldwide in the USA. Previously, Susan was Chairman and President of D'Arcy; CEO at J. Walter Thompson New York; and Managing Director of Global Accounts at BBDO. Susan was the first woman to serve on the Board of Directors at four of the largest agencies in the world.



Chris Kuenne

Chairman & Chief Executive Officer, Rosetta

Chris Kuenne began his career at Johnson & Johnson and subsequently moved to First Manhattan Consulting Group before founding Rosetta in 1998. Throughout his 25-year marketing career, he has been focused on driving more effective marketing through the discovery and deployment of scalable consumer insights.



THE GROUPE

THE STRATEGIC LEADERSHIP TEAM

Other Members



Robert Senior

CEO, Saatchi & Saatchi EMEA and Saatchi & Saatchi Fallon Group

Robert Senior joined Saatchi & Saatchi in 2007 as UK CEO of SSF. He was appointed Chairman of the Worldwide Creative Board in 2010 and CEO of Saatchi & Saatchi EMEA in 2011. He founded Fallon London in 1998 with four partners and grew the business into a 190-strong, multi-award-winning agency.



Rich Stoddart

President, Leo Burnett North America

Rich Stoddart oversees Leo Burnett North America. Under his leadership, Leo Burnett and Arc, the agency's marketing-services arm, have come together to deliver seamless, cross-platform ideas to meet complex client needs. Rich has restored agency growth by strengthening the leadership team, delivering unparalleled ROI for clients and driving growth and innovation across all of the Leo Burnett Group's capabilities.



Arthur Sadoun

CEO, Publicis France

Arthur Sadoun joined Publicis Groupe in December 2006 as CEO of Publicis Conseil, and in 2009 he was appointed CEO of Publicis France. Since April 2011 he has been Director General of Publicis Worldwide. He oversees Western Europe, as well as all worldwide strategic planning and creative.



THE GROUPE

THE HUMAN DIGITAL AGENCY

Publicis Groupe is the third largest communications group in the world. We offer the full range of services and skills: digital and traditional advertising, public affairs and events, media buying and specialized communication. Our major networks are Leo Burnett, MSLGROUP, Publicis Healthcare Communications Group (PHCG), Publicis Worldwide, Rosetta and Saatchi & Saatchi. VivaKi -- the Groupe's media and digital accelerator -- includes Digitas, Razorfish, Starcom MediaVest Group and ZenithOptimedia.

Thanks to VivaKi and many other agencies, digital work amounted to 30% of our 2011 revenue, making us the world's leader in digital and interactive communication. In addition, 24% of our 2011 revenue stemmed from fast-growing economies, particularly Brazil and China.

Publicis Groupe has been ranked Number 1 for Creative Performance in the Gunn Report every year since 2004. Furthermore, in the 2011 edition of The Big Won Report, Groupe networks ranked 4th (Leo Burnett), 8th (Saatchi & Saatchi) and 14th (BBH). Publicis Groupe agencies made spectacular gains in New Business in 2011, with net wins of US\$7.9 billion confirming the competitiveness and appeal of the services that we offer our clients. Among them were Avaya, Burger King, Continental Tires, Darden, Delta, Disney (Brazil), Embryform, Ferrero (Europe), Jaccar (China), Kasinski Motorcycles, Kraft Ritz, Lenovo, Merck, Microsoft, Nescafé (World), Samsung, Sonic, and Sprint.

Present in 109 countries, our Groupe employs 53,000 professionals.



THE GROUPE

THE HUMAN DIGITAL AGENCY

Three of the world's top ad networks

Leo Burnett, Publicis and Saatchi & Saatchi are proud to belong to Publicis Groupe, as are a number of multi-hub networks and creative boutiques, including Bromley, Burrell, Fallon, the Kaplan Thaler Group and BBH (49% ownership).

The world's premier network for digital communication

VivaKi aligns the Groupe's digital and media companies and its Nerve Center is the industry's most powerful hub for R&D, activating new pathways for clients to connect with consumers in a rapidly more digital world. VivaKi is a unique structure that includes two global media networks - ZenithOptimedia and Starcom MediaVest Group - and two leading digital marketing networks Digitas and Razorfish as well as Big Fuel, CRM365, Denuo, Performics, Moxie Interactive, Phonevalley, Prodigious Worldwide, SMG Liquid Thread, SMG Performance Marketing, SMG Multicultural, Spark Communications and The Third Act.

The Groupe comprises a large number of brands specialized in digital work, as well as many full-service agencies recognized for their digital expertise. They include AG2 Publicis Modem, BBH, Blogbang, Digitas Health, EmporioAsia Leo Burnett, Fallon, the Kaplan Thaler Group, Leo Burnett, Marcel, MaVieEnCouleurs, Mediagong, MSLGROUP, Mundocom, PHCG, Publicis Chemistry, Publicis E-dologic, Publicis Entertainment, Publicis Healthcare International, Publicis Life Brands, Publicis Modem, Publicis Worldwide, Razorfish Health, Rosetta, Saatchi & Saatchi, Saatchi & Saatchi Health and Williams-Labadie.

Leading the world in healthcare communication

Publicis Healthcare Communications Group (PHCG) is the largest health-oriented agency network in the world. Its global brands include Saatchi & Saatchi Health, Publicis Life Brands, Publicis Healthcare International, In Sync, Williams-Labadie, Beacon Healthcare, Digitas Health, Razorfish Health, Publicis Touchpoint Solutions and Publicis Medical Education Group, as well as many strong regional agencies.

We excel in PR, corporate communications and events

MSLGROUP is Publicis Groupe's strategic communications and engagement group, advising in all aspects of communication strategy: from consumer PR to financial communications, from public affairs to reputation management, and from crisis communications to event management.

THE GROUPE

THE HUMAN DIGITAL AGENCY

Digital tools and media are transforming every aspect of the communications professions. Publicis Groupe anticipated these changes well before our main rivals, reshaping our strategy and defining it as a digital journey. We acquired Digitas, and later Razorfish and a host of other talented digital pure players. We negotiated partnerships with the greatest actors on the digital scene. We created VivaKi, a hub within our Groupe that develops and shares digital tools for measurement and analysis, and which enables co-creation and a seamless transfer of clients from hand to hand across a broad number of agencies in the online space.

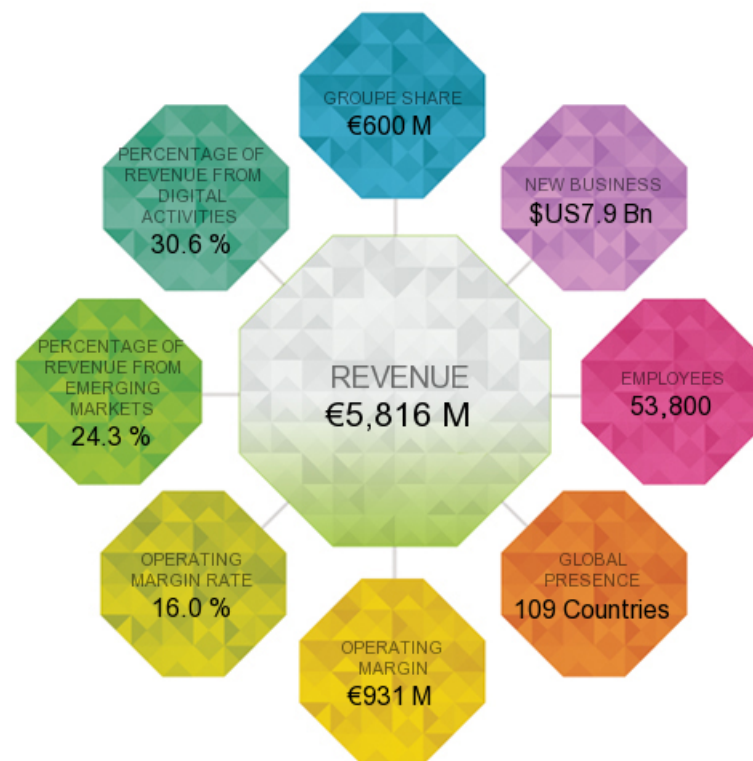
But the need to be creative and surprising -- building up content and approaches that are genuinely attractive, familiar and friendly -- has expanded at at least the same rate as the world wide web. To create powerful experiences that inspire desire requires agencies who understand people -- who know how to strike up a friendship, touch a chord and unfold a brand identity across the whole spectrum of media, from the cinema and website to the palm of your hand. Today, digital informs and infuses everything we do.

