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MESSAGE FROM ÉLISABETH BADINTER

Élisabeth Badinter
CHAIR OF THE SUPERVISORY BOARD



The trees that survive the longest are typically those with the deepest roots. Their resilience comes from these roots, which also allow them to grow.

That is how I see Publicis Groupe: never has our Groupe been as strong as it is now, and indeed its future may never have looked so bright. The world is undergoing profound change and it is our destiny at Publicis Groupe to change with it: that is how it went from being French to European, and then Global, becoming the no.3 worldwide. I would, however, like to stress that what made these transformations successful was its ability to preserve its spirit and its values.

This spirit is our greatest asset. It has been instilled, nurtured and protected for the past 88 years by Marcel Bleustein-Blanchet and more recently by Maurice Lévy. This managerial stability is part of the DNA of Publicis Groupe. Just like the sense of duty of its managers, who through their sound and ethical management show their willingness to place the collective interests of the Groupe before their own.

I am proud to say that the Groupe's upright approach, which contributes to its performance, has made it a model for many.

In 2013, Publicis Groupe once again reaffirmed its ability to stay the course, underpinned by

its long-standing qualities: talent, boldness and intuition; qualities that I saw at work during what was a particularly challenging year worldwide. On an economic front, the expected exit from the recession didn't materialize. The economies of emerging markets, which were expected to support global growth, weakened, particularly in the fourth quarter.

At the same time, the increasing intrusion of digital technologies into daily life continued to change behavior, inexorably transforming society. All of us, individually and collectively, now aspire to take control of our destiny: power no longer seems to be the sole preserve of some authority. And consumers want to be advised but also to advise, achieve a greater degree of decision-making autonomy and participate in the discussion.

This has naturally been reflected in our activities, with digital services representing an ever-greater proportion. Helping brands to take on board this new order and adapt their investment strategy is a tremendous challenge for a communications group such as ours! In fact, even last year, I stressed that Publicis Groupe was never as successful as when faced with a challenge.

The remarkable results in 2013 once again reaffirmed this, with double-digit growth rates almost across the board. Had it not been for the

decline in emerging markets, we would have been on the verge of excellence.

We owe this performance to Maurice Lévy who, ever the visionary, saw early on that our fate is now intimately bound up with our ability to master these technologies and above all to help advance them. He enabled Publicis Groupe to take the lead and to turn it into the no.1 player in digital communications worldwide. I would like to take this opportunity to pay special tribute to him.

Our success is also due to all of our teams, who never faltered in the face of heightened competition. Ever talented and tenacious, they have shown in great style their ability to compete with the best—and in many instances to be the best. I would like to take this opportunity to thank them for their ongoing and relentless commitment.

During this transition phase, they will have to acquire new skills, adopt new approaches. In short, feed their creativity and develop new ways of working so as to better serve their clients. This climate never dented their efforts, on the contrary and even during a year that saw the announcement of the planned merger of Publicis Groupe and Omnicom Group, in the course of last summer.

“In 2013, Publicis Groupe once again reaffirmed its ability to stay the course, underpinned by its long-standing qualities: talent, boldness and intuition; qualities that I saw at work during what was a particularly challenging year worldwide.”

As I am writing this, this ambitious deal, which received the unanimous backing of the Supervisory Board, is still not yet final. It must in particular be voted upon by our shareholders. Numerous challenges and obstacles are in the way, requiring extensive efforts.

Making this union a success, in the best possible way, means respecting each side's culture and of the teams.

A big thank you to everyone who has contributed and will contribute to the success of Publicis Groupe and to its future. Being at the head of the Supervisory Board for over 15 years, I know our industry well, its strengths and its weaknesses and my confidence in our Groupe is steadfast.



INTERVIEW WITH MAURICE LÉVY

Maurice Lévy

CHAIRMAN & CEO, PUBLICIS GROUPE
CHAIRMAN OF THE MANAGEMENT BOARD
PRESIDENT OF P-12
EXECUTIVE COMMITTEE



Economic recovery was expected in 2013—both from a macroeconomic standpoint and from the perspective of the advertising market—but the reality is more complex. What are your views on this second transitional year of global growth?

Since the collapse of Lehman Brothers, the global economy has never truly recovered. I have a feeling that, in a few years, we will realize that this crisis was in fact deeper and more severe than the Crash of 1929. Its impact was not as violent because, fortunately, safety nets have been in place since the end of World War II to contain the most damaging effects.

Taking a bird's eye view, it is tempting to say that, despite the deficit and the size of the debt, the United States has introduced policies that have significantly reduced unemployment; that Europe has overcome the euro crisis, but that the effects on individual countries are so contrasting that a recovery in Europe is still far off; and that in emerging economies, for reasons specific to each, the crisis happened later, sometimes aggravated by political problems, and has caused growth to wane.

These circumstances have generated three challenges.

The first is a European one, and relates to trust: We must boost investment so that this vast market of 500 million consumers becomes a driver of the global economy once again. Trust will return only if strong, tangible and (unfortunately) painful measures are taken by European countries—first and foremost, France.

The second challenge is the one confronting emerging countries. There are as many different situations as there are countries. Still, let us look at the largest one of all, China, now the world's second-largest economy. The new model that the Chinese authorities have adopted in their most recent five-year plan is geared towards an economy based (or at least heavily reliant) on consumption—a far cry from yesterday's growth model, which depended on investments, infrastructure and production. This new model has not yet proven its capacity to generate as much growth as we have seen in recent years, but we are still in a transitional phase.

The third and final challenge is faced by us all, and relates to changes in our societies driven by the digital revolution. Contrary to common perceptions, this is not just about making tools available to people—in other words, an incremental transformation. What we are experiencing is a radical, deep, and irreversible change in the very workings of society—a transformation that affects education,

communications, personal relations, as well as health, trade and privacy, and is leading society to rethink the state-dominated model whereby everything trickles down from above. This type of organization reaches its limits in a society where “empowerment” comes from information and the sharing of knowledge. New technologies offer opportunities for collective and individual expression, creating a wealth of networks that bypass traditional, hierarchical modes. This in fact explains the Arab Spring, the revolution in Ukraine (although Facebook and Twitter did not play the same role as in Tunisia and Egypt) and the rise in horizontal relations between businesses subject to unprecedented transparency requirements. And this is only the beginning of the transformation.

In this difficult environment, you describe 2013 as a “record year”, in particular in terms of profitability. How do you explain this success?

This was indeed a record year: All of our results (revenue, gross margin, net profits and cash flow) reached record levels. The year 2013 was undeniably an exceptional year, and I would like to take this opportunity to congratulate all of our teams. Once again, they demonstrated talent and dedication. I also sincerely thank our clients, who continue to honor us with their valued trust. Of

“All of our results (revenue, gross margin, net profits and cash flow) reached record levels. The year 2013 was undeniably an exceptional year.”

course, the strategy we have put in place over recent years has underpinned this performance, and it would have been even greater had we not experienced slightly disappointing growth in the last quarter.

Emerging economies impacted growth in the fourth quarter, and you have referred to this as a “slight cloud” in a blue sky. How so?

It's true that growth was weak on account of a few regional weaknesses, mostly due to emerging economies. A significant proportion of our business involves the luxury sector, particularly in China, which made matters worse. I am convinced that this is only a small cloud on the horizon, and that these regions will return to growth in 2014. To achieve this goal, we need to see an economic recovery in these countries, but also work harder ourselves on higher-growth segments. This means that we must be ever more alert and dynamic. We have many solid assets and resources, and I believe our efforts will start bearing fruit in the spring.



How do you envisage 2014 for the advertising market and Publicis Groupe?

Two major events will have taken place this year: the Olympic Games in Sochi, Russia, and the FIFA World Cup in Brazil. The former will not generate new growth. Yet the latter has every chance of attracting advertisers, thereby spurring renewed investment. Protests and riots should diminish as we get closer to the event. Brazilians are very proud to host the World Cup.

Remember that ZenithOptimedia is estimating growth in media investment of 5.3% in 2014, which should translate into growth of around 3.5% for the Agencies market. These figures, while not exceptional, are more encouraging than they have been in recent years. There is one unknown: whether or not Europe drags its feet. This brings me back to the key issue—the global economy—with Europe playing a tune that is more *moderato* than *allegro*.

We have set ambitious internal objectives: growth above the 4% mark, and improved margins. To achieve these aims, we must all put our noses to the grindstone. First and foremost, we must offer our clients the best possible solutions to help them succeed in a complex world. We need to grow with them by offering a full range of digital tools; gain market share in

all regions with promising growth; and, finally, to capture new business for our client portfolio. Retain and attract new, different and original talent. In other words, cover all the bases.

The year 2013 was marked by the announcement of the 2013-2018 strategic plan. Where does Publicis Groupe stand today, in terms of the 2018 targets you reiterated when the annual financial results were released?

The 2018 plan was drafted before the merger with Omnicom Group was launched. This plan should allow us to reach margins of 18-20% by 2018, and our performance in 2013 has put us in an exceptional position to achieve this goal. The measures included in the 2018 plan are now in place, and we are moving forward according to plan. Setting the merger aside for the sake of argument, I confirm our objectives without hesitation, and am confident we will achieve them.

The second key event in 2013 was continued investment in the digital sector, most notably with the purchase of LBi, and digital now represents 40% of your revenue. Is the analog world a thing of the past or, to phrase the question differently, what is the new paradigm for the advertising industry?

This sector accounted for more than 40% of our revenue in the fourth quarter, which means that we are well on our way to meeting our 50% objective for 2018. Of course, this is partly attributable to the acquisition of LBi, but partly also owing to the rapid growth of the digital market. Our decision to move towards digital has proven to be very wise. As I mentioned in my introductory comments on tomorrow's challenges, the digital challenge is the most important one, because it affects our habits every day and in every way—from healthcare and education to shopping, communicating and working. In short, every aspect of our lives, including mobility. Needless to say, the advertising sector will not be unaffected by this revolution, the greatest impact of which is yet to be felt by society at large. Again, I am tempted to compare it to a tsunami: the wave is strong and fast, but still not within view. Once it hits our shores, it will overwhelm us—hence the pressing need to be prepared.

“Publicis Groupe is without a doubt the group that successfully combines three dimensions: emotion, strategy and technology. This creates a form of alchemy, generating optimal results, the best ideas and the most precise measurements.”

Does this mean that analog technology is dead? Doubtless yes, in the long run, but this does not mean that print media will disappear, as they can still evolve and incorporate the digital world. I am pleased that Publicis Groupe is at the heart of these digital innovations in the advertising and business sectors. We therefore benefit from a competitive advantage, which we pass on to our clients. Yes, Publicis Groupe is absolutely committed to the digital revolution, and that is one of its values.

Do you intend to continue your investments in this strategic digital segment, as you announced in April 2013 on Investor Day when discussing the planned merger?

Yes, of course. When a strategy is successful, changing it would be absurd. What makes Publicis Groupe attractive and enhances its value is, naturally, the strength of its digital capability. This will obviously be at the heart of any communications group's strategy, and the lead we have is an essential asset for Publicis

Groupe as we stand today, and for tomorrow in terms of the forthcoming merger with Omnicom Group.

What about the place of agencies involved in the Big Data sector? In other words, what balance can be struck between creativity and a quantitative approach?

Anyone interested in advertising and its history knows that the debate between science and art has always existed. The need to achieve our clients' objectives creates friction between creativity—which is based on intuition, emotions, ideas, imagination, psychology and sociology—and science, which rationalizes approaches, and has led us to develop simulation or operational research models, and even adopt logician-specific approaches.

Today, the picture is more complex because of a third dimension added to the scientific and artistic ones: technology. Publicis Groupe is without a doubt the group that successfully

combines these three dimensions: emotion (EQ: Emotional Quotient), strategy (QI) and technology (QT). This creates a form of alchemy, generating optimal results, the best ideas and the most precise measurements.

In this Big Data era, “digital” and “scale” are often associated with each other. But in a digital world, can we not ignore “scale”? I’m referring in particular to the tremendous success of startups that demonstrate “scalability” more than “scale”.

Big Data is first and foremost an issue involving large numbers, and therefore raises the question of resources. Hence the advantage of size, or “scale”. Once this new size has been reached, the scaling effect spreads, allowing for new levels of growth to be attained. I believe this model will increasingly resemble that of technology companies—but with imagination and ideas. Publicis has heavily invested in this area and is remarkably well equipped to rise to the challenge and offer our clients the best in the sector.



Now that your sector has entered the digital movement, your competition includes Google, Yahoo!, Facebook and other major digital players. How will you maintain a balanced relationship with these Internet giants?

I do not see any competition in this area, except maybe marginally. Major digital operators are in fact partners with whom we must have very close, balanced ties, while keeping our eyes wide open. It would be absurd to label them as rivals, potentially depriving our clients from access to these platforms. Publicis Groupe decided on a digital approach very early on and signed the first partnerships with Web giants. Today, it is the leading global advertising and communications group in the digital sector. To date, our analysis has proven correct.

Can you explain the factors underpinning the planned merger with Omnicom Group?

First, it's important to highlight that this merger was not conceived out of necessity. Each of the two groups carries itself well and has a bright future in its own right. The decision to realize this project was dictated

by the opportunity to bring added value to our colleagues, our clients and our shareholders.

This planned merger is one of equals, and therefore requires striking a subtle balance. What safety nets have you put in place to protect the principles and values that are key to you?

It is true that acquisitions are simpler: the acquirer is king. A merger between equals requires constant dialogue to keep a balance, because the merger cannot take place at the expense of one or the other group. Balance is the project's cornerstone, and requires real efforts on both sides.

Above all, we have to respect the equilibriums between the two groups in the distribution of roles, in the operations, all the while playing on our respective strengths.

Generally speaking (and at the risk of oversimplifying), Publicis Groupe's model targets a value-based strategy while Omnicom Group's historically generates lower margins. What should Publicis Omnicom Group's model look like?

As always, when it comes to numbers, things are not as clear cut as they seem. It's clear that the Publicis model has built a firm position in the market as the one able to generate the best margins thanks to tools like "shared services"; both a mindset and a method that have proven themselves. It is important to do everything to preserve them and to avoid their dilution, which would only lead to destroying value.

We have also advanced considerably ahead of schedule in digital and innovation. In these areas too, it is important to avoid dilution of our benefits.

In 88 years, Publicis Groupe has only had two CEOs. The company has always had a very strong history and kept its identity, even when the family-owned company ranked third worldwide. How you do you intend to reconcile this unique identity with Omnicom Group's culture?

This is not a simple issue, but it is the price to pay for two exceptional histories. We are very good at advising our clients and must prove that we are just as strong in managing ourselves and in making the right decisions.

“When I look back at Publicis Groupe's history from the origins, or since I took over as Chairman of the Management Board, I would like to say ‘not bad’. Looking ahead, I think, ‘There is still so much left to do’.”

Does the risk of the merger not going through exist? And in this case, what would happen to Publicis Groupe?

Every merger is subject to a certain number of administrative processes and decisions, like the shareholders' vote. We have taken every precaution so that the merger of equals is carried out. This risk was well evaluated. However, the obstacles and challenges are greater than expected and have created a climate of uncertainty. We are doing everything we can to overcome them. In the hypothetical case where, for a reason that I have trouble imagining, the merger does not come to term, I am not worried for Publicis: It's the most wonderful company in the sector, with the highest percentage of digital activity, the best profitability, an exceptional client portfolio, and from my point of view, the best talents in the industry. I reiterate that we also have the most robust track record in the sector. Of course, I would hate to see the operation not go through: I am working at it with lots of energy and with

wonderful teams—whom I would like to take a moment to thank—but, the future of Publicis Groupe is bright, with or without Omnicom Group.

