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Annual Report



Informe anual

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PUBLICIS GROUPE

Viva la Difference !

The Groupe 2012

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REVENUE
€6,610 M

NET INCOME
€737 M

DILUTED EPS
€3.36

DIVIDEND
€0.90

NEW BUSINESS
US\$3.5
BILLION

EMPLOYEES
58,000

GLOBAL PRESENCE
108
COUNTRIES

OPERATING MARGIN
€1,064 M

OPERATING MARGIN RATE
16.1%



Publicis Groupe is one of the world's leading communications groups. We offer the full range of services and skills: digital (Digitas, Razorfish, Rosetta, VivaKi), creative services (BBH, Leo Burnett, Publicis Worldwide, Saatchi & Saatchi), public affairs, corporate communications and events (MSLGROUP), media strategy, planning and buying (Starcom MediaVest Group and ZenithOptimedia) and healthcare communications, with Publicis Healthcare Communications Group (PHCG). Since 2004, Publicis Groupe has ranked first in Creative Performance (number of awards relative to revenue) in The Gunn Report. In 2012, at the 59th edition of the Cannes Lions International Festival of Creativity, Publicis Groupe took a total of 154 Lions, including 2 Grand Prix, 44 Gold, 42 Silver and 66 Bronze awards. The Gunn Report 2012, the independent annual worldwide league tables for the advertising industry, ranked our three worldwide creative networks among the Top 10 of the world's most awarded agency networks of the year: Leo Burnett (4), Saatchi & Saatchi (6) and Publicis Worldwide (8). BBH ranked 11th. Publicis Groupe new business in 2012 amounted to net wins of US\$3.5 billion, confirming the competitiveness and appeal of the services that we offer our clients.

Publicis Groupe is present in 108 countries, and employs 58,000 professionals.*



* At 31 December 2012



MESSAGE



“In this crisis context, paradoxically, Publicis has seen the best results in its history: revenue, margin, net profit, cash-flow, results – all these components are at levels never before achieved.”

MAURICE LÉVY

Chairman & CEO, Publicis Groupe
Chairman of the Management Board

The pundits predicted that economic growth would return in 2012. The financial crisis might not end, they said, but it would show serious signs of an upturn, notably thanks to the three great events that lend cadence to the calendar and life of our planet every four years: the European Football Championship or Euro, the Summer Olympics and the U.S. Presidential election.

But none of these events generated the results the market had hoped. Advertising revenue linked to the two great sporting celebrations was well below forecasts, and the economic rebound that we usually see in tandem with the U.S. Presidential campaign did not occur.

Instead, we continued to suffer the jolts of the Euro currency crisis until the summer, with slowdown in the northern European economies and sharp setbacks in the southern zone.

Emerging economies maintained their strong growth, but did not play the driving role that could have been expected. Thus the advertising market, which was forecast to grow at around 5%, will probably record less than 3% growth.

In this context, paradoxically, Publicis has seen the best results in its history: revenue, margin, net profit, cash-flow, results – all these components are at levels never before achieved. It's true that for the past several years we have been committed to a winning strategy that rests on two pillars: digital – where we have become the global champions – and emerging markets, where we continue to invest strongly. These two segments, which represent more than 55% of our revenue, have both, by some mathematical miracle, seen their organic growth rise by 6.6% – eliminating the setback in Europe and the weak performance of analog segments in the United States.

But beyond that winning strategy, we owe our successes to two key factors. Firstly, our acquisitions usually become integrated very rapidly and successfully, enabling us to benefit almost instantaneously from all the desired synergies. Of course we are sometimes disappointed, but the overall picture is quite remarkable in this respect. The next factor is our clients – and I place this factor second because our pursuit of the two-pillar strategy is intended to result in bringing to our clients the best possible services in a sharply changing market. We see

the confidence of our clients, who face profound upheavals in every domain, as a permanent obligation to surpass ourselves, and we hold ourselves to an ethic of constant outperformance in order to be able to meet their expectations.

I want to pay tribute to this constant effort to outperform, for our teams across the world have managed, with talent, dedication and pugnacity, to give their very best – in terms of innovation, creativity and service – to finding solutions to the problems that face them. This permanent quest to out-perform ourselves means that whatever the analog and interactive media, the circumstances and systems, the relationships that we help build between brands, companies and the publics they seek are the strongest, most loyal and satisfying relationships possible for all concerned.

Still, although 2012 has enabled us to achieve virtually all our goals, we're only halfway down the road. Like a silent tsunami, digital is disrupting every economy around the globe, as well as every kind of consumer behavior and the future of all types of media. This is not a slowly incremental evolution but a deep and whole-scale revolution, which will change the nature of the landscape and our profession.

The only factor that may slow or oppose this revolution is demography: our populations in the Western world are aging. But when we look at how the rising generations are evolving, we can see the force with which the pressure of changing behaviors carries off every kind of tide-break, sweeping through every population cohort. This is why Publicis Groupe cannot

be content with a little marginal tweaking or some partial changes. It is why we owe it to ourselves to completely revisit our mission, our structures and our active operations – so that we can quite simply be the communications group that is the most complete, the best equipped and the most skilled at solving the major challenges that our clients increasingly face.

This overhaul is the price to pay in order to realize the potential of our Groupe, for the greater interest of all stakeholders: our teams, our clients, our partners and our shareholders. The team that I am honored and proud to lead is perfectly aware of these challenges. It is well equipped to surmount them, and to win against the global competition. I want to express my gratitude to our team for their fantastic work, and also to thank the Supervisory Board for the confidence that it accords the Groupe's Management Board and Executive Committee.

“We see the confidence of our clients, who face profound upheavals in every domain, as a permanent obligation to outdo ourselves, and we hold ourselves to an ethic of constant outperformance in order to be able to meet their expectations.”



MESSAGE



“Thanks to the pugnacity of our teams, Publicis Groupe has maintained its cadence and conquered new budgets.”

ÉLISABETH BADINTER

Chair of the Supervisory Board

In an unfavorable economic context and a much more complex year than was forecast, the quality of our teams has once again permitted us to achieve a remarkable performance in 2012.

Persistence, creativity, reactivity, steadfastness: thanks to the pugnacity of our teams, Publicis Groupe has maintained its cadence and conquered new budgets. On behalf of the Supervisory Board, I want to thank all our team-members for this commitment.

I want also to acknowledge the work of Maurice Lévy. An exceptional leader, he has deployed immense energy to defend the interests of the Groupe, and to create new opportunities for development in every direction. For years, he has charted our path for growth, skillfully maneuvering potential pitfalls into strong navigable currents. I'm thinking here in particular of the transition to digital, which he successfully piloted as early as 2006, with a bold and prescient policy of acquisitions and talent management. The successful takeover of LBi and its merger with Digitas to form a unique global network entirely dedicated to digital communication is the latest example – one that strengthens our lead in a market that is fast-growing, global and sustainable.

This purpose of this market lead is, above all, to better serve and accompany our clients. Ultimately it is they who encourage the Groupe to expand, to innovate and venture. Our objective has

always been the success and the satisfaction of our clients, at times of economic growth and in times of crisis alike.

“Never let go!” is the message that Maurice Lévy has taken around the globe to our teams and our clients. Thanks to him, this conviction is anchored in the values of Publicis Groupe: the future is constructed in the present, in dialogue and trust.

The quality of governance at Publicis results from this vision. The Groupe's longstanding commitment led it to create early on a Compensation Committee distinct from the Nominating Committee, which were joined in 2011 by the Strategy and Risk Committee. Publicis Groupe is ahead of the field in gender parity: its Supervisory Board comprises equal numbers of men and women. Always a frontrunner, in November 2012 the Board decided to propose application of “Say on Pay” as of the 2013 General Meeting of Shareholders – before any law makes this a legal obligation in France. Other ideas are being followed up to further increase the independence of the Board and to improve its representation of the countries in which the Groupe invests for its future development.

As Chair of the Supervisory Board of a Groupe that has long been recognized for its pioneering spirit, I am proud that Publicis is also continuing to move forward in terms of governance.

The year that is now underway is likely to be a difficult one. But Publicis Groupe has repeatedly demonstrated that it never performs so well as when it's challenged.

Thus I am convinced the Groupe will navigate 2013 successfully, with equilibrium and aplomb, grounded in the confidence of its stakeholders and clients, its solidity and the wealth of its operations, and above all, the mobilization of the women and men who work, day after day, for its success.

SUPERVISORY BOARD



ÉLISABETH BADINTER
Chair of the Supervisory Board

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



SOPHIE DULAC
Vice-Chair of the Supervisory Board

The granddaughter of Marcel Bleustein-Blanchet, founder of Publicis, and the niece of Élisabeth Badinter, Mrs 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 Écrans de Paris* since 2001. She also manages Sophie Dulac Productions (film production) and Sophie Dulac Distribution (film distribution).



SIMON BADINTER
Member of the Board of Médias & Régies Europe

The son of Élisabeth Badinter, Simon Badinter joined Médias & Régies Europe (MRE) 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.



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, and member of the Management Board from 2004, 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 CICUREL
Chairman of Michel Cicurel Conseil

In the course of his career, Michel Cicurel has served in numerous capacities notably at the French Ministry of Finance (Treasury), at Compagnie Bancaire (founder of Cortal), and within the Danone Group and Cerus. He has also been Chairman of the Management Board of Compagnie Financière Edmond de Rothschild Banque. He is currently Chairman of Michel Cicurel Conseil and a member of several supervisory boards, including the boards of Bouygues Télécom and of the Société Générale. He is also Vice-President of Coe-Rexecode.



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).



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 Chair of the Museum of Modern Art (New York) and a member of several boards including the Board of the Hudson Institute and that of the Qatar Museum Authority.



MARIE-CLAUDE MAYER
Publicis 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 L'Oréal brands managed by the Publicis network in more than 70 countries.



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 a member of the Board and Vice-Chair of Fitch Group. She is also a member of the Board of Fimalac, Compagnie Financière Edmond de Rothschild and Coca-Cola Entreprises. She is the founder and President of Terrafemina.com, of the association Force Femmes and the co-founder of Women Corporate Directors Paris, as well as President of the Women's Forum.



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. Mrs Ploix previously held several senior positions notably with BIMP, the *Caisse des Dépôts* 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.



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").



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).



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 and Rhône-Poulenc, Mr Worms was named CEO of the Compagnie de Suez and of Banque Indosuez.

COMMITTEES

AUDIT COMMITTEE

Gérard Worms, President
Claudine Bienaimé
Hélène Ploix

COMPENSATION COMMITTEE

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

NOMINATING COMMITTEE

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

STRATEGY & RISK COMMITTEE

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

STATUTORY AUDITORS

Mazars
Ernst & Young

ALTERNATE AUDITORS

Gilles Rainaut
Auditex

STRATEGIC LEADERSHIP TEAM



MAURICE LÉVY

**Chairman & CEO, Publicis Groupe
Chairman of the Management Board,
President of the P-12 (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, piloting a series of important acquisitions as well as the Group's pioneering strategic focus on digital. Maurice Lévy has been Chairman and CEO of Publicis Groupe since 1987.



TOM BERNARDIN

**Chairman & CEO, Leo Burnett Worldwide
Member of the P-12**

Tom Bernardin is Chairman and CEO of Leo Burnett Worldwide, a one-billion Euro company and one of the most awarded communications agencies in the world. With a focus on HumanKind, Tom and his global leadership team lead and inspire the company towards innovation, growth and superior creative that produces results for many of the world's top brands.



NICK COLUCCI

**President and CEO, Publicis Healthcare
Communications Group**

Nick Colucci leads Publicis Healthcare Communications Group – the largest healthcare communications network in the world, with 58 offices, and nearly 6,000 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.



LAURA DESMOND

**Global CEO Starcom MediaVest Group
Member of the P-12**

Laura Desmond runs the largest media network in the world, with over 7,000 employees, 130 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 over 315 creative, media and Agency of the Year distinctions in 2012 alone. Laura has been awarded multiple accolades as a global media-industry leader.



CHARLOTTE DUTHOO

Chief Procurement Officer, Publicis Groupe

Charlotte Duthoo became Chief Procurement Officer of Publicis Groupe in 2007, after five years of management consulting with McKinsey & Company. She has also been supervising Real Estate and Insurance since 2011. In the late 1990s worked as 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.



MATHIAS EMMERICH

**Senior Vice President, Publicis Groupe
Member of the P-12**

Mathias Emmerich joined Publicis Groupe in 2009 as Senior Vice President and General Secretary in charge of Human Resources (Group), Communication and Sustainable Development. Prior to that, he spent ten years working for the SNCF Group, where he was named Deputy Director of the mainline trains and CEO of Voyages-sncf.com before becoming Deputy CEO of the Freight Division.



VAUGHAN EMSLEY
CEO, P&G²

Vaughan Emsley leads P&G², the entity responsible for Publicis Groupe's Procter & Gamble business. Educated at Cambridge, where he read history, Vaughan Emsley is a 25-year veteran of Saatchi and Saatchi. He has lived and worked in Asia, Europe and the United States and has specialized in international accounts since the early 1990s.



JEAN-MICHEL ETIENNE

**Executive Vice President - CFO, Publicis Groupe
Member of the Management Board and of the P-12**

Jean-Michel Etienne joined Publicis Groupe in September 2000 as Chief Financial Officer. He worked closely on the acquisitions of Saatchi & Saatchi, Bcom3, Digitas, Razorfish, Rosetta and LBi, which positioned Publicis Groupe as 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.



OLIVIER FLEUROT
CEO, MSLGROUP
Member of the P-12

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 former network MS&L, Publicis Consultants, Publicis Events networks as well as other strategic communication consultancies like Kekst & Company in New York and JKL in the Nordics.



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



ANNE-GABRIELLE HEILBRONNER
Senior Vice President, Compliance and Legal,
Publicis Groupe

Anne-Gabrielle Heilbronner is Secretary of the Supervisory Board and supervises legal affairs, compliance, internal audit and risk management. A former member of the *Inspection Générale des Finances* and alumna of the *École Nationale d'Administration (ENA)*, she is also a graduate of Paris business school ESCP and IEP (Sciences Po Paris) and has a degree in Law. Following her work at the French Treasury and a number of Ministerial positions, she joined Euris/Rallye and worked at both the SNCF and Société Générale Corporate & Investment Banking.



STEVE KING
CEO Worldwide, ZenithOptimedia
Member of the P-12

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. Steve King sits on the Board of BBH.



JACK KLUES

**Chairman, VivaKi
Member of the Management Board and of the P-12**

Jack Klues has applied his experience as a leading architect of consumer contact strategy for 35 years, most recently to his role as CEO of VivaKi. Having announced his retirement at the end of 2012, Mr Klues will continue to represent the digital transformation efforts of VivaKi as its Chairman, and as a member of the Group's Executive Committee (the P12) and Management Board (the Directoire) until mid-year 2013.



CHRIS KUENNE

Chairman & Chief Executive Officer, Rosetta

Chris Kuenne founded Rosetta in 1998 and has been Chairman and CEO since. Throughout Chris' 27-year marketing career, he has been focused on developing breakthrough approaches to driving more effective marketing, motivating him to found Rosetta and pilot its strong growth trajectory. Prior to Rosetta, Chris Kuenne spent 10 years in marketing management at Johnson & Johnson leading the Band Aid and Tylenol Brands franchises.



BOB LORD

**Global CEO, Razorfish
Member of the P-12**

Bob Lord oversees the global operations of Razorfish and Digitas, and sits on Publicis Groupe's P12. He is also a member of the Group's Strategic Leadership Team, VivaKi's Board of Directors and has led the Group's Digital Transformation effort, a team tasked with developing a strategy to accelerate digital capabilities. Bob Lord serves the industry by holding a seat on the Board of Directors for the Ad Council, is an active TEDster and a founding member of The Nantucket Project.



JEAN-YVES NAOURI

**Chief Operating Officer, Publicis Groupe
Executive Chairman, Publicis Worldwide**

Member of the Management Board and of the P-12
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 Group's Production Platforms. He also pilots the Shared Service Centers and a number of additional services, including IT, Procurement, Insurance and Real Estate.



KEVIN ROBERTS

**CEO Worldwide, Saatchi & Saatchi
Member of the Management Board and of the P-12**

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 Roberts is Honorary Professor of Innovation and Creativity at the University of Auckland, New Zealand, and of Creative Leadership at Lancaster University, UK.



ARTHUR SADOUN

**CEO, Publicis France
Managing Director, Publicis Worldwide**

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 Managing Director of Publicis Worldwide. He oversees Western Europe, as well as all worldwide strategic planning and creative.



ROBERT SENIOR

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

Robert Senior joined Saatchi & Saatchi in 2007 as UK CEO of SSE. 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

Under Rich Stoddart's leadership, the Leo Burnett North America operations have been delivering innovation, creativity and results for an expanding, top-tier roster of clients. In his eight years in this role, he has restored agency growth by strengthening the leadership team, delivering unparalleled ROI for clients and driving innovation across all of Leo Burnett Group companies.



Група

集团

O Grupo

Le Groupe

THE GROUPE



المجموعة

DIE KONZERN

El Grupo

הקבוצה



PUBLICIS GROUPE: THE HUMAN DIGITAL AGENCY

Present in 108 countries and employing 58,000 professionals, Publicis Groupe is the third largest communications group in the world. We offer the full range of services and skills: digital (Digitas, Razorfish, Rosetta, VivaKi), creative services (BBH, Leo Burnett, Publicis Worldwide, Saatchi & Saatchi), public affairs, corporate communications and events (MSLGROUP), media strategy, planning and buying (Starcom MediaVest Group and ZenithOptimedia) and healthcare communications, with Publicis Healthcare Communications Group (PHCG).

Since 2004, Publicis Groupe has ranked first in Creative Performance (number of awards relative to revenue) in The Gunn Report.

Our entities and agencies have received prizes and awards in approximately 275 festivals and shows, ranging from international show such as Cannes Lions, One Show, EPICA, New York Festivals, LIA, Festival of Media, Andy and EFFIEs, to regional awards such as Eurobest, Cristals, Golden Drums, Spikes Asia, FIAP, El Ojo and Sabre Awards.

In 2012, at the 59th edition of the Cannes Lions International Festival of Creativity, Publicis Groupe took a total of 154 Lions, including 2 Grand Prix, 44 Gold, 42 Silver and 66 Bronze awards. These results show a marked progression in recent years: 101 in 2009, 116 in 2010, and 119 in 2011.

The Gunn Report 2012, the independent annual worldwide league tables for the advertising industry, ranked our three worldwide creative networks among the Top 10 of the world's most awarded agency networks of the year: Leo Burnett (4), Saatchi & Saatchi (6) and Publicis Worldwide (8). BBH ranked 11th.

Digital work amounted to nearly 33% of our 2012 revenue, compared to 30.6% in 2011, making us the world's leader in digital and interactive communication. In addition, 25.5% of our 2012 revenue stemmed from fast-growing economies, particularly China, Mexico, South Africa and Brazil.