IQ and EQ. The marriage of insight and tech. There's a sweet spot at the intersect of digital intelligence and emotion, and that's where you'll find Publicis Groupe: the human digital agency.



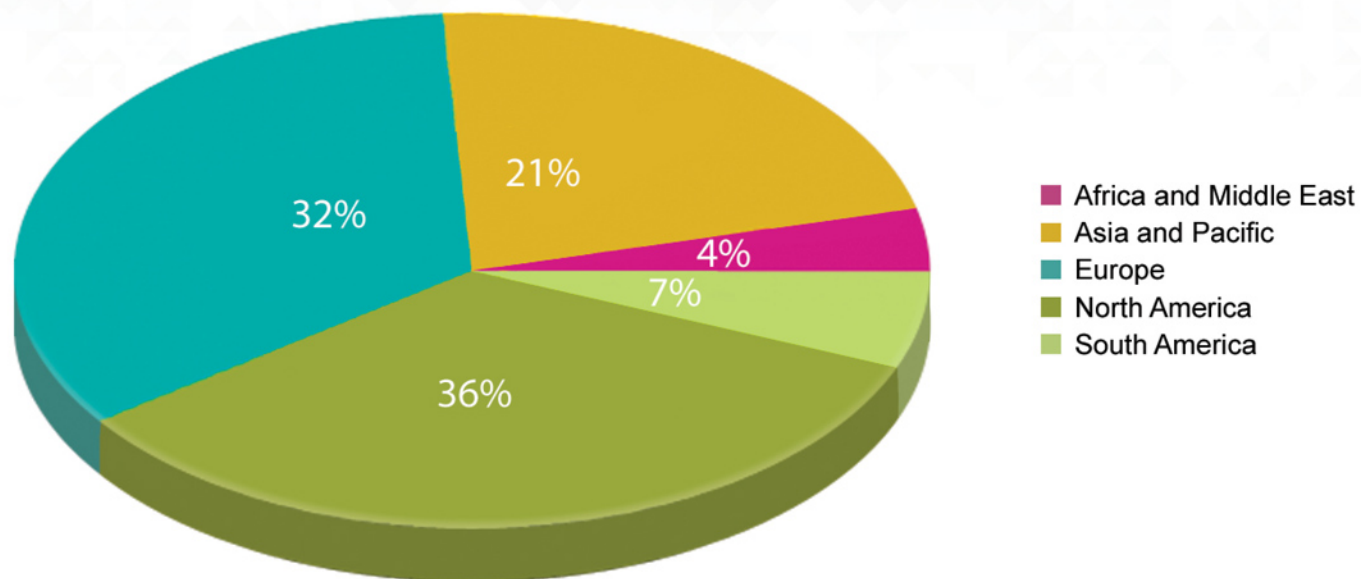
THE GROUPE

GROUPE PROFILE IN 2011



THE GROUPE

HEADCOUNT BY REGION AT DECEMBER 31 2011



THE GROUPE

THE VIVAKI OFFER



THE GROUPE VIVAKI

Jack Klues, CEO

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

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

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

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



THE GROUPE VIVAKI NERVE CENTER

Curt Hecht, CEO

This year we continued to innovate, build and grow next-gen technical platforms that allow Publicis Groupe clients to find and connect with their most important audiences, in the right place at the right time. Others have tried to duplicate the Nerve Center, but only succeed in launching fragments of competitive capacity.

2011 has proven to be the most successful year for us on many levels.

- We maintained our strong relationships with Google, Microsoft, Facebook, Yahoo! and BlueKai, to provide VivaKi clients with unique access to new advertising solutions including: Kinect integrations; first access to Xbox LIVE; acquisition of cookie-level access from DoubleClick and Atlas to enable advanced segmentation and attribution analysis; and first mover rights to new mobile inventory for Audience On Demand™ (AOD) through our strategic partnership with Google, which also enabled us to develop custom private marketplace features.
- AOD now manages nearly \$1B in spend and has successfully integrated all of our addressable media, inclusive of search, display, video, social and mobile - making us first to market with a unique solution across these platforms. We focused on the right combination of internal technology and partnerships with the world's largest technology companies (Google, Microsoft and Facebook) and emerging companies (Videology and Marin). As a result, this year we have delivered 100 billion display impressions.
- The Pool team launched its tenth official "swim lane" this year. The ninth, US Tablet Lane, has amassed \$10 million in investment, gathering 13 publishers and technology companies, 13 advertisers and 3 research partners. The tenth and most recent lane, in partnership with AOL, seeks additional online video ad models to complement the year-old ASq, which so far has garnered over 410 million impressions.
- We now have 200+ employees covering 92% of VivaKi's digital revenues in Australia, China, France, Germany, the Nordics, Spain, UAE, the UK and the US.



We have concluded our best year yet, and in 2012 have plans to align with three important core areas: Addressable Media Platforms, Operations and Development, and Centralized Investment. Watch this space!

THE GROUPE DIGITAS

Colin Kinsella, CEO North America
Stephan Beringer, CEO International

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

Recognition and Growth

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

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

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

Redefining What's Possible

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

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

We expect no less from 2012.



THE GROUPE

DIGITAS WORK IN 2011



Samsung
(Digitas USA - New York)

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



Nissan Juke
(DNA - London)

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



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

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



Lancôme, "Dolls Eyes"
(Digitas France)

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



THE GROUPE STARCOM MEDIAVEST GROUP

Laura Desmond, CEO

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

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

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

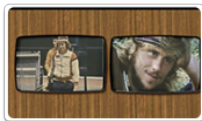
Diversified: 36. That is the percent of our business invested in data/analytics, content and digital. Our branded-content practice LiquidThread expanded to nine hubs worldwide, boasting a blue chip client roster. We amplified our Human Experience Strategy Network and launched the Youth and Moms Human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

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



THE GROUPE

STARCOM MEDIAVEST GROUP WORK IN 2011



Bjorn Loves John
(Starcom Sweden)

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



Samsung Galaxy SII
(Starcom MediaVest Group USA - Chicago)

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



MOVISTAR
(Starcom Colombia)

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



Milka, Kraft
(Starcom MediaVest Group Poland)

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



THE GROUPE ZENITHOPTIMEDIA

Steve King, CEO Worldwide

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

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

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

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



THE GROUPE

ZENITHOPTIMEDIA WORK IN 2011



Puma - Puma Social
ZenithOptimedia Worldwide

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



L'Oréal - You are Here
ZenithOptimedia UK

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



Pernod Ricard - Plan B Ballantine's
Optimedia Spain

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



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

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



THE GROUPE RAZORFISH

Bob Lord, Global CEO

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

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

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

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

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

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

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



THE GROUPE

RAZORFISH WORK IN 2011



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

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



Axe
(Razorfish US - New York)

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



Bing
(Razorfish US - San Francisco)

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



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

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



THE GROUPE ADVERTISING BRANDS



THE GROUPE LEO BURNETT WORLDWIDE

Tom Bernardin, Chairman & CEO

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

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

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

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



THE GROUPE

LEO BURNETT WORK IN 2011



The Coca-Cola Company
(Leo Burnett - Mumbai)

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



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

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



McDonald's
(Leo Burnett - Dubai)

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



Zoo Records
(Leo Burnett China - Hong Kong)

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



THE GROUPE PUBLICIS WORLDWIDE

Jean-Yves Naouri, Executive Chairman

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

Our newly re-energized Comex focused on:

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

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

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

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

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

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

It's been a great year.



THE GROUPE

PUBLICIS WORLDWIDE WORK IN 2011



AXN Sony
(Publicis Brasil - Sao Paulo)

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



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

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



Renault Mégane
(Publicis Conseil - France)

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



Contrex
(Marcel - France)

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



THE GROUPE SAATCHI & SAATCHI

Kevin Roberts, CEO Worldwide

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

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

Almost 700 awards/recognitions included:

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

Significant new business wins included :

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

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

Saatchi & Saatchi. Nothing is Impossible.