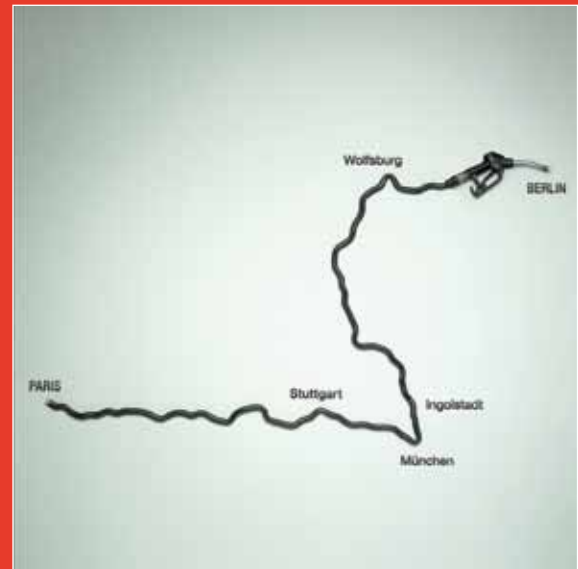
You have been alone at the helm for 27 years. How do you view a 30-month stint as co-CEO? What will your role and responsibilities be as the head of the Board of Directors of the merged group?

I have never led the company alone and have always teamed up with strong personalities who knew how to voice their opinions. During this period, the Management Board played a key role, as did the Supervisory Board, initially with Marcel Bleustein-Blanchet for a few years, then with Élisabeth Badinter, with whom I have always spoken regularly to discuss key issues and strategy. The harmonious relations between the Management Board, the Supervisory Board and the Groupe's top executives are no doubt one of the keys to Publicis Groupe's success.

I would like to take this opportunity to sincerely thank all of those who have contributed to Publicis Groupe's success: our clients, of course, and all of our employees, who have contributed to our achievements. The exceptional P-12 and SLT teams and the members of the Management Board have played a very important role in our wins and successes. I would also like to bring up our Supervisory Board and its Chairwoman. A trusting environment is in place, respectful of every member's personality and role, and allowing for numerous obstacles to be overcome.

When you look back, what do you see? And how do you see the future?

When I look back at Publicis Groupe's history from the origins, or since I took over as Chairman of the Management Board, I would like to say "not bad". Looking ahead, I think, "There is still so much left to do."



THE GROUPE





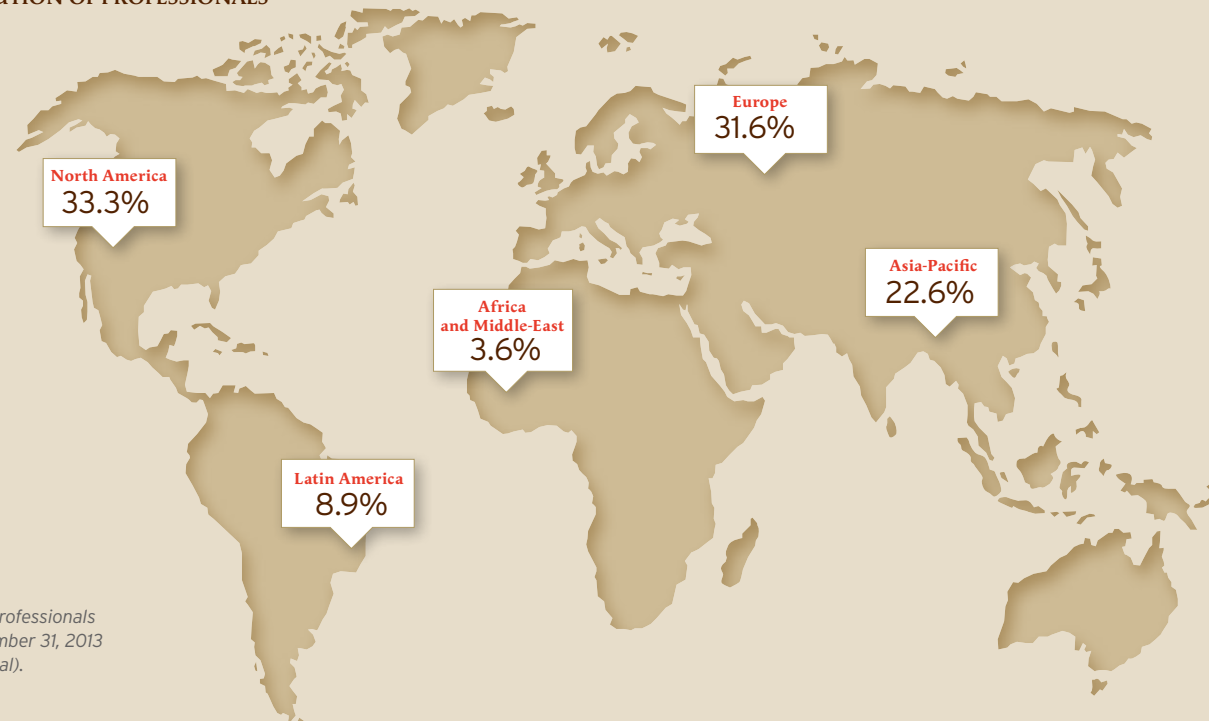
PUBLICIS GROUPE: THE HUMAN DIGITAL AGENCY

Publicis Groupe [Euronext Paris FR0000130577, CAC 40] is one of the world's leading communications groups offering a full range of services and skills: digital (DigitasLBi, Razorfish, VivaKi, Rosetta); advertising (Leo Burnett, Publicis Worldwide, Saatchi & Saatchi, BBH); public affairs, corporate communications and events (MSLGROUP); media strategy, planning and buying (Starcom MediaVest Group and ZenithOptimedia); healthcare communications with Publicis Healthcare Communications Group (PHCG); and finally, brand asset production with Prodigious.

Founded in 1926 by Marcel Bleustein-Blanchet, Publicis has grown from a small creative hot shop to the world's third largest communications group with over 62,000 professionals throughout 108 countries around the world. Publicis Groupe is known as a pioneer in digital and interactive communications, and a leader in fast growing markets.

In 1987, Maurice Lévy succeeded Marcel Bleustein-Blanchet as Chairman and CEO of Publicis Groupe, making him only the second CEO in the 88-year history of the Groupe.

DISTRIBUTION OF PROFESSIONALS



Full-time professionals
as of December 31, 2013
(62,533 total).

Viva la Difference !

- Marcel Bleustein-Blanchet founded Publicis in 1926 at age 20, and soon became a pioneer in the industry, credited as the father of radio advertising, a master of advertising in newspapers and magazines, and the first to utilize television for advertising product launches-considered a new media of the time in France.
- Publicis Groupe's view of the future: to continue to deliver integrated, creative solutions using all forms of digital technology and innovation to our clients, helping them rise to the challenges of the high speed world of advertising and communications, the world over.

Key Rankings

- Publicis Groupe is the 3rd largest communications group worldwide (AdAge 2013).
- A leader and pioneer in digital and interactive communications (38.4% of 2013 Groupe revenue).
- A media leader, including networks Starcom MediaVest Group, as the 1st global media network with 2nd overall media activity, and ZenithOptimedia, 3rd global media network. (RECMA 2013).
- World leader in healthcare communications (PHCG) for the fourth consecutive year (AdAge 2013).
- Publicis Groupe is a leader in all of the world's 15th largest advertising markets, excluding Japan.

Creative Recognition

- Since 2004, Publicis Groupe is ranked first in Creative Performance by the Gunn Report.
- In 2013, Publicis Groupe's networks and agencies were awarded internationally at over 30 Agency/Network of the Year awards.
- In 2013, Publicis Groupe agencies were awarded 174 Lions at the 60th Cannes Lions International Festival of Creativity.

The Human Digital Agency

- IQ, EQ and TQ-The combination of insight, emotion and technology. There's a sweet spot at the intersection of digital intelligence and emotion, and that's where you'll find Publicis Groupe: The Human Digital Agency.

KEY FIGURES 2013

REVENUE
€6,953 M

PERCENT OF REVENUE
FROM DIGITAL
38.4%

GROUPE NET INCOME*
€816 M

DILUTED EPS*
€3.64

DIVIDEND
€1.10

NEW BUSINESS
\$4.5 B

EMPLOYEES
62,000

GLOBAL PRESENCE
108 countries

OPERATING MARGIN*
€1,145 M

OPERATING MARGIN RATE*
16.5%

* Excluding costs connected to the proposed
merger with Omnicom Group.



SUPERVISORY BOARD

ÉLISABETH BADINTER

Chair of the Supervisory Board

Daughter of Marcel Bleustein-Blanchet—the founder of Publicis—Mrs. Badinter is a philosopher. The author of numerous books, she has taught at the École Polytechnique in Paris. She joined the Supervisory Board in 1987 and is its Chair since 1996.



MARIE-JOSÉE KRAVIS

Senior Fellow, Hudson Institute

A Senior Fellow at the Hudson Institute, Marie-Josée Kravis is an economist specialized in public policy analysis and strategic planning. She is a member of several Supervisory Boards, including LVMH, the Qatar Museum Authority and that of the Sloan Kettering Institute. She is also President of the Museum of Modern Art in New York (MoMA).



HÉLÈNE PLOIX

Chair of Pechel Industries Partenaires

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



VÉRONIQUE MORALI

President of Fimalac Développement

After serving as a Finance Inspector in the French civil service, Véronique Morali joined Fimalac in 1990. Today, she is President of Fimalac Développement, Chair of Webedia, and a member of the Board and Vice-Chair of Fitch Group. She is also a member of the Board of Fimalac, the Compagnie Financière Edmond de Rothschild, Coca-Cola Entreprise, Publicis Groupe and the Women's Forum. She is the President of the 'Force Femmes' association and co-founder of Women Corporate Directors Paris.



GÉRARD WORMS

Vice-Chairman of Rothschild Europe

Gérard Worms is Vice-Chairman of Rothschild Europe and Senior Advisor of Rothschild & Cie. He is also Honorary President of the International Chamber of Commerce (ICC), and President of the Comité Français. After holding 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.



AMAURY DE SEZE

Vice-Chairman of Power Financial Corporation of Canada

Vice-Chairman of Power Financial Corporation in Canada, Amaury de Seze is also Chairman of the Supervisory Board of PAI Partners, 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).

JEAN CHAREST

Partner, McCarthy Tétrault LLP; Former Prime Minister of Quebec; Member of the Queen's Privy Council for Canada

A lawyer by training, Jean Charest was first elected to the House of Commons of Canada in 1984. At age 28, he became the youngest member of the cabinet in Canada's history when he was appointed Minister of State for Youth. He has also served as Environment Minister (leading Canada's delegation to the 1992 Rio Earth Summit), Industry Minister, and Deputy Prime Minister. He was Premier of Quebec from 2003 to 2012. He is currently a partner at McCarthy Tétrault LLP and a member of the Queen's Privy Council for Canada.

MICHEL CICUREL

President of Michel Cicurel Conseil Chairman of the Board of the Banque Leonardo

Michel Cicurel has held numerous positions in the course of his career, notably at the French Finance Ministry (Treasury), at Compagnie Bancaire (founder of Cortal), and within the Danone and Cerus Groups. He has also chaired the Management Board of Compagnie Financière Edmond de Rothschild Banque. Today, he is President of Michel Cicurel Conseil and of Banque Leonardo, and a member of several boards, including at Bouygues Télécom and at Société Générale. He is also Vice-President of Coe-Rexcode.



SOPHIE DULAC

Vice-Chair of the Supervisory Board

Granddaughter of Marcel Bleustein-Blanchet—the founder of Publicis—and niece of Elisabeth Badinter, Mrs. Dulac began her career as the founder and managing director of a recruitment consultancy. Since 2001, she heads film exhibition company Les Écrans de Paris. She also manages film production and distribution companies Sophie Dulac Productions and Sophie Dulac Distribution.

CLAUDINE BIENAIMÉ

Member of the Supervisory Board

Claudine Bienaimé joined Publicis in 1966, working in the department of Technical Management. She subsequently became Financial Controller, then General Secretary of Publicis Conseil (1978) and President of the French media division (1995). Named General Secretary of Publicis Groupe in 2001, and a member of the Management Board from 2004, she oversaw the Groupe's human resources, legal and internal audit divisions through the end of 2007. Since June 2008, she has been a member of the Supervisory Board and sits on two of its committees.

MARIE-CLAUDE MAYER

Worldwide Account Director for the L'Oréal Group

Marie-Claude Mayer began her career at Publicis Conseil in 1972, and has held various management positions since then. 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.



MICHEL HALPÉRIN

Member of the Grand Council of Geneva

An attorney at the Geneva bar, Michel Halpérin was a member of the Bar Council and subsequently President of the Geneva bar. He has held several political posts, including (in his capacity as deputy) serving on the Grand Council of the Republic and the Canton of Geneva, which he has also presided. He is an independent director on the boards of several companies: He is Vice-President of the Board of Directors of BNP Paribas (Switzerland), and President of the University Hospitals of Geneva.

SIMON BADINTER

Member of the Supervisory Board of Publicis Groupe

Son of Elisabeth Badinter, Simon Badinter is a member of the Supervisory Board of Mediavision. He was on the Management Board of Médias & Régies Europe from 1999 to 2013, and served as Director of International Development (in 1996) and Chairman (2003-2011) of MRE Europe, then as Chairman of MRE North America between 2011 and 2013. Today, Mr. Badinter hosts a radio talk show in the US called "The Rendezvous."

HENRI-CALIXTE SUAUDEAU

Member of the Board of Publicis Conseil

Henri-Calixte Suaudeau is a member of the Board of Publicis Conseil, and has held several other management positions within the Groupe. He also oversees the *Fondation Marcel Bleustein-Blanchet pour la Vocation*.

COMMITTEES

AUDIT COMMITTEE

Gérard Worms, President
Claudine Bienaimé
Hélène Ploix

COMPENSATION COMMITTEE

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

NOMINATION 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

MANAGEMENT BOARD

MAURICE LÉVY

Chairman & CEO, Publicis Groupe; Chairman of the Management Board; President of the P-12 Executive Committee

Maurice Lévy is Chairman and CEO of Publicis Groupe. He is widely recognized as a leading figure in the communications industry, responsible for the Groupe's international expansion and pioneering strategic focus on digital communication and fast growing markets. Mr. Lévy also serves as the Chairman of the Board for several entities, including the International Board of Governors (IBoG) for the Peres Center for Peace, and the Media, Entertainment and Information Board of the World Economic Forum. Mr. Lévy has been honored with numerous distinctions and accolades for his contributions to communications and media, business leadership, innovation, tolerance and diversity.



JEAN-YVES NAOURI

Chief Operating Officer, Publicis Groupe; Member of the Management Board and of the P-12

Jean-Yves Naouri is COO of Publicis Groupe. He also oversees Publicis Healthcare Communications Group, Rosetta, Prodigious (Production Platforms) and China Publicis Groupe. Additionally, he pilots the Shared Services Centers, IT, Procurement, Insurance and Real Estate. Jean-Yves is a member of the P-12 Executive Committee and the Management Board (*Directoire*) of Publicis Groupe. He has been with the Groupe since 1993, when he joined as a founding partner of Publicis Consultants. Before, he worked as an engineer in various fields and was Cabinet Advisor of the French Ministry of Industry.



TOM BERNARDIN

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

Tom Bernardin is Chairman and CEO of Leo Burnett Worldwide, a 1 billion euro company that is one of the leading communications agencies in the world. With a focus on HumanKind, Tom and his global leadership team drive and inspire the company towards innovation, growth and outstanding creative campaigns that yield results for many of the world's top brands.



LAURA DESMOND

Global CEO, Starcom MediaVest Group; Member of the P-12

Laura Desmond runs the largest media network in the world, with over 8,000 employees, 130 offices and over \$40 billion in client marketing investments. SMG has earned more honors for its output and talent than any other media network in the world, including more than 525 creative, media and Agency of the Year distinctions in 2013 alone. Laura has received multiple accolades as a global media-industry leader.



ANNE-GABRIELLE HEILBRONNER

Senior Vice-President, General Secretary, Publicis Groupe; Member of the P-12

Anne-Gabrielle Heilbronner is Secretary of the Supervisory Board and oversees Human Resources, legal affairs, compliance, internal audit and risk management. A former member of the Inspection Générale des Finances and an alumnus of the École Nationale d'Administration (ENA), she is also a graduate of Paris business school ESCP and of IEP (Sciences Po Paris), and has a degree in Law. After holding positions at the French Treasury and in a number of ministries, she worked at Euris/Rallye, at the SNCF and at Société Générale Corporate & Investment Banking.