Publicis Groupe new business in 2012 amounted to net wins of US\$3.5 billion, confirming the competitiveness and appeal of the services that we offer our clients. Among them were Airtel, eBay, Honda, Lenovo, MillerCoors, Novartis, Old El Paso, Sprint, and Taco Bell.

Three of the world's top ad networks – Leo Burnett, Publicis Worldwide and Saatchi & Saatchi – belong to Publicis Groupe, as do a number of multi-hub networks and creative boutiques, including Bartle Bogel Hegarty (BBH) and Fallon.

PUBLICIS GROUPE IS ALSO THE WORLD'S PREMIER NETWORK FOR DIGITAL COMMUNICATION

Publicis Groupe is now the leading digital network world-wide. The Groupe established VivaKi in 2008 to accelerate the digital transformation and expertise of the Groupe and its agencies. Today it is a global leader in digital advertising solutions, working with the world's leading organizations to help them navigate the evolving and chaotic consumer landscape, by scaling the products and solutions clients need today, while incubating the tools they will need tomorrow. VivaKi's suite of products, solutions and offerings include: Audience on Demand, Benchtools, Exchange, Operational Consulting, Partnerships, The Pool, Search Hub, Skyscraper and Ventures.

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 Big Fuel, Denuo, Digitas Health, DigitasLBI, Marcel, Moxie, Performics, Phonevalley, Publicis Modem, Pixelpark, Publicis E-dologic, Razorfish, Razorfish Healthcare, Rosetta, Saatchi & Saatchi Arachnid, SMG Performance Marketing, The Third Act and VivaKi.

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, Digitas Health, Razorfish Healthware, in-sync, Publicis Touchpoint Solutions, Discovery, Medicus International, Beacon Healthcare, and Publicis Health Media, as well as other 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.

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, Razorfish, and later Rosetta and a host of other talented digital pure players. We negotiated partnerships with the greatest actors on the digital scene, such as Google, Facebook and Twitter. We also created VivaKi, a hub within our Groupe that develops and shares digital tools for measurement and analysis.

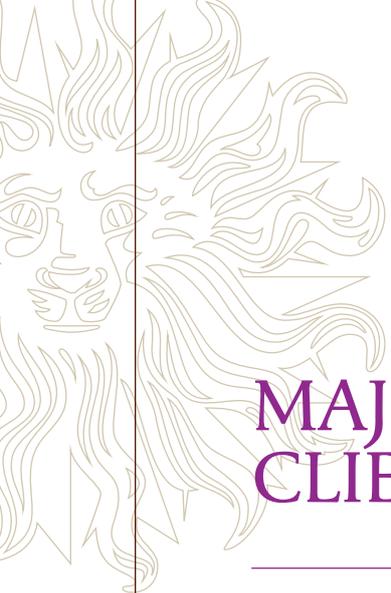
But the need to be creative and surprising – building up content and approaches that are genuinely attractive, familiar and friendly – has expanded at at least the same rate as the world wide web. To create powerful experiences that inspire desire requires agencies who understand people, who know how 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.

Publicis Groupe has chosen to develop our digital skills via two major opportunities: within existing operations and

with stand-alone agencies. Today, digital isn't limited to our specific agencies like Digitas, Razorfish, Rosetta or VivaKi. It's embedded in all our operations. It informs and infuses everything we do.

IQ, EQ and TQ. The combination of insight, emotion and technology. 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.

**Publicis Groupe:
where TQ, IQ and EQ
meet and flourish**



MAJOR CLIENTS

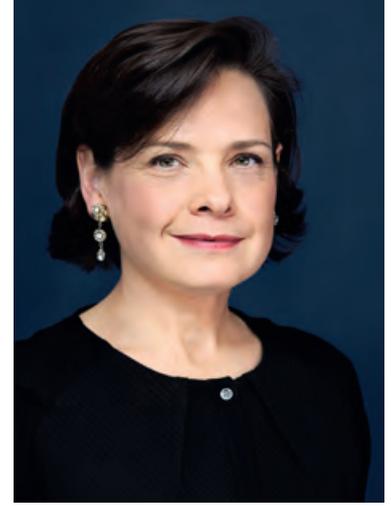
Publicis Groupe is proud to serve some of the world's finest and most innovative brands, in sectors including the auto industry, fast-moving consumer goods, financial services, healthcare, leisure, technology and telecoms. We thank all our clients for giving us the opportunity to excel.







CORPORATE GOVERNANCE — COMPLIANCE



Publicis Groupe attaches great importance to the quality of its governance and to the respect of the rules and principles that frame its activities.

ANNE-GABRIELLE HEILBRONNER Senior Vice President, Compliance and Legal

Regarding governance, Publicis has consistently demonstrated a remarkable degree of innovation. In 1987, the Groupe set up a dual organization — Management Board and Supervisory Board — with the view that this balance of power maximizes the greatest benefit to all stakeholders. Far in advance of any legal requirement, the Supervisory Board comprises equal numbers of women and men. The quality of the Board’s work is guaranteed by the strong commitment of its members, and facilitated by the work of four committees: a Compensation Committee distinct from the Nominating Committee, and a Strategy and Risk Committee distinct from the Audit Committee. In 2012, the Board’s desire to pursue its continuous improvement of the Groupe’s governance well ahead of any regulatory constraint, led it to submit the compensation of the Groupe’s principle managers to the opinion of shareholders. This was a first in France, where “Say On Pay” has not yet taken root.

Also in 2012, the Groupe gathered its legal services, internal audit, internal control and risk management under a single manager: the Senior Vice President (SVP) Compliance & Legal — who is also the secretary of the Supervisory Board — operating under the supervision of the Chair of the Management Board, with direct access to the Chair of the Audit Committee.

LEGAL SERVICES

Legal experts based in the shared service centers and working under the close supervision of the Groupe’s Legal Service

continuously review laws and regulations related to the Groupe’s activities. They communicate on a day-to-day basis with agencies and establish appropriate compliance procedures for local markets.

The Groupe’s Legal Service conducts regular reviews of litigation-related risk. A review of significant litigation, together with evaluation of its potential impact, is presented to Management four times a year.

INTERNAL AUDIT

In 2002, the Groupe’s internal audit function was developed, initially under the name of “Internal Audit & Business Improvement”. The goal of compliance was thus associated with the requirement of performance, with auditing contributing to improving structures and operations. Audit tests are not limited to the strict application of accounting rules, but also look at operations in terms of their relevance to the framework of the Groupe’s contracts and rules. Audit teams perform cross-functional projects and evaluations of internal control, following an annual audit plan. This audit plan is drawn up in the light of analysis of risks, past events, and the specific requests of Management; it is approved every year by the Chair of the Management Board and by the Audit Committee. 80 internal audits are carried out every year, and there is continuous focus on monitoring follow-up to the recommendation of those audits.

INTERNAL CONTROL

In October 2003, Janus — a guide for operations that is grounded in the Groupe’s values — was formally drawn up. Janus integrates and further enriches an ethical code of behavior that was initiated in the mid 1990s: “Our Principles and Our Values”. Janus lays out “The way we behave and

the way we operate”, and features the Groupe’s principles, rules of behavior and ethics; its social responsibility; and the processes that enable the Groupe’s activities to not only comply with legislation and regulations, but to often exceed those requirements. Janus is applicable at every hierarchical level and is distributed throughout the Groupe’s networks, in addition to its availability online to all employees. It constitutes the basis of internal control.

The internal control system at Publicis Groupe is inherited from the Sarbanes-Oxley Act, which applies to all companies whose stock is publicly traded in the United States. As required by this law, in 2006 Publicis Groupe obtained certification of its accounting and financial internal controls. When the Groupe de-listed from the New York Stock Exchange in 2007, the Supervisory Board decided to capitalize on the efforts that had been deployed, and continue its investment in internal control. This resulted in setting up a program that follows up accounting and financial internal controls (Financial Monitoring Controls). This program involves selecting key controls, identified by specific processes and set up in all Groupe entities. Self-evaluation is submitted on a monthly basis by each entity. In addition, dedicated teams (Financial Monitoring Controllers) are deployed throughout the networks in order to evaluate the controls performed. These teams are responsible to the Financial department of each network, as well as to the Groupe’s department of Internal Control and Risk Management, which pilots the teams, supervises their work and synthesizes it, in particular for the Audit Committee.

RISK MANAGEMENT

Risk management is fully integrated into the Groupe’s operational management. In coordination with the Groupe’s management, the various business units and professions of the Groupe and its networks regularly monitor risks related to their activities, and this is regularly discussed in the Groupe’s Committee.

A formal system for monitoring risk management was set up in 2008, when risk mapping was initiated. All risks with potential

impact on finances, operations or the image of the Groupe are listed, alongside the various control mechanisms. This risk map is regularly updated, in order to permit dynamic reinforcement of the risk management framework.

In 2012, the risk map was updated and analyzed by the Strategy and Risk Committee. Detailed analyses of certain major risks were carried out, in particular regarding acquisitions and their integration into the Groupe, as well as the management of important major clients. This work was presented to the Strategy and Risk Committee, along with proposals for action plans intended to limit the level of residual risk. Together with other elements, they also served as the basis for the definition of the audit plan for 2013.

Thus the unified Compliance & Legal department gathers all the levers enabling a broader view of risk. This contributes to the goal of better control of risk throughout the organization, as well as to good governance of the Groupe overall. The levers are fully coordinated with presentations that are regularly made to the Strategy and Risk Committee and those made to the Audit Committee, once again contributing to improving the quality of risk monitoring at the highest level.

“In 2012, the Groupe gathered its legal services, internal audit, internal control and risk management under a single manager.”



RE:SOURCES – SHARED SERVICE CENTERS



After several years of sustained effort, the deployment of Shared Service Centers (Re:Sources) across Publicis Groupe is well on its way, and is already delivering on its promises. Publicis Groupe is benefiting from a strong backbone that spans all back office functions across all geographies.

JEAN-YVES NAOURI Chief Operating Officer, Publicis Groupe

This grounding means the Groupe can build a solid foundation for its future.

The Shared Service Centers cover most of the back office functions needed to support the operations of our agencies. Already present across all regions in more than 50 markets, they cover all types of functions including: accounting (general ledger, accounts payable and receivables), treasury, tax, legal, real estate, procurement, payroll, benefits, insurance, procurement, IT, etc. In addition to facilitating these processes, Re:Sources also participates in operations regarding local statutory, tax and Publicis Groupe corporate policy.

Re:Sources operates from a leverageable common platform in each major market, and exceeds all the professional and internal control standards that are required by frequent client and external audits. It delivers high standards of measurable productivity, and has now implemented Global Service Level Agreements and Key Performance Indicators between agencies and the Shared Service Centers.

In 2012, the roll-out of new functions and new geographies has continued, especially in the Middle East and Greece; markets such as Ukraine, Nordics and South Africa have been prepared for early 2013. In Latin America, thanks to the adoption of a common platform across all Spanish-speaking markets, processes are continuing to migrate to the regional platform set up in Costa Rica. In South-East Asia, a new Center

of Excellence has been set up in Manila (Philippines) to handle highly specialized tasks, and to complete the scope and skills of the regional platform already operational in Kuala Lumpur.

The first benefit of the progress made so far is undoubtedly, increased agility and speed of integration for newly acquired agencies on the Publicis Groupe platforms. As the Groupe continues to acquire agencies, not only in mature markets but also in fast-growing markets, the expertise accumulated by our teams in previous years facilitates and accelerates their integration and the adoption of common practices and processes.

This also ensures better and faster controls for reviews by internal and external auditors. Moreover, it increases the efficiencies generated in the transactional processes and IT, as well as the savings generated by our procurement efforts. But it also offers agencies the benefit of accumulated expertise in areas like treasury, tax, procurement, IT and legal.

THE ALTAIR PROJECT

The Groupe has continued its efforts to prepare its migration to a common Global Enterprise Resource Planning platform. This plan was drawn up a few years ago, with the goal of adopting fully harmonized processes for front and back office functions, across all geographies. When this project (named Altair) is fully rolled out, the harmonization of processes across Publicis Groupe will allow agencies to have instant access to information that will provide:

- better data analytics for client needs and internal needs;
- better procurement contracts;
- instant access to new improvements, as new tools, new systems, new products will be rapidly deployed to all users;
- paperless processes, using workflow to eliminate many Excel

sheets, papers, posting and chasing lost papers. Everything will flow instantly with proper tracking;

- measurable performance and cost, since everybody will be using the same tools.

Furthermore, this program will permit the elimination of duplicated hardware and software across the globe, as well as the elimination of unnecessary interfaces with existing global tools.

Finally, the roll-out will complete Publicis Groupe's migration of key processes to regional Centers of Excellence in all regions, including Europe.

In order to facilitate this transition, a special project has been launched by Re:Sources to measure Altair Readiness in every market, based of course on the roll-out plan. Beyond the traditional communication plan and training programs, agencies and shared services are working closely together on data cleansing, in order to organize seamless migration from the various systems in place to the future ERP. Gap analysis is underway, to help users better appreciate the nature and depth of change they will experience.

A range of qualified users and subject-matter experts from all disciplines and regions have been delegated by agencies and Shared Service Centers to participate in the Integration Testing and User Acceptance Testing phases of the Altair program. Their participation is critical to help with finalization of the tool. A first pilot agency has been exposed to the product and we expect the roll-out to begin before the end of 2013.

Alongside these efforts to streamline and optimize internal processes, Re:Sources is also working closely with media partners to set up paperless work, ranging from electronic invoicing, a ticketing system enabling vendors to electronically enter media statement and invoice inquiries, to electronic proof of performance.

With activities spanning 108 countries and more than 200 cities on 5 continents, Publicis Groupe has embarked on an ambitious program to consolidate its office space. Taking advantage of the termination of several major leases and their significant growth experienced over the last few years, agencies have been invited to join Groupe buildings, resulting in massive reduction of vacant space, and better flexibility to manage change of perimeters, particularly in mature markets.

Similar initiatives have been engaged in BRIC countries and other high-growth markets. The proportion of vacant space continues to decrease (1.2%), as have occupancy costs, despite growing tensions in some high growth markets. Even more importantly, when agencies are consolidated in Groupe

buildings new opportunities arise to implement a strong program of facilities management.

On the IT front, Publicis Groupe is now starting to take advantage of the strong backbone it has built over the last few years. With a strong Multi-Protocol Label Switching network, consolidated infrastructure with regional data centers, a massive effort to consolidate and virtualize its servers and the adoption of a common collaboration environment, Publicis Groupe now operates private clouds for its strategic needs. In order to facilitate even more agility in its operations, the Groupe has also initiated a program to adopt thin client technology, promoting virtual computing across the company. Obviously, these initiatives are conducted in close cooperation with our procurement teams (central and local), who have expanded the coverage of existing contracts to new territories.

But beyond technologies and products, it is important to salute the exceptional performance of the individuals who are part of this organization. Ordinarily, we all expect things to run smoothly, delivering high quality results. But often it's at exceptional moments that we realize the true value of a team. The drama of Hurricane Sandy and other recent major crises (floods, earthquakes) have demonstrated not only the robustness of our infrastructure and operations, but also the outstanding support that our Re:Sources teams provide to the Groupe. And all the Groupe's agencies have demonstrated their recognition of this outstanding commitment to respond to crises, no matter how catastrophic or how small.

“The first benefit of the progress made so far is undoubtedly, increased agility and speed of integration for newly acquired agencies on the Publicis Groupe platforms.”



ADVERTISING AGENCIES



MEDIA AND DIGITAL AGENCIES

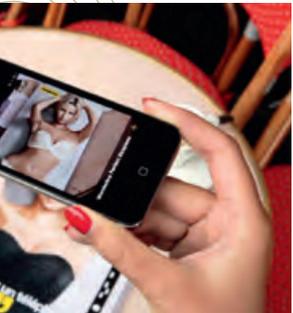
Агентства

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Les agences

AGENCIES



SPECIALIZED AGENCIES

الوكالات

DIE AGENTUREN

Las agencias

הסוכנויות

THE BRANDS



ADVERTISING

Leo Burnett



PUBLICIS

PUBLICIS MODEM PUBLICIS ENTERTAINMENT

PUBLICIS DIALOG DUVAL GUILLAUME



SAATCHI & SAATCHI

Saatchi & Saatchi X SAATCHI & SAATCHI S



B B H



MEDIA



ZenithOptimedia
The ROI Agency



Performics Newcast Ninah

SPECIALIZED





RE: SOURCES

TECHNOLOGY

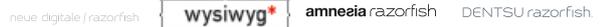


DIGITAL

DIGITAS



razorfish™



ROSETTA



Publicis Healthcare
Communications Group

SAATCHI & SAATCHI HEALTH

DIGITAS HEALTH



beacon healthcare

razorfish | healthware



in•sync



Publicis
Life Brands



MAÎTRE D'ŒUVRE DE L'IMAGE



30 ANS D'EXCELLENCE



MEDIAS & REGIES EUROPE





LEO BURNETT WORLDWIDE

Leo Burnett Worldwide is one of the world's largest agency networks. A HumanKind communications company, it utilizes a singular approach: put a brand's purpose at the center of communications to truly connect with people. Leo Burnett works with some of the world's most valuable and respected brands.

Leo Burnett

> OUR PEOPLE

Over **9,000** employees

> PRESENT IN 84 COUNTRIES

> NAMES OF SUB-BRANDS

ARC | ATELIER | ALPHA245

> MAIN CLIENTS

MCDONALD'S | COCA-COLA | SAMSUNG
| PHILIP MORRIS INTERNATIONAL | FIAT
| P&G | KELLOGG'S | GM

> SIGNIFICANT AWARDS

55 LIONS AT THE 59TH ANNUAL CANNES INTERNATIONAL FESTIVAL OF CREATIVITY | THE MOST AWARDED AGENCY AT THE ONE SHOW



> TOM BERNARDIN, CHAIRMAN & CEO

Last year was one of great growth, diversification and creativity for Leo Burnett, and we see continued creative success, business growth and brand momentum on the horizon.

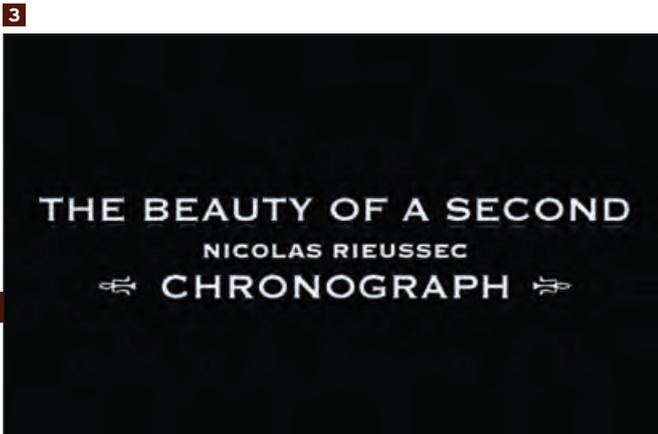
Across all of our accomplishments, creativity and our HumanKind philosophy made the difference.