THE GROUPE

SAATCHI & SAATCHI WORK IN 2011



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

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



Nike
(Saatchi & Saatchi Sao Paulo - Brazil)

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



Prius
(Saatchi & Saatchi Los Angeles - USA)

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



Toyota HiLux
(Saatchi & Saatchi Auckland - New Zealand)

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



THE GROUPE ROSETTA

Chris Kuenne, Chairman & CEO

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

Key Themes:

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

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

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

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

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

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

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

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



THE GROUPE

ROSETTA WORK IN 2011



Juvederm, Allergan
(Rosetta Princeton USA)

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



Nationwide Insurance
(Rosetta Princeton USA)

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



Rogers Telecommunications
(Rosetta Toronto - Canada)

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



Children's Miracle Network Hospitals
(Rosetta Princeton USA)

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



THE GROUPE FALLON

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

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

Fallon Minneapolis highlights:

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

Fallon London highlights:

- Our focus on 'the unreasonable power of creativity' moved beyond borders, designing and producing work for the Philippines, Nigeria, Mexico and India.
 - Integrated output is now our norm, widening our collaborators to include Aardman, Google, 20th Century Fox and more.
 - Great film-based work on Orange Gold Spots, Twirl and Cadbury 'Dance Off'; a gold Creative Circle for French Connection; a silver BTAA for Skoda Puzzle; a Gold (Gold Spots) and Silver (French Connection) at the APG's; Special Award for the most progressive thinking (Gold Spots). Also a bronze Cannes Lion for Spots V Stripes 'Fish', and for Tate Movie Project a Silver LIA, the Paul Arden award and Gold and Silver Interactive awards at the Campaign Big Awards as well as a Children's BAFTA.
 - New clients included Nokia, which appointed us to handle global advertising for mobile phones, with a focus on emerging markets. Organic growth occurred with Kraft Foods, and other significant new business wins included conversions of AXA, Citizens UK, House Of Fraser, MTV and The Roundhouse. Our newly launched design, digital and film agency, called Made in Fallon, was appointed to The National Trust account.
- We'll continue our success story in 2012!



THE GROUPE

FALLON WORK IN 2011



Nokia - Indonesia
(Fallon London - UK)

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



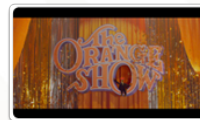
Cadillac, General Motors
(Fallon Minneapolis - USA)

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



H&R Block
(Fallon Minneapolis - USA)

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



Orange Gold Spots
(Fallon London - UK)

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



THE GROUPE

KAPLAN THALER GROUP

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

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

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

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

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

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

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



THE GROUPE

KAPLAN THALER GROUP WORK IN 2011



Supervalu
(Kaplan Thaler Group - USA)

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



Swiffer
(Kaplan Thaler Group - USA)

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



Aflac
(Kaplan Thaler Group - USA)

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



Wendys
(Kaplan Thaler Group - USA)

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



THE GROUPE SPECIALIZED AGENCIES



THE GROUPE PUBLICIS HEALTHCARE COMMUNICATIONS GROUP (PHCG)

Nick Colucci, President & CEO

Publicis Healthcare Communications Group dedicated 2011 to paving our path for the future. As a true global network, we bring together the best minds from all of our agencies and have become an unparalleled global powerhouse. We don't just aspire to be the leader in our category--we want to transform the way health and wellness communications are delivered.

We solidified our market position in 2011 and performed better than our competition by aligning with client needs. Here are some of the defining moments:

Market expansion: We continued to expand our footprint in China and India. Our Publicis Life Brands franchise grew through the acquisitions of Mumbai-based **Watermelon** and full-service agency **Dreams**, in Beijing. By year-end, we closed a deal with Shanghai-based **UBS** which will become part of our Saatchi & Saatchi Health brand.

Agency success: In a strong year of revenue growth, three agencies stood out. **Publicis Touchpoint Solutions**, with a banner year, has become the industry's first true multichannel message delivery agency. Future growth will continue in this sector as the industry pursues outsourcing as a valuable option. **Discovery Chicago**, as a healthcare advocacy specialist, shifted its focus and enhanced its creative and digital capabilities. **Saatchi & Saatchi Wellness** was successful creatively and in winning new business, most notably picking up the prestigious Allergan Facial Aesthetics portfolio.

Digital integration: Like no other network, every PHCG agency has integrated digital channels into the heart of its offerings. The addition of **Digitas Health** and **Razorfish Health** strongly bolsters the network's cutting-edge healthcare marketing capabilities.

Global business wins: Our commitment to client innovation and expanded global collaboration and reach paid off with a strong 2011 record of global new business wins. We added Abbott, Boehringer Ingelheim and Novartis to our existing strong base of global clients, including AstraZeneca, BMS, Merck, Pfizer and Sanofi.

Our ability to anticipate challenges and adapt new solutions has prepared us well: we're ready to take on whatever the future holds.



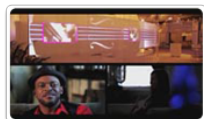
THE GROUPE

PHCG WORK IN 2011



Give A Little Help A Lot
(Publicis Life Brands Resolute - UK)

Following the horrific disasters of March 2011 in Japan, Publicis Life Brands Resolute produced an advert that ran in numerous healthcare publications to invite well-wishers from any business in the world to join in a charity campaign for Japan. Over 100 organizations got involved with Give a Little, Help a Lot.



Seroquel
(Saatchi & Saatchi Healthcare Wellness)

As an entry for the annual AstraZeneca AccoladeZ awards, we created a video to showcase the cutting-edge digital technology and strong thematic presentation that we delivered for Seroquel at the American Psychological Association convention. The creative and strategic solutions developed for this multifaceted assignment were widely acclaimed.



Nestlé Nan Expert
(Saatchi & Saatchi Health Barcelona)

For NAN Expert, Saatchi & Saatchi Health Barcelona launched a campaign aimed at generating awareness among pharmacists. The campaign worked with a metaphor linking the birth of NAN formula and the birth of a baby. Point-of-sale materials, sales-force materials and print ads were also developed.



Abilify
(Digitas Health US - New York)

For millions of Americans being treated for depression, an antidepressant helps - but it isn't enough. They become stuck. Adding Abilify offers a way to build on their successes towards more complete resolution. Our campaign tells the stories of people's relationships with depression - and their personal paths to better treatment with Abilify.

THE GROUPE MSLGROUP

Olivier Fleurot, CEO

In 2011 we continued full throttle on our mission: *to be our clients' most trusted advisor, a source of unbound creativity, engagement and value in the always-on conversation.*

We led some of the industry's most exciting work. With Siemens, creating an international hub in London for innovation and information around sustainable cities. Bringing PayPal into the real retail world with a pop-up store in New York's Tribeca. Helping P&G develop award-winning digital work in the Nordics. Launching China's first branded-content reality TV show, to give Sephora a fresh, integrated way to talk with consumers.

We won New Business. Top wins included the global PR business for Underwriters Laboratories; a global 'conflict gold' assignment from the World Gold Council; France's national Road Safety campaign; and worldwide communications business for tech leaders Schott and Bosch Security Technologies.

We grew. As one industry journalist said, MSLGROUP's 'race up the rankings charts has raised plenty of eyebrows'. We became the world's fourth largest PR and strategic communications network by revenue, thanks both to organic growth and acquisitions - which included US-based Schwartz Communications, fast-growing Ciszewski in Poland, ICL in Taiwan and Genedigi in Mainland China. In fact, we're now the largest PR agency in both China and India - two of the world's fastest growing markets. Meanwhile our financial communications practice expanded: in Q1-Q3, MSLGROUP agencies collectively ranked 3rd worldwide in deal value for companies advising on mergers and acquisitions, according to Mergermarket.