JEAN-MICHEL ÉTIENNE

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

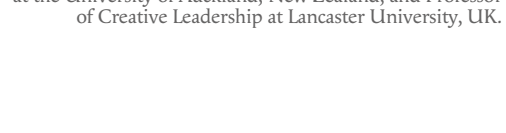
Jean-Michel Étienne joined Publicis Groupe in September 2000 as Chief Financial Officer. He worked closely on the acquisitions of Saatchi & Saatchi, Bcom3, Digitas, Razorfish, Rosetta and LBi, which positioned Publicis Groupe as the world's third largest communications group. In 2006 he was appointed Executive Vice-President-CFO, and in 2010 he was named to the Publicis Groupe Management Board.



KEVIN ROBERTS

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

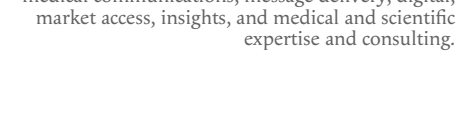
Kevin Roberts has been CEO Worldwide of Saatchi & Saatchi since 1997. He is the author of the groundbreaking marketing book *Lovemarks: The Future Beyond Brands*, which has been published in 18 languages and has inspired the creative output of Saatchi & Saatchi. Kevin is Honorary Professor of Innovation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



NICK COLUCCI

President & CEO, Publicis Healthcare Communications Group; Member of the P-12

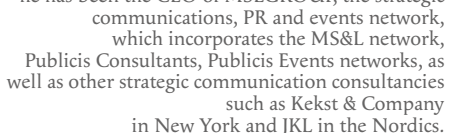
Nick leads Publicis Healthcare Communications Group—the largest healthcare communications network in the world, with 58 offices and nearly 6,000 employees working in 11 countries. PHCG manages top-tier health and wellness agencies promoting innovative solutions in advertising, medical communications, message delivery, digital, market access, insights, and medical and scientific expertise and consulting.



OLIVIER FLEUROT

CEO, MSLGROUP; Member of the P-12

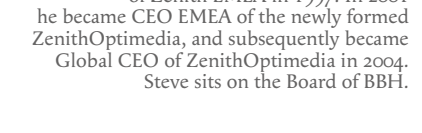
Between 1999 and 2006, Olivier Fleurot was part of the executive team of the Financial Times Group in London, first as Managing Director of the newspaper, then as CEO of the FT Group. He joined Publicis Groupe in 2006 as Executive Chairman of Publicis Worldwide. Since the summer of 2009, he has been the CEO of MSLGROUP, the strategic communications, PR and events network, which incorporates the MS&L network, Publicis Consultants, Publicis Events networks, as well as other strategic communication consultancies such as Kekst & Company in New York and JKL in the Nordics.



STEVE KING

CEO Worldwide, ZenithOptimedia; Member of the P-12

Steve King became a founding Director of Zenith UK at its launch in 1986. He moved to New York in 1994 to take up the position of Managing Director, and also served as General Manager and CEO of Zenith Media USA. He returned to Europe to become CEO of 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 sits on the Board of BBH.





STRATEGIC

LEADERSHIP TEAM

INCLUDING P-12

AND MANAGEMENT BOARD

ARTHUR SADOUN

CEO, Publicis Worldwide and CEO of Publicis France; Member of the P-12

Arthur Sadoun joined Publicis Groupe in December 2006 as CEO of Publicis Conseil and, in 2009, was appointed CEO of Publicis France. In April 2011, he became Managing Director of Publicis Worldwide, overseeing Western Europe, as well as worldwide strategic planning and creative activities. In October 2013, Arthur was named CEO of the Publicis Worldwide network.

FRANK VORIS

CEO, VivaKi; Member of the P-12

As CEO of VivaKi, Frank Voris presides over Publicis Groupe's addressable media product, Audience on Demand, as well as over the Big Data product SkySkrafer, and the Ventures and Partnership practices. Recognizing that no single agency can be all things to all clients, he encourages team spirit across the Groupe to inspire new operating models, tools, technologies, and digital transformations.

TOM ADAMSKI

CEO, Rosetta

Tom Adamski is CEO of Rosetta. A trained designer, entrepreneur and digital innovator, he has spearheaded Rosetta's evolution from an interactive consulting agency into a global customer engagement agency that combines the insights and technology of data-driven marketing with next-generation storytelling. Prior to Rosetta, he served for over a decade as President and CEO of LEVEL Studios, an integrated marketing and product development agency acquired by Rosetta in 2010.

VAUGHAN EMSLEY

CEO, P&G2 (squared)

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

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.

LUKE TAYLOR

CEO, DigitasLBI

Luke Taylor is Global CEO of DigitasLBI, overseeing over 6,000 employees in 40 offices across 25 countries. Taylor is one of the digital industry's most accomplished entrepreneurs and global business leaders, with more than 20 years' experience in launching, developing and restructuring companies at the forefront of marketing innovation. Prior to the merger of Digitas and LBI in February 2013, Taylor was Global Chief Executive of LBI.

**RISHAD TOBACOWALA**

Chairman, DigitasLBI and Razorfish; Member of the P-12

Rishad Tobaccowala is Chairman of DigitasLBI and Razorfish, Publicis Groupe's leading global digital marketing and business transformation networks. He served as an advisor to a host of venture-capital companies and startups, including Greycroft Ventures, Abundant Ventures, and Jana Mobile. Rishad Tobaccowala is also Chairman of The Tobaccowala Foundation, which helps over 10,000 people gain better access to health and education in India. A true visionary, he was named one of the top business leaders by *BusinessWeek* magazine, and one of five significant "Marketing Innovators" by *TIME* magazine.

ÉLISABETH ARDAILLON-POIRIER

Senior Vice-President Publicis Groupe, Corporate Communications & CSR

Élisabeth Ardaillon-Poirier joined Publicis Groupe in May 2013 and supervises Corporate Communications—external, internal and online—as well as Corporate Social Responsibility. She previously held positions in ministerial offices, then worked in the private sector as VP Corporate Communications, namely of the Saint-Gobain and multimedia Hachette Groups. Before joining Publicis Groupe, she managed Corporate Communications of the Banque de France when the Euro was created, and subsequently became Director Communications of the European Central Bank, where she spent nearly a decade.

CHARLOTTE DUTHOO

Chief Procurement Officer, Publicis Groupe

Charlotte Duthoo joined Publicis Groupe in 2007 to take on the new role of Director of Global Procurement. In 2011, she also took charge of the Real Estate and Insurance divisions. Previously, she was a management consultant for five years with McKinsey & Company. In the late 1990s she worked as a specialist in corporate communications with Publicis Consultants.

SUSAN GIANINNO

Chairman, North America—Publicis Worldwide

Susan Gianinno joined Publicis Groupe in 2003 as Chairman and CEO of Publicis Worldwide in the USA, and was promoted to Chairman, North America in 2013. Previously, Susan was Chairman and President of D'Arcy, CEO at J. Walter Thompson New York, and Managing Director of Global Accounts at BBDO. Susan was the first woman to serve on the Board of Directors of four of the largest agencies in the world.

RICH STODDART

Chairman, Leo Burnett North America

Under Rich Stoddart's leadership, Leo Burnett North America has been delivering innovation, creativity and results, and expanding its top-tier roster of clients. In his eight years at the top, Rich has regenerated agency growth by strengthening the leadership team, delivering unparalleled ROI to clients, and driving innovation across all of Leo Burnett Group companies.

JEAN-FRANÇOIS VALENT

CEO, PRODIGIOUS

Jean-Francois Valent graduated from HEC, joined the Publicis Groupe in 1991. After years spent managing some of Publicis's key clients, he has driven the Groupe's innovation in the areas of Brand Asset Management and Digital signage as CEO of Market Forward. He joined Mundocom as CEO in 2005 and was then given global responsibility for Publicis Groupe production platforms recently rebranded Prodigious brand logistics™. Prodigious is a global, cross-media production facility with a unique vision, crafted to meet today's media challenges.



CORPORATE GOVERNANCE-COMPLIANCE

Publicis Groupe attaches great importance to the quality of its governance, as well as to compliance with the rules and principles that govern its business.

Anne-Gabrielle Heilbronner
SENIOR VICE-PRESIDENT,
GENERAL SECRETARY



Publicis has always taken an innovative approach to governance: in 1987, seeking a balance of power in favor of all stakeholders, the Groupe adopted a dual structure –a Board of Management (*Directoire*) and a Supervisory Board (*Conseil de Surveillance*). The Supervisory Board is composed of an equal number of men and women, which goes beyond the legal requirement. The caliber of the Board’s work is ensured by the strong commitment of its members, and facilitated by four committees: a Compensation Committee, as distinct from the Nominating Committee, and a Strategy and Risk Committee, as distinct from the Audit Committee. Determined to improve governance still further by anticipating regulatory requirements, the Supervisory Board decided, at the General Meeting of 2013, to seek the opinion of shareholders on compensation of the Groupe’s top executives. This was a first in France, and came well before “Say on Pay” was introduced in the best practices recommended in corporate governance codes.

The Groupe’s General Secretariat is responsible for the legal, internal audit, internal control and risk management departments, as well as for the Board’s secretariat and human resources.

LEGAL DEPARTMENT

Legal experts based in the shared service centers who report to the Groupe’s Legal Department

continuously monitor the laws and regulations applicable to the Groupe’s businesses. They inform the agencies and establish compliance procedures specific to each local market.

The Groupe’s Legal Department regularly tracks litigation-related risks. A review and evaluation of the potential impact of major litigation are presented to the executive management four times a year.

INTERNAL AUDIT

The internal audit system was first established in 2002 under the title “Internal Audit & Business Improvement.” The compliance target is tied to performance goals, as audits contribute to the improvement of the structure and conduct of operations. Audit tests are not limited to the strict application of accounting rules: they also look at whether operations comply with contracts and with the Groupe’s rules (“Janus”). The audit teams manage transversal projects to evaluate internal control according to an annual audit plan. This audit plan is based on an analysis of risks and past events, as well as on specific requests issued by the executive management. It is approved every year by the Chair of the Management Board and by the Audit Committee. A total of 80 internal audits are performed annually, with a view, in particular, to monitoring the effective implementation of recommendations made throughout the course of the year.

“JANUS”

In October 2003, a guideline based on the Groupe’s values, called “Janus,” was formally established. It adopts and expands on the code of ethical conduct established in the mid-1990s entitled *Our Principles and Our Values*. Janus lays down “the way we behave and the way we operate.” It sets out our principles and rules of conduct and ethics, as well as those that govern our corporate social responsibility, and the processes that allow us to manage the Groupe’s business in accordance with, and at times surpassing, existing regulations and laws. Janus applies to all levels of the company. It is distributed to all of our networks, and is available online to all of our employees, constituting the foundation for our internal control.

INTERNAL CONTROL

Publicis Groupe’s internal control process rises out of the Sarbanes-Oxley Act, which applies to all companies whose shares are listed in the United States. As required by law, in 2006, Publicis Groupe was certified for its accounting and financial internal control process. When the company opted to delist from the NYSE in 2007, the Supervisory Board sought to capitalize on its efforts and pursue its investment in internal control. That led to the implementation of an internal control monitoring process for accounting and finance (“Financial Monitoring Controls”), consisting of a series of key controls established by process and deployed throughout all the Groupe’s entities. Each entity submits a monthly self-assessment. In parallel, dedicated teams are sent to all of the networks to assess the controls that have been carried out : as many as 250 on-site reviews take place each year, as well as 20 projects to introduce recently acquired entities to the program and help integrate them into our internal control process. The teams report to the

“Janus lays down ‘the way we behave and the way we operate’. It sets out our principles and rules of conduct and ethics, as well as those that govern our corporate social responsibility, and the processes that allow us to manage the Groupe’s business in accordance with, and at times surpassing, existing regulations and laws.”

financial department of each network and to the Groupe’s Internal Control and Risk Management Department, which oversees management of the process and prepares a summary of their work, with the aim of allowing the Audit Committee to monitor the effectiveness of the internal control and risk management.

RISK MANAGEMENT

The risk management process is an integral part of the Groupe’s management of operations. The various Groupe and network departments, in liaison with executive management, regularly track risks related to their activities, which are then discussed on a recurrent basis at the Groupe Committee meetings. Formalization of the risk management process started in 2008 with the implementation of a risk roadmap. All of the risks that can impact the Groupe’s finances, operations or image, as well as other control processes, are included. The risk roadmap is updated on a regular basis to allow for a dynamic consolidation of the risk control process. In 2013, the roadmap underwent a six-month update and was examined by the Strategy and Risk Committee, during which a detailed analysis of certain major risks was carried out.

The study was presented to the Strategy and Risk Committee, along with proposals for action plans to limit the level of residual risks. It also served as the basis, along with other items, for the preparation of the 2014 Audit Plan. Further to the announcement of the planned merger with the Omnicom Group at the end of July 2013, the tasks of the Strategy and Risk Committee focused, to a large extent, on this transaction and on key related risks.

Levers allowing for a broader detection of risk are therefore brought together inside the unified General Secretariat, which aims for better risk control and good governance throughout the organization. Coordination is based on regular presentations to the Strategy and Risk Committee and Audit Committee, which help improve the quality of risk monitoring at the highest level of the organization.



RE:SOURCES : SHARED SERVICES CENTERS

Publicis Groupe has nearly finished deploying its shared services centers (Re:Sources), capitalizing on this solid infrastructure that covers all administrative and technological functions throughout the world, in zones representing some 97% of its revenues. This is a strategic edge that will be decisive for the future of the Groupe and a major competitive advantage for its agencies.

Jean-Yves Naouri
CHIEF OPERATING OFFICER



Shared services centers encompass most of the functions necessary for agencies to do business: accounting, cash management, taxes, legal, real estate, purchasing, payroll and benefits, insurance, IT and other aspects. Re:Sources goes farther than just improving pivotal processes, it contributes its expertise in terms of local regulations and the Groupe's in-house rules. It operates on a sole platform that can be used in each of the main markets, going beyond the professional standards and internal control mechanisms put in place in our frequent client and independent audits. It also guarantees compliance with strict productivity metrics.

For several years, agencies and shared services centers have been building services agreements and instituting key performance indicators that generated substantial savings increases in 2013. The model currently used enables agencies to transform what used to be considered fixed costs (rents, administration and finance, IT) into variable factors.

In 2013, priority was given to integrating acquisitions, mainly BBH and LBi, and opening platforms (in South Africa, the Middle East, Greece, Turkey, the Baltics and Scandinavia).

A single platform in Costa Rica now covers all Spanish-speaking markets in Central and South America; the center of excellence in Manila (Philippines) was reinforced to integrate supervision systems for Groupe IT, completing the platform in Kuala Lumpur which has been operational for several years.

We saw definitively in 2013 that one of the main advantages of the model in use is its flexibility. By adopting common practices and processes, it makes it easier to integrate new agencies.

It also makes for more efficient controls during evaluations by internal and external auditors, as well as during client audits. This improved efficiency extends to transaction processes and increases savings generated by local or global purchasing. Agencies now benefit from new expertise in such fields as cash management, taxes, insurance, purchasing, IT management and legal matters.

THE ALTAÏR PROJECT

The Groupe is continuing its preparatives for migration towards a common Global ERP platform. The goal of this new project, called

Altaïr, is to harmonize processes for managing customer service and administration in all markets where Publicis Groupe operates. All Publicis Groupe agencies will have instant access to information necessary for:

- improved data analysis;
- easier deployment of their client projects;
- immediate access to new improvements in ERP;
- automated, virtual processes to avoid the risk of time or document losses;
- real-time information access with greater traceability;
- smoother compatibility of tools to measure costs and performance.

This program will eradicate superfluous overlap of equipment and software and eliminate useless interfaces on the global level. When completed, it will achieve full migration of our key processes towards our regional centers of excellence, especially in Europe and Asia.

To facilitate the transition, various change management and training programs have been developed. Moreover, the agencies and shared services centers work together to ensure the migration of the data and systems in place towards the future ERP. In each agency, qualified users and experts are working to test integration and validation of the solution already in operation at a pilot agency France.