- Leo Burnett was one of the top 5 agency networks in Asia-Pacific, and the top-performing agency in China.
- We saw exceptional growth in Latin America, due in large part to a remarkable year for Brazil.
- In North America, we added 13 new clients and gained organic growth from 17 existing ones, contributing to strong overall growth. Leo Burnett Toronto earned the distinction of Agency of the Year, while Leo Burnett Chicago was recognized as a Best Place to Work by Advertising Age for the second year in a row. Farmhouse, the innovation and new-venture center, launched in the U.S.
- Russia saw double-digit growth.
- We established a new leadership team and structure: the Executive Leadership Team. These 10 top business leaders will help deliver even better business performance with an unwavering focus on our creative product and our growth.

In 2012, 9 offices were named #1 in their markets for creativity and effectiveness. We won a record 55 Lions at Cannes, were recognized as the most awarded agency at The One Show, reigned as the most awarded network for the third consecutive year at the International ANDY Awards, and brought home the Network of the Year title at both Dubai Lynx and the MENA Cristal Awards.

There are several areas where we will focus our attention in 2013. Of priority are digital – fueled by some of our recent acquisitions – and social, where we already have a strong starting point as the only global social AOR in the world for Samsung. We continue to make inroads in the pharmaceutical category, our recent global assignment from Novartis a case in point. And emerging markets will again take precedence in the year ahead.





1
7-ELEVEN "SLURPEE BYO CUP DAY"
- LEO BURNETT MELBOURNE
 As competing drinks began to chip away at Slurpee's share in Australia, 7-Eleven needed to remind people that there's only one Slurpee. Slurpees have always been about the personalization of flavor and color, so why not allow people to customize their experience even more, by giving them an opportunity to bring their own cup? On BYO Cup Day, people visited 7-Eleven in droves. The spike in sales and the quirky appeal of the promotion resulted in the largest single-day Slurpee sales in 7-Eleven's history, anywhere in the world.

2
THE VILLAGE VOICE "NEW YORK WRITES ITSELF"
- LEO BURNETT NEW YORK
 The Village Voice is a publication with a reputation for capturing the real, uncensored voice of New York City. To emphasize this heritage and re-establish the publication as the city's go-to source of arts and culture, LB created "New York Writes Itself," a crowd-sourced content platform designed as a place for New Yorkers to write down the amazing things they see and hear on the streets every day. By capturing and sharing these impressions, New Yorkers could see their observations transformed into editorial and creative content. It is now a permanent piece of the publication's art and culture content.

3
MONTBLANC "BEAUTY OF A SECOND"
- LEO BURNETT MILAN
 "The Beauty of a Second" is an international campaign created by Leo Burnett to promote Montblanc chronographs. The campaign idea was to create the world's first 1-second film festival, where people submitted 1-second videos celebrating the fragile beauty captured in just one moment of time. The contest captivated imaginations, and resulted in submissions from all over the world, making this one of the most successful user-generated campaigns Leo Burnett has ever produced, and one of the most awarded of the year.

4
SWISS LIFE - LEO BURNETT SWITZERLAND
 Swiss Life has flexible life insurance. Customers don't always have to pay the same premium. If they stop working, they can suspend payments. Leo Burnett developed a print advertising campaign using "reversed sentences" that reflect life's twists and turns. The campaign won Gold at the Epica Awards and Silver Press Lions at Cannes International Advertising Festival.



PUBLICIS WORLDWIDE

With more than 9,000 employees and a presence in over 80 markets, Publicis Worldwide is the largest creative network within Publicis Groupe and the largest agency network in Europe. We have massively embraced the new positioning adopted in 2011, "Lead the change". Like our clients and prospects, we are all confronted with significant changes as social networks, mobile communication, big data, and ecommerce trigger new behaviors, while new geographies emerge requiring more attention.



PUBLICIS

> OUR PEOPLE

9,000 employees

> PRESENT IN 82 COUNTRIES

> NAMES OF SUB-BRANDS

PUBLICIS MODEM | PUBLICIS DIALOG
| PUBLICIS SHOPPER | RED LION | MARCEL
| RINEY | TALENT | DUVAL GUILLAUME
| PIXELPARK | BETTERWAY | CARRE NOIR
| AR NEW YORK | 133

> MAIN CLIENTS

MCDONALD'S | AXA | BNP PARIBAS
| CARREFOUR | CITI | COCA-COLA | HAIER
| HILTON HONORS | HP | L'OREAL | LG
| LUXOTTICA | NESTLE | ORANGE | P&G
| PAYPAL | PERNOD RICARD | RATP
| RENAULT | SANOFI | SEB | SIEMENS
| TELEFONICA | UBS | ZURICH

> SIGNIFICANT AWARDS

36 CANNES LIONS | 21 TROPHIES AT
THE LONDON INTERNATIONAL AWARDS



> JEAN-YVES NAOURI,
EXECUTIVE CHAIRMAN

Pursuant with the Group strategy, Publicis Worldwide is accelerating its transformation towards digital and fast growing markets.

In this context, Publicis Worldwide continues to invest in digital competencies for its global and local clients, either organically or through acquisitions. Pixelpark, the largest independent digital agency in Germany & Switzerland has joined the network as well as iStrat in India, after Gomye and Wangfan in China.

In parallel, the network keeps accelerating its development in Fast Growth Markets. Brazil is now its 3rd largest market, after France and the USA. The development in China continues to be strong with significant new business coming from existing and new clients. In particular, Publicis has set up an office in Qingdao to serve Haier (white good products), one of the leading Chinese brands and reinforces its digital expertise in Beijing.

In India, Marketgate, a leading marketing consulting company has joined the network.

South East Asia, Latin America, Central & Eastern Europe, Africa (mainly through our hubs in South Africa, Ghana, Nigeria) delivered superior organic growth, an illustration of the increasing interest of those markets for major international marketers.

However, we continue to invest in other markets. In the US, Kaplan Thaler has merged with Publicis NY to build Publicis Kaplan Thaler, the flagship agency.

Based on the recent acquisition of AR NewYork, and its existing operations in Paris and Shanghai, Publicis has launched a network of agencies specialized in luxury and fashion.

Publicis was also extremely proud to announce the same day the acquisition of BBR a leading creative agency in Israel and Zoom a superb digital agency in Palestine. More importantly, the two agencies have started to work together on some key clients.

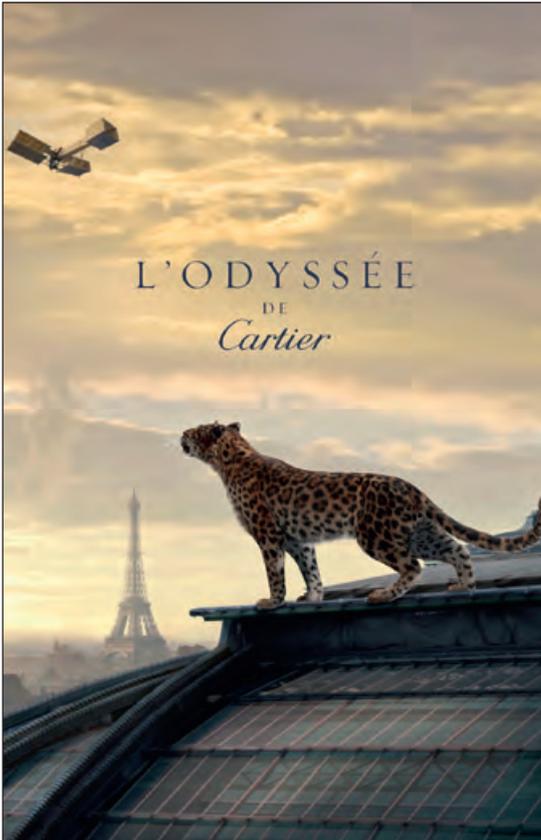
Publicis has continued to invest in talents, across all geographies, with new leaders at the helm in Australia and China, new Executive Creative Director in the UK, new Chief Strategic Planners in the US and the UK, and strengthen its digital teams everywhere.

Finally, Publicis Creative performance has significantly improved, with among other distinctions, 36 Cannes Lions (beating 2011 record performance), 21 trophies at London International Awards and was distinguished as the third most successful network at both Eurobest and Epica Awards.

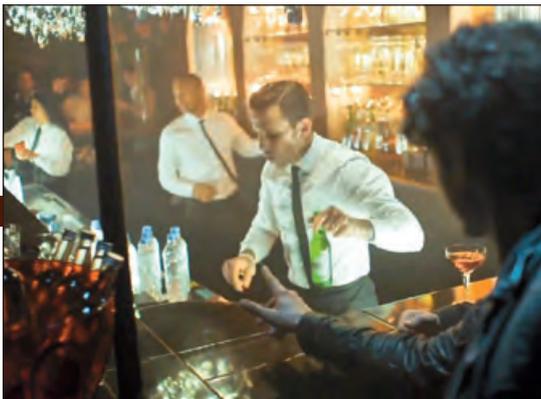


www.publicis.com

1



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1

CARTIER “L'ODYSSÉE” – MARCEL

The Odyssey tells the story of Cartier's 165-year history. It takes us on an adventure through a dreamscape of legendary inspirations that continue to live through Cartier's creations today. A panther explores seven symbolic tableaux that represent key moments of the brand's creative mastery.

2

HEINEKEN “REACH THE SUNRISE” – PUBLICIS ITALY

As the leader in the premium beer segment, Heineken's ambition is to encourage moderate drinking by placing the “enjoy responsibly” message at the heart of their global brand campaign. Making moderate drinking cool for young adult urban males involves consumer insight: “When you stay in control and pace your drinking, you're able to enjoy a better, longer night out”. Heineken is keen to show that “there are no limits, when you know your limits”.

3

SCOPE “COURAGE” – PUBLICIS KAPLAN THALER

Publicis Kaplan Thaler's goal was to rebrand Scope Mouthwash and make it relevant to the Facebook generation. Mouthwashes used to be about eliminating bad breath and killing germs – gross things that no one wants to talk about on Facebook. So Scope stopped talking like oral care, and started talking about meeting

3



4



5



3

people, taking chances and taking charge: Social Courage. Scope went from over 100,000 fans to more than 600,000 in just 4 months.

4

TNT “PUSH TO ADD DRAMA” – DUVAL GUILLAUME

American entertainment channel TNT was launching in Belgium, with the tagline “We know drama” and the brand promise “TV worth talking about”. Duval Guillaume was tasked with creating a launch campaign worth talking about. So, to trigger unstoppable curiosity, they placed a big red button in an average town square. A sign above the button invited people to “push to add drama”. Once pushed, the public witnessed a live sequence of dramatic and crazy events, all referring to a series on TNT. At the end a big cloth unfurled with the message “Your Daily Dose of Drama. From 10/04 on Telenet”.

5

COCA-COLA ZERO “UNLOCK THE 007 IN YOU” – PUBLICIS CONSEIL

Coca-Cola Zero believes that there's a bit of Bond in everyone. It starts by believing that you have what it takes to fulfill your mission in everyday scenarios, then developing the drive to strive for the goal, so that you can seize opportunities with confidence, drive and ingenuity. Though partnership with Skyfall, Coca-Cola Zero drives you to unlock the 007 within.



SAATCHI & SAATCHI

Saatchi & Saatchi is a full service, integrated communications network with 140 offices in 76 countries. We believe passionately in the unreasonable power of creativity and creative ideas that generate 'loyalty beyond reason', transforming brands into Lovemarks. We are 'The Lovemarks Company'.

SAATCHI & SAATCHI

> OUR PEOPLE

Over **6,000** employees

> PRESENT IN 76 COUNTRIES

> TOP TEN NETWORK CLIENTS

DIAGEO/GUINNESS | GENERAL MILLS
| KRAFT FOODS | LENOVO | MEAD
JOHNSON | NOVARTIS | PROCTER
& GAMBLE | T-MOBILE | TOYOTA | VISA
EUROPE

> SIGNIFICANT AWARDS

36 LIONS WON AT CANNES, INCLUDING
14 GOLDS | ARGENTINA, ITALY, LOS
ANGELES, POLAND AND PUERTO RICO
ALL NAMED AGENCY OF THE YEAR



> KEVIN ROBERTS, CEO WORLDWIDE

“Winning isn’t everything, but wanting to win is.”

Vince Lombardi, *Legendary Football Coach*

In a VUCA world, “Wanting to Win” was our passion for 2012, with an overwhelming desire to win for our clients, their brands and for Saatchi & Saatchi.

We won over 600 awards. 36 Lions at Cannes, including 14 Golds; 27 awards at FIAP for Argentina alone, with 2 Grand Prix and 7 Golds; the prestigious United Nations Gold Award for Israel’s “Blood Relations” – the first ever awarded to an Israeli agency; Argentina, Italy, Los Angeles, Poland and Puerto Rico were named Agency of the Year and Saatchi & Saatchi X, Shopper Media Agency of the Year.

Significant new business wins included Big W, Carnival Cruises (Australia); European Parliament (Belgium/EU); BRF – Brasil Foods (Brazil); Club Med (France/Global); COFCO, Guinness, Minute Maid (China); Parmalat (Italy); DeLonghi (Japan); Air New Zealand, ASB Bank (New Zealand); Cairn India, Star Cruises, Lenovo APAC (Singapore); Big Cola (Thailand); Lenovo MENA (UAE); EE (Everything Everywhere), Mattessons, Virgin Strauss Water (UK); Chase Sapphire, Kraft Foods – Capri Sun & Kool Aid, Miller Lite (USA); and Vietnam Mobile (Vietnam). Organic growth came from Network clients including Mead Johnson, Novartis, Procter & Gamble and Toyota.

Our digital offering was enhanced. Leading digital agency Arachnid joined our agency in Malaysia; digital and social media agency Outside Line joined Saatchi & Saatchi London; Saatchi & Saatchi Paris and digital agency Duke merged to create Saatchi & Saatchi + Duke.

There were key CEO appointments in Belgium – Yves Van Landeghem; India – Matthew Seddon; Nordics – Thomas Falck; Thailand – Mark Cochrane; USA – Durk Barnhill, New York and Annie Longworth, Saatchi & Saatchi S.

Lovemarks Research continued to develop. AMR’s Lovemarks Snapshots™ has now covered more than 5,000 brands with over 600 studies in 48 countries. And AMR Lovemarks LoveTracks™ now monitors progress of brands on their path to Lovemark status, identifying strengths and weaknesses against the competition and providing a strategic blueprint for brand development.

Saatchi & Saatchi. Wanting to Win.



www.saatchi.com

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1

BGH AIR CONDITIONERS “DADS IN BRIEFS” – ARGENTINA

Summer arrives and along with the heat comes every family's worst nightmare: men stripped of everything – clothes, their trousers and... even their own pride. They are “Dads in Briefs”. The three humorous commercials in this campaign show dads shamelessly walking about the house in their underwear. The solution to this problem? Install a BGH air conditioner, so they get dressed...

2

LEXUS “120 HEARTBEATS” – ITALY

With the new Lexus GS Hybrid, you'll not only be surprised by the low emissions and fuel savings, but also by the power that springs from every step on the accelerator, thanks to its 345 horsepower. To demonstrate, a few guests were invited to the launch day at the Vairano racing circuit. A professional driver accompanied them in a high-adrenaline speed trial where the brilliant New GS Hybrid performance was really demonstrated to the full. The guests all wore a heart rate monitor and were challenged to keep their heart rate below 120 heartbeats per minute. But which of them succeeded?

3

TELECOM NZ “TOMMY & BORIS” – NEW ZEALAND

This campaign introduces the world through the eyes of an excitable eight-year old named Tommy, and his pet turtle

named Boris. Together, the pair showcase the wonders of modern communications technology, reminding us just how amazing the time we're living in really is. They tell a story about connection, which is ultimately what telecommunications is all about.

4

TOYOTA GT86 “REAL DEAL” – UK

The GT86 launch ad celebrates Toyota's return to its sports-car heritage. It dramatizes the story of a CGI man who has become tired of living in a superficial, artificial world. Set in a computer game-style city, one of “pixels, pretense and driver assist,” the hero turns to the underworld in his search to feel alive and finds the Toyota GT86, which he uses to break free of his dissatisfying, inauthentic existence and escape into the real world.

5

LENOVO “THE PURSUIT” – USA/NEW YORK

Part of Lenovo's largest ever global marketing campaign, “The Pursuit” focuses on a mysterious woman who uses the IdeaPad Yoga, an Ultrabook with a 360 degree hinge that flips the laptop into a tablet, to stay one step ahead of her pursuers. The campaign builds on Lenovo's positioning as the brand “For Those Who Do,” demonstrating the functionality of three new convertible products, which fold, twist or separate.



BBH

BBH was founded in 1982 in London and is one of the most awarded advertising agencies in the world. Its 7 offices together form the definitive creative micro-network. Clients include Audi, Axe, British Airways, Google, The Guardian, Johnnie Walker and Perfetti van Melle.



B B H

> OUR PEOPLE

979 employees

> SUB BRANDS

ZAG - BRAND CONSULTANCY AND VENTURING | BBH LABS - INNOVATION UNIT

> REGIONS

LONDON | LOS ANGELES | MUMBAI | NEW YORK | SAO PAULO | SHANGHAI | SINGAPORE

> SIGNIFICANT AWARDS

WEBBY'S INTERACTIVE AGENCY OF THE YEAR | CAMPAIGN AGENCY OF THE YEAR | ADWEEK AD OF THE YEAR | CANNES GRAND PRIX FOR EFFECTIVENESS



> GWYN JONES, CEO

Two-thousand and twelve was a landmark year for BBH. In April we celebrated our 30th birthday and three months later became full members of the Publicis Groupe family for the first time. The birth of a new era was also marked by the evolution of the leadership of the company and the appointment of a new executive team to take the agency forward.

In the context of all those events it was vital that the agency demonstrated the quality that has been its hallmark through its history to date and showed that it was as committed as ever to its founding creative principles and to the success of its clients. There were some considerable challenges, especially in North America, but fortunately that is what we managed to do.

Work for The Guardian became one of the most talked-about campaigns of the year worldwide. In the US, Time magazine made the Google spot 'Dear Sophie' their Ad of the Year. In Asia the Mentos 'National Night' campaign generated press coverage across the globe and was awarded Campaign of the year at the Hall of Fame awards.

At Cannes the Agency was the second most awarded creative agency worldwide and won the Grand Prix for effectiveness. We were the Webby's Interactive Agency of the year, and BBH in London enjoyed an absolutely remarkable year, amassing a total of no less than 9 Agency of the Year titles including Campaign, Marketing, Creative Review and BTAA.

New Business supported that performance too, with wins from the likes of Old El Paso and RAC. Elsewhere, perhaps our most significant win came in China with the appointment to launch the Qoros car brand – a win that we hope will be a big platform for future growth.