We focused on innovation. Our new network-wide measurement platform, VERITE, is a customizable tool to assess performance data and develop insight and foresight. We launched a new beauty and luxury specialty, BE SPOKE, and a global Crisis Network, to best serve our clients as they navigate increasingly choppy waters and prepare for a 'new normal'. Finally, our Social Integration approach helped business leaders integrate social into their platforms, programs and processes, to drive strategic change and real ROI.

In short it was a great year - and we're confident that we have the footprint, the team and the talent to make us one of the world's top three strategic communications companies very soon.



THE GROUPE

MSLGROUP WORK IN 2011



Singapore Tourism Board
(MSL China)

To support the Singapore Tourism Board's 'Your Singapore' global campaign, MSL China developed an aspiration-driven integrated marketing strategy, 'Transformed Singapore', designed to attract wealthy Chinese consumers. This helped to position Singapore on social media in China as one of the most talked-about tourist destinations, and contributed to an increase in tourism.



Ariel Stockholm
(Saatchi & Saatchi Stockholm and MSL Stockholm)

Laundry is a low, low engagement category... but stains are not! The Ariel Fashion Shoot was a live event at Stockholm's Central Station, in which an industrial robot, controlled by consumers via Facebook, deliberately targeted and stained white garments. The rules were simple: Aim, stain and win. The garments were washed live and sent to the winners.



India Star TV
(Hanmer MSL Mumbai - India)

For Star Plus TV, we strategized a storytelling PR campaign that shared the Indian woman's journey over the last decade, including social, political and economic change. The result: Star Plus broke its previous three years' gross rating point records and ranked #1 in its category. This was one of the most written-about brand re-launches in India in the past decade.



Bounty, P&G
(MSL New York - USA)

Bounty's back-to-school 'Make a Clean Difference' Campaign engaged parents and teachers nationwide to provide clean and creative learning environments for children. The program featured Bounty's first Facebook contest as well as a US\$25,000 art-classroom makeover provided by celebrity designers.



THE GROUPE MÉDIAS & RÉGIES EUROPE (MRE)

Benjamin Badinter, Chairman & CEO

2011 has been another very good year for the Médias et Régies network. Despite an economic context largely unfavorable to growth, both sales and revenue rose sharply.

- Métrobus saw sales grow by more than 6 %, significantly outperforming the billboard sector. The addition of a third display ad at the entrance to metro stations, overhead panels in metros and large new digital screens on platforms contributed to this result.
- The cumulative sales of Médiarail and Médiagare rose by more than 12 %. A new marketing offer, the growth of events-related work and the installation of digital panels in railway stations explain this excellent result.
- Cinema sales rose to a new record, with more than 215 million spectators in French movie theaters. The transition from traditional to digital is accelerating, and almost 1,650 out of the total 2,200 movie theaters in the Médiavision network were equipped with digital by the end of December. Use of traditional film is due to end in March 2012. In this context, Médiavision is growing both in turnover and in margin. The company is reinforcing its leading market position with more than 61% of market share, and is once again generating a significant fraction of its turnover in exclusive campaigns (27%). Its Dutch subsidiary is also doing well.
- Our position in the ad-space business of Le Monde (now renamed M Publicité) has shifted with the arrival of a new shareholder. The advertising sales departments of the newspaper, the website (i-regie.com) and the Télérama group (Publicat) have merged, and MRE holds 34% of the total. Setting up a new sales structure and the launch of new Weekend version of Le Monde (with a magazine supplement) meant that sales could recover in the second part of the year despite a discouraging economic context.
- Regarding Libération Médias, the new name of Espaces Libération, the situation is more difficult, despite the daily's improved audience figures. Nonetheless, the performance of the website and the magazine Next have meant that the advertising department has been able to limit the overall fall in sales.



THE GROUPE

MRE WORK IN 2011



Heineken

Heineken chose to promote its brand in railway stations during the summer of 2011, surfing the high tide of traffic at a time of frequent travel.



Métro Saint Lazare

The Saint Lazare metro station is transformed fleetingly into a museum for the Vienna Tourism Office.



Médiatransports Pôle Gares

Médiatransports Pôle Gares is deploying new digital display systems in major Paris railway stations, permitting brands to develop new forms of conversation with voyagers.



Samsung

The all-digital Paris metro station Franklin D. Roosevelt was privatised by Samsung for the launch of its latest smartphone, 'Wave3'.



THE GROUPE MUNDOCOM

Jean-François Valent, CEO, Publicis Groupe Production Platforms

At Mundocom we work on content production, deploying cross-media expertise and devising optimal technological tools and processes. The essence of our profession? *Brand Logistics*. Agencies deliver guidance on brand strategies and creative. We pick up the relay when it comes to actually producing the campaigns -- delivering them to media, posting them on-line or setting them up at the point of sale.

Brand Logistics means:

- Our ability to accompany brands all around the world, independently of geography, language or the media landscape.
- Our know-how in producing marketing materials, whether they be digital, video or print.
- Our processes and tools for simplifying and fluidifying the manufacture and distribution of communications campaigns.

The synergies deployed thanks to our cost structure, our offshore capacity and our project management tools produce the best way for brands to do maximal marketing for minimal outlay.

In 2011, we set up a decoupling model for cross-media production of all Sanofi's internal and external communication in the US and in Europe, generating significant cost savings. Mundocom, WAM and Publicis Worldwide convinced Coca-Cola with a new way of adapting international campaigns to the Western and Northern Europe regions. Sears, in the US, and Pierre& Vacances in France placed their confidence in our ability to manage the totality of their digital decoupling.

Our client list expanded in Italy, Germany and the US. We added the Scandinavian countries to our international network. We reinforced our staffing and presence in Spain and Britain as well as Paris, where we invested in 60 new jobs dedicated to 3D photo and video production. We also created Mundocom University, an ambitious training program for all our operators as well as for young talent.

At a time when advertisers are more attentive than ever to the optimization of their budgets, Mundocom brings them a simple and effective solution: *Brand Logistics*. We're fully confident that our service offering and our positioning will equip us to confront and overcome the challenges of 2012.



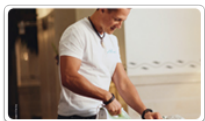
THE GROUPE

MUNDOCOM WORK IN 2011



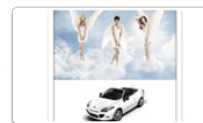
The Coca-Cola Company

When Coca-Cola changed the shape of its 1.5-liter bottle we made an event out of it. We used the founding myths that have made Coca-Cola the resonant brand that it's been for 125 years, and brought consumers into the Coca-Cola legend by depicting the brand's iconic little bottle and vintage posters.



Institut du Cerveau et de la moelle épinière (ICM) / Pro Bono

We asked German Formula One driver Michael Schumacher to iron his shirt - a superhuman performance for many victims of brain and spinal-cord disorders.



Renault

The CC2011 Megane print campaign highlights the new panoramic glass roof of the convertible coupé. This remarkable glass surface opens the car up to the world and allows passengers to view the best the sky can offer.



Fondation pour la vocation Marcel Bleustein Blanchet (MBB) / Pro Bono

Our campaign for the Marcel Bleustein-Blanchet. Foundation featured Cédric Gras, a young French student who wanted to be a geographer and explorer. Today, thanks to the Foundation's help, he's studying for a Doctorate in Geography at Moscow's Franco-Russian Center.



THE GROUPE

SHARED SERVICE CENTERS

Jean-Yves Naouri, COO, Publicis Groupe

Our priority this year, as ever, was integrating agencies that joined the Groupe at the end of 2010 and in 2011. Thanks to the expertise that we've developed in our main Shared Service Centers (SSC), these integrations are now faster, enabling the Groupe to ensure very rapidly not only a high level of compliance, but also new services for these agencies, and reduced costs.

In 2011 the geographic coverage of our SSCs continued to widen, essentially in the EMEA region, with deployment of new SSCs in the Middle East. In the Americas and APAC region, our SSCs are approaching their maximum.

Our efforts focused mainly on optimizing processes, and particularly on aligning these processes to prepare for the future deployment of worldwide Enterprise Resource Planning (ERP). This effort has already enabled us to construct regional skill centers in Asia and the Americas, and should facilitate ERP, which is heavily dependent on the integration of client and supplier data-bases and the adoption of joint processes spanning all our agencies worldwide.