Concerning real estate, Publicis Groupe is developing an ambitious program to consolidate and improve the quality of its workspaces. Some agencies that have grown substantially have reached lease expiry and moved to Groupe

“In 2013, crisis situations were frequent. They provided occasions to demonstrate the strength of our infrastructures and operations, but also—and especially—our staff members at Re:Sources and their services to the Groupe, its agencies and their clients.”

offices, leading to a record decrease in rents and lease payments.

The proportion of vacant space continues to decrease (1%), as well as occupancy expenses, despite mounting tensions in certain fast-growing markets. Consolidating agencies together on Groupe premises has revealed new opportunities for improving the quality of services and optimizing costs.

Publicis Groupe continues to optimize its IT infrastructure, using common working tools (portals, message services, instant messages, teleconferencing, VoIP) or its private clouds, making it easier for all staff members to react to security challenges and ensure protection of proprietary data. Clouds are now used in North and South America and in Europe, and one will soon be completed in Asia. The Groupe is also continuing efforts to deploy “thin client” technologies and beginning to create its own Appstores. These initiatives are being carried out in close cooperation with central and local procurement team.

In a continued effort to improve user satisfaction, plans are underway to set up 24/7 call centers.

In addition to such new technologies and products, staff performance also warrants congratulations. We often assess the value of our staff in exceptional times. In 2013, crisis situations were frequent. They provided occasions to demonstrate the strength of our infrastructures and operations, but also—and especially—our staff members at Re:Sources and their services to the Groupe, its agencies and their clients.

KEY FIGURES

Publicis Groupe posted record earnings for 2013. Revenue reached 6,953 million euros, up +5.2%, representing growth of +2.6%.

Jean-Michel Étienne
EXECUTIVE VICE-PRESIDENT
CFO



Growth was particularly robust in digital, which now accounts for 38.4% of revenue and 13.9% of organic growth for the year. Analog operations, however, were down 2.9%. There was a dip in growth in the fourth quarter, due to postponements or cancellations of advertising campaigns, especially in emerging markets. With the client portfolio overly weighted in the luxury sector in China, the Groupe probably has higher exposure in this area.

It should be noted that the following figures exclude costs incurred in 2013 related to the merger.

The operating margin before amortization was 1,265 million euros for the year 2013, versus 1,188 million in 2012. The operating margin was 1,145 million euros, up 7.8% from the previous year. The operating margin ratio was 16.5%, up 40 basis points from 2012. This ratio is evidence of Publicis Groupe's sound business model, which has enabled the Groupe to report record earnings in a difficult economic climate and at a time of altogether moderate organic growth.

At 4,330 million euros in 2013—versus 4,078 million in 2012—personnel costs represent 62.3% of 2013 consolidated revenue. This increase is largely

attributable to freelance costs; restructuring costs, particularly in Europe; and bonus provisions. However, the fixed personnel costs ratio remained stable compared to 2012.

Other operating expenses (excluding depreciation) totaled 1,358 million euros, accounting for 19.5% of total revenue for 2013, versus 20.3% in 2012. Administrative costs are in steady decline, thanks to the various operating cost optimization programs, especially the regionalization of shared services centers.

Depreciation for the period was 120 million euros, versus 126 million in 2012. This reflects the Groupe's policy of making targeted investments in digital and the ongoing development of solid IT infrastructure.

Other non-recurring income and charges, which totaled 69 million euros in 2013, mainly include capital gains on the sale of IPG shares. Financial charges dropped sharply, notably due to the conversion, in July 2012, of the 2014 Oceane bond.

Net income attributable to the Groupe totaled 816 million euros, a record high. Diluted EPS

stands at 3.64 euros, up 9% from 2012. This figure is 3.54 euros per share if costs related to the merger with Omnicom Group are included.

The Groupe ended 2013 with a positive net cash position of 593 million euros, versus 218 million at 31 December 2012.

The proposed dividend of 1.10 euros per share represents an increase of 22.2% and a 30% payout ratio. Following the success of the option for payment in shares last year, the Groupe is again giving its shareholders the choice of receiving dividends in cash or in shares.

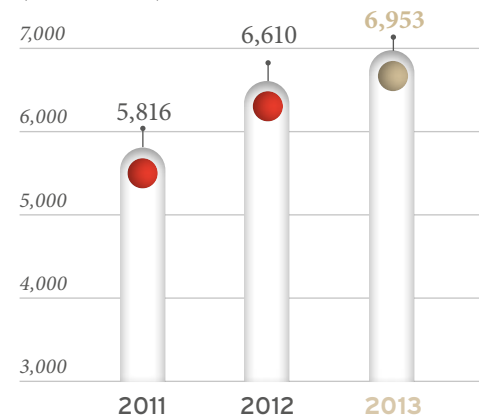
Finally, Publicis Groupe achieved an outstanding stock market performance in 2013. While the CAC 40 index gained 17.99% in 2013, its strongest growth since 2009, Publicis shares did even better, with a 46.98% gain. They also outstripped the EURO Stoxx Media-SXME index, which was up 33.18%.

“Publicis Groupe posted record earnings for 2013. Growth was particularly robust in digital, which now accounts for 38.4% of revenue. The operating margin ratio was 16.5%*, up 40 basis points from 2012. This ratio is evidence of Publicis Groupe's sound business model, which has enabled the Groupe to report record earnings in a difficult economic climate and at a time of altogether moderate organic growth.”

* Excluding costs connected to the proposed merger with Omnicom Group.

REVENUE AND ORGANIC GROWTH

Revenue
(EUR million)

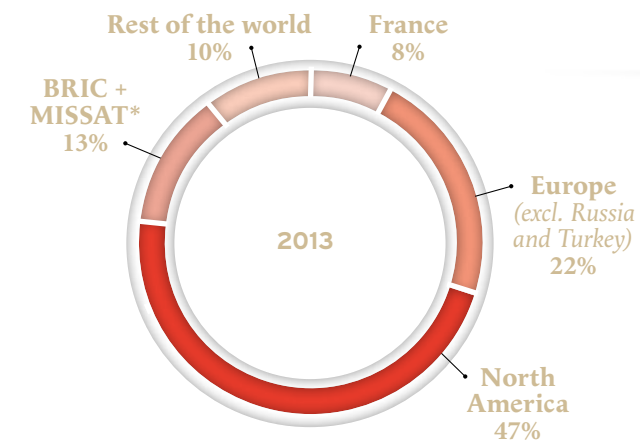


Organic growth rate
(%)



➔ The Groupe's revenue reached 6.9 billion euros in 2013, up 5.2% versus 2012, representing organic growth (excluding forex effects and acquisitions) of 2.6%.

Revenue by geography



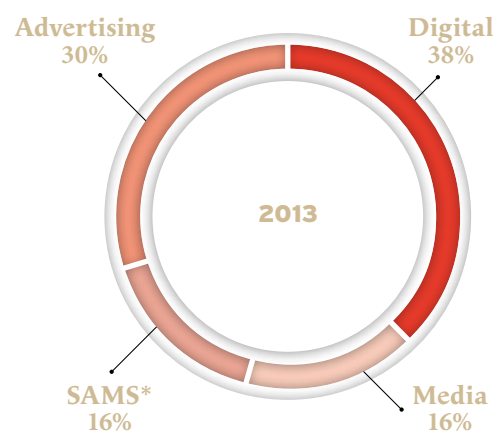
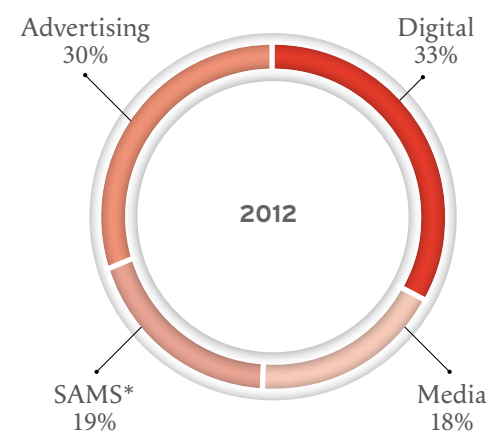
* BRIC: Brazil, Russia, India, China; MISSAT: Mexico, Indonesia, Singapore, South Africa, Turkey.

Organic growth by geography	FY 2012	FY 2013
Europe (excl. Russia and Turkey)	-0.3%	-1.6%
North America	+3.0%	+4.7%
BRIC + MISSAT*	+10.1%	+1.0%
Rest of the world	+3.5%	+6.8%
Publicis Groupe	+2.9%	+2.6%

➔ In 2013, organic growth in North America was resilient (+4.7%), thanks to a good level of business in media and digital operations. Europe was down 1.6% in an economic climate that remains lackluster. In the fast-growing BRIC and MISSAT countries, organic growth was more moderate this year (+1%), notably due to a dip in fourth-quarter growth in China's luxury goods sector.

OPERATING MARGIN

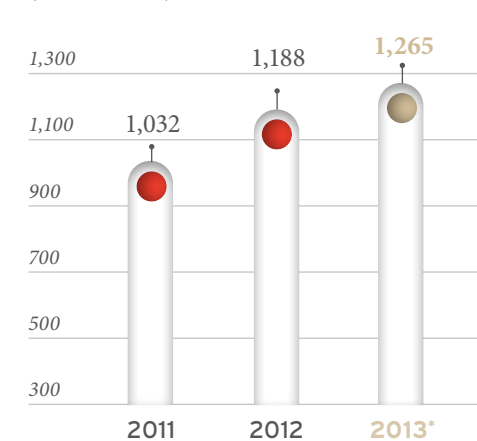
Revenue by activity



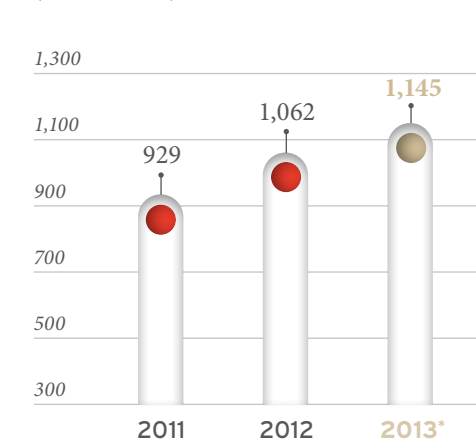
➔ The breakdown by business is well balanced. Digital is now the Groupe's biggest business.

* SAMS: Specialized agencies and marketing services.

Operating Margin before Amortization
(EUR million)



Operating Margin
(EUR million)



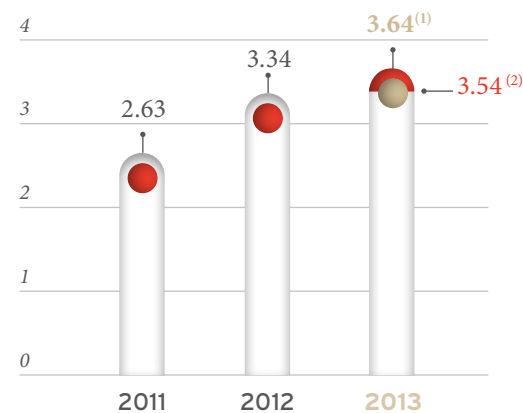
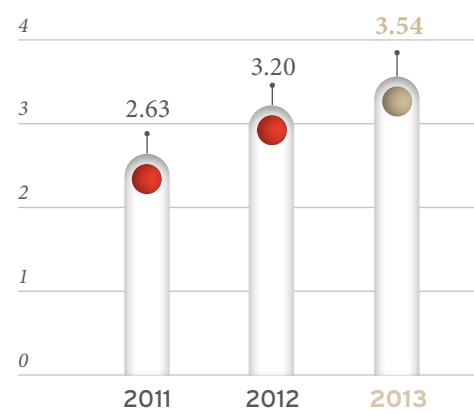
➔ Excluding costs related to the merger project with Omnicom Group, the operating margin before amortization was 1.26 billion euros.

The operating margin reached 1.1 billion euros, representing 16.5% of revenues.

In compliance with IAS 19 (revised), applicable as of 1 January 2013, the comparative data for 2012 and 2011 have been restated.

*Excluding costs connected to the proposed merger with Omnicom Group (€24 M net of tax).

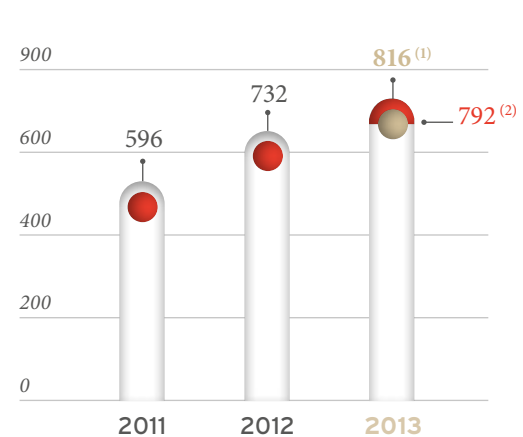
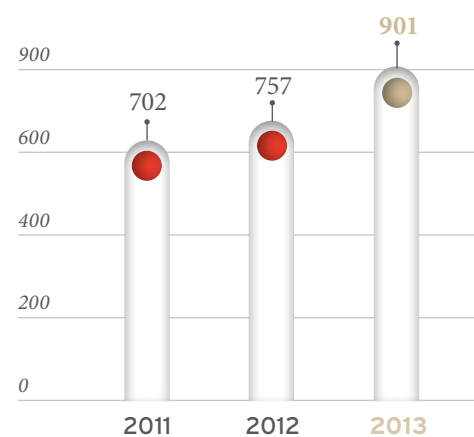
EARNINGS PER SHARE

Diluted earnings per share
(EUR)Headline diluted earnings per share*
(EUR)

➔ Diluted earnings per share (excluding costs related to the merger project with Omnicom Group) came in at 3.64 euros, up 9% on 2012.

*After elimination of impairment charge, amortization on intangibles arising on acquisition, main capital/remeasurement gains (losses), earn-out revaluation and merger costs.
 (1) Excluding costs connected to the proposed merger with Omnicom Group (€24 M net of tax).
 (2) Including costs connected to the proposed merger with Omnicom Group (€24 M net of tax).
 For comparative purposes and in accordance with IFRS, 2011 and 2012 figures have been restated to reflect the implementation of the amendments of IAS 19.

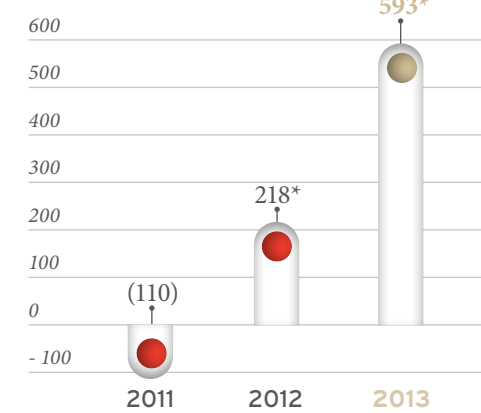
NET INCOME AND FREE CASH FLOW

Groupe net income
(EUR million)Free cash flow before change in WCR*
(EUR million)

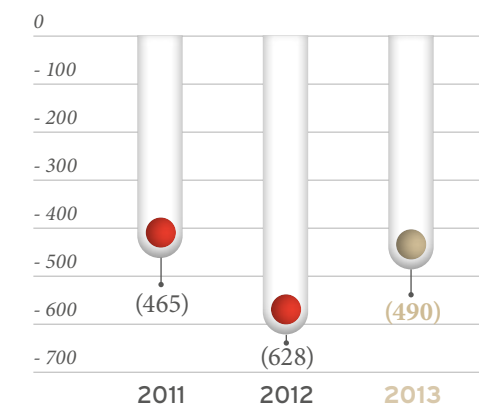
➔ Net income (excluding costs related to the merger project with Omnicom Group) was up 11.5%.
 Free cash flow before change in WCR gained 19%.

In compliance with IAS 19 (revised), applicable as of 1 January 2013, the comparative data for 2012 and 2011 have been restated.
 (1) Excluding costs connected to the proposed merger with Omnicom Group (€24 M net of tax).
 (2) Including costs connected to the proposed merger with Omnicom Group (€24 M net of tax).
 * WCR: Working Capital Requirement.