We still face the challenge of building our share of digital revenue but took a big step towards that goal at the end of the year when, with Group support, we were able to acquire the Swedish mobile agency Monterosa. We have been working with them from our Singapore office for some time and they have been instrumental in winning some significant new assignments, for example for Red Bull, together with our Los Angeles office.

Indeed, some of the most exciting developments came through our content innovation unit in Los Angeles, which saw us start to work with Scooter Braun and his stable of talent including the one and only Justin Bieber.



www.bartleogleharty.com



1 THE GUARDIAN "THREE LITTLE PIGS" – BBH LONDON

This multi-media campaign showcased the *Guardian* newspaper's groundbreaking open journalism and its multi-platform credentials. The TV advert illustrated this through an ironic retelling of the classic fairy tale "The Three Little Pigs".

The film recognized that although the way people consume news in the digital age has changed dramatically, the *Guardian* remains committed to producing outstanding journalism that gives readers the whole picture – in whatever form they choose to receive it. Awards include Gold at Cannes, Adweek's Campaign of the Year, Shots Magazine's People's Choice award, Televisual Grand Prix, Kinsale Grand Prix, Arrows Craft Grand Prix.

2 UNILEVER, AXE "SUSAN GLENN" – BBH NEW YORK

For over 20 years AXE has been all about helping guys get girls. But what about the girl? Every guy has had one – the girl that blows him away so completely that his confidence gets shaky. BBH tapped that insight and gave that girl a name: 'Susan Glenn'. The Agency created an integrated, multimedia campaign based on the premise that, with the help of AXE, every guy can "Fear No Susan Glenn". The campaign first surfaced on the internet in June and from there increased in popularity, receiving many accolades. *Adweek* and *Forbes* respectively naming it one of the "10 best commercials of the year" and "one of the most unforgettable ad campaigns of 2012", respectively.

3 PERFETTI VAN MELLE, MENTOS "NATIONAL NIGHT" – BBH SINGAPORE

Singapore's birth rate is the lowest in the world, so Mentos, whose brand truth is "fresh thinking," decided to show its love for the city by doing something about it. As part of Independence Day celebrations, Mentos encouraged Singaporeans to "do their civic duty and make a baby on Aug 9th". BBH produced a tongue-in-cheek rap song to get the message across. The accompanying pop promo came with an important disclaimer: only "financially secure adults in stable, committed, long-term relationships should participate!". The campaign generated over US\$2million of media value from just S\$40k activity, more than doubling sales compared to the same period in 2011.

4 COCA-COLA "ICE DEW" – BBH CHINA

To break through Olympic media clutter and generate love for the brand, Ice Dew reminded athletes that 60% of their bodies are made of water and that without water, you cannot perform at your best. In a national TVC, dehydrated athletes whose original body size has shrunk endeavor to compete in various Olympic sports ranging from skeet-shooting to fencing – but fail miserably. Only when Ice Dew is offered by some friendly supporters – the Chinese Olympic swimming team – does one shrunken sized athlete return to normal and perform at full capacity.



STARCOM MEDIAVEST GROUP

Starcom MediaVest Group (SMG) believes experiences matter. They enhance lives and build brands. Leveraging 21st century ingredients of data, content and a multi-channel world, we unleash the power of people, technology and marketing to deliver experiences that bring value for people and brands.



> OUR PEOPLE

7,300 employees

> NAMES OF SUB-BRANDS

STARCOM | MEDIAVEST | SPARK | BIG FUEL
| TAPESTRY | MV42 | LIQUIDTHREAD
| SMG PERFORMANCE MARKETING

> PRESENT IN 78 COUNTRIES

> MAIN CLIENTS

COCA-COLA | KELLOGG'S | KRAFT | MARS
| MICROSOFT | MONDELEZ | P&G | RIM
| SAMSUNG | WALMART

> SIGNIFICANT AWARDS

FORRESTER NAMED SMG A LEADER IN "NEW INTERACTIVE LANDSCAPE" | WITH NEARLY 300 PRODUCT AWARD RECOGNITIONS, SMG HAD ITS MOST CELEBRATED YEAR ON RECORD



> LAURA DESMOND, GLOBAL CEO

In 2012, SMG made progress against key areas: delivering growth 2.5 times the market average, driving convergence across a paid, owned, and earned landscape, and advancing digital, content, as well as data and analytics.

Growth

SMG won 235 pitches around the world, with the majority focused on integrating digital and analog together in a multi-screen world. These include the global Heineken consolidation, P&G Greater China, Virgin Mobile in Australia, as well as Taco Bell and Travelers in the U.S. SMG's digital revenue grew 30%, with mobile and social growing 70%. Digital, data, and content accounted for 35% of SMG's billings, establishing SMG as the world's largest digital media company.

Leading in Convergence in Paid, Owned, Earned Landscape

SMG created analytics products like POEM and Pathfinder for progressive cross-channel measurement, incorporating paid, owned and earned data to drive higher ROI.

Digital: Big Partnerships, Innovation, Impact

As the #1 agency partner with Facebook, Google and Microsoft, SMG is positioned to have big impact today, and will shape a digital tomorrow through tests and learns that drive new innovation and formats. We partnered with ShareThis to develop the Social Quality Index, which assesses shared web content's value and optimizes social efficiencies to drive up to 200% more effectiveness.

More Content, More Platforms

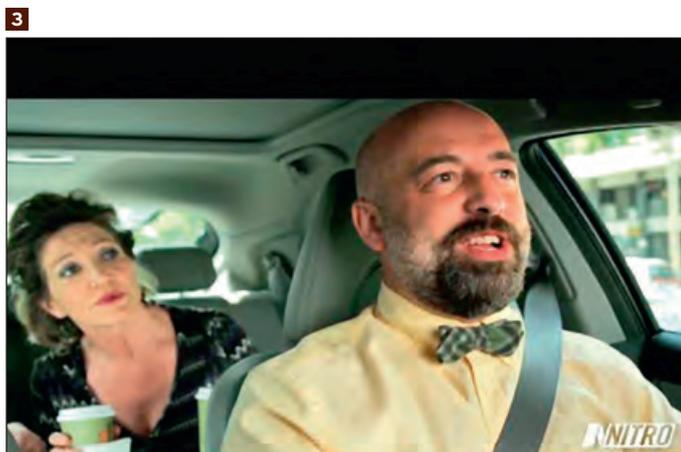
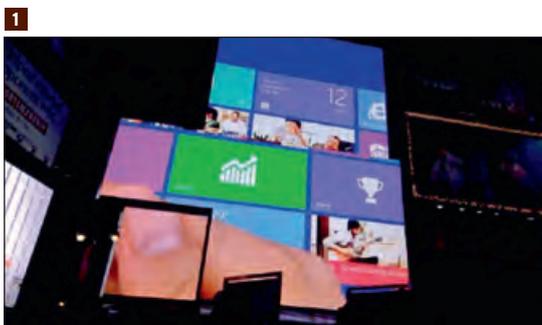
SMG content practice LiquidThread is developing 400+ content projects for 25 clients, spanning digital, TV, mobile, social, and more. Big Fuel delivers social media strategy, creative, distribution, management and analytics. Our Link.d3 publishing platform leverages technology to define, design and distribute social content.

Data & Analytics Powered

SMG launched ECHO, a proprietary tool-set that leverages social data to make experiences more meaningful across listening, activation and measurement. Further leveraging analytics for audience aggregation, SMG reinforced our leadership position in addressable TV. We launched the first U.S. campaign across both DIRECTV and DISH, reaching over 15M people. We unveiled the first 100% addressable TV media plan for Warby Parker and brokered a groundbreaking Zeebox deal with Comcast and NBC, to bring unprecedented interactivity to the U.S. television experience.



www.smvgroup.com



1
MICROSOFT “WINDOWS 8 LAUNCH” – USA
 To illustrate Microsoft’s Windows 8 redesign and the possibilities it opens up, SMG completely reimagined how people live their lives through Windows 8, via the largest experiential event in history – at New York’s “Tiles Square” (Times Square). In print, 13 Condé Nast editors put their personal start-screens on the covers of their magazines. The launch became one of the most talked-about events of the year and helped start a new era for the company.

2
NETWORK TEN “MILLION KILO CHALLENGE” – AUSTRALIA
 To launch The Biggest Loser in Australia, SMG created The Million Kilo Challenge, with social, moral and financial incentives like “Pledge as a team” (social), “Do it for Australia” (moral), and “Get someone to sponsor your challenge” (financial). SMG propelled the entire campaign through social media and made it a viral sensation. Aussies pledged to lose 1.65 million kilos and the show became one of the most popular in the country.

3
HONDA “PSICODRIVING” – SPAIN
 If you’re constantly under stress – as most of Spain is, due to the economic crisis – then you sometimes need to just

let loose. SMG made Honda a content provider for Spanish TV by creating PSICODRIVING, a series of episodes that show people offloading onto a psychologist from the back seat of the new Civic. People could also “psychoanalyze” themselves on the company’s Facebook profile. The result: Honda saw a 14% boost in traffic to dealers.

4
COCA-COLA “HAPPINESS KARAOKÉ” – TAIWAN
 SMG had Taiwanese pop-star A-Mei record Coca-Cola’s new “Open Happiness” theme song, and the rest of the nation sang along in Coke’s new commercial, via the biggest karaoke machine in Greater China – the size of a two-story building. The machine also dispensed bottles of Coke to participants and the louder they sang, the more Coke they received. Ad awareness increased 11% and top of mind shot up 35%.

5
COCA-COLA “THE BEAT OF CHINA” – CHINA
 All of China united for the 2008 Summer Games in Beijing, but would they have the same reaction to the 2012 Olympics, half a world away? SMG invited the people of China to contribute to a consumer-generated Olympic anthem. The final anthem was handed to China’s Olympians during a live TV event, and throughout the Olympics, whenever China won a gold medal, the people of China heard two anthems – the Chinese one and Coca-Cola’s.



ZENITHOPTIMEDIA

ZenithOptimedia's success has been driven by the focus on delivering 'Return on Investment' (ROI) to clients. In 2012, the positioning was amplified by focusing on 'Live ROI', which dynamically and in real-time evaluates how well our clients' marketing is working and how and where their money is best spent.



> OUR PEOPLE

6,294 employees

> PRESENT IN 74 COUNTRIES

> NAMES OF SUB-BRANDS

ZENITH | OPTIMEDIA | NEWCAST
| PERFORMICS | MOXIE | NINAH

> KEY CLIENTS

AVIVA | BA | LACTALIS | L'ORÉAL | LVMH
| NESTLÉ | NEWS CORP | ORACLE | PUMA
| RECKITT BENCKISER | RICHEMONT
| SANOFI | TELEFONICA/O2 | TOYOTA/
LEXUS

> SIGNIFICANT AWARDS

2 MEDIA LIONS & 1 BRANDED CONTENT
LION AT CANNES | BEST AGENCY &
3 CATEGORY AWARDS AT EUROPEAN
SEARCH AWARDS



> STEVE KING, CEO WORLDWIDE

It was clear at the start of 2012, with the poor global economic outlook and low consumer confidence, that the business environment would be anything but 'business as usual'. The ZenithOptimedia management team correctly anticipated that there would be a lower number of new business opportunities but a real opportunity to strengthen our relationships with our leading clients.

In anticipation, we made some significant changes to our management team and strengthened our teams in client service, digital, finance and talent.

At the beginning of the year we launched a new brand architecture that incorporated all of ZenithOptimedia's specialist operations. ZenithOptimedia already had the most widely-recognized brand proposition with its ROI Agency delivery to clients. In April, this was revitalized as Live ROI!

Under this banner, we were able to single-mindedly bring together active understanding, dynamic engagement and real time performance.

As part of this, we fuelled our operations with new tools and technologies, delivered both by VivaKi and ZenithOptimedia. These are predominantly in the digital arena, which aided the efficacy and efficiency of our clients' digital investments.

Despite the economic environment, we had some extremely successful talent programs. A number of key executives relocated from Europe to the faster growing markets in Asia. Talent programs were also established for our junior employees (Live My Life) which gave young people the opportunity to experience the culture and working life of different markets.

At the end of the year, initiatives like these resulted in our strongest and most positive feedback from our global talent pool, as well as external recognition such as the Gold 'Investors in People' for our UK operation.

ZenithOptimedia has always been a pioneer; we were the first media agency to open in China. This geographical expansion was accelerated with a number of significant acquisitions, most notably in Argentina and India. The result of this refined focus was that by year-end ZenithOptimedia had achieved record growth and revenue, had maintained our position as the fastest-growing media network (Source: RECMA from 2004 – 2011) and, most significantly, had expanded and broadened the scope of our relationships, and revenues, with 19 of our top 20 clients.



www.zenithoptimedia.com



1 ORACLE “BUILDING A BETTER BUSINESS” – WORLDWIDE
 To convince the world’s top business and technology decision-makers that Oracle is the hardware and software solution provider for them, we created a first-time megabrand partnership - uniting Oracle, the Financial Times and TechTarget - to show that Oracle can help business decision-makers “Build a Better Business.” The heart of the campaign was a custom built stand-alone site rich in content. We leveraged industry experts, polled the audience, posted key events and delivered another first: an exclusive business and technology video debate series, sponsored by Oracle.

2 ASUS INTEL “IN SEARCH OF INCREDIBLE” – WORLDWIDE
 ASUS laptops are designed to give connoisseurs of incredible audio the sound experience they deserve. Utilising the talents of singer Jason Mraz, award-winning director Asif Kapadia and photographer Don McCullin, we created incredible content and distributed it using the best digital media technology, including a multi-platform partnership on MSN, Xbox and Windows Mobile. “In Search of Incredible” was a global competition campaign designed to inspire our audience to share their own incredible stories. Thanks to promotion via crowdsourcing networks and social media, Google searches for ASUS during the campaign grew faster than all competitors.

3 RECKITT BENCKISER “DETTOL” – CHINA
 As billions of Chinese return home by train to their families at New Year, nothing matters more than their ticket and being able to enjoy the good times the festival brings. Dettol ran a competition to win those tickets, alongside a focused multimedia campaign to help consumers stay free of illness-causing viruses which might ruin their fun. Our strategic focus on meeting a specific consumer need at a relevant occasion delivered substantially higher returns on investment than a more classic campaign and drove major business growth, with Dettol sales increasing by more than 10%.

4 GARNIER GEMEY MAYBELLINE “BB CREAM MIRACLE” – FRANCE
 BB Cream by Garnier is the first product to combine the benefits of both skincare and make-up products. Our challenge was to install Garnier as the brand reference for this new category in mass distribution. Through high digital activation, we selected consumers, influential bloggers and journalists in the beauty sector to preview the product and to share their experiences on partner websites and prominent beauty forums. Multimedia activation across TV, print, out of home media and digital generated huge awareness and a positive e-reputation in the clearly defined target market.



DIGITAS

Digitas is a digitally-led agency that partners with the world's most admired brands, including American Express, eBay, General Motors, Intel, Nissan, Panasonic, P&G, Sprint, and Whirlpool. One promise governs our company, inspires our people and delights our clients: *Do Great Work. Do it Everyday.*

DIGITAS

> OUR PEOPLE

3,500 employees

> PRESENT IN 17 COUNTRIES

> MAIN CLIENTS

AETNA | AMERICAN EXPRESS | COMCAST
EBAY | EMERSON | EVIAN | HENNESSY
INTEL | JENN-AIR | NISSAN | PANASONIC
PUMA | RENAULT | SPRINT | TACO BELL
UNIQLO | VICTORIA'S SECRET
WAITROSE | WEIGHT WATCHERS

> SIGNIFICANT AWARDS

AGENCY OF THE YEAR: GOLD OMMA
MAGAZINE – DIGITAS USA | PROMOTION
MARKETING AWARDS OF ASIA – DIGITAS
INDIA



> BOB LORD, INTERIM GLOBAL CEO

At Digitas, we believe in a simple promise that governs our company, inspires our people, delights our clients, rallies partners, and moves the industry forward: *Do great work. Do it everyday.* I'm proud to say that in 2012, we delivered on our promise.

Great Work

We create bold ideas that move people in new ways. In 2012, we won over 100 creative awards, including 9 Cannes Lions, 11 MAAW Globe Awards (including the "Best of the Best in the World"), 4 CLIOs, 11 Effies, and 5 Cristal Awards, including the Grand Prix.

Our clients trust us to solve challenges with innovation – and we produce results. We were the first agency to monetize Twitter through American Express Sync. We made Tide detergent the #2 worldwide trending hashtag by turning a nasty spill into a clean sweep. And we brought ASUS up past 9 companies to the #5 position in global brands for netbooks and notebooks with one *Incredible* campaign.

Growth and Innovation

2012 was the best new business year in Digitas' history, with 17 wins in North America, including Aetna, eBay, Google Mobile, Panasonic, Sprint, Taco Bell, Uniqlo and Victoria's Secret. Across Europe and Asia, we acquired 30+ new clients, including Evian, Puma and Weight Watchers, and we expanded multinational relationships in Asia with Emerson, Intel and Jenn-Air.

This was also the year Digitas incubated, created and brilliantly brought to market the first "Digital Content NewFronts" in a strategic union with YouTube, Hulu, Microsoft, AOL and Yahoo! We also formalized Digitas Labs, our global initiative dedicated to exploring and developing new and emerging technology. From the AnyTouch in France to the Twinority Report in India and the Boston-born and London-bound Duracell Virtual Stadium, Digitas Labs produced over 100 prototypes this year.

It's this powerful combination of bold ideas and cutting-edge innovation that makes us a premier digitally-led, integrated brand agency. This year we were again named "Agency of the Year: Gold" by *OMMA Magazine*, their highest honor. *iMedia Connection* named us "Best Agency for Video"; *BtoB Magazine* named us one of their "Top Agencies"; and *L'Entreprise* recognized us as one of their "Top 100 Digital Power Players" in France.

2012 was an outstanding year for Digitas, and we look forward to the challenges and victories that 2013 will bring.



www.digitas.com

1



2



1

PROCTER & GAMBLE “THE TIDE NEWS DESK – THE ONION”

When safety workers used Tide to clean up a jet fuel spill at the Daytona 500 auto race, a rapid marketing response by Digital and Tide made #tidepower the number 2 Twitter hashtag worldwide. And when satirical website The Onion posted a video spoofing Tide, we quickly crafted a parody that drew applause from viewers – including The Onion itself.

2

AMERICAN EXPRESS “UNSTAGED”

American Express and Digitas created “Unstaged”, a groundbreaking, interactive live-concert series shot through the lens of legendary film directors. Fans were given the opportunity to move from passive viewer to active participant, reinventing the live-concert experience with artists such as Jack White, Usher, and The Killers. In 2012 American Express Unstaged was named the #1 global live-streamed concert series by iRocke and has been honored on multiple occasions by the EFFIE, MIXX, One Show and REGGIE award shows.

3

PUMA “DREAMCATCHERS”

To celebrate PUMA’s long-standing partnership with European Football, Kitcatt Nohr Digitas launched the Dreamcatcher campaign, a series of short films that captured the childhood dreams of the world’s top

3



4



5



footballers during the 2012 UEFA European Football Championship. Ukrainian artist Kseniya Simonova visualized the dreams of Puma-sponsored players Tomas Rosicky and Cesc Fabregas, bringing them to life through sand art.