In Europe, a number of services (notably treasury, legal, tax, real estate and procurement) are being deployed out of major SSCs in order to service countries, such as the Nordics and Baltics, which are not currently covered.

Various new services (both legal and in human resources) are now available to our agencies, while other departments have widened their scope, notably in procurement, real estate and IT. The program to consolidate our real-estate assets sharply accelerated in 2011. Policy adopted over the past six years has enabled us to reduce unused assets to a record low (less than 1.5%), and has optimized occupation rates, reducing our real-estate costs. Outside a few traditionally high-cost markets (Japan), most countries have managed to contain the increase in rental payments, and to maintain rents at an overall worldwide level of less than 6%. We will pursue these initiatives to bring every region to less than 6%.



GROUPE

THE GROUPE SHARED SERVICE CENTERS

In IT, as announced, Publicis Groupe has finished grouping its various data centers in North America, completing the program we initiated in Europe and APAC. In Europe Publicis Groupe deployed its first private cloud, offering our agencies more seamless services; a second cloud will become operational in 2012. The Groupe is thus accelerating its virtual service offering to agencies. Following the virtualization of the main types of servers, application servers and network storage services, which enables greater flexibility and resilience as well as significant cost reductions, the Groupe has begun virtualizing client computers. This will create greater flexibility in the organization of our agencies, as well as better securing our data.

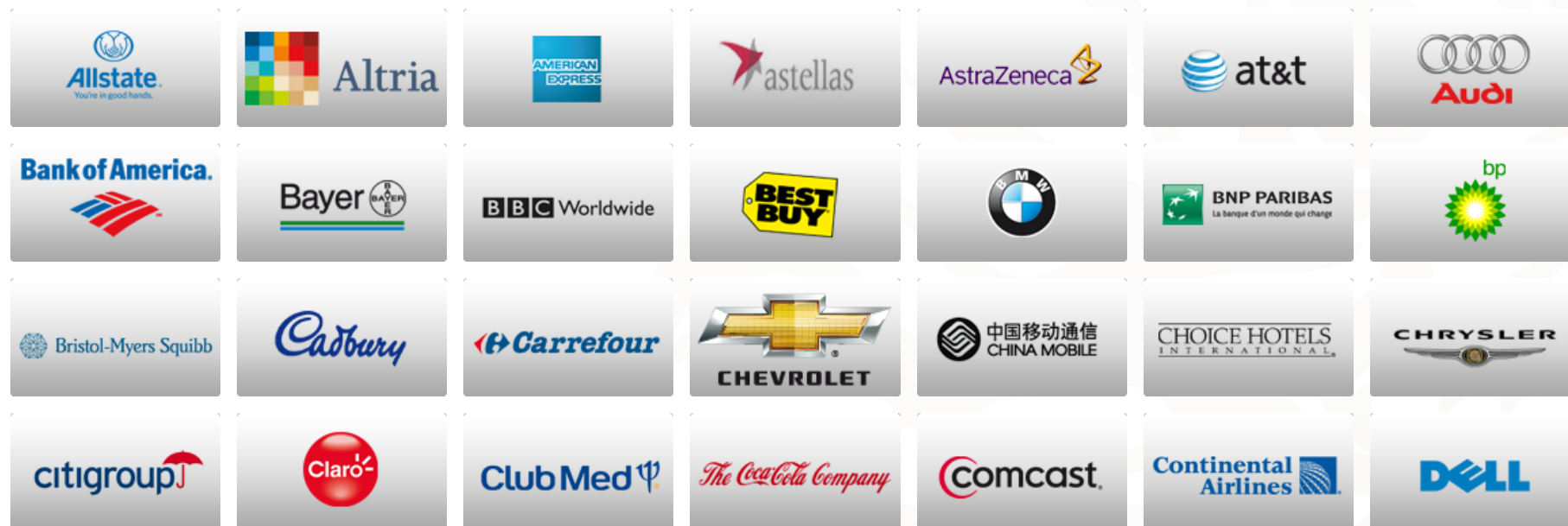
These initiatives have been broadly facilitated by the deployment of a high quality IT network (MPLS), which has been a key element of the Groupe's digital development.

Procurement policy is progressively extending its coverage to the purchase of services, and has begun to look at production purchases, alongside the Groupe's production platforms. These initiatives depend considerably on our capacity to generate precise data, and setting up the ERP will constitute a significant advance in this respect.

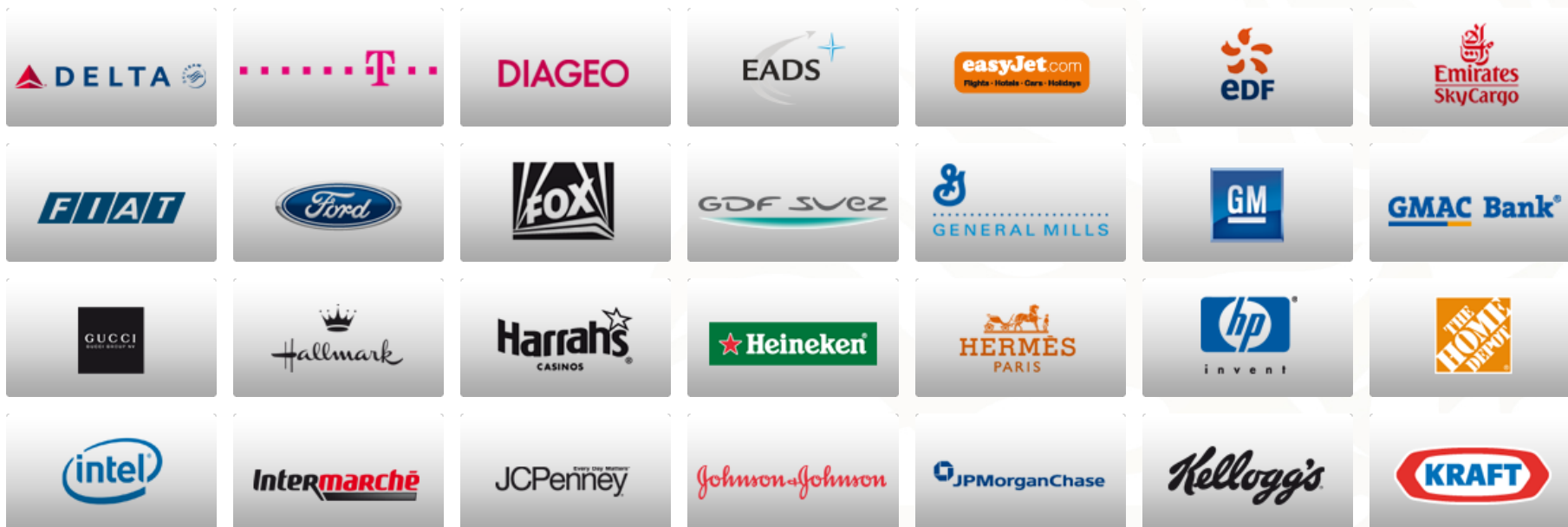
Finally, the Groupe widened its network of telepresence rooms. With more than 25 cities equipped worldwide, communication and collaboration both between our agencies and with our clients should be significantly enhanced. Recourse to travel can be better targeted, enabling savings in terms of staff time and costs, as well as cutting down the fatigue resulting from intensive travel.