DEBT

(Net debt)/Net cash position as
of 31 December (EUR million)

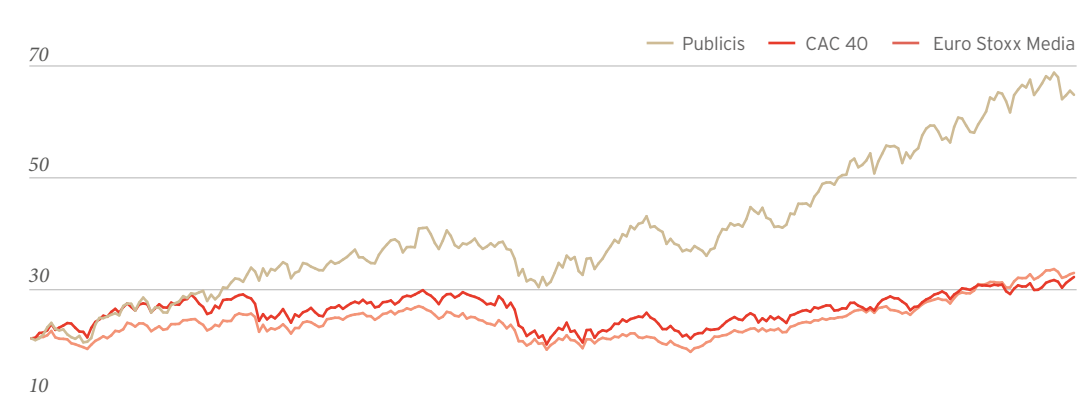
* Positive net cash.

Average net debt
(EUR million)

➔ The Groupe ended 2013 with a positive net cash balance of 593 million euros, versus 218 million euros as of 31 December 2012.

SHARE PRICE PERFORMANCE

Share Price Performance (over 5 years from April 3, 2009 to March 28, 2014) (€)

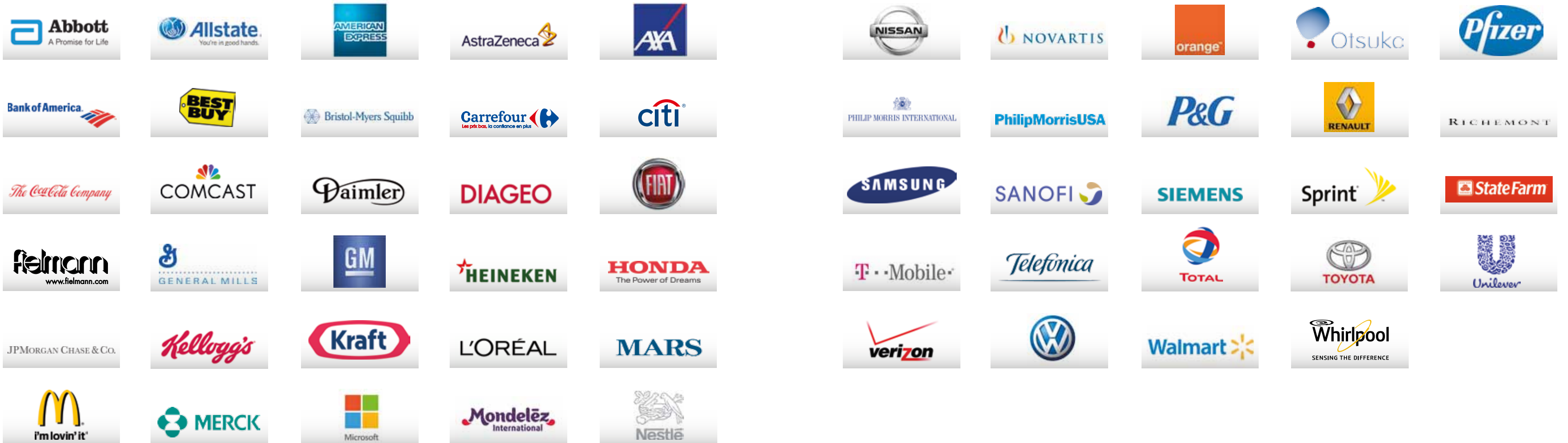


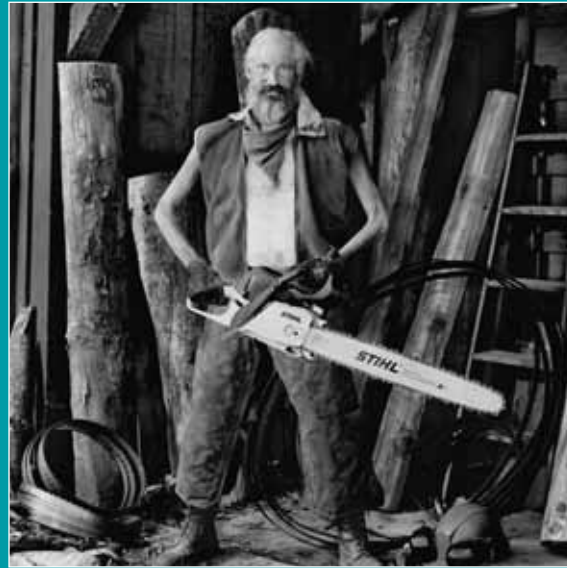
➔ Publicis Groupe achieved an outstanding stock market performance in 2013. While the CAC 40 index gained 17.99% in 2013, its strongest growth since 2009, Publicis shares did even better, with a 46.98% gain. They also outstripped the EURO Stoxx Media-SXME index, which was up 33.18%.



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.





AGENCIES

Advertising Agencies

Media and Digital Agencies

Specialized Agencies



THE BRANDS



ADVERTISING



PUBLICIS

SAATCHI & SAATCHI



B B H

DIGITAL



razorfish.

ROSETTA

TECHNOLOGY



VIVAKI

MEDIA



Starcom MediaVest[™]
GROUP



SPECIALIZED



Publicis Healthcare
Communications Group

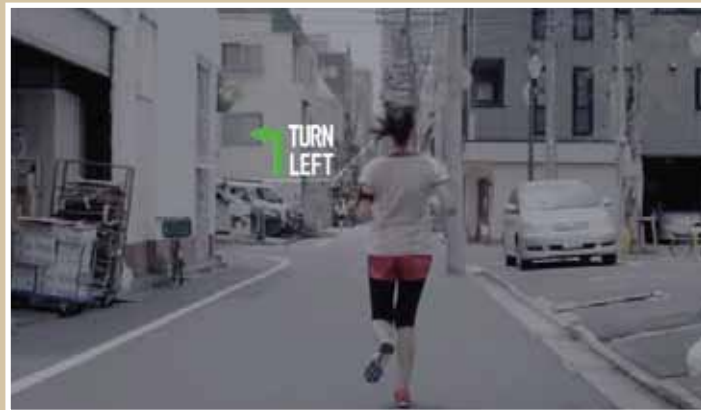


MEDIAS & REGIES EUROPE

Fiat ‘Come to the Streets’ (“Vem Pra Rua”) – Brazil



Puma
'Run Navi' – Japan



Coca-Cola 'Small World Machines' – Sydney/Chicago/Mexico City



Chrysler Jeep 'GPS to Get Lost' – Argentina

Advertising Agencies

LEO BURNETT

LEO BURNETT WORLDWIDE is one of the world's largest agency networks—a HumanKind communications company with a singular approach: it places a brand's purpose at the heart of its communications to truly connect with people. Leo Burnett works with some of the world's most valuable and respected brands.

The year 2013 was one of great progress, growth and creativity for Leo Burnett, positioning the company strongly for the year ahead. We executed our smart strategic plan by building an Executive Leadership Team, implementing new areas of specialization, forming partnerships with new clients, and growing existing ones. And we are making tremendous progress towards our vision of being the most creative network in the world. We see continued creative success, business growth and brand momentum on the horizon. Looking back on our accomplishments last year, integration and specialization—both rooted in our HumanKind philosophy—made all the difference. Leo Burnett was named the number one creative network in Asia-Pacific and MENA. Leo Burnett Tailor Made São Paulo had quite a year, winning nine new accounts, being the third most awarded Brazilian agency at Cannes, plus winning 110 awards, both national and international, over the year. This success earned the office the network distinction of Agency of the Year.

In the US, we added 14 new clients and gained organic growth from 12 existing ones, contributing to very strong revenue growth. Leo Burnett Chicago and Detroit were voted the best places to work by major publications in their respective cities.

On the awards front, we collected 53 Lions at Cannes; were voted the “Network of the Year” at the AdFest, Dubai Lynx and MENA Cristal shows; were named the most awarded agency network for the fourth consecutive year at the International ANDY Awards; were awarded Best in Show in Design and Best in Show in Branded Entertainment from the One Show; won the first ever D&A White Pencil; and in the US, we brought home more national ANDY Awards than any other agency in the country.

We have several areas of focus in 2014. Arc has been a tremendous growth engine, and we are going to take that to more of our offices to create a larger footprint. We will continue to expand our presence within the Social and Mobile space with the opening of a San Francisco office in the first quarter and five additional social and mobile practice offerings in key growth markets. And we are creating new models for our multinational clients to ensure their success with us in the coming years.

Leo Burnett

Our People

Over **8,850** employees

Present in

84 countries

Sub-Brands

Arc | Alpha 245 | Atelier

Main Clients

Altria | Coca-Cola | Fiat | GM | Kellogg's
| McDonald's | Pfizer | Philip Morris
| P&G | Samsung

Significant Awards

53 Cannes Lions | "Network of the Year"
at AdFest, Dubai Lynx and MENA Cristal | Most
awarded network, four years in a row,
International ANDY Awards | YoungGuns
"Network of the Year" for second consecutive
year | Best in Show in Design
and Best in Show in Branded Entertainment
from the One Show | Awarded the inaugural
D&AD White Pencil | No.1 in Gunn Report's
"All Guns Blazing"

TOM BERNARDIN,
CHAIRMAN & CEO

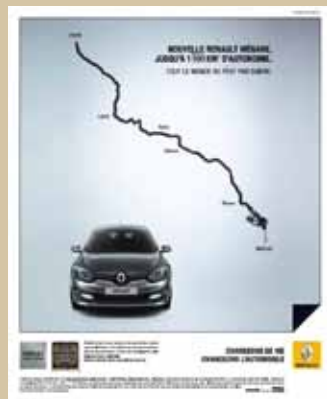


www.leoburnett.com



Orange 'Ten Little Fingers' – International

This international corporate campaign showcases the change in the Group's name: it connects the present with the future, and France Telecom with Orange. It focuses on the key role of the digital dimension, and on "connections" in general. Orange is looking to the future by stressing the central role that digital tools play today and will play tomorrow in all of our lives. Orange's communication thus focuses on this new challenge: personalized service.



Renault 'Mégane' – Europe

The press campaign highlights the autonomy and low fuel consumption of the new Renault Mégane's engine. This ad uses a pipe and gas pump to illustrate the actual itinerary that can be driven with a single gasoline tank: 1,700 km, i.e., the distance between Paris and Berlin, Lisbon or Naples.

Lancôme 'Génifique' – International

In 2009, Lancôme created the *Génifique* serum as a unique solution to the quest for youthful-looking skin. Four years later, having won 130 international awards and sold more than 10 million bottles of the serum, Lancôme has launched a new chapter in the history of this iconic product with the introduction of a new serum designed to improve even further the universally recognized performance of its predecessor: *Advanced Génifique*, Youth-Activating Concentrate.



Ray-Ban 'Never Hide' – International

In this saturated world, where most brands rely on luxurious lifestyles that are thoroughly disconnected from reality, Ray-Ban maintains a deep belief in individual personality. We wish to highlight individuality in different international markets with this new chapter entitled "Never Hide".

Advertising Agencies



PUBLICIS

Our People

Over **11,000** employees

Present in

218 agencies in 84 countries

Sub-Brands

Publicis Modem | Publicis Dialog
| Marcel | Riney | Duval Guillaume | Poke | ETO
| DPZ | Publicis Shopper | Red Lion
| Talent | Pixelpark
| Betterway | Carré Noir | AR New York | 133

Main Clients

Axa | BNP Paribas | Carrefour | Cartier | Citi
| Coca-Cola | Haier | Hilton HHonors
| L'Oréal | Luxottica | Nestlé | Orange | P&G
| Pernod Ricard | Ratp | Renault | Sanofi
| Seb | Siemens | Telefonica | Total | UBS

Significant Awards

42 Cannes Lions | 25 Clio Awards
(one "Grand Clio") | 50 Eurobest

ARTHUR SADOUN,
CEO



www.publicis.com

Leica ‘Soul’ – Brazil

The film-shot in black and white and narrated in German-is a homage to the birthplace of Leica, and provides a fleeting glimpse into the lives of a war photojournalist and his lover in 1955. Told from the point of view of the photographer’s trustworthy Leica III, the story follows him into a conflict where his attraction to photographing the frontline proves fatal. His camera meets a similar end. However, 58 years later, it is reincarnated as the Leica M-Monochrom.



Lexus ‘Trace Your Road’ – Italy

‘Trace Your Road’ stars the new Lexus IS Hybrid in the world’s first real-time and real-life videogame. The idea pits Formula 1’s Jarno Trulli against a series of improvised racetracks, each one designed on a touch tablet by ten lucky contest winners. These 10 contestants were given the opportunity to ride shotgun in the IS Hybrid with Trulli at the wheel, as he attempted to follow spontaneous projected paths at high speed. Penalties were handed out for leaving the routes or for touching the walls of the hangar. The results were spectacular hairpin turns, stunning footage and, luckily, no accidents.



Tui ‘Always Something Brewing’ – New Zealand

What do you get when you team up five New Zealand lads, Tui’s best beer technicians, one plumber, 14 cameras and a generous helping of fresh Tui beer? A house full of beer taps! In this innovative stunt, an unsuspecting couple returned home to find their house plumbed with Tui beer. Tui made one man’s dreams come true, but that wasn’t enough. After receiving over 6.5 million views on YouTube, a competition was launched for a lucky winner to have their house plumbed with beer too.



Toyota ‘Tundra Endeavour’ – USA

When the iconic Space Shuttle Endeavour needed a ride to its new home, only one truck was called upon: the Toyota Tundra. News helicopters broadcast the event live from above as the Tundra towed its way into history. This stunt uniquely demonstrated the Tundra’s capabilities and towing capacity. Over 1 million people watched it on YouTube, and it generated 121 million impressions on Twitter. The towing of Space Shuttle Endeavour was also a market success, with Tundra sales rising 22%.

Advertising Agencies

SAATCHI & SAATCHI

SAATCHI & SAATCHI is a full-service, integrated communications network with 130 offices in 70 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.”

In a year when Big Data grabbed headlines as the panacea to unlock marketing’s great mysteries, we stood firm with our belief in Big Emotion as the essential connection with consumers worldwide. The launch of Loveworks by Brian Sheehan, underlined our commitment to deep insights into human behaviour as the driving force of our work as communicators. The strategic mind and creative heart produce action. In 2013 we generated action the world over.

We won over 650 awards and Argentina, China, Czech Republic, Malaysia, Philippines, Poland and Puerto Rico were named Agency of the Year.

Significant new business wins included: St.George Bank, nib Health Insurance–Australia; Mazda–China; IDB, ENEL, Reebok–Colombia; TP Vision–France; CosmosDirekt–Germany; Salmoiraghi Vigano, Whirlpool–Italy; MYCEB–Malaysia; Sharp TV–UAE; LINE Corporation–Philippines; ABInBev, City of Moscow Transit Commission–Russia; ITE, Scoot–Singapore; Sovereign Insurance–NZ; Sports Authority–Puerto Rico; Air Europa, Mahou–Spain; Procordia–Sweden; HSBC global premier, wealth & sponsorship–UK/global; FCA–UK/Saatchi Masius; Charter Communications–USA/NY; 2K, WB Interactive–USA/Team One; Alaska Airlines–USA/Conill.