4

WONDERBRA “DECODER”

Digitas France put the wonder back into Wonderbra by creating the first fully-clothed lingerie campaign – with a twist. They created the “Wonderbra Decoder,” a downloadable app that allowed anyone to “decode” the silhouette of Adriana Cernanova, the new face of the brand, from any media platform and see her lingerie in real time on a smartphone. The campaign garnered over one million views on vimeo & YouTube, reached 100,000 mobile app downloads, and the average time spent on the app was an eye-popping 13 minutes.

5

BUICK “MOMENT OF TRUTH”

The Buick Moment of Truth campaign aggregated real-time social media and blog commentary for all mentions, positive and negative, of the Buick Regal, creating an honest, unbiased conversation to follow and join. Buick and Digitas then built a new version in HTML5, making it flexible, scalable, and viewable across all devices.



RAZORFISH

Razorfish, the highest-ranked digital agency on *Advertising Age's* A-List, is one of the largest digital marketing and technology agencies in the world. We help our clients build brands via customer experiences that transform business at the intersection of creativity, technology and media.

razorfish.

> OUR PEOPLE

2,500 employees

> OFFICES

FRANKFURT | HONG KONG
| LONDON | SAO PAULO | SHANGHAI
| SYDNEY

US: ATLANTA | AUSTIN | CHICAGO
| NEW YORK | PHILADELPHIA
| PORTLAND | SAN FRANCISCO
| SEATTLE

> MAJOR WINS IN 2012

ACTIVISION | DHL INTERNATIONAL
| EXPRESS | HSN | SAMSUNG

> OUR TOP CLIENTS

DELTA | MICROSOFT
| MERCEDES-BENZ USA | SAMSUNG



> BOB LORD, GLOBAL CEO

Becoming the highest-ranked digital agency on last year's *Ad Age* A-List was only the beginning.

Other industry trackers followed suit. LinkedIn ranked us the 15th most in-demand employer in the US and 31st in the world. Forrester listed us as a Business Transformer in their Agency Report and a Leader in their Mobile Wave. Gartner also named us a Leader in their Agency Report.

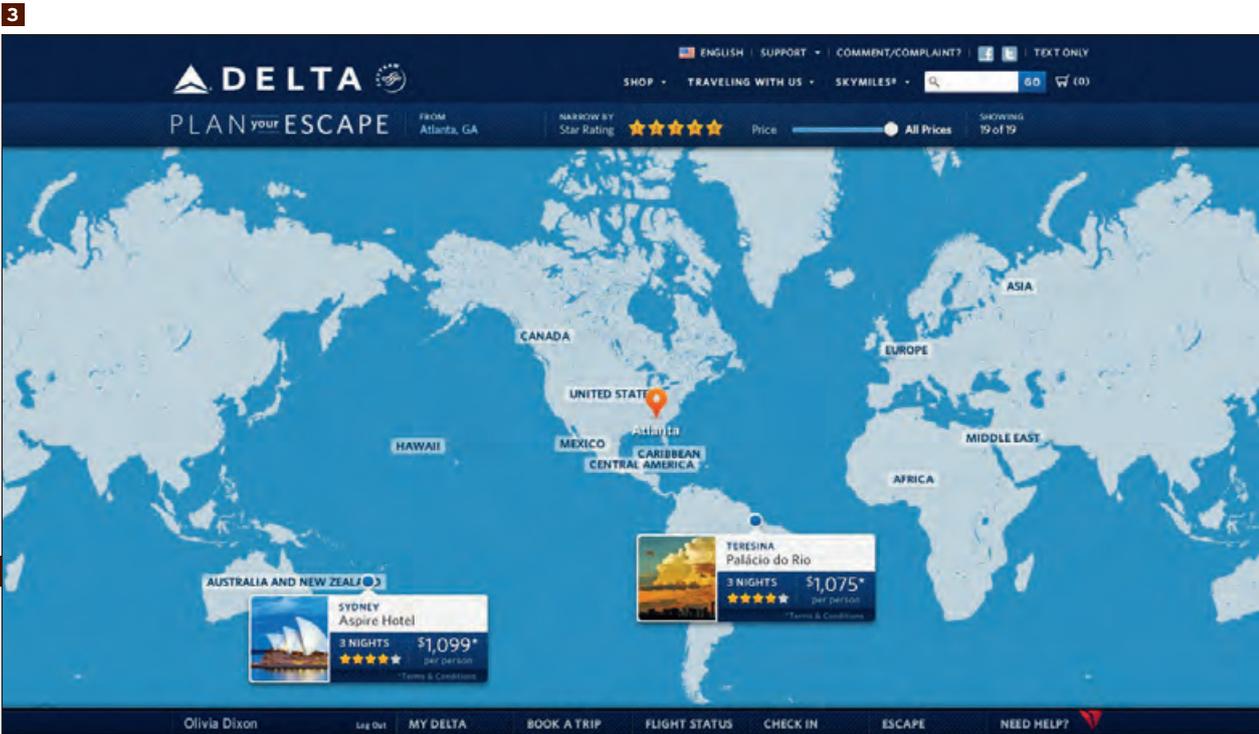
Our client work (Audi City, Samsung Galaxy SIII, etc.) has never been more high-profile, but what's most exciting is how we're driving growth by evolving Razorfish for a future where technology, creativity and media are so intertwined that CMOs will soon spend more on IT than CIOs. Specifically, in 2012:

- To support clients looking to connect digital marketing and commerce, we acquired Longtuo in China, hired an industry vet to run our global commerce practice, launched an Emerging Experiences lab and developed two platforms: 5D and Bodymetrics, leading to global business for Express, HSN, Sephora and Uniqlo. The Razorfish-designed uniqlo.com was hailed by *BusinessWeek* as "the next generation of the e-commerce experience" and smashed sales expectations day one by 354%, a company record. We'll soon launch partnerships with major players in the commerce and digital marketing spaces to continue to provide holistic commerce solutions.
- Recognizing our clients' need to manage their digital footprints, we launched Fluent™, a software as a service platform that allows marketers to target, distribute and manage campaigns. Currently, we're close to finalizing an agreement with Delta Air Lines for a Fluent engagement. While many agencies are being squeezed, we're diversifying revenue and changing the agency model by generating ample income from licensing fees.
- As clients' media-buying investments shift, we launched a Strategic Alliances Practice to co-create marketing opportunities that fuse content, ads and apps with the likes of Google, LinkedIn, Twitter, Facebook, Microsoft and Yahoo. In the last year we've led platform-driven storytelling for Delta, with projects for Samsung and Mercedes-Benz in development.

By any indication, 2012 was a banner year. But we think we're actually just getting started.



www.razorfish.com



1
AUDI CITY

In conjunction with the London Olympics, we were asked to create an experience to make Audi appealing to a young, urban and digitally enabled demographic. We designed a “virtual showroom” allowing customers to configure the complete Audi product range, as visualized in photorealistic 3D. After personalization, customers can “toss” their vehicle onto “powerwalls” to see its life-size configuration and use Kinect to further explore it. Images are pulled from the manufacturer’s CAD drawings and adjusted to each car’s dimensions. Audi City was one of the brand’s top five selling UK sites in August 2012. The company has since announced 20 digital showrooms will follow by 2015.

2
AXE ANARCHY

Razorfish was tasked with launching Anarchy, the brand’s first male/female paired fragrances. But did the world really need another body spray variety? We created the first AXE campaign that not only involved its consumers, but was created with them. We embraced a genre that has fuelled fantasies for decades, and then reinvented it for a generation raised on the real-time web. Serialized over four months, Anarchy: The Graphic Novel was shaped by the suggestions, votes and social media profiles of consumers. Since the launch, AXE has achieved a 10% increase in market share and Anarchy has become the #1 selling body spray in the US.

3
DELTA POLARIS

We began working with Delta in 2010, when we were hired to redesign Delta.com. The account has quadrupled in scope since, and we have been named AOR for Social Media as well as being consistently engaged by Delta leadership to help transform their business through digital experiences and to establish revenue- and service-enhancing strategies. The new Razorfish-created Delta.com strengthens the airline’s position as the digital innovation leader in the travel industry by giving travelers what they need, when they need it most. Since the site launch in November 2012, flight revenue has been up as high as 10% year on year.

4
SAMSUNG GALAXY SIII

In the smartphone category there was Apple... and then there was everyone else. Samsung set out to change that, with the goal of Galaxy SIII outselling the new iPhone by 5%. The new device addressed the difference between capturing and sharing; sharing the old-fashioned way was no longer working. We created a campaign that highlights how easy Galaxy SIII makes sharing from phone to phone, phone to phones, and phone to screen. Four weeks after launch, sales for Galaxy SIII exceeded those of Apple and maintained an average of 9% higher volume for the next eight weeks. Additionally, Samsung showed an increase in sales volume of 91% year on year, while Apple only had a 15% year on year increase.



VIVAKI

VivaKi was established in 2008 to accelerate the digital transformation and expertise of Publicis Groupe. Today VivaKi is the global leader in digital advertising solutions, working with leading organizations to navigate the evolving consumer landscape. We scale the products and solutions clients need today, while incubating the tools they will need tomorrow.



> OUR PEOPLE

363 employees

> OFFICES

USA | UK | FRANCE | CHINA | SPAIN
| GERMANY | ITALY | POLAND | MENA
| NETHERLANDS | SINGAPORE
| AUSTRALIA | NEW ZEALAND

> OUR CLIENTS

ALL AGENCIES OF PUBLICIS GROUPE

> OFFERINGS

AUDIENCE ON DEMAND (DISPLAY, VIDEO, MOBILE, SOCIAL) | SEARCH HUB
| BENCHTOOLS | SKYSKRAPER (DATA)
| VIVAKI VENTURES | VIVAKI PARTNERSHIPS | THE POOL



> FRANK VORIS, CEO

VivaKi kicked off 2012 by hosting a 350-person delegation at the Consumer Electronics Show. We developed a custom three-day agenda that included guided show floor tours and a chance to meet 20 of the most buzzed-about start-ups and tech companies. Due to high demand, we hosted a follow up event in NYC that gathered 12 companies and thought leaders from the venture capital community.

AOD was among our greatest success stories. It currently boasts over 2.19 billion impressions worldwide and serves 500+ clients. AOD is now live in 16 markets, with Belgium, Italy, Poland, Russia, Singapore and UAE as new additions in 2012. VivaKi Verified remains one of our leading competitive advantages, with 18,000 sites verified for AOD Display and 2,300 sites for AOD Video. This year, AOD Australia launched the world's first multi-platform buy, optimizing across video, mobile, display and tablet via a single platform in real-time.

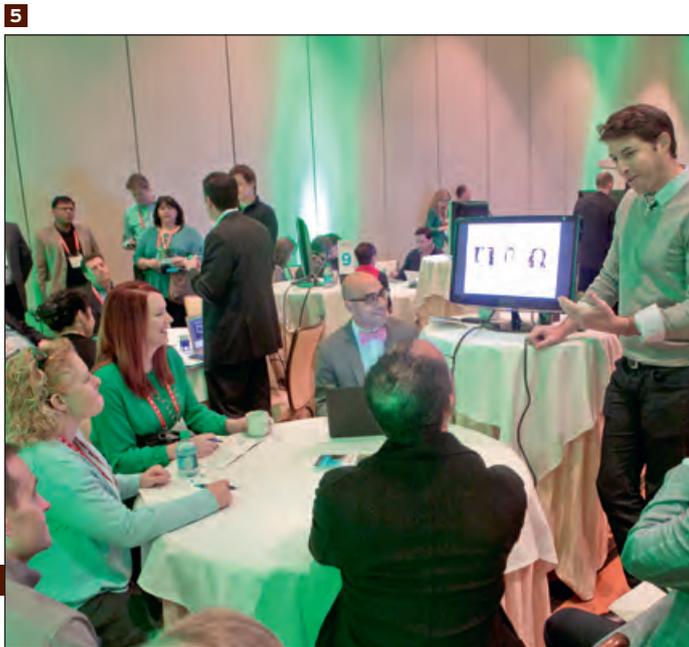
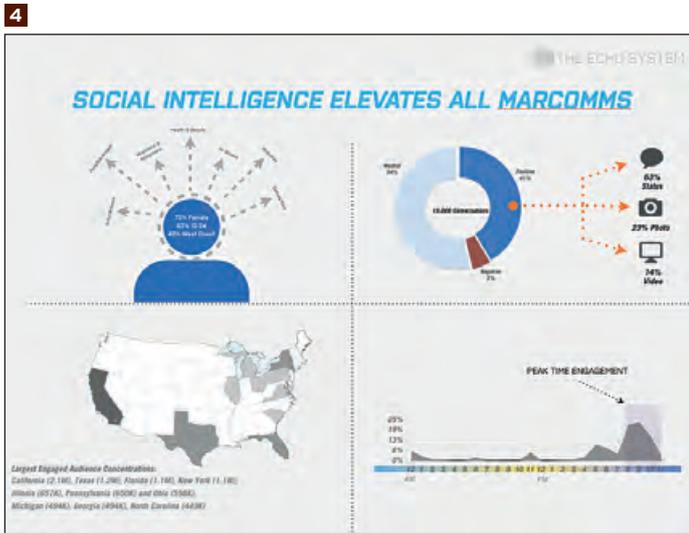
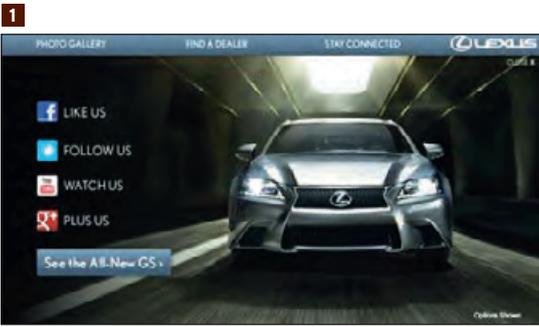
We also enjoyed success from other products and solutions:

- Facebook awarded us the Preferred Marketing Developer (PMD) Insights badge for a new proprietary content amplification technology, Amplif.r, marking the first time a holding company had received this particular badge.
- The Pool finalized two new "lanes" of research in the US: online video (in partnership with AOL) and tablets. The UK and France became the fifth and sixth global markets, respectively, to name ASq the optimal online video ad model and Dubai named Tri-Ad the winning model of the MENA Display Lane.
- VivaKi Partnerships continued to extend strong, collaborative relationships with industry leaders such as Google, Microsoft, Facebook, BlueKai, VINDICO and others. The team also cultivated new partnerships with emerging companies like Medialets, Evidon and The Echo System.
- Benchtools conducted a complete backend rewrite with enhanced features and functionality to create Benchtools Next Generation, a strategic search optimization tool.

We closed out 2012 with news of Jack Klues' retirement and the evolution of VivaKi. Moving from a platform of collaboration to a business unit, VivaKi is now a one-stop shop for products, solutions and technology. In the spirit of *Un pour tous, tous pour un*, we are prepared to be a strategic part of our agencies' competitive advantage, helping them win in an increasingly digital world.



www.vivaki.com



1
THE POOL “Q SUITE”
AOq (Ad Overlay Done Smart) was one of three new ad units uncovered as part of The Pool's online video lane, conducted in conjunction with AOL. AOq adds engagement with pre-roll as a navigation bar with tabs overlaying the video; each tab drives to a separate in-player experience. The other q units in this lane were APq (Ad Poll Done Smart) – a unit that asks viewers to choose between watching either a 30-second ad or watching a 15-second ad with a closed-ended survey question to follow (all in-player) – and SOq (Social Overlay Done Smart), which allows advertisers to direct viewers to various branded social media pages through their pre-roll units. The new units join ASq as part of VivaKi's new q Suite.

2
THE POOL “TABLET LANE”
The Pool held the final meeting for its tablet lane in Chicago on December 12 and 13. It was The Pool's largest initiative to date. The lane – which included 13 publishers and 13 advertisers – evaluated 37 ideas and tested 130 executions over 14 months of research.

3
AOD “FACEBOOK PREFERRED MARKETING DEVELOPER STATUS”
Facebook awarded us the Preferred Marketing Developer (PMD) Insights badge for its new proprietary content amplification technology, Amplifir, marking the first time a holding company had received this particular badge.

4
VENTURE/PARTNERSHIPS “THE ECHO SYSTEM/VOXSUP POWERS GREATER SOCIAL INTELLIGENCE”
VivaKi brokered an exclusive deal with an innovative social data start-up called The Echo System, whose proprietary intelligence platform houses the world's largest collection of public social data and intelligence algorithms. This combination unearths new user affinities and more refined targeting to elevate planning and buying across all media and marketing communications.

5
VENTURES “SPEED DATING AT CES”
VivaKi Ventures re-emerged at CES 2013 with its ever-popular speed dating event, in which Publicis Groupe agencies and their clients are given an opportunity to meet true up-and-comers and established, but growing, companies from the marketing and media sector. Companies that participated in this year's session included Adelphi, BuzzFeed, C3 Metrics, CDS, Dynamic Signal, The Echo System, Mass Relevance, Medialets, Narrative Science, PostRelease, Shazam, Simulmedia, Visible Measures, Zeebox and Zefr. In total, 16 companies and over 200 of our clients and agency partners rubbed shoulders with these leading companies and learned more about their offerings and potential partnerships.



ROSETTA

Rosetta is a consulting-centered interactive agency engineered to transform marketing for the connected world. Our mission is to drive profitable growth by translating deep customer insights into personally relevant brand and commerce interactions and experiences, across the customer decision journey.

ROSETTA

> OUR PEOPLE

1,100 employees

> LOCATIONS

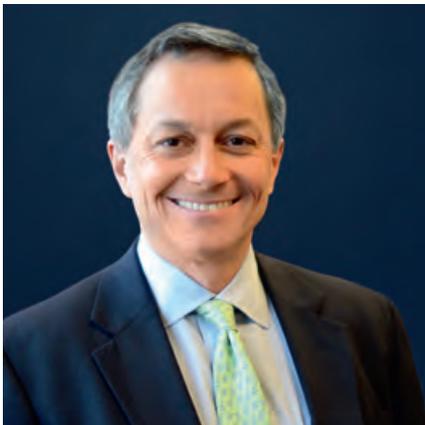
PRINCETON | NEW YORK | CHICAGO
| CLEVELAND | SAN JOSE
| SAN FRANCISCO | SAN LUIS OBISPO
| LOS ANGELES

> MAJOR CLIENTS

ALLERGAN | AUTODESK | AVNET
| BEIERSDORF | CHASE | LENOVO
| LUXOTTICA | NATIONWIDE | OFFICEMAX
| SONY ENTERTAINMENT NETWORK
| UNISOURCE

> SIGNIFICANT AWARDS

COMMUNICATION ARTS ILLUSTRATION
ANNUAL AWARDS - FLEISHER'S | BEST OF
SHOW, W3 AWARDS - ALLERGAN



> CHRIS KUENNE, CHAIRMAN & CEO

In 2012, we further strengthened and focused the core elements of Rosetta's unique offerings of Personalized Lifecycle Management and Commerce+ and were recognized for these strengths by Forrester by being named a Strong Performer in three wave reports including: The Global Commerce Service Providers Wave, The Customer Engagement Agencies Wave and The US Digital Agencies – Mobile Marketing Strategy Wave. Our unique vertically focused approach continued to be a differentiator with our fastest growing industry verticals including healthcare, financial services and technology and telecommunications.