THE GROUPE MAJOR CLIENTS



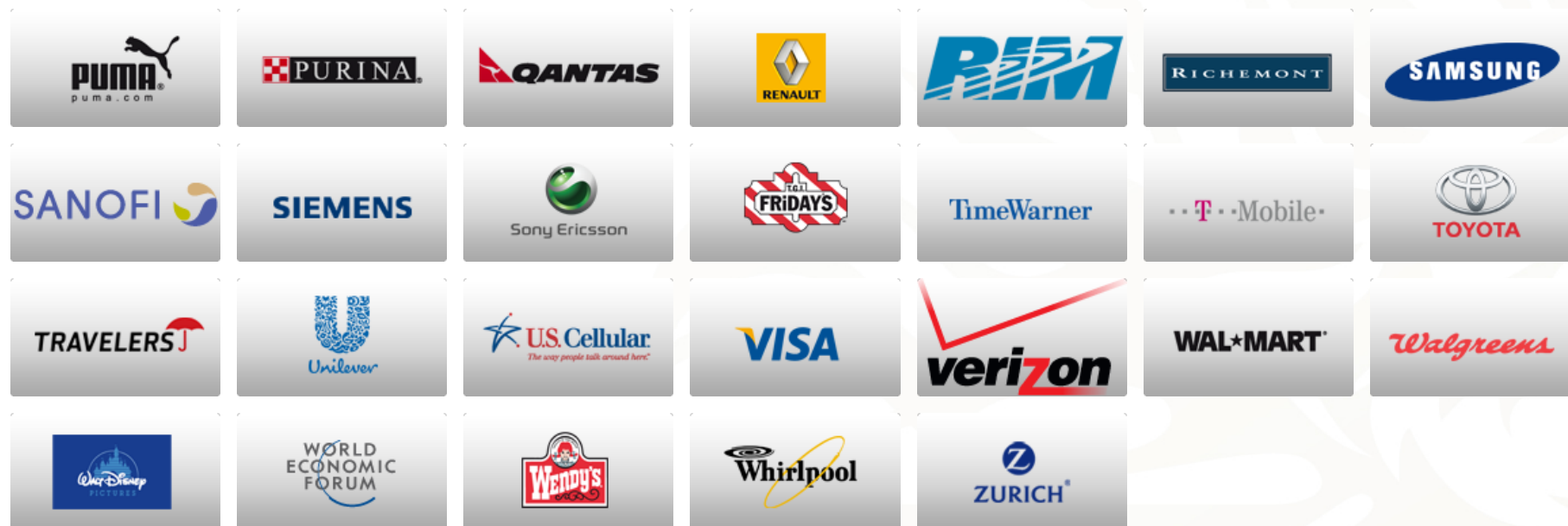
THE GROUPE MAJOR CLIENTS



THE GROUPE MAJOR CLIENTS



THE GROUPE MAJOR CLIENTS



CORPORATE SOCIAL RESPONSIBILITY ENVIRONMENTAL AND SOCIAL GOALS

Mathias Emmerich, Senior Vice President, Publicis Groupe

The articulation of the Groupe's strategy in terms of Social and Environmental Responsibility continues along four tracks :

Staff : Creating workplace conditions that promote the well-being of our teams, and thus effective performance.

Society : Actively participating in the societies around us as recognized economic and social actors.

Governance : Ensuring that our company functions in a way that is ethical, responsible and transparent.

Environmental : Seeking to consume better and use less.

Among our milestones in 2011 :

Staff : Recruitment: The Groupe's staffing rose from 48,531 employees to 53,807 year-on-year. Motivation: We continued our plan to distribute free shares to employees, with almost 70% of our staff now in reception of 50 free shares.

Equality : VivaWomen!, the Groupe's internal women's network, was launched mid-year in the US, France and China to accompany women in their career path through the Groupe.

Society : Pro bono campaigns for causes that promote the common good continue to be a priority for our agencies. Finalization of the new ICC Consolidated Code of Good Practice in advertising and communication worldwide (www.iccwbo.org).

Governance : New in-house rules to ensure transparency in our digital work, especially online behavioral advertising. A Steering Committee to integrate social and environmental responsibility into a broad range of functions, both of the Groupe and its operational network.

Environment : We continue working on our carbon footprint via an audit that also identifies target zones to reduce emissions of greenhouse gases. In Britain, most of our larger agencies now have ISO 14 001 certification, in response to greater local awareness of this issue. 'Green Teams' now group volunteers within our principal agencies. In 2011 the Groupe tested the principle of a one-week program of action conducted jointly by all agencies in France, achieving a good level of team participation for this in-house program.



SOCIAL

CORPORATE SOCIAL RESPONSIBILITY

A SELECTION OF 2011 PRO BONO CAMPAIGNS



Blood Relations

(BBR Saatchi & Saatchi - Israel)

The Parents Circle Families Forum is a joint Israeli/Palestinian organization for people who have lost a family member in the conflict. Israeli and Palestinian members of the PCFF came together in Tel Aviv to publicly donate their blood as a symbolic act of healing to mark UN International Peace Day. The blood donations were shared by Israeli hospitals and by the Al-Makassed Islamic Charitable Society Hospital for Palestinians in East Jerusalem.



Guangzhou Yangai Special Children Parent Club

(Leo Burnett China - Shanghai)

In China, ignorance and millennia of superstition mean that millions of parents of autistic children find they and their kids are ostracized by their communities and ignored by social services. This campaign raised awareness about their feelings of loneliness and isolation via an exhibition of living sculptures in Shanghai. Media reports reached more than 20 million people.



African Medical Network

(Publicis Healthcare International, PHCG)

The African Medical Center in Douala, Cameroon is African Medical Network's first project - a hospital that has been designed to be a center of clinical excellence, founded on observation, monitoring, research and the improvement of healthcare offerings to the local population. Publicis Healthcare International created an online interactive communication program for the new hospital.



Lust for Better Meat

(Rosetta New York)

Rosetta's creative group in New York hosted six students from the Miami Ad School in a 10-week 'greenhouse' project where the students built and polished their portfolios under the supervision of working professionals. This pro bono effort aimed to help an upstate butcher, Fleisher's, open its second location, in Brooklyn, via a marketing strategy, campaign ideas and online, social, mobile, environmental, poster and event/stunt work.



INVESTOR RELATIONS

KEY FIGURES

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

2011 could be described as a year of great hope - after the economic upturn of 2010 - followed by disappointment: the sovereign debt crisis. By summer's end, forecasts for world economic growth were being revised downwards, amid a downgrade of US debt, crisis in Greece and a broader crisis in the Euro zone's public debt. But despite this troubled economic context in the second half, Publicis Groupe achieved very good results in 2011. It was an exceptional year for new business - \$7.9 billion, net of losses -- bearing witness to the dynamism of our teams and the competitive edge of our service offering.

Our consolidated revenue in 2011 rose to 5,816 million euros, up from 5,418 million euros in 2010: an increase of 7.3%. Organic growth for the year was 5.7%, an excellent performance, given the 8.3% growth we saw in 2010, which was due to a strong upturn in the market after the sharp fall-back of 2009. Our digital performance continued its strong growth, amounting to 30.6% of total revenue in 2011, and fast-growing economies generated 24.3% of total revenue. In 2011 these two high-growth segments accounted for 52.4% of revenue.

The Groupe's operational margin before amortization rose to 1,034 million euros in 2011, up from 967 million euros in 2010: an increase of 6.9%. Operational margin amounted to 931 million euros, up 8.8% year on year. The 16% operating margin rate for 2011, a 20 basis-point improvement on our targets, was achieved without sacrificing investment in talent and technology - elements that guarantee our continued growth in the future.



INVESTOR RELATIONS

KEY FIGURES

Meanwhile, restructuring costs totaled 39 million euros, a drop of 10 million euros from 2010. Net income was 600 million euros, a new record for us, and fully diluted EPS, at 2.64 euros, was up 12.3%. On December 31, 2011 our net financial debt totaled 110 million euros - despite 599 million euros of cash outflow on acquisitions - and the Groupe's reserve of available liquidities was over 4 billion euros. The proposed dividend was stable, at 0.70 euros per share: a pay-out ratio of 23.6%.

The Groupe proceeded to reimburse the 2012 Eurobond, for the sum of 506 million euros, at the beginning of 2012. Additionally, on February 17, 2012 Publicis Groupe bought back 18 million of its own shares held by Dentsu, thus ending the shareholder agreements between Mme. Badinter and Dentsu, as well as that between Publicis Groupe and Dentsu, and terminating the 'Strategic Alliance Agreement' between the two groups. 10.8 million of these shares were canceled with the 7.2 million remaining shares kept in treasury shares.