Organic growth came from Network clients including Coca-Cola, Mondelez International, Novartis, Procter & Gamble and Toyota. And our increased interactive, social and digital offerings added growth for numerous clients.

As part of a drive to offer fully integrated services to clients, Saatchi & Saatchi X in London, Frankfurt and Dubai became part of respective local Saatchi & Saatchi agencies and the acquisition of Synergize boosted digital capabilities in South Africa.

The “Creative Quorum” was initiated in Asia-Pacific, a group of the region’s top ECDs who meet quarterly to assess work and set the standard.

For the first time, the New Directors’ Showcase was screened outside of Cannes, in London, Moscow and Singapore. Those unable to go to Cannes watched the reel with the added bonus of a panel discussion featuring top directors, producers and creatives.

Key appointments included Justin Billingsley, COO EMEA; Katrien De Bauw, COO London; Michael Lee, CEO Greater China; Christian Rättsch, CEO Germany; Brent Smart, CEO New York and Analú Solana, CEO Mexico.

SAATCHI & SAATCHI

Our People

Over **6,000** employees

Present in

130 offices in 70 countries

Sub-Brands

Saatchi & Saatchi X | Saatchi & Saatchi S
| Team One | Youth Connection | Conill

Main Clients

Carlsberg | Diageo/Guinness | General Mills
| HSBC | Lenovo | Mead Johnson |
Mondelez International | Novartis
| Procter & Gamble | T-Mobile/EE | Toyota
| Visa Europe

Significant Awards

37 Cannes Lions–9 Gold, 16 Silver, 12 Bronze
| 30 at FIAP including 1 Grand Prix and 10 Gold
| 18 Clios–6 Gold, 8 Silver, 4 Bronze | 37 Effies–
12 Gold, 15 Silver, 10 Bronze | Argentina, China,
Czech Republic, Malaysia, Philippines, Poland,
Puerto Rico all named Agency of the Year

KEVIN ROBERTS,
CEO WORLDWIDE



www.saatchi.com

Embratur 'Lucky You' – Brazil

NEOGAMA BBH created 17 films for Brazil's Tourist Board released just after the FIFA World Cup draw event in Costa do Sauípe (Bahia), which determined in which cities and groups the 32 national teams would play next year. The films highlighted the most attractive attributes of the 12 host cities. With "Lucky you" as the motto, the films featured foreigners who had settled in Brazil and who stressed the appeal of each host city.



Axe 'Apollo' – Global

BBH London created Axe's most ambitious global campaign to date—with a mission to send guys into space. In the seduction stakes, after all, astronauts are hard to beat! Our campaign included Web build, TV, press, digital, click farm, online and events. Thousands signed up for a chance to go to Space Camp in Florida, and 100 participants completed a week at the Kennedy Space Center. The final team was chosen with the help of Buzz Aldrin. Winners will travel to space in 2015. Within key markets, Apollo has been the most successful launch of the last 3 years, tracking 13%-17% higher (in value sales) than the next biggest. Apollo represents 20% of global brand turnover.



Nike 'Hypervenom' – Singapore

To launch the Hypervenom boot in Asia, BBH created the world's largest virtual-meets-physical football stadium, allowing players to experience the thrill of deadly football attacks like never before: players use their physical skills to control the ball, hit moving targets, and dodge virtual defenders in the form of light beams, using interactive projection mapping and motion tracking. Reaction was overwhelming, with hundreds of spectators in Bangkok trying out the game. FC Barcelona players including top striker Neymar are looking to incorporate the game into their training regime, while Nike is taking the game to other markets across SEA.



PlayStation 'Greatness Awaits' – USA & Canada

BBH New York won one of the most hotly contested pitches of the year to be named Sony PlayStation AOR and launch its new console. In a 90-second spot during the NBA finals, gamers were invited to explore the wonders that await them on the new console: exploring nine frozen moments in the film and discovering 20 "Gateways" leading to exclusive content and additional "Easter eggs." The campaign was followed by the blockbuster spot "Perfect Day" and a number of other innovative marketing initiatives. Sales of the PS4 surpassed 1 million units in the US and Canada in the first 24 hours after they hit the shelves.

Advertising Agencies



BBH

Our People

Over 900 employees

Present in

6 countries

Sub-Brands

ZAG Brand Consultancy and Venturing
| BBH Labs-Innovation Unit

Main Clients

Audi | British Airways | Diageo | Dulux | General Mills | Google | Perfetti Van Melle | Unilever
| World Gold Council | PlayStation
| Newell Rubbermaid | Mondelez International

Significant Awards

Campaign BIG Film Agency of the Year Account
Planning Group-Agency of the Year | Luerzer's
Archive-Number 1 Agency | British Arrows-
Agency of the Year | Creative Circle-
Gold of Golds Creativity USA-
A list Clio USA-Grand Clio | WARC Prize
for Asian Strategy-Grand Prize
| O'Toole-Mid-Sized Agency of the Year

GWYN JONES,
CEO



BBH

BBH was founded in 1982 in London and ranks among the prizewinning advertising agencies in the world. Its seven offices together form the definitive creative micro-network. Clients include Audi, Axe, British Airways, Google, The Guardian, Johnnie Walker and Perfetti Van Melle.

The year 2013 was BBH's first full year within the Publicis Groupe. As a result, it was a year of transition, and of ensuring the continuing success of the core business and the quality of our creative product.

Globally, it was also a very busy year in terms of new business. BBH New York bounced back from a tough 2012 by winning the PlayStation account. Under a new leadership team, the agency continued to develop, taking on new projects for Gap and BlackBerry, and being appointed to handle all brands for Newell Rubbermaid. And after a substantial effort on the West Coast, BBH LA won back the Google Play account, set to be a significant assignment for us in 2014.

In Asia, we won the regional business for FrieslandCampina and Ikea, as well as our first assignments for Nike. Harbin Beer was a major win in China. In India, we expanded our Unilever relationship with the addition of Magnum.

As we approach a World Cup year, and with the Olympic Games following just two years later, winning the Tourism Brazil business in São Paulo was a major success. The project is already proving to be very exciting.

At BBH in London, we won Pirelli, Christie's, Clarks and Bang & Olufsen, made our first entry on the Mondelez roster by securing Philadelphia, and won a place on the BBC roster to deliver digital projects for global icons such as Doctor Who.

Elsewhere, we successfully integrated Monterosa Mobile, the award-winning Swedish agency acquired last year. They are now working with a number of our clients. Yet it is the creative product that sits at the top of our agenda and marks the real highlight of the year for the agency and our clients. In 2013, we introduced the concept of High Performance Creativity, which has been put into practice for the likes of PlayStation, with the 'Greatness Awaits' campaign, and Axe Apollo—where, after attracting over a million applicants worldwide, we will actually take 23 young men into space.

Such efforts have led BBH to another great year in terms of awards, with more Agency of the Year titles to add to Grand Prix, Grand Clios and Hall of Fame awards. And finally, to cap it all, Nigel Bogle was knighted, making BBH the only agency to have two of its leaders recognized in this way.



www.bartleogleharty.com

P&G COVERGIRL, 'Journey to the Capital' – USA

Building up to the hotly anticipated sequel to "The Hunger Games," COVERGIRL brought the movie's theme of empowerment alive with 12 distinctive looks inspired by the venues featured in the series. Through retail product and content exclusives, enhanced by using augmented reality in print and in store, fans were able to interact with each Capitol Collection look, engage with other "Hunger Games" and COVERGIRL fans, and even design a look of their own, connecting with "Hunger Games" fans across the country and helping COVERGIRL sales increase 400%.



P&G Zest 'Shower Stories' – Mexico

The shower is, perhaps, the last private place we have left. It's a place where our secrets and desires can run wild. That doesn't mean that those secrets should all stay there. Zest wanted people to indulge their inner desires and unfulfilled dreams by telling us their "Shower Stories." Six original 60-second episodes aired on national TV and on YouTube and we also installed mock shower booths where everyone, including kids, adults and young adults, were suddenly interested in coming clean. The world became a brighter place as sales of Zest increased 23%.



United Home Products 'First Step to Livelihood' – Philippines

How do you convince mothers to buy medicine when they can't even afford to buy food? For United Home Products (UHP), we radically changed our approach-switched from marketing products to helping these mothers earn an income for the first time. As part of the program, the women learned skills (such as massage therapy and soap making) and gained access to resources to create startup businesses. With the income they now generate, they can take better care of their families and set themselves other objectives than mere everyday survival.



Samsung 'Troonopvolger' (Successor/The Next King) – The Netherlands

The Galaxy S4 introduction was perfectly timed to coincide with another succession: Queen Beatrix was stepping down from the throne and the new King (Willem-Alexander) was starting his reign on May 1. This was the opportunity of a lifetime to prepare Holland for not one, but two new kings. We invited everyone to 'call' (through a FB app) King Willem-Alexander's new GS4 phone to wish him good luck on his new job and in little over a month 75,000 people found their way to our Facebook app, which resulted in almost 40,000 pre-registrations. This led the Samsung Galaxy S4 to become the #1 sold smartphone in the The Netherlands in just a few weeks.

Media and Digital Agencies



Our People

Over **8,000** employees

Present in

130 offices in 78 countries

Sub-Brands

Starcom | MediaVest | Spark | Big Fuel | Tapestry
| MV42 | LiquidThread | SMG Performance
Marketing | Zero.Dot

Main Clients

P&G | Samsung | Coca-Cola | Microsoft | Mars
| Mondelez | Kellogg's | Honda | Walmart
| Kraft Foods

Significant Awards

Award highlights include 14 Agency and Network of the Year awards (double the number from last year), 24 Cannes Lions, 35 Festival of Media awards and two Effie Grand Prix. | Won Festival of Media Global's Network of the Year (for the third time in five years) and Agency of the Year for the second year in a row.

LAURA DESMOND,
GLOBAL CEO



STARCOM MEDIAVEST GROUP

STARCOM MEDIAVEST GROUP is the Human Experience Company. We believe experiences matter. They enhance lives and build brands. We bring brand experiences to life through our integrated network of human experience strategists, investment specialists, content creators and digital & technology experts.

In 2013, SMG's success was driven by our focus on delivering meaningful human experiences. The result: digital growth, a reinvented media partnership model and a record year in client ideas, new business wins and award-winning work.

GROWTH

SMG saw an organic growth of 12.8%. This growth takes into account revenues from digital, which increased 50% over 2012. SMG won more than 262 pitches around the world, including major client wins such as AB InBev, Saudi Telecom, Honda, Coca-Cola, Mondelez, Burger King, ESPN, Abbvie, h.h. Gregg, Groupon, Converse, KAO brands, Ace Hardware and Esurance.

NEXT GENERATION PARTNERSHIPS

Over the past year, we reinvented our media partnership model not only to drive value in pricing but also to embrace three new things: co-creating products that give us and our clients an advantage; providing access to data that fuels our consumer research and proprietary planning and buying outputs; and gaining first look access to new opportunities ahead of the marketplace.

SMG launched or expanded 13 next-generation partnerships with companies such as Twitter, comScore, Yahoo!, Google, Turner, ShareThis, Acxiom, The Weather Channel in the UK and Videology in Australia.

PRODUCT STRATEGY

SMG's product and technology strategy is built around driving our clients' business and creating products with partners in three focus areas: digital, content and data analytics. In 2013, we saw significant growth in some of our existing products such as Connected Intelligence, POEM, Pathfinder and Link.d3. Overall, revenue from products grew threefold over the previous year, driven by the rollout of existing products to more clients and more countries, and by the creation of new products using the framework of our reinvented partnership model.

Consumer understanding and media research has always been the basis of the services we offer to our clients. In 2013, our global research team continued to inspire and ground experience ideas, launching several unprecedented world research studies such as the Automotive Purchasing Model and the Integrated Screen Planning Study.



www.smggroup.com

Reckitt Benckiser ‘Durex: Condom Tester’ – Denmark

For young people, condoms are considered taboo and they were unfamiliar with the Durex brand. Our challenge was therefore to transform a turn-off into a turn-on for Durex. The campaign offered young people the greatest job in the world-Durex condom tester-via an online job ad, supported by online banners. We recruited 500 condom testers and generated buzz to get our target audience to embrace the message of safer sex. Nearly 4,000 young people applied for the 500 jobs, and 7.5% of the target group visited the campaign site. Moreover, Durex received massive PR at an estimated value of four times the media budget and increased overall condom sales by 25%!



Carlsberg Chill ‘End of the World’ – China

On 22 December 2012, the world was due to end ! The Mayans had predicted it, and for many months Chinese youth had been getting excited about it. This gave us a brilliant communication platform for Carlsberg: “Welcome to the End of the World. Have Fun!” A Carlsberg countdown clock was placed on major portals, and additional buzz was generated across China via OOH placements and paid and owned digital platforms. On the night of 21 December, almost half a million people attended five massive Carlsberg parties in five major cities to celebrate and have fun. The result: brand awareness increased by 9% and sales grew by more than 10% compared to previous year.



Lion Co. ‘XXXX Island’ – Australia

XXXX Island: a real island where Aussie blokes can enjoy the good life with their mates. Sun, sea, fishing and of course XXXX Gold on tap... literally. Over 12 months, we told the story of XXXX Island across multiple channels, aiming to bring the island to the attention of beer drinkers everywhere. We created content pieces running across TV, radio, print and digital media, culminating in the production of a six-part brand-funded TV series on Channel Nine called ‘Getaway to the Good Life.’ Sales increased by 48%, XXXX Gold became the No.1 beer in Australia, and Lion, ZO and Channel Nine won Best Partnership at the Australian Media Federation Awards 2013.

Campofrío ‘Brighten Up Your Spirits’ – Spain

There’s nothing funny about cold meats – unless you are Campofrío, a brand that distinguishes itself through humor. Our original Campofrío TV spot was huge in Spain, but with the recession came a loss in ad effectiveness. Our solution was the first full-length, primetime TV show on TVE to be financed by a brand. To get around the channel’s subsequent ban on advertising, we recreated the comedy show using the same host and format, with branding that used the colors, font and shape of the Campofrío logo. “Brighten Up Your Spirits” was an instant hit: viewing figures reached almost 9 million, and 84% of those who saw the show associated it with Campofrío.



Media and Digital Agencies

ZENITHOPTIMEDIA

ZENITHOPTIMEDIA celebrated its 25th anniversary in 2013. From its origins as a small, pioneering media agency, ZenithOptimedia has grown to become the world’s third largest media network. We marked this important milestone with considerable new business success and bold plans to launch a new agency network.

We started 2013 with a real sense of optimism. 2012 had been one of reduced business confidence and limited new business opportunities, which we tackled head on by investing in new tools and processes. We also enhanced our long-standing ROI Agency positioning, which culminated in the launch of Live ROI!

This development work ensured that we were well placed to capitalize on the multitude of pitches that took place in 2013, as confidence started to return to the market. We are proud to announce that, in virtually every month of 2013, we won or retained a major international account.

This new business success was a great way to celebrate ZenithOptimedia’s 25th anniversary. In October, we marked a quarter century since the launch of Zenith Media, which went on to become the world’s third-biggest network (RECMA 2013). Launched in 1988, Zenith was the first media agency in the UK, and Optimedia—a pioneering media agency in the French market—was born just a year later. The two agencies merged in 2001. As part of the anniversary celebrations, we created a future program to assess how our world will change for the better over the next 25 years. We produced six key global trends for marketers, which we have since presented all around the world. Our focus on the future opportunities for ZenithOptimedia and our clients was a continuing theme throughout 2013. At the world’s premier advertising festival, Cannes Lions, we unveiled a major global partnership with Google to help to drive the use of mobile platforms in media communications. We followed this in Q3 with the second of our major global programs—once again with Google—this time to help clients devise a sustainable strategy for online video in their media communications.

We ended the year with the announcement of another bold and optimistic move—one that maintained our focus on the future. Following the acquisition of Walker Media, the leading independent media agency in the UK, we announced that ZenithOptimedia will be launching a new global network. With Walker Media a key cornerstone, the new network will give ZenithOptimedia a fantastic opportunity to accelerate business growth and develop new communications and category specialisms.