As a recognized leader in Commerce and IBM's largest North American WebSphere implementation partner, we continued to grow our 10+ year relationship, with 100% increase in revenue and an aggressive plan to jointly pursue the growing global Commerce market opportunity. We're excited about opportunities to work with IBM on a broader global stage, aiming to grow joint revenues from \$100 MM in 2013 to \$300 MM by 2015.

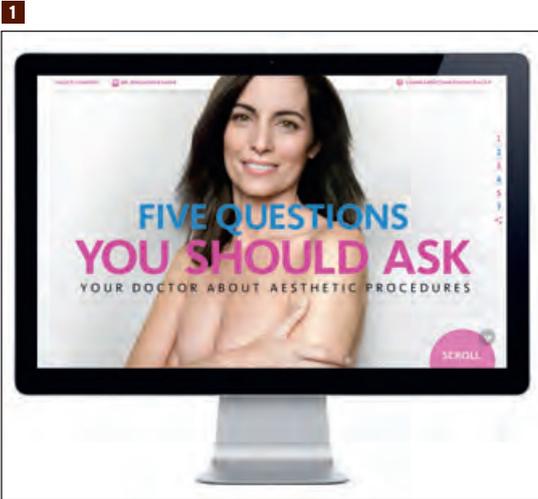
Rosetta continues to be the thought leader in understanding customer behavior, the full life-cycle of customers and what ultimately motivates them to choose brands. Rosetta has a proprietary approach to identifying the needs, attitudes, behaviors and beliefs of our clients' most valuable customers and to translating those insights into relevant experiences and interactions in every channel and stage across the customer decision journey. From awareness to advocacy, we build programs and platforms that drive customer engagement, long-term profitable relationships and measurable business impact for our clients.

We were awarded over \$40 million in new business in 2012, with solid expansion of our work at Allergan, Beiersdorf, Chase, Lenovo, Nationwide, OfficeMax, and Sony Entertainment Network. These clients, among others, have helped drive double-digit growth in healthcare, more than 30% growth in financial services, and positioned us well for future growth in technology and telecommunications. We also hired several key industry leaders for our consulting business and technology and telecommunications group.

We are proud of the prestigious awards we won on behalf of our clients, including the Communication Arts Annual Illustration Award for Fleisher's; Best of Show W3 for Allergan; a Platinum at the Marcom Awards for Otsuka Breathtek; the 2012 Luerzer's Archive for BOAKS; and the Web Awards Best Events Website for our campaign for Water.org. In addition, 5 Rosetta team members were named to Direct Marketing News' "40 under 40" award.



www.rosetta.com



1
ALLERGAN
 For the past 7 years, Rosetta has proudly partnered with Allergan in the offline and online space across more than 18 countries. Rosetta's work focuses on 6 notable Allergan brands including Juvederm, Latisse, Natrelle, Optive, Seri and Vistabel. Recent initiatives include completely converting the Allergan sales forces for 10 brands to digital, and developing an integrated corporate campaign to combat negative press about the breast augmentation category.

2
BEIERSDORF "DIGITAL AOR"
 Rosetta is the digital AOR in the US for Beiersdorf, and works with the company on some of their biggest brands, including Aquaphor, Eucerin and NIVEA. From helping to promote the "Million Moments of Touch" to generating a million fans on Facebook, our work boosted social media presence, supported promotional events, drove consumer engagement and solidified brand loyalty. The campaign culminated on New Year's Eve with the "NIVEA Kiss of the Year Contest," in which one deserving couple won an unforgettable midnight kiss in the heart of Times Square and live on the Facebook app Rosetta created.

3
BOAKS BEER "REASONABLY REBELLIOUS"
 BOAKS, an upstart New Jersey-based craft beer, sought new brand positioning and an exciting campaign. Inspired by brewer Brian Boak's eclectic technique that mixes exotic ingredients with classic styles, Rosetta branded BOAKS "Reasonably Rebellious" and staged a guerilla-marketing stunt at the AC Beer and Music Festival to re-launch the brand. Based on the insight that beer-lovers love beer but hate standing in line for it, Rosetta unleashed 70 BOAKS volunteers on every beer (and bathroom) line at the event. Festival-goers were invited to expedite their wait-time by engaging with BOAKS via a new mobile app.

4
HELZBERG DIAMONDS "PROPOSAL PRO APP"
 As the digital AOR for Helzberg Diamonds, Rosetta's work focuses on making the brand relevant in the digital space, from commerce solutions to banner ads and a sophisticated search strategy. To support Helzberg's bridal strategy, Rosetta developed Proposal Pro – an app that doesn't just teach the "4Cs" to young guys looking to buy an engagement ring, but also walks them through the entire engagement process in a fun and useful way. The app provides tips for how to ask the parents, shares proposal ideas, and helps find the perfect location to pop the question.



SPECIALIZED AGENCIES

MSLGROUP

MSLGROUP is Publicis Groupe's strategic communications and engagement group, advisors 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.



> OUR PEOPLE

Over **3,400** employees

> PRESENT IN 22 COUNTRIES

> SIGNIFICANT MENTIONS

ONE OF THE WORLD'S TOP-FOUR GLOBAL PR NETWORKS | THE LARGEST PR NETWORK TODAY IN GREATER CHINA, INDIA AND EUROPE | WORKING WITH A QUARTER OF THE TOP-100 MOST VALUABLE BRANDS GLOBALLY



> OLIVIER FLEUROT, CEO

Last year was a great year for MSLGROUP, thanks to our teams' hard work and the trust our clients placed in us. In 2012 we were the only global network among our competitors to move up the revenue rankings – to the 4th spot – thanks to double-digit growth. Already the largest PR network by revenue in fast-growing India and China, in 2012 we also became the largest in Europe. Alongside our existing strong footprint in North America and Europe, we continued to deepen our roots, expertise and client base in Asia – an achievement recognized when *PR Week's* sister publication *Campaign Asia* named MSLGROUP Asia 'PR Network of the Year' and the Holmes Report named MSL China 'China Consultancy of the Year'.

Expansion enables us to better serve our clients in every continent and across the entire communications spectrum, and in 2012 many clients expanded our briefs significantly. P&G entrusted us with the global Vicks business; Haier – the global market-share leader in white goods – handed us a multi-market communications brief; and Siemens extended their 'sustainable cities' relationship with us.

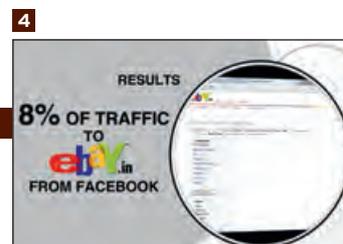
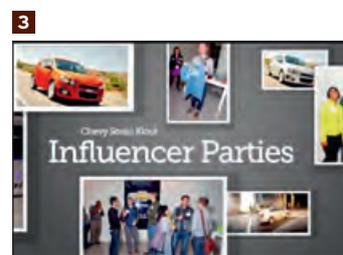
2012 was also the year we launched a key new offer for clients: PurPle. Good corporate citizenship has changed from Green (environment) to Blue (sustainability) to what we call 'PurPle' (purpose + people). Grounded in the new triple bottom line – purpose, participation and performance – we believe PurPle can help unlock a company's true north, ignite movements in society and drive shared value for a company, its stakeholders and the communities it serves.

And as our business grew in 2012, so too did our family: in July the highly respected CNC Networking and Communications consultancy became part of MSLGROUP, adding new firepower and people to our global reputation management, financial communications, crisis counseling and public affairs teams. We also added two specialty marketing agencies in Asia, King Harvests and Luminous, adding significant weight to our global experiential marketing offer.

Based on our strong momentum, and despite somewhat gloomy forecasts for Europe in particular, I believe firmly that MSLGROUP will see further expansion this year, continue to attract great talent and convince many new clients that we can be their trusted advisors.



www.mslgroup.com



1 SMALL ACTS OF KINDNESS IN CHINA

Alpenliebe, a rich toffee candy, is the flagship brand of Perfetti Van Melle, a global MNC in the confectionery market. After 15 years leading the market in China, it began to lose relevance as new candy brands appeared, and needed urgently to creatively engage with consumers. With the brand already positioned in the territory of 'kindness', we converted kindness into a shared purpose, a Social Heartbeat and a movement - Small Acts of Kindness - to inspire, organize and energize millions of Chinese youth to share, appreciate and engage in everyday acts of kindness. As well as winning hearts and minds, the brand also saw double-digit revenue growth as a result.

2 INVEST IN FRANCE

The campaign "Say OUI to France, Say OUI to Innovation" centers on France's appeal to investors in terms of innovation. In an uncertain economic environment, the campaign serves to reassure investors by providing concrete examples of France's appeal, including its advantageous research tax credit system and the "Young Innovative Company" status, which favors start-ups. It also puts the spotlight on testimonials from foreign investors already thriving in France. The campaign is supported online with a stylish, upbeat film that prompts a fresh look at France and ties in with the 'Did You Know?' section of the campaign website (www.sayoutofrance-innovation.com)

3 INTRODUCING THE CHEVY SONIC

In introducing the 2012 Chevy Sonic, Chevrolet was on a mission to change the way consumers engage with the American small car. The target Millennial generation buys cars differently, getting their information from friends and online influencers. We introduced Chevy to Klout, an online network that measures influence and identifies the most powerful influencers. The agency worked with Chevy to package 3-day Chevy Sonic test drive loans as "Klout Perks" targeting most relevant Millennials with the highest Klout scores. As well as selling cars, the campaign also generated 16,211 total tweets, retweets, shares, comments and likes - more than 130% of the target.

4 EBAY INDIA

To help eBay become the preferred ecommerce brand in India, we looked to substantially increase engagement via a robust, women-centric and insights-led social media campaign, focusing on Facebook, that would also fix customer issues in real-time. By the end of the campaign, eBay India's page was the largest Facebook community among e-commerce entities in India, a fact that contributed to the campaign winning a global 'Bees' social media award.



PUBLICIS HEALTHCARE COMMUNICATIONS GROUP

The largest health-oriented agency network in the world, Publicis Healthcare Communications Group (PHCG) manages 12 top-tier agency brands that specialize in promoting innovative solutions in advertising, medical education, sales and marketing, digital, market access, and medical and scientific affairs.



Publicis Healthcare Communications Group

> OUR PEOPLE

5,000 employees

> OUR BRANDS

SAATCHI & SAATCHI HEALTH
| PUBLICIS LIFE BRANDS | DIGITAS HEALTH | RAZORFISH HEALTHWARE
| DISCOVERY | MEDICUS INTERNATIONAL
| PUBLICIS TOUCHPOINT SOLUTIONS
| IN-SYNC | PUBLICIS HEALTH MEDIA
| MAXCESS MANAGED MARKETS
| PUBLICIS HEALTHCARE CONSULTING
| PUBLICIS CARE

> SIGNIFICANT AWARDS

RX CLUB SHOW AWARDS | GLOBAL AWARDS | CLIO HEALTHCARE AWARDS | IPA BEST OF HEALTH AWARDS



> NICK COLUCCI, CHAIRMAN AND CEO

Advertising Age ranked PHCG the largest healthcare communications network for the third year. What makes a network great is never its size, but how effectively it delivers on its promise. And in 2012, we made our global promise a reality, with a dramatic transformation.

Our clients are looking for global partners who deliver across all capabilities, so we aligned our brands across borders, reinvented our offerings, and made collaboration the new normal.

Sam Welch now heads the group including Saatchi & Saatchi Health, Razorfish Healthware, and Discovery, while Ashley Kuchel leads the group including Publicis Life Brands, Digitas Health, and Medicus International.

After the acquisition of UBS Business Solutions was completed in early 2012, we continued expansion in China with our successful Publicis Touchpoint Solutions division, led by Rick Keefer, opening a full-service customer service center in Shanghai.

Media in the health and wellness sector was under-served, so we took the media division of Digitas Health global with the creation of a new business unit called Publicis Health Media, led by Matt McNally. We are the first health-related media agency, offering a truly unique proposition – big media agency clout, delivered locally, in market.

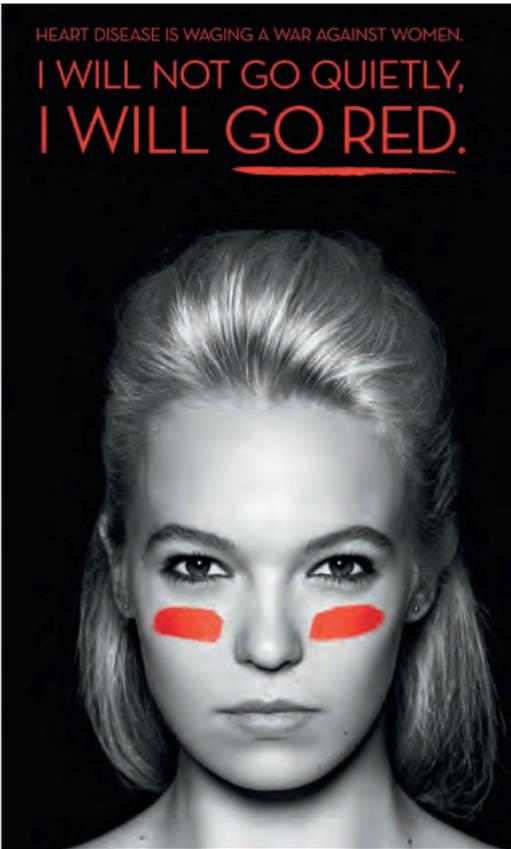
We knew that to win, we needed to win as one. Our transformation placed us in more global pitches and accelerated our win ratio. In October, Pfizer decided to consolidate their global Rx and OTC business with three holding companies, including Publicis Groupe, with PHCG leading the charge. This is a significant win, not only for PHCG, but also for the Groupe. This account will cross geographies and tap into many agencies, demanding the best of everything we do from branding and digital to medical communications.

While many continue to be pessimistic about the future of healthcare, we remain eternally upbeat. In some respects, pharma's never had it so good. The tools to develop remarkable new medicines are advancing, demand for products is escalating, and trade is expanding. As populations age, waistlines expand, and demand for preventive care escalates, experts predict the health and wellness industry will be the next major force on the planet. Where there is growth, there is opportunity, and we'll be there.



www.publicishealthcare.com

1



2



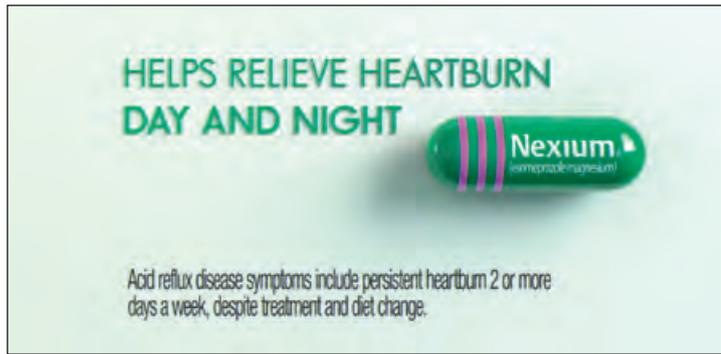
1

AMERICAN HEART ASSOCIATION / GO RED FOR WOMEN – SAATCHI & SAATCHI WELLNESS
 Saatchi & Saatchi Wellness created a campaign for the American Heart Association as an extension of their annual "Go Red" campaign during Heart Disease Awareness Month. The goal of the campaign was to increase awareness that heart disease is the number one killer of women and to encourage women to take charge of their health by learning about the risks of heart disease. The "See Red" campaign creative featured "female warriors" and ran in out of home locations throughout the City of New York.

2

UNITED KINGDOM PSA "THE PASSAGE" – PUBLICIS LIFE BRANDS RESOLUTE
 Publicis Life Brands Resolute partnered with The Passage on a Public Service Announcement campaign to increase awareness of homelessness in the UK. The Passage featured people armed with "boards" on the city streets, spreading messages like this one: "I have a job. I have a bed. I'm collecting for someone who doesn't. www.passage.org.uk." During the three hours the signs were used, donations increased by over 25%. The campaign also reached over 650,000 people on Twitter.

3



4



5



3

ASTRAZENECA / NEXIUM "NEXIUM CUBE: 15 COMMERCIAL" – SAATCHI & SAATCHI WELLNESS
 Saatchi & Saatchi Wellness created the first fully branded 15-second commercial for a pharmaceutical brand with its "Cube" ad for Nexium. The brand, facing increasing competition, had previously been purchasing 60-second time units, compared to the 15 or 30-second slots purchased by its competitors. By leveling the playing field, NEXIUM was proven in ATU studies to significantly increase brand recognition and differentiation against the competition.

4

ABBOTT / HUMIRA "THE JEANS CAMPAIGN" – PUBLICIS LIFE BRANDS MEDICUS
 Humira prevents joint damage while it preserves patient function over time. This ad is part of "The Jeans," a print campaign that shows worn-out jeans exposing the patient's joint. The idea is that jeans will wear out long before joints—pointing to Humira's efficacy over time.

5

ASTELLAS / LEXISCAN "LEXISCAN IPAD DETAILING TOOL" – DISCOVERY CHICAGO
 The Lexiscan iPad detailing tool is an iPad application that covers all major topics of interest aimed at nuclear cardiologists, including mode of action, efficacy, safety, ease of dosing and administration, patient types, and case studies.



MÉDIAS & RÉGIES EUROPE

Médias & Régies Europe (MRE) consolidated its revenue in 2012. Despite economic uncertainty, MRE retained its leadership in transportation displays and increased market share among cinema network operators. Control of costs in all its subsidiaries meant that MRE continued to contribute to the Publicis Groupe annual results.



MEDIAS & REGIES EUROPE

> OUR PEOPLE

650 employees

> ADVERTISERS

MORE THAN 3000 ADVERTISERS ACROSS ALL TYPES OF DISPLAY

> KEY CLIENTS

CGR | EUROPE 1 | GAUMONT PATHÉ
| KÉOLIS | KINÉPOLIS | LE MONDE
| LIBÉRATION | MK2 | RATP | RFF | SNCF



> BENJAMIN BADINTER, CEO

Two-thousand and twelve was a paradoxical year for Media- transports: while Metrobus turnover fell more than 6%, railway station turnover increased by over 14%. The diminishing appeal of buses explains Metrobus' difficulties, while the metro's basic metrics remain strong thanks to installation of more than 400 digital billboards. Higher turnover in railway stations is linked to the progressive installation of 830 digital billboards, often in newly renovated stations. 2013 will be tough, given the economy, but we will boost our performance by continuing to install new products.