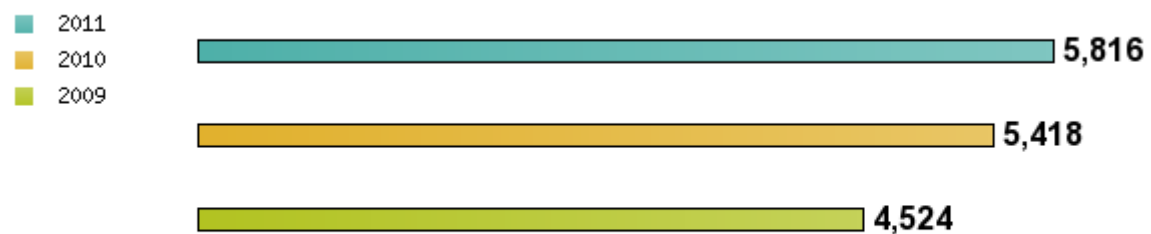
The stock-market performance of Publicis Groupe shares was in line with comparables and far superior to the CAC 40 index: its lowest point was in the 2011 calendar year a drop of less than 9% (8.86%), although the CAC 40 lost 16.95% and the Dow Jones Europe Stoxx Media index fell 16.48%. The quality of Publicis Groupe's strategic position in the digital sector, and its continued expansion in fast-growing countries, should enable it to continue this favorable stock-market trajectory.



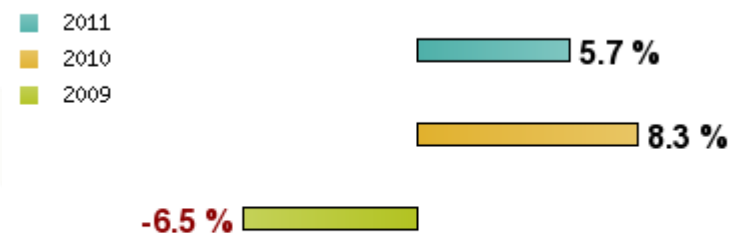
INVESTOR RELATIONS

REVENUE AND ORGANIC GROWTH

REVENUE AT DECEMBER 31



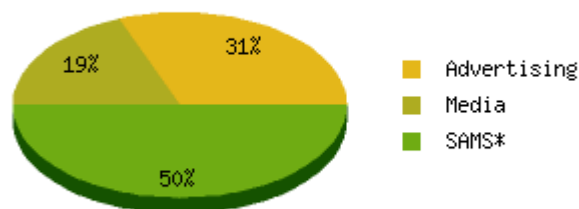
ORGANIC GROWTH RATE AT DECEMBER 31



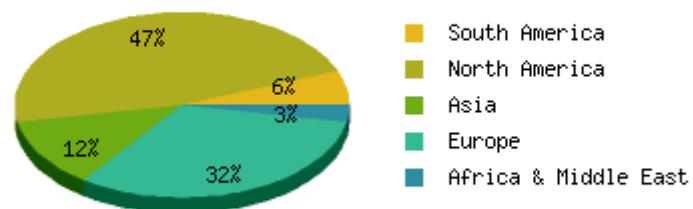
INVESTOR

INVESTOR RELATIONS REVENUE AND ORGANIC GROWTH

REVENUE BY ACTIVITY AT DECEMBER 31



REVENUE BY GEOGRAPHY AT DECEMBER 31



ORGANIC GROWTH BY GEOGRAPHY AT DECEMBER 31

Latin America	8.8 %
North America	5.9 %
Asia Pacific	5.7 %
Europe	4.8 %
Africa and Middle East	6.1 %
Group Total	5.7 %

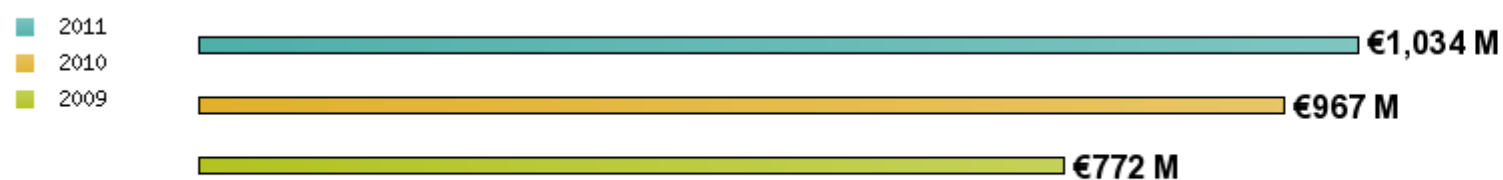
*Including 100% of digital activities



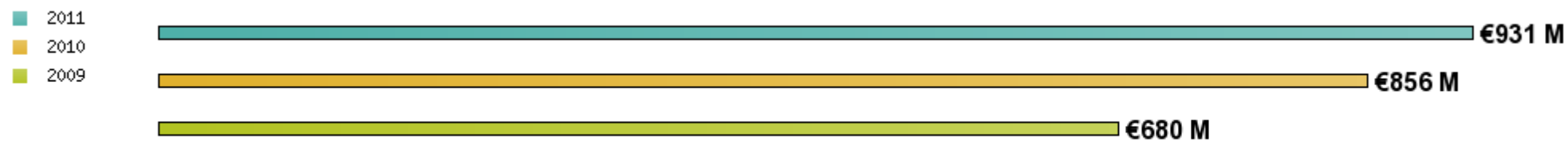
INVESTOR

INVESTOR RELATIONS OPERATING MARGIN

OPERATING MARGIN BEFORE DEPRECIATION AND AMORTIZATION AT DECEMBER 31



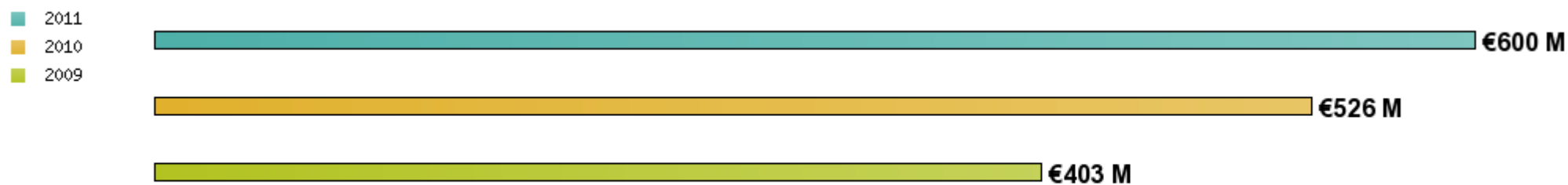
OPERATING MARGIN AT DECEMBER 31



INVESTOR RELATIONS

NET INCOME AND EPS (1/2)

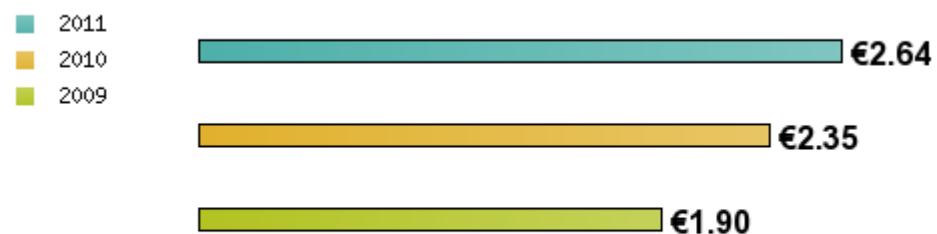
GROUP NET INCOME AT DECEMBER 31



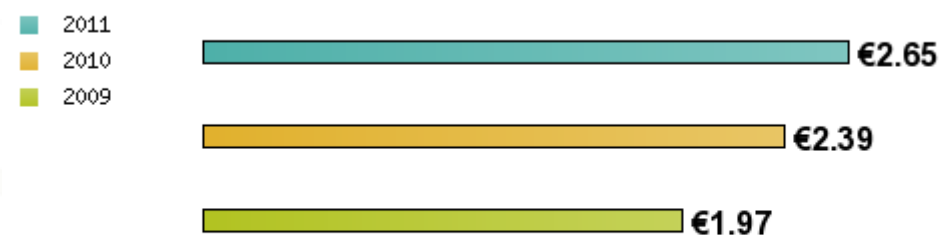
INVESTOR RELATIONS

NET INCOME AND EPS (2/2)