Our People

Over **7,200** employees

Present in

250 offices in 74 countries

Sub-Brands

Zenith | Optimedia | Moxie | Performics
| Newcast | Ninah

Main Clients

Armani | Aviva | Bacardi Martini | BGL Group
| Kering | Lactalis | L'Oréal | LVMH | Nestlé
| News Corp. | Nintendo | Oracle | Reckitt
Benckiser | Richemont | Sanofi | SCA Group
| Telefónica/O2 | Toyota

Significant Awards

80+ awards in international, regional and major national competitions this year | Recognized for outstanding media campaigns in 38 countries across the world | Achieved Gold or top-rated awards in 14 countries, strong showings in France, UK, China and Singapore | Top international award of 2013 won for EU's anti-smoking media campaign across 27 markets.

STEVE KING,
CEO WORLDWIDE



www.zenithoptimedia.com

Sony Xperia ‘From Under Other Stars’ – United Kingdom

To highlight the key features of their new Sony Xperia Z smartphone, Sony and DigitasLBi invited creative ambassadors Damian Kulash from the band OK Go, the band Pyramids, and photographer Martien Mulder to capture the sights and sounds of the Northern Lights using Sony Xperia Z smartphones and tablets. They then used the Xperia Z’s connectivity features to create a four-minute spot titled “From Under Other Stars”. Within a week of release, the resulting series of films were the most shared videos on Facebook and Twitter in the UK, and achieved the #1 spot on the “Popular Videos Across the Web” list (UK).



Coca-Cola ‘Placelists’ – International

In 1971, Coca-Cola taught the world to sing. Forty years later, Coke is doing it again. Placelists is a first-of-its-kind music platform that brings together Coca-Cola, Facebook, and Spotify to curate living, breathing playlists for any destination in the world. By adding, sharing and voting on songs, teens can determine the musical personality of any place. Their recent Spotify lists, location, check-ins and musical interests ensure that the musical personality of every destination constantly changes.



Taco Bell ‘Feed The Beat’ – USA

For the past seven years, Taco Bell has introduced bands to new fans (and fans to new bands) with the Feed the Beat (FTB) program. To spread the word about FTB, Taco Bell brought two FTB bands together for the first time at SXSW: indie sensation Passion Pit, and emerging artists Wildcat! Wildcat! DigitasLBi partnered with Taco Bell to create a feature-length, fan-driven “rockumentary,” ending with a live-streamed event at SXSW. Taco Bell then premiered the film, *Hello Everywhere*, at the MTV Video Music Awards. The film got 719,000 total views and over 9.3 million total impressions, with 100% positive net (brand) sentiment and massive engagement.



American Express #PassionProject – USA

For 163 years, American Express has been a symbol of financial success. Yet more than ever before, people today define success as the pursuit of passions, rather than the quest for possessions. To help people achieve their goals, DigitasLBi partnered with American Express to create the #PassionProject, a new initiative established to help doers, makers, and dreamers across the country. It is more than a campaign: it is about turning dreams into reality. The impact of #PassionProject has been massive, with 200 million media and 20.1 million Tumblr impressions, over 8 million views on YouTube, and an unprecedented 570% increase in audience from social media alone.



Media and Digital Agencies



Our People

Over 6,000 employees

Present in 26 countries

Sub-Brands

Phonevalley | The Third Act

Main Clients

Aetna | American Express | AstraZeneca | Cathay Pacific | Clarins | Coca-Cola | Comcast | Delta Air Lines | Dunkin’ Donuts | eBay | E.ON | General Motors | Goodyear | Harley-Davidson | Ikea | Lenovo | L.K.Bennett | Lloyds TSB | MillerCoors | Motorola | Nestle | NYSE Euronext | P&G | Sprint | Taco Bell | Whirlpool

Significant Awards

Advertising Age, 10 Standout Agencies | OMMA, Agency of the Year | BtoB Magazine, Top Agency List | Three Cannes Lions | 12 IAB MIXX Awards, four Gold | Three CLIO Awards, one Gold | Five Effie Awards, two Gold | Three OMMA Awards | 12 BMA Global ACE Awards, four First Place Awards | 21 W3 Awards, two Best in Show Awards and seven Gold Awards | Six CADM Awards | Two Grand Prix Stratégies du Marketing Client, one Gold | Two Indian Digital Media Awards, one Gold

LUKE TAYLOR,
GLOBAL CEO



www.digitaslb.com

DIGITASLBi

DIGITASLBi is a global marketing and technology agency that transforms businesses for the digital age. We help companies decide what’s next, then take them there. A top ten global agency, DIGITASLBi is comprised of 6,000 digital and technology experts across 40 offices in 26 countries.

The year 2013 was a momentous first year for DigitasLBi, a global digital and technology powerhouse. Following the creation of our merged agency in February, our talent community of more than 6,000 proved its mettle in some of the world’s most competitive pitches, attracted key industry leaders, and was applauded for its creative zeal.

We welcomed a host of major new global clients, including AstraZeneca, Barclays Wealth, Cathay Pacific and Motorola, and extended existing engagements with international clients such as Ikea and Johnson & Johnson.

We created transformational work for our priority partners: our clients. For Motorola X, we introduced the first “wired” ad in *Wired* magazine, bringing hi-tech and innovation into print. For eBay, we designed a social ecosystem, allowing users to create their own network within its trusted brand community. Europe West broke new ground with the rollout of the luxury offer “MADE” by DigitasLBi in Paris, Milan and Shanghai. In the UK, our Digital Innovation Group joint venture with AstraZeneca was seen as a game changer.

In 2013, DigitasLBi earned 140 accolades globally, including the only Creative Effectiveness Cannes Lions Award in the Western Hemisphere for American Express’ Small Business Saturday. In the UK, we were named the most elite, financially successful and respected agency in The Drum’s inaugural Digital Census, and *Marketing* magazine honored us as Agency of the Year. In France, we were the most awarded digital agency, receiving 37 national accolades. DigitasLBi and our subsidiary PhoneValley were also named Digital and Mobile Agency of the Year respectively. In the Asia-Pacific region, growth has been stellar: from a standing start to 850 people across 16 offices.

Our drive towards self-improvement produced a steady succession of industry innovations, among them the Marketing Cloud, a proprietary suite of digital marketing solutions, and a recent commercial and creative alliance with Google, the first upfront deal between a digital agency and Google in the US.

Throughout 2014, our provocative thinking, entrepreneurialism and strong culture cradle will allow us to stand out (and up) in the global marketplace, attract the best talent, and thrive.

SXSW Festival #Usemeleaveme – USA

Every year, Austin, Texas hosts nearly 200,000 people from 80 countries for the interactive, film and music festival known as SXSW. There are plenty of free concerts and drinks, but one key element is missing: convenient transportation. So Razorfish thought, how can we help? The result: free bikes with their own names, personalities and Twitter handles. The #USEMELEAVEME project successfully raised the profile of Razorfish. We were heard above the noise at one of the most overcrowded events, and public transportation industry leaders recognized our contribution to furthering their agenda.



PEPSI/LAY’S ‘Who is Your Flavorite’ – China

Lay’s ‘Do us a flavor’ campaign is a highly localized core campaign idea based on a successful global campaign. In China, we localized it as “Who is Your Flavorite”, combining ‘flavor (cuisine)’ and local slang of what your type is. The campaign kicked off with a series of online webisodes and subsequently using cross platform and multiscreen strategy to customize engagement & interaction in social space with high relevance in social context and content. The responsive scripting mechanism of the webisodes brings the social buzz and movement to a next level during the 84 days.



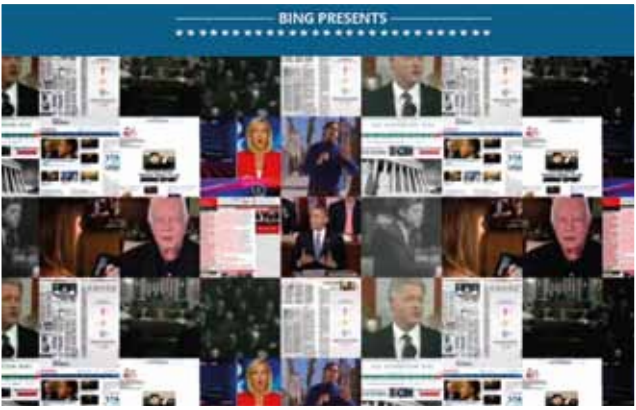
Mercedes-Benz ‘Take the Wheel’ – USA

Mercedes-Benz USA faced a challenge. Sales were up, but their owner base was older, on average, than that of key competitors. The all-new CLA was designed to attract a younger Gen Y buyer who didn’t relate to the brand. Razorfish NY developed a pre-launch Instagram campaign. It traded pixel-perfect automotive advertising for real-time mobile photography to introduce the all-new CLA to Gen Y. We challenged five of Instagram’s best photographers to spend five days behind the wheel of the CLA. Each trip was documented with six photos a day on their Instagram account, and on the MBUSA Instagram account. The hook? Whoever got the most likes kept the CLA.



Bing ‘State of the Union’ – USA

Bing is an enabler. Bing helps you ‘do.’ With the explosion of new technologies, and at one of the greatest turning points in US political history, the time came to do something that could never have been done before: the first-ever interactive Presidential address. Powered by Bing. With a campaign that made history, Bing and Razorfish connected the American people and gave them an exclusive opportunity: while the President spoke, US citizens reacted in real-time. As many as 12.9 million voices were heard during the speech. After 200 years of listening, the nation could talk back for the first time ever—potentially changing US politics forever.



Media and Digital Agencies



RAZORFISH

RAZORFISH is passionate about the opportunities created by digital disruption. As one of the largest interactive marketing and technology companies in the world, we help clients navigate the unknown to drive change and business transformation. Digital is part of our DNA, and we’re here for tomorrow.

Razorfish is in the business of transformation. In the next five years, our clients will have a window of opportunity to use digital as a secret weapon—a catalyst for creating new products, new services, new ways of delivering existing services, and new ways of connecting with their customers. Technology is changing our clients’ industries, and there is an opportunity for them to lead—or risk becoming irrelevant. As a company, Razorfish is committed to helping our clients steer their industries into the future. For now, I’d like to look back at some of the incredible milestones of 2013.

Our business is exceptionally healthy, with billings up significantly year over year. We’re up 15% year over year in Mobile, and 14% year over year in “digital in store” revenue. Our commerce clients this year represented 11% of our total revenue, up from just 2% in 2012, and our top 10 accounts grew by 16% year over year. We’ve also landed dozens of new clients worldwide, including DHL, C&A, Lloyds Banking Group, H&R Block, ASOS, Caterpillar, and others. And while we cannot disclose all of our wins, the list is long: We added \$65 million in net new accounts to our bottom line.

We’re also expanding our human capital. Our international headcount is up 12%, with high growth in China and India. In addition to staff, our primary focus continues to be dialogue with clients and partners. We believe that magic happens when different worlds come face-to-face. In keeping with this belief, we held our 12th annual Client Summit in 2013, featuring presentations from our partners at Delta Air Lines, AT&T, Nike, Citibank, Express and others. We also set up a newsworthy partnership with Adobe around our Fluent™ SaaS offering.

And somewhere along the line, we published our first book, *CONVERGE: Transforming Business at the Intersection of Marketing and Technology*, which we’ve been asked to speak about at events worldwide. It is no coincidence that Razorfish was the only digital agency to appear on the Advertising Age A-List two years in a row. And with LinkedIn recently rating us the highest-ranked digital agency (again) on their 100 Most InDemand Employers of 2013, and 59th in the world overall, Razorfish is certainly not a bad place to work.

razorfish.

Our People

Over 3,000 employees

Present in

22 cities in 9 countries

Sub-Brands

Razorfish Longtuo | Razorfish/Neev
| Dentsu Razorfish

Main Clients

Microsoft | Delta | Mercedes-Benz USA
| McDonald’s

Significant Awards

The only digital agency named to the Advertising Age A-List two consecutive years

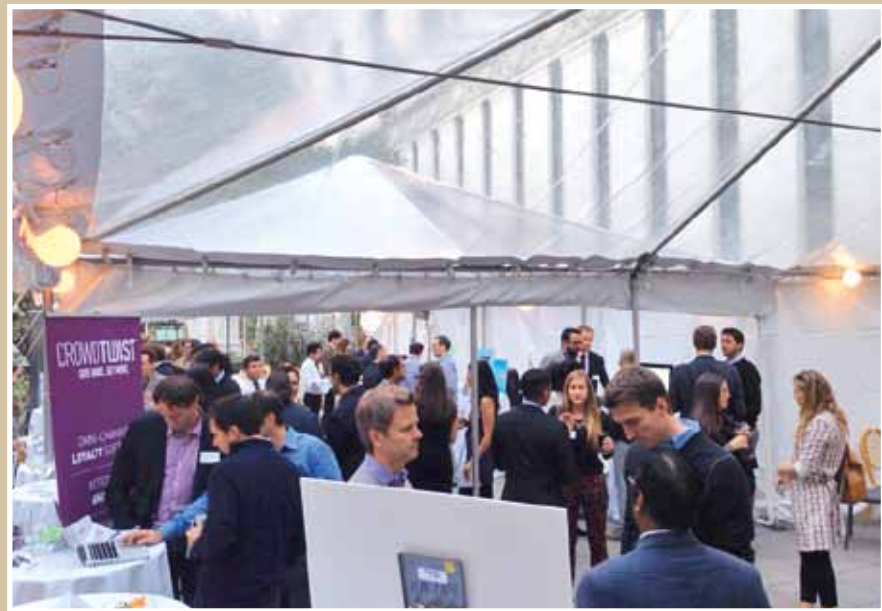
PETE STEIN,
GLOBAL CEO



www.razorfish.com

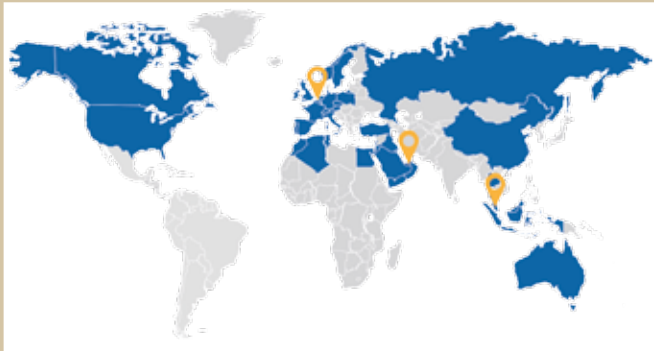
VivaKi Ventures Expands Portfolio and Launches Ventures Network

VivaKi Ventures—dedicated to surfacing and partnering with the pioneering startups that are inventing tomorrow’s touchpoints and experiences, on behalf of Publicis Groupe—added 12 new partners to its portfolio in 2013. Companies joining the Ventures portfolio included CrowdTwist, Flite, Mass Relevance, Nativo and SparkReel. To accelerate the integration of these new partners, the Ventures team held speed dating events at high profile industry events such as Advertising Week and the Consumer Electronics Show. The Ventures team also created a network of 70 senior executives from throughout Publicis Groupe who are responsible for engaging new partners and introducing them to their respective agencies.



Coca-Cola Super Bowl XLVII ‘Mirage’ Campaign

Audience On Demand (AOD) Social collaborated with MediaVest to drive real-time social engagement on Facebook and Twitter during the Super Bowl XLVII for the Coca-Cola Company in North America. The teams worked side-by-side in the Coke War Room during the Super Bowl to enable real-time optimization. The AOD Social team created multiple versions of Facebook ads to deliver relevant social messages quickly during the game, and it used Promoted Tweets on Twitter to provide real-time social content over three phases: pre-game, live game and post-game.



VivaKi Opens AOD Activation Centers in Amsterdam, Singapore and Dubai

VivaKi responded to continuing demand for Audience On Demand (AOD) around the world by opening Activation Centers in Amsterdam, Singapore and Dubai—expanding AOD’s reach to 42 markets from 14 markets in 2012. The Activation Centers allow VivaKi to launch and develop Publicis Groupe’s addressable media practice throughout EMEA and Asia-Pacific.