Declining readership for daily papers and periodicals has heavily impacted ad revenue. However, M Publicité, which groups all media owned by *Le Monde* (and in which we have a 34% stake) saw turnover increase. This brilliant performance owed much to the quality of its sales team, and to the redesign of supplement *Le Monde 2*, renamed *M Magazine*.

Following a solid early performance, *Libération* saw readers and profits fall in the second half. Overall, the daily came close to breaking even in 2012. *Libération Médias*, in which MRE has a 49% stake, showed a profit thanks to revised operating conditions and strong development of ad revenue before September 2012.

French-produced cinema continues to be healthy and in 2012 French films represented a little over 40% of ticket sales.

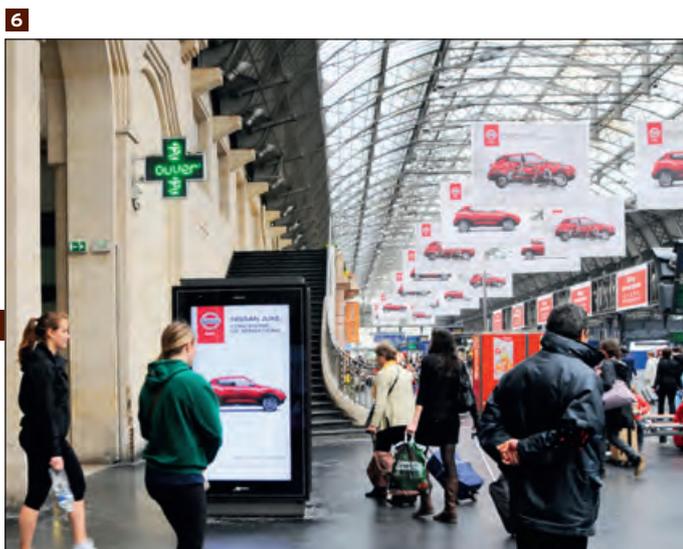
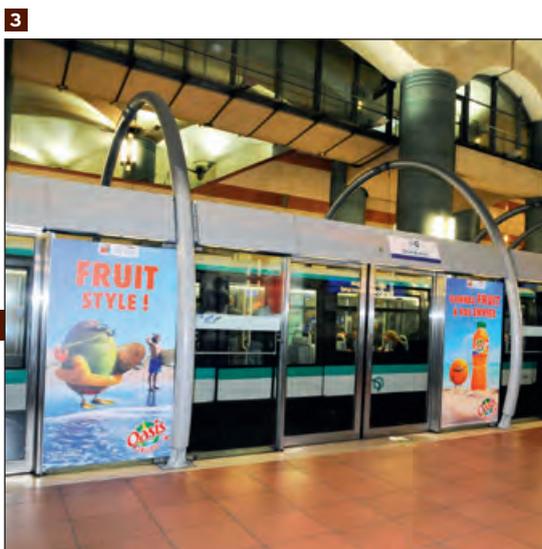
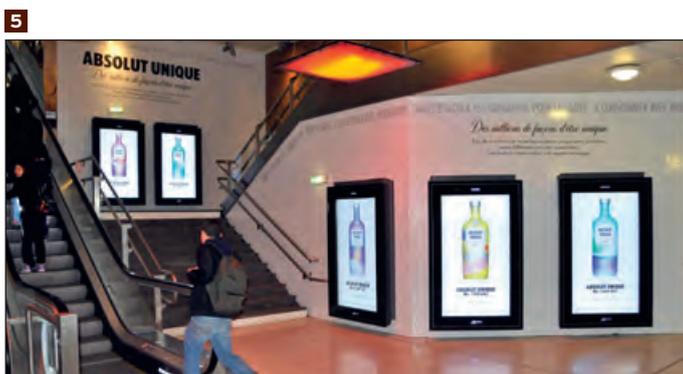
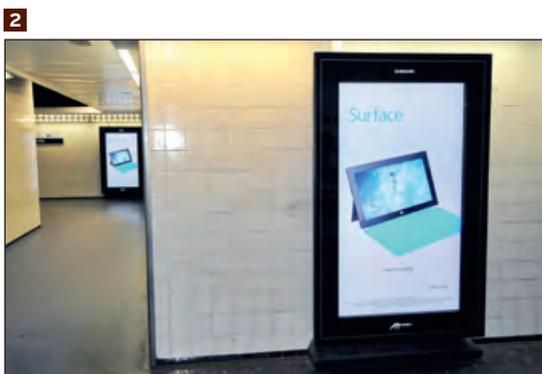
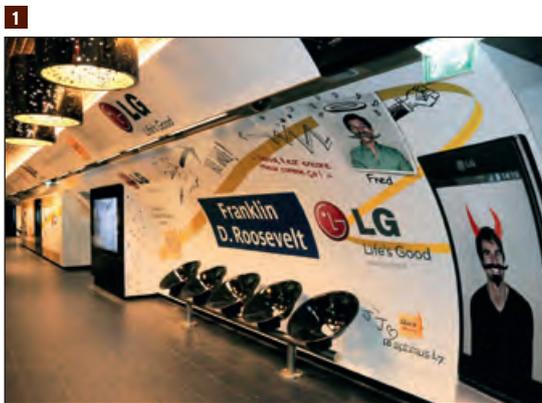
The transition from film to digital has been concluded, and Médiavision closed its film workshop in July 2012.

Médiavision's 2012 results were stable. The first half fell 9%, following an increase of more than 80% in 2011; however, despite declining ticket-sales and the halt in commercialization of local ads, the second half rose 9.2%.

2012 was rich in successes for Médiavision, including its win of the CGR network, the third largest French operator, with almost 20 million annual entries. The renewal of ad network contracts with Gaumont Pathé and MK2 – despite competing offers from several TV channels – highlighted these historic operators' confidence in Médiavision. UGC entrusted Canal+ with its ad network, and ScreenVision, our long-term rival, decided to cease operations at the end of 2012, leading many of its operators to join us. Hence as of January 1, 2013, Médiavision will commercialize more than 2,800 movie screens, representing 77% of the French market's ad revenues.

In 2012, Médiavision's Dutch subsidiary saw results identical to 2011.

www.groupemre.com



1 LG AT PARIS METRO STATION FRANKLIN D. ROOSEVELT

LG took over the key Line 1 metro station Franklin D. Roosevelt, with digital screens and stickers on platforms. This unique experience put passengers at the heart of LG technology by playfully demonstrating the wealth of content on offer.

2 MICROSOFT SURFACE ON THE NUMÉRIFLASH NETWORK

For the launch of its Surface tablet, Microsoft chose the digital network of the Paris Metro: the ideal platform to promote the new product's range of technological innovations, including clip-keyboard and tactile screen.

3 OASIS
To launch its "Fruitvolution", Oasis took over the Metro's Line 14, decorating gates at the end of the platforms with its fruity characters. Let your desires bear fruit!

4 MUSÉE DU LOUVRE

From December 4 to 7, the Louvre museum took over the "Triangle", an event space situated at Gare du Nord which gathers more than 600,000 travelers, in order to promote the launch of the new Louvre museum in Lens.

5 ABSOLUT UNIQUE

Absolut chose the "Digiwall" event option at Gare de Lyon to promote its brand of vodka, impacting some 340,000 travelers.

6 NISSAN

During a week of heavy railway-station traffic, from May 3 to 9, Nissan opted to use both the Digital Network and the Expo Station offering.



PUBLICIS GROUPE PRODUCTION PLATFORMS

The mission of the companies that make up Publicis Groupe Production Platforms is to transition smoothly from the creative agencies when our clients' campaigns – TV, print or digital – enter production. We produce campaigns, and deliver them to media or at point of sale.

> OUR PEOPLE

750 employees

> PRESENT IN 12 COUNTRIES

BELGIUM | BRITAIN | DENMARK | FRANCE
| GERMANY | ITALY | LUXEMBOURG
| MAURITIUS | NORWAY | SPAIN | SWEDEN
| UNITED STATES

> MAIN CLIENTS

CARREFOUR | CITI | GENERAL MOTORS
| L'ORÉAL | RENAULT | SANOFI

> OUR BRANDS

MUNDOCOM | WAM | MARKET FORWARD



> JEAN-FRANÇOIS VALENT, CEO

Two-thousand and twelve was a year that saw our service offering expand.

We grew geographically. We're now present in three new countries in northern Europe (Sweden, Norway and Denmark), and we've boosted our teams in Spain.

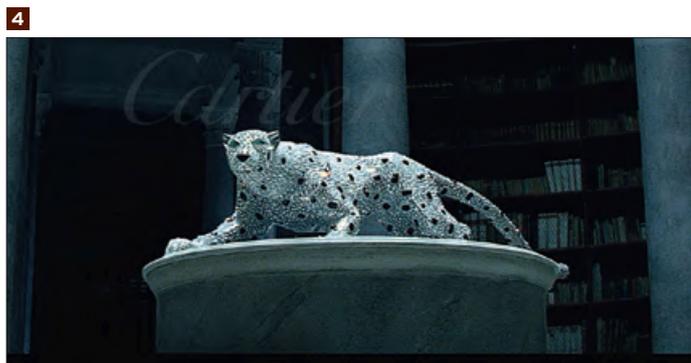
We've grown our skill-set. We developed CGI production with Eye Dream, video production with Sequencis, we've increased our expertise in digital, constructing a near-shore production supply center in Nottingham, UK, and lastly, accelerated our technological investments at our platform in Mauritius.

Thanks to our capacity to produce materials for all forms of media, our continuously upgraded processes for distributing campaigns, and our constant investment in the best technology for work-sharing, we have been able to convince our most important clients to give us even more responsibility.

Thus, for example, we've seen an acceleration in the international deployment of our solutions for decoupling digital and print for Sanofi. Citi gave us the account for their digital production in the United States, following a pitch against several other contenders. L'Oréal has entrusted us with even more brands and countries. Kellogg's and Coca-Cola centralized their international TV adaptations with us. And we're rolling out a new system for worldwide brand asset management for Renault.

Our teams have also shone in terms of the creative quality of their work. The Cartier film "Odyssey" has excelled worldwide, receiving numerous awards for its exceptional production value.

Better, more creative, with broader skills and ever sharper attention to the economic circumstances that guide our clients' choices – we're beginning 2013 with the ambitious double goal of increasing our growth and continuing to further improve our service to our partner agencies and clients.



1
LANCÔME

To launch the perfume "La vie est belle", Eyedream took charge of finalizing the post-production image edits.

2
RENAULT

For Renault, we reinvented the whole economic model for cross-media image production, giving much more space to computer generated imagery. For both vehicles and backgrounds, we can produce every kind of image for film, print or digital campaigns.

3
COCA-COLA

Based on the creative master-plan, we produced all adaptations across the Northern and Western Europe region for the film launching Coke Zero's partnership with Skyfall, the latest James Bond movie.

4
CARTIER

WAM produced the extraordinary Cartier brand film that was conceived by the agency Marcel.

SOCIAL



Социальная ответственность

社会责任

Responsabilidade Social

Responsabilité sociale

RESPONSIBILITY



SOZIALE VERANTWORTUNG

المسؤولية الاجتماعية

Responsabilidad social

אחריות חברתית



STRENGTHENING THE GROUPE'S CSR POLICIES



MATHIAS EMMERICH

Senior Vice President, Publicis Groupe

Two-thousand and twelve saw a significant effort within the Groupe to set up new procedures to facilitate non-financial reporting. This effort involved close interaction between the Finance and Human Resources departments of our networks, as well as Re:Sources and Corporate teams. CSR reporting is now audited and certified by external auditors; it is presented in the Reference Document and detailed in a dedicated document, the 2012 CSR Report. Following three full fiscal years (2009, 2010 and 2011) in which the Groupe structured the nature and scope of its CSR reporting activity, this is an important new step. The Groupe's CSR division works closely with all networks and agencies to lead or oversee work along four tracks: Our People, Society, Governance/Economics and the Environment.

1 Our People

Given the Groupe's activity in intellectual services, this track is naturally the first priority, since our teams are the essential human capital of our corporation and its most precious resource.

- **Training:** despite a difficult economic climate, our networks and agencies remain committed to their training programs. A constant effort in this sector is important given the technological shifts required by the Groupe's digital skill-set. 2012 has been a turning point for e-learning, and a number of networks have continued their management programs.
- **Diversity:** in its broadest sense, diversity is a vital issue for the Groupe. We have taken a number of initiatives regarding non-discrimination in all its forms, setting up sensitivity programs and creating and leading visibility initiatives such as *Égalité*, the Groupe's cross-cutting lesbian, gay, bisexual and transgender network in the US.
- **Gender parity:** *VivaWomen!*, the Groupe's internal women's network, is now operational in Boston, Chicago, London, Los Angeles, New-York, Paris, San Francisco and Shanghai. Piloted by volunteers, this network aims to accompany women in their career growth within the Groupe, and to act as a space for sharing ideas and experiences. The key objectives of *VivaWomen!* were approved during a P12/SLT meeting in July 2012 that

additionally discussed the topic of women's career advancement within the Groupe.

- **Well-being:** communications professionals face dual pressures – pressure from clients, which is natural and continuous; and stress arising from the digital revolution, which is new and subject to sharp and sudden change, potentially requiring shifts in skills and working methods on the part of us all. A great capacity for adaptation is therefore crucial, and the Groupe and its agencies work very attentively across all geographies to shape local programs sensitizing our staff to the topic of well-being at work, via pilot projects featuring third-party experts.

2 Society

The Groupe remains committed to a large number of organizations, including NGOs, universities and schools. This approach is centered on local commitments and emphasizes work in the interest of the community that is linked to organizations close to our agencies and their teams. *Pro bono* campaigns, or voluntary work, remain the finest illustration of the commitment of our agencies to causes close to their hearts.

3 Governance and Economics

The evolution of CSR Reporting enables us to improve procedures and actions in a broad range of sectors, leading to tangible results and a trajectory of real progress.

Regarding internal projects, this includes work underway with the Purchasing Division of the Groupe, which has led to the signature of an internal Charter for Responsible Purchasing that defines key criteria, as well as the revision of the CSR Questionnaire that is distributed to all the Groupe's main suppliers.

4 Environment

The Groupe has continued working along two main tracks. Firstly, heightened sensitivity training and information for our teams regarding the impact of their work and working methods. Internal initiatives such as GreenWeek and GreenDay have continued, with the strong implication of team members (Green Teams) in several agencies around the world. Secondly, information gathering has been improved, in order to ensure better evaluation of the overall direct environmental impact of the Groupe's activities. Calculation of the Groupe's Carbon Impact, which was effected for the fourth time in 2012 with the help of Bureau Veritas, has begun to have real impact on policies "upstream", as we aim to progressively find solutions that will reduce the direct impact of our agencies' activities.

A SELECTION OF 2012 PRO BONO CAMPAIGNS



PUBLICIS WORLDWIDE PARALIFE (PUBLICIS MEXICO)

Paralife is a non-profit dedicated to integrating people with disabilities into Mexico's job market, where a letter of recommendation is even more important than a résumé. Publicis Mexico looked for a disabled person who would offer his/her services in exchange for a letter of recommendation; they found Xicani. A web-site detailed Xicani's bio, and Facebook and Twitter encouraged people to interact with him. By the end of the first week Xicani had a choice of 25 jobs.



PUBLICIS WORLDWIDE PEARL (PUBLICIS CHINA)

In China, high school education is not free or universal, and many talented kids can't attend. They're like pearls that are abandoned before they get a chance to grow and shine. "Hope for Pearl" aims to sponsor children who wish to continue their education. It has created 32 Pearl classes in 12 provinces and sponsored over 1,600 students since 2008. Publicis Shanghai has worked with "Hope for Pearl" since December 2010, including coordinating annual internal donations.



LEO BURNETT WORLDWIDE RECIPEACE (LEO BURNETT CHICAGO)

Created by Leo Burnett Chicago and winner of the inaugural D&AD's White Pencil award recognizing social impact in marketing, Recipeace is a social movement designed to bring people together over a shared meal. The aim was to help to establish September 21 as the UN's annual, global, self-sustaining day of peace.



SAATCHI & SAATCHI CLOVER "THE LOCK OF A FAMILY" (SHANGHAI)

"The Lock of a Family" is a performance art event created for the Shanghai Clover Children's Rehabilitation Training Center to raise awareness about autism. Autistic children and family members sat inside five huge locks in a public square. The giant locks were wound with black knitting wool, to represent the issues of communication and helplessness often faced by families with autistic children.

STRENGTHENING THE GROUPE'S CSR POLICIES



SAATCHI & SAATCHI SPRINGWEL "SLEEP EXCHANGE" (INDIA)

Millions of homeless people in India have never experienced the comfort of a bed. Children growing up on the streets rest their heads on cold, hard pavement every night. Saatchi & Saatchi India and Springwel Mattresses came up with "Sleep Exchange", inviting customers buying a new mattress to take their old mattress to Springwel stores across India. The used mattresses are sent to a homeless shelter, giving both the donor and the recipient a good night's sleep.



ZENITHOPTIMEDIA BLOOD DONATION (RUSSIA)

Together with the Russian Ministry of Health, ZenithOptimedia's Russia office organizes Blood Donation Days twice a year for staff, clients and suppliers. People are encouraged to give blood or donations, and to become more aware of the issues. Plenty of Russian media pick up the event too.



STARCOM MEDIAVEST GROUP FOLLOW ME TO UNFOLLOW ME (PUERTO RICO)

To address Puerto Rico's rampant crime and prevent juvenile delinquency, SMG has developed a unique social idea. Our "Follow me to Unfollow me" Twitter campaign uses real tweets from real inmates as a crime deterrent. Followers can interact with convicted felons and truly experience what a life behind bars is like. Press coverage exploded and word of mouth was unprecedented.



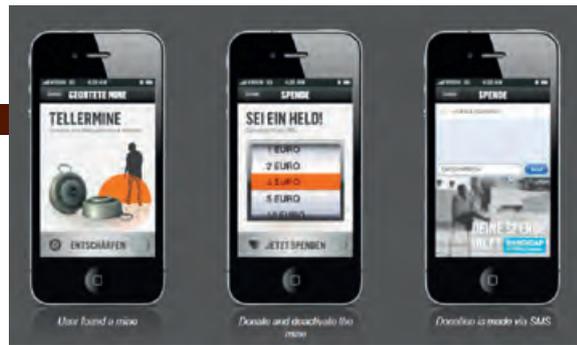
BBH REFUGE "DON'T COVER IT UP"

To raise awareness of teenage domestic violence, we asked Lauren Luke – a UK make up artist and YouTube sensation – to produce a video called "How to cover up after the night before". She performed her makeup tutorials, but this time she was covering up bruises and cuts. The film ended when she heard someone coming and fearfully switched off the camera. Over 1 million viewers watched and the story was covered in media across the globe. Web traffic and Direct Debit donations doubled.