DILUTED EARNINGS PER SHARE AT DECEMBER 31



HEADLINE* DILUTED EARNINGS PER SHARE AT DECEMBER 31

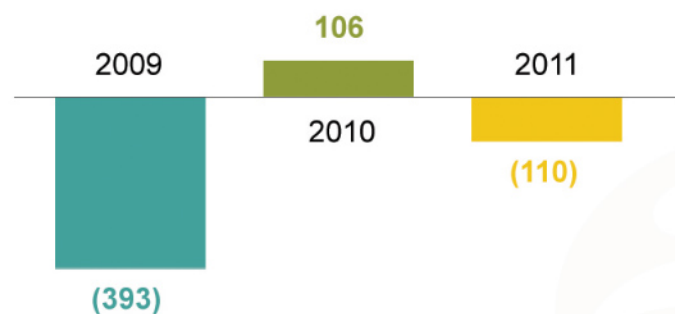


After elimination of impairment charge, amortization on intangible arising on acquisition, capital gain on building disposals

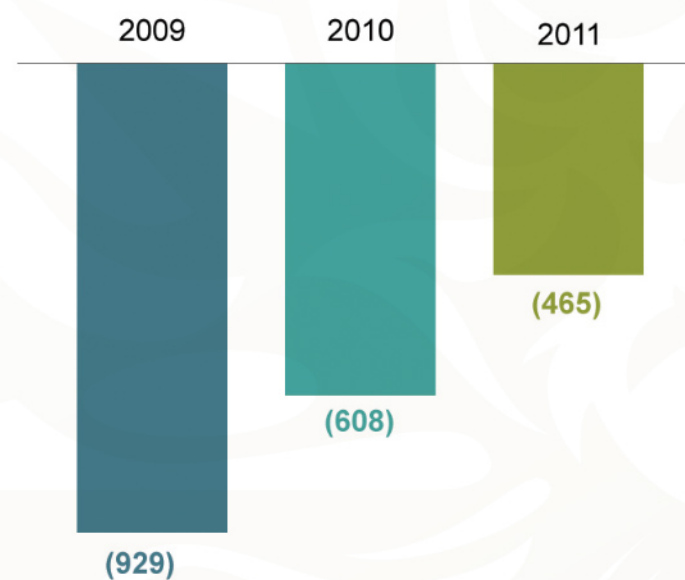
INVESTOR RELATIONS

NET CASH POSITION AND FREE CASH FLOW (1/2)

NET DEBT AT DECEMBER 31 (EUR MILLIONS)



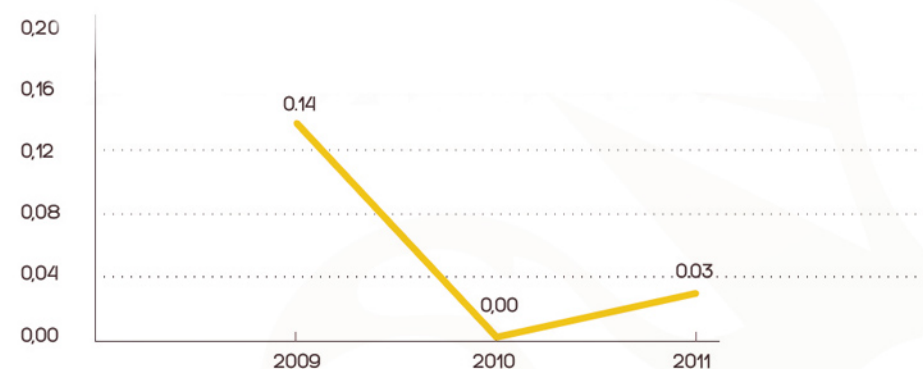
AVERAGE NET DEBT AT DECEMBER 31 (EUR MILLIONS)



INVESTOR RELATIONS

NET CASH POSITION AND FREE CASH FLOW (2/2)

NET DEBT / SHAREHOLDER'S EQUITY RATION AT DECEMBER 31

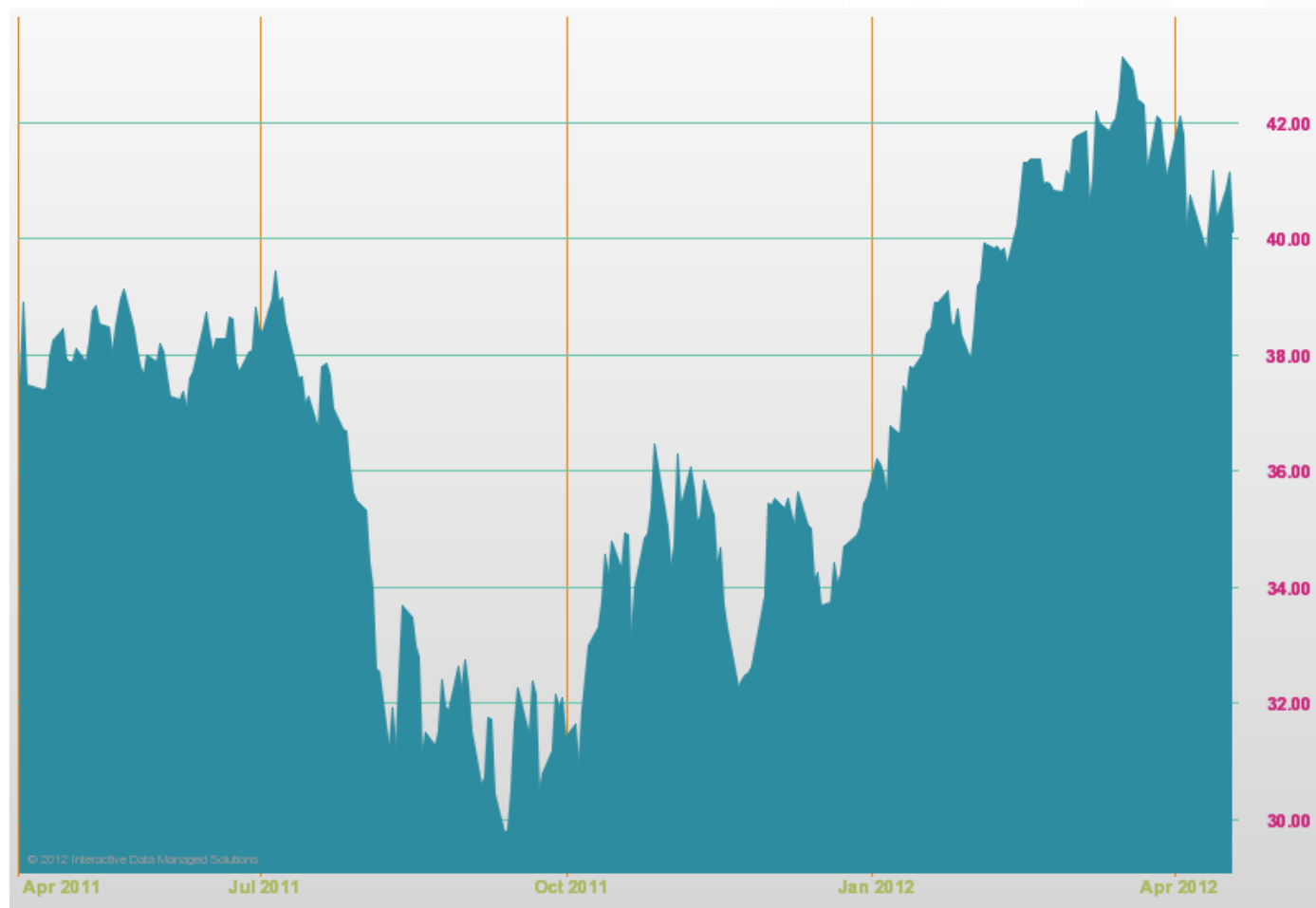


FREE CASH FLOW EXCLUDING CHANGE IN WCR AT DECEMBER 31



INVESTOR RELATIONS

SHARE PRICE PERFORMANCE



Time: 1 Year
From 19/04/2011 to 19/04/2012
Frequency: Daily Pricing
Scale: Linear
Graphic style: Mountain





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