**ROSETTA
SPECIAL OLYMPICS OF NEW JERSEY**

Special Olympics of New Jersey needed to differentiate their organization and fundraising efforts from the National Special Olympics Games, which will be held in New Jersey in 2013. Since New Jersey is often associated with fist pumps and body contests at the beach, Rosetta created an integrated campaign emphasizing state pride and showcasing the achievements of local athletes.



**RAZORFISH
"CITYMINES" HANDICAP INTERNATIONAL (BERLIN)**

Razorfish Berlin created a mobile app for Handicap International called CityMines, which transforms an iPhone into a mine detector. Upon detecting a mine, the user can donate towards its deactivation, view routes to already-marked mines, access mine statistics and share activity in real-time via Facebook. Even when turned off, the smartphone continues to detect and notify users of mine proximity. The app and supporting activity launched in December.



**MSLGROUP
BE:CAUSE FOR CITY LORE (MSL NEW YORK)**

Each year MSL New York issues a reverse RFP, granting \$100,000 worth of PR services to a New York non-profit. For 2012 we selected City Lore - an organization that fosters New York City and America's cultural heritage through education and public programs. 2012 marked City Lore's 25th anniversary, and our "25-days of lore" campaign helped establish brand cohesiveness under a single recognizable identity, building awareness of the organization and elevating its social cachet.



**PUBLICIS HEALTHCARE COMMUNICATIONS GROUP
PHILADELPHIA PUBLIC SCHOOLS (DIGITAS HEALTH)**

Digitas Health employees devote time each year to provide direct, on-site support for a local non-profit organization. For five years, the agency has channeled its creative spirit into revitalizing and transforming Philadelphia's public schools. In 2012, volunteers from Digitas Health and Razorfish Healthcare created an outdoor play area, cleaned classrooms, updated a library, and painted inspirational murals to welcome students from F. Amedee Bregy Elementary School.



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Основные показатели

主要指标

Números
Essenciais

Chiffres clés

KEY FIGURES



الأرقام الهامة

KENNZAHLEN

Cifras clave

נתונים עיקריים



KEY FIGURES



JEAN-MICHEL ETIENNE

Executive Vice President - CFO

Although forecasts were initially rather upbeat, 2012 was characterized by steadily increasing economic uncertainty, and by the lack of wide-ranging structural reforms, especially in the euro zone.

Despite this backdrop of uncertainty and poor market performance, Publicis Groupe posted record results in 2012. Consolidated revenue was 6,610 million euro, up 13.7% on the previous year. Organic growth was 2.9%, mainly driven by the USA, digital services and fast-growing countries, despite the prevailing general slowdown, the adverse effects of the loss of the GM Media and Search contracts, and the reduction of expenditure in the healthcare sector. Net New Business wins amounted to 3.5 billion dollars for the year 2012.

In 2012, Digital activities accounted for 32.9% of total revenue (up from 30.6% in 2011), and recorded 6.6% organic growth. Fast-growing countries generated 25.5% of total revenue (up from 24.3% in 2011), and also achieved 6.6% organic growth. Together, these activities represented 55% of total revenue in 2012.

The operating margin before depreciation and amortization was 1,190 million euro in 2012, up 15.1% from 1,034 million in 2011. Operating margin increased by 14.3% to 1,064 million euro.

The percentage operating margin was 16.1% in 2012, up 10 basis points on 2011. Given the level of organic growth, this is a very satisfactory achievement, especially as it includes all restructuring costs.

Personnel costs reached 4,076 million euro in 2012, up 12.8% from 3,615 million in 2011, and represented 61.7% of consolidated revenue. Strict control of staff costs remains a main concern, requiring that we operate carefully and selectively, investing in growth segments through targeted recruitment while reducing staff costs in sectors in decline and low-growth countries. A number of current investments (ERP, technological developments) should improve operational efficiency within 4 to 5 years. 2012 restructuring costs totaled 68 million euro, up from 39 million in 2011.

Other operating expenses (excluding depreciation) rose by 15.2% to 1,344 million euro, i.e. 20.3% of total revenue compared with 20.1% in 2011. This item included the continued downturn in General and Administrative expenses, as a result of the various cost optimization programs. It also included the non-capitalized part (except for staff costs) of digital investment projects, IT infrastructure costs, Research and Development, and acquisition-related costs (the latter amounted to some 14 million euro in 2012, up from 10 million in 2011).

Depreciation for the period was 126 million euro, after 103 million in 2011. Other non-current income and expenses amounted to 39 million euro, and mainly included remeasurement gain subsequent to the BBH takeover. Financial expenses were down sharply further to the redemption of the 2012 Eurobond and the conversion, in July, of all outstanding 2014 Oceane convertible bonds.

Net income attributable to the Groupe reached 737 million euro, a new record after 600 million euro achieved in 2011. Diluted EPS was 3.36 euro per share, up 27.3%.

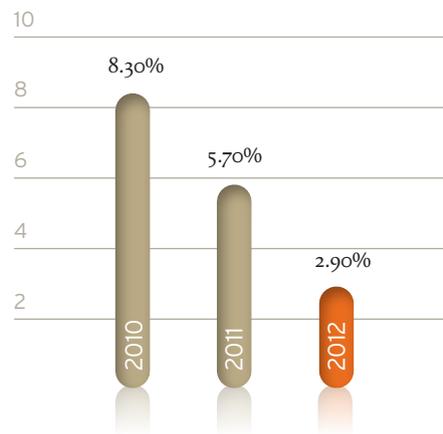
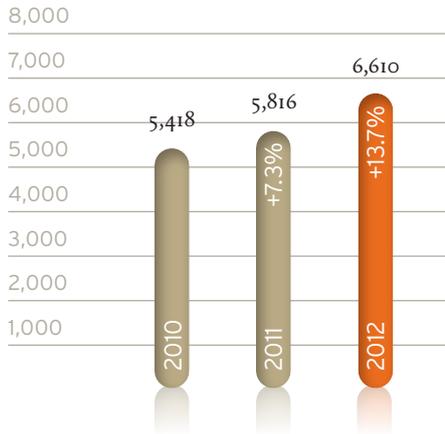
At year-end 2012, the Groupe's net cash was a positive 218 million euro, after a net financial debt of 110 million euro at December 31, 2011.

Conversion of the 2014 Oceane bonds led to an increase in shareholders' equity of 694 million euro, thus reinforcing the Groupe balance sheet.

The proposed dividend is 0.90 euro, up 28.6%. This represents a pay-out ratio of 24.5%, an increase in line with the Groupe's commitment to raise this ratio to 35% in the coming years.

The stock-market performance of Publicis shares was in line with sector peers and far superior to that of the CAC 40 index. In 2012, the Publicis share price rose 27.3%, while the CAC 40 rose 15.2% and the Euro Stoxx Media-SXME index 13.0%. Publicis Groupe's leading position in the digital sector, as well as its continued expansion in fast-growing countries, should continue to reinforce its position in the stock markets.

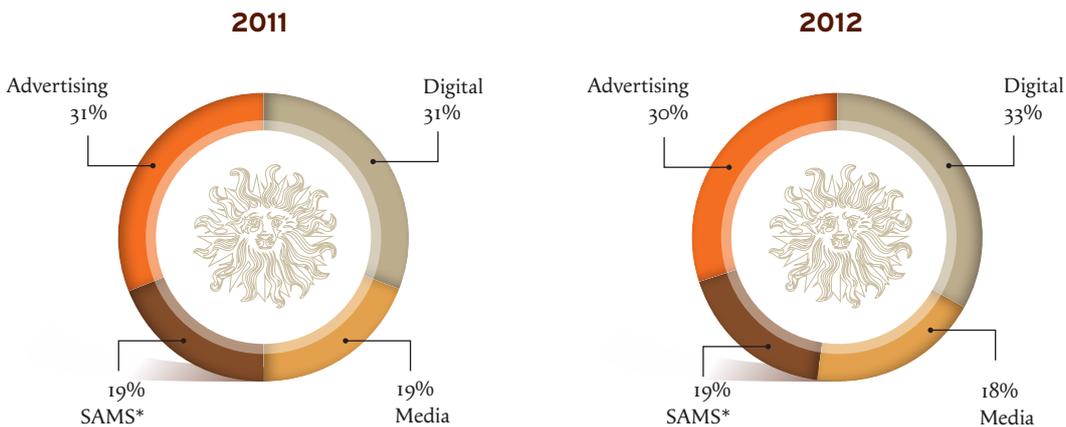
REVENUE AND ORGANIC GROWTH



> REVENUE (EUR million)

> ORGANIC GROWTH RATE

The Groupe's 2012 revenue is 6.61 billion euros, up +13.7% compared to 2011 – an increase in organic growth (excluding the impact of acquisitions and exchange rate variations) of +2.9%.

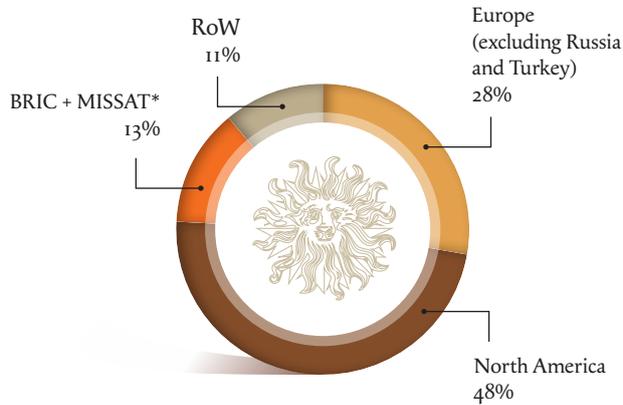


* SAMS : Specialized agencies and marketing services

> REVENUE BY ACTIVITY

Revenue by activity is balanced. Digital is now the Groupe's number one activity.

REVENUE AND ORGANIC GROWTH



ORGANIC GROWTH BY GEOGRAPHY

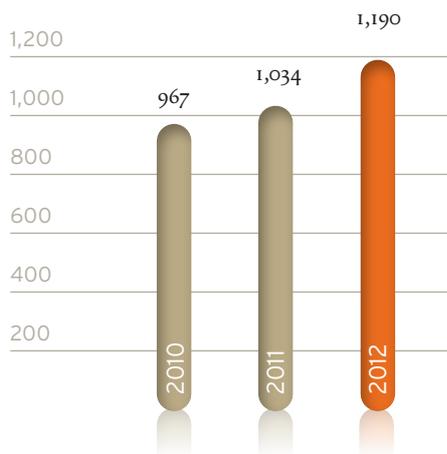
	FY 2012	Q4 2012
Europe (excluding Russia and Turkey)	-0.3%	0.8%
North America	3.0%	3.7%
BRIC + MISSAT*	10.1%	13.0%
ROW	3.5%	2.8%
Publicis Groupe	2.9%	3.9%

* BRIC : Brazil, Russia, India, China ; MISSAT : Mexico, Indonesia, Singapore, South Africa, Turkey

> REVENUE BY GEOGRAPHY

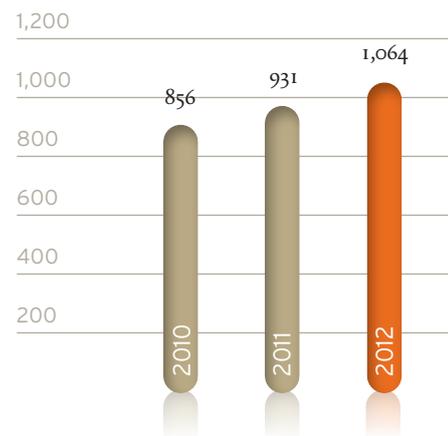
- Organic growth in fast growing countries (BRIC + MISSAT) was especially significant, reaching +10.1%. Organic growth in North America increased by +3%, thanks to strong performances in medias and digital. Europe fell by -0.3%.

OPERATING MARGIN



> OPERATING MARGIN BEFORE DEPRECIATION AND AMORTIZATION (EUR million)

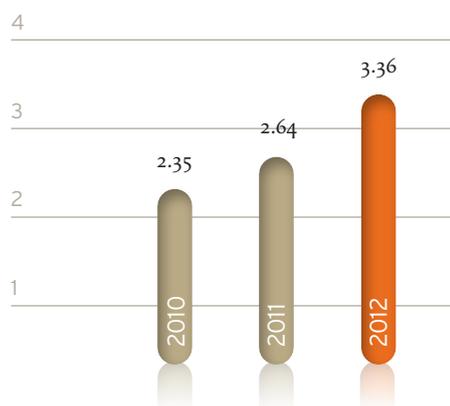
- Operating margin before depreciation and amortization is 1.19 billion, an increase of +15.1%



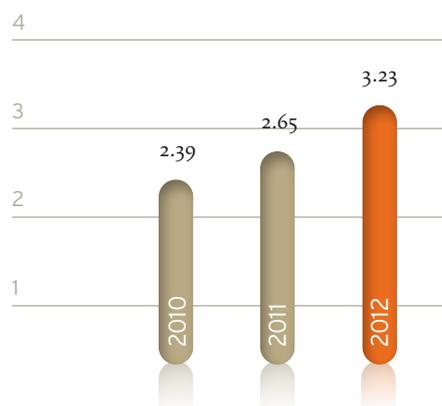
> OPERATING MARGIN (EUR million)

- Operating margin reached over 1 billion for the first time in the Groupe's history. It represents 16.1% of revenue.

SHARES



> DILUTED EARNINGS PER SHARE (EUR)

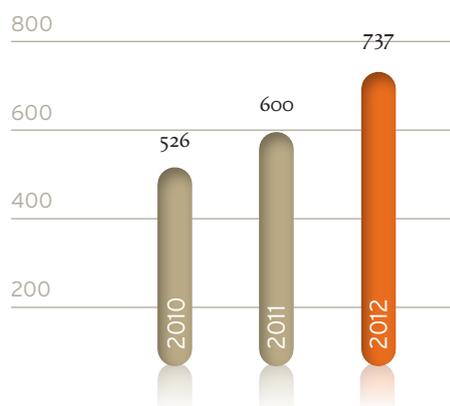


> HEADLINE* DILUTED EARNINGS PER SHARE (EUR)

* After elimination of impairment charge, amortization on intangible arising on acquisition, main capital/remeasurement gains (losses) (including mainly BBH takeover) and earn-out revaluation.

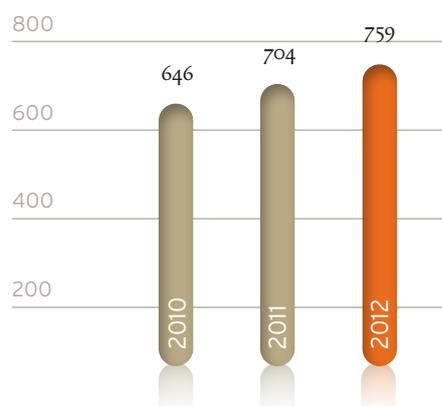
► Diluted earnings per share has reached 3.36 euros, an increase of +27.3% compared to 2011.

NET INCOME AND FREE CASH FLOW



> GROUP NET INCOME (EUR million)

► Net income has increased by +22.8%.

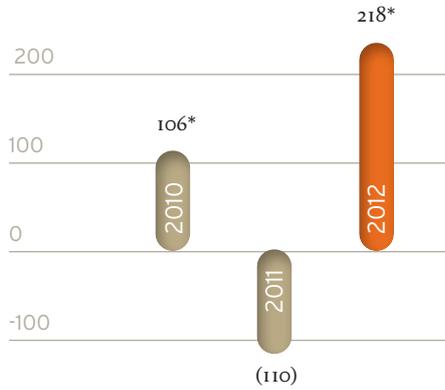


> FREE CASH FLOW EXCLUDING CHANGE IN WCR* (EUR million)

* WCR : Working Capital Requirement

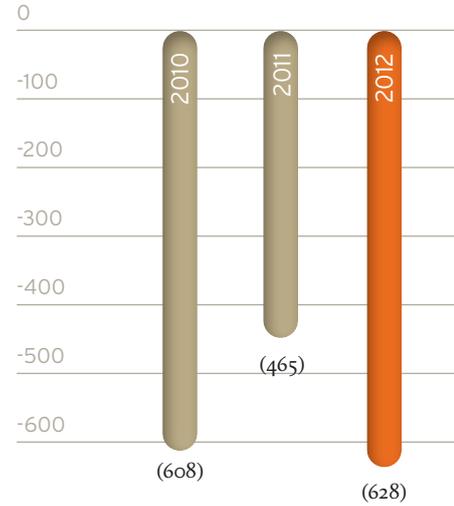
► Free Cash Flow before change in WCR is up by +7.8%.

DEBT



* Net cash position

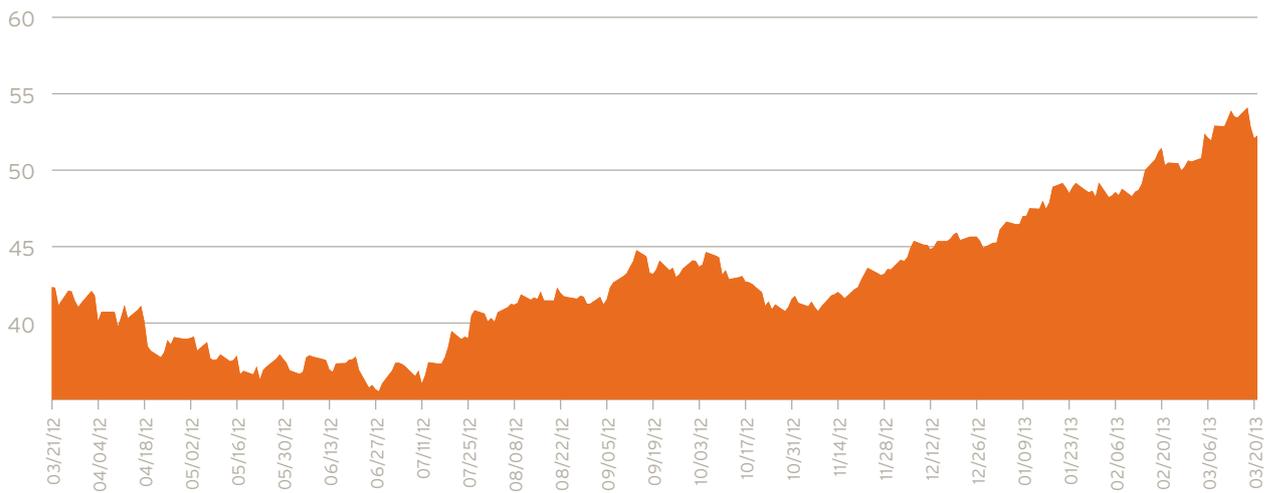
> NET DEBT/NET CASH POSITION AT DECEMBER 31 (EUR million)



> AVERAGE NET DEBT (EUR million)

Net debt has improved by 328 million euros at 31 December 2012 compared to the previous year.

STOCK PRICE



> SHARE PRICE PERFORMANCE (EUR)

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