The Pool Launches Results of Tablet and Two-Screen Lanes

VivaKi’s Pool team announced the results of its tablet and two-screen TV advertising lanes to audiences at industry events organized by ad:tech, ARF, MMA, Advertising Week and others. The results of The Pool’s tablet lane, and a data-rich overview of the tablet landscape, are available in an app entitled “The Pool-The Tablet Lane,” which can be downloaded from the Google Play and Apple App Stores.

Media and Digital Agencies



VIVAKI

Our People

Over **400** employees

Present in

43 countries, 3 activation centers

Main Clients

All agencies of Publicis Groupe

Offerings

Addressability (Audience On Demand-Display, Video, Social and Mobile) | Dynamic Interaction (VivaKi Ventures, Finch15) | Data & Technology (SkySkrafer, Benchtools, Partnerships)

Significant Awards

AOD was named the winner of the “Agency” category for innovative use of data at the inaugural eXelate Data Excellence Awards. VivaKi was also named to the Online Trust Alliance’s 2013 Online Trust Honor Roll for demonstrating exceptional data protection, privacy and security in an effort to ensure the highest level of consumer and brand safety.”

FRANK VORIS,
CEO



VIVAKI

VIVAKI delivers addressability—the ability to find the right person at the right time, on the right device—as well as dynamic interaction and data, allowing Publicis Groupe agencies to connect clients with consumers. We are curators of the emerging digital media ecosystem, bringing together partners and technologies in ways not yet imagined to create new models of consumer engagement.

Recognizing that no single agency can be all things to all clients, VivaKi embraced 2013 with a simple motto—*un pour tous et tous pour un*: one for all and all for one. With this in mind, we have honed our VivaKi practice to deliver Addressability, Dynamic Interaction and Data to the Publicis Groupe as a whole.

Addressability has been achieved through Audience on Demand (AOD). In 2013, AOD launched regional activation centers in Amsterdam, Singapore and Dubai, with China still in progress. We earned our success as the world’s most trusted addressable media solution by delivering performance, protection (through VivaKi Verified standards), and partnership. These efforts propelled AOD to achieve a growth rate of 100 percent in 2013.

Dynamic Interaction—the space where people and content overlap—led the Ventures Network to create a portfolio of 12 pioneering partners focused on mobile, video, loyalty programs, direct response, real-time communications, native advertising and data insights. Through events such as speed-dating, digital summits, salons and one-on-one meetings, the Network secured Groupe clients unexpected opportunities in markets across the globe. A focus on Next Generation Storytelling provided our agencies with resources and technologies that bolster creative messages across channels and formats.

SkySkrafer—the Big Data solution for Publicis Groupe—was expanded in 2013. SkySkrafer sorts, structures, stores and updates data for easy access to the most up-to-date business intelligence, and offers ease of access so that our agencies and AOD can easily mine data in real time, receiving actionable insights that fuel powerful stories. In addition, we created a data standard for the industry called SkySkrafer Connect, a single point of entry into all of Publicis Groupe, with 16 VivaKi Verified partners already certified.

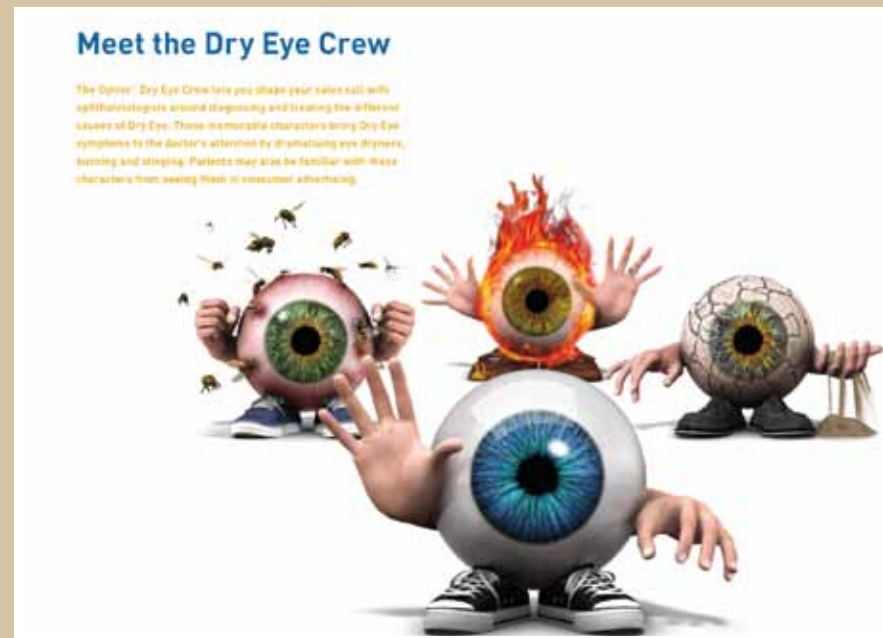
The pace of change in 2013 proved that technology has not so much created new jobs as empowered us to do old jobs in new ways. People will be consistently more empowered to use devices and screens to connect, learn, buy and be entertained. VivaKi is committed to staying ahead of them, extracting insights from the masses of available data to deliver increasingly personalized solutions at scale and in real time.



www.vivaki.com

Allergan ‘Dry Eye Crew’ – USA

Rosetta's Dry Eye Crew initiative for Allergan included an interactive selling tool. It allowed their sales force to focus their presentations with ophthalmologists on diagnosing and treating the different causes of Dry Eye, and offered consumers a more compelling user experience. The memorable characters bring Dry Eye symptoms to the doctor's attention by dramatizing eye dryness as well as burning and stinging sensations.



Lenovo ‘Lenovo.com’ – International

Rosetta completely reimagined Lenovo's global website to enhance its appeal with the target segment—the Tech Trendsetters. Based on these insights, we custom-tailored Lenovo.com and created a streamlined path to purchase. The new Lenovo.com, now live in 30 countries, far exceeded conversion expectations, with an increase of up to 46%. The redesign led to an 18% increase in Likelihood to Purchase.



Chase ‘Chase Sapphire’ – USA

Rosetta completely reimagined the world of Chase Sapphire, creating a digital ecosystem rich with premium travel and dining content. The seamless digital experience makes it perfectly clear to travel and dining enthusiasts why Chase Sapphire Preferred is the card for them.



Activision ‘Call of Duty’ Loyalty & Customer Retention – USA

Rosetta helped Activision launch Call of Duty: Ghosts with a campaign that earned massive earned media impressions and generated significant social media attention. One advertisement depicts a “Black Friday Gameplan” for game users whose plan is to navigate the store crowds on Black Friday, then check out and head home so they can play the game. The other one, called “Prep Your Game Zone,” includes a list of all of the items necessary for extended playing time at home with the new game.

Media and Digital Agencies

ROSETTA

ROSETTA is a customer engagement agency for the empowered age. Our mission is to be a trusted growth advisor to the world's most innovative brands by translating unique consumer insights into integrated marketing programs, platforms and products that inspire people and drive business results.

People. Experiences. Transactions. Today, brands exist only in the interactions that they enable. In 2013, Rosetta solidified its position as the premier Customer Engagement Agency, achieving a number of key global wins based on the agency's differentiated Personalized Lifecycle Management and Commerce+ capabilities, and setting the stage for aggressive global expansion in 2014.

DATA-DRIVEN MARKETING SUPPORTED BY PERSONALIZED LIFECYCLE MANAGEMENT
From acquisition to advocacy, Rosetta creates insight-driven marketing programs based on its patented Personality Segmentation process to combine material human benefit with measurable business impact.

Focusing on the consumer lifecycle, we created campaigns for Lenovo and Activision in the last year which helped them achieve a leading industry position. For the Call of Duty franchise, Rosetta used data and analytics to lure their target customers—transforming consideration into purchase, and purchase into loyalty. The agency's Lenovo campaign developed an engaging PC shopping process, and was recognized by W3 and the WebAwards for the overall website experience.

TECHNOLOGY INNOVATION AROUND COMMERCE+
A recognized global leader in commerce with more than 130 commerce implementations under its belt, Rosetta was awarded over \$35 million in new Commerce+ work in 2013 for brands such as Fast Retailing's UNIQLO, ADT, TracFone, Whirlpool, Premier Medical, and Nebraska Book Company. The agency was also a leader in technology innovation, introducing a proprietary extension of the Adobe Experience Manager to connect with IBM WebSphere Commerce. The customizable, scalable solution allows an unrivaled customer experience, and is an enterprise-class offering to marketing and IT departments to optimize the commerce and content ecosystem.

Rosetta's industry expertise across Technology & Telecommunications, Healthcare, Consumer Products & Retail, and Financial Services, together with the ability to create authentic, data-driven relationships between brands and consumers, have proven to be a winning combination for clients. With several new campaigns kicking off in early 2014, the agency looks forward to expanding its global presence and boosting its position as the world's leading Customer Engagement Agency.

ROSETTA

Our People
Over **1,200** employees
Present in
9 cities and 2 countries

Main Clients
Activision | Allergan | Bristol-Myers Squibb
| JPMorgan Chase | Lenovo | Luxottica
| Marriott | VF Corporation

Significant Awards
W3 Award-Silver for Lenovo, General Website
| WebAwards-Outstanding Website for Lenovo
| Creativity Media & Interactive Awards-Gold for Special Olympics New Jersey
| ADDY Awards-Gold for Special Olympics New Jersey

TOM ADAMSKI,
CEO



www.rosetta.com



Specialized Agencies

MSLGROUP

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

Against a challenging global economic backdrop, MSLGROUP once again ranked as one of the world's most recognized PR networks last year. Thanks to our teams' hard work and the enduring trust of our global clients, MSLGROUP was named Asia PR Network of the Year for the second year running. We also received the award for "Best Corporate Consultancy in the World".

Growth was achieved thanks to our deepening relationship with existing clients—including a corporate Olympics campaign from one of the world's largest marketers—and to new client accounts that our teams brought on board. On the digital front, 2013 saw us secure three global "social listening" and e-reputation accounts. We won the Huawei contract in India, raising the number of markets where we now work with the multinational telecommunications giant to five. And, among many others, we were granted a global communications contract to support the Mexican government's drive to boost the country's image as a premier tourist destination.

Acquisitions were once again an important focus, as we continued to extend our global footprint. In 2013, we brought one of Advertising Age's 50 most creative agencies into the family: the guerrilla-marketing agency Espalhe in Brazil.

Sharing insights with our clients and demonstrating foresight on their behalf remained an important area of activity this past year. In December, we launched the "Now&Next" iPad app, enabling viewers to browse the totality of the content created over the course of our 18-month "People's Insights" project. Having attracted over one million views online, the app now brings together long-form, multimedia-rich content focused on social data, crowdsourcing, storytelling and brand citizenship, ready for consumption on the go.

I believe that the efforts undertaken in 2013—and so much else besides—position us well for a dynamic 2014: a year in which we will continue to attract the most "glocally-minded" talent in the industry, and provide trusted advice to our clients in a business environment that grows ever more complex and stimulating.



Over **3,500** employees

Present in

100 offices across 22 countries

Main Clients

P&G | World Economic Forum | Ikea
| PayPal | Nestlé

Significant Mentions

Named Best Corporate Consultancy in the World in 2013 | One of the world's top four global PR networks | Working with a quarter of the top 100 most valuable brands globally
| The largest PR agency in Europe, China and India

OLIVIER FLEUROT,
CEO



www.mslgroup.com

Adidas 'Brazuca' – Brazil

World Cup sponsor Adidas promised to give every Brazilian born on December 3rd, 2013 their very own 'Brazuca'—the official World Cup 2013 ball, which was also unveiled on that day. The gesture was inspired by the famous proverb whereby 'all Brazilian kids are born with a soccer ball at their feet.' Notified by a viral campaign, the parents of any baby born in Brazil on that day were encouraged to come forth and receive this iconic gift on their child's behalf. The client also constructed a new nursery area inside São Paulo's leading maternity hospital and filled it with Brazucas awaiting their tiny new owners.



Mandarin Oriental '50 Fantastic Years' – China

We were tasked with conceiving and delivering an event for over 800 celebrities, dignitaries and society guests to celebrate "50 Fantastic Years" of the Mandarin Oriental's flagship Hong Kong property. Staged in a hotel that had to remain operational at all times—with minimal disturbance to regular hotel guests and to the patrons of the nine hotel restaurants and bars that stayed open—the party was designed to honor the brand's heritage as well as to showcase its exquisite style and legendary service. In short, the event had to be much like the hotel itself: original, iconic and unforgettable.



Volkswagen 'Passat' – Sweden

Our client was eager to see the Swedish government extend subsidies that would make the company's environmentally friendly Passat car more affordable to the man on the street. Despite diminishing interest in Green issues as a vote-getter, our team worked to convince the Centre Party to re-ignite both public and political debate around bio-gas-fuelled cars. The result? An extension of government subsidies, a happy client and a greener environment.



RATP 'On vous voit bien' – France

"On vous voit bien" ("We can just picture you") is a campaign created for France's RATP, one of the world's top five public transport networks. Designed to present RATP in a fresh light to prospective employees, onvousvoitbien.fr—an interactive space on the careers section of the company website—offers visitors the chance to become a temporary RATP employee in an online game, and potentially find themselves pictured on giant poster ads in the Paris Metro with the tagline "xxx can already see himself/herself working for RATP..."



Sanofi ‘MULTAQ App’ – USA

Multaq is an antiarrhythmic drug used to reduce the risk of an irregular heart rhythm called atrial fibrillation (AFib) for patients who previously suffered from AFib but now have a normal rhythm. The Multaq app helps patients understand the symptoms and progression of AFib, and how Multaq works.



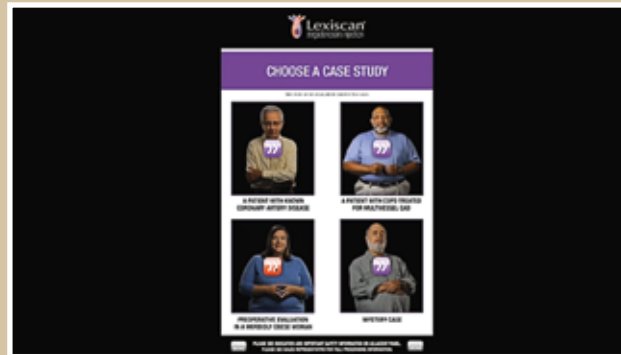
Pfizer ‘VaxiMate’ – Australia

This campaign promotes VaxiMate, an immunization reminder application that is targeted to parents of children from birth to 4 years of age.



Astellas Pharma ‘Lexiscan’ – USA

A video showing the Lexiscan touchscreen case studies that were used as displays at annual conferences for national cardiology associations. Based on real-life case studies, participants engage in interactive conversations with patients and their healthcare providers by asking questions and interpreting nuclear images of the heart.



Baxter ‘Vaccine Print’ – France

A French campaign emotionally connecting with parents of young children regarding the severity of Meningitis C, and recommending vaccination. It won the Bronze Award at the Grand Prix Empreintes in the “Medical Information for Patients” category.

Specialized Agencies



Our People

Over **5,500** employees

Present in

11 countries

Sub-Brands

Digitas Health | Discovery | in-sync Consumer Insight | Maxcess Managed Markets | Medicus International | Publicis Healthcare Consulting | Publicis Health Media | Publicis Life Brands | Publicis Touchpoint Solutions | Razorfish Healthware | Saatchi & Saatchi Health/Wellness

Main Clients

Sanofi | Pfizer | Boehringer Ingelheim | Abbott | AstraZeneca | Merck | Novartis | Astellas | Bristol-Myers Squibb | Crest + Oral B | Johnson & Johnson | Mylan | Nestlé

Significant Awards

PHCG voted top healthcare agency network (US revenue) for the fourth consecutive year by Advertising Age | Digitas Health listed as “Best Place to Work” by Central Penn Business Journal | Saatchi & Saatchi Health Spain named “Best Healthcare Agency of the Year” by El Publicista

NICK COLUCCI,
CHAIRMAN & CEO



PUBLICIS HEALTHCARE COMMUNICATIONS GROUP

In 2013, PHCG celebrated its 10-year anniversary as a global marketplace leader. Embedded in its client-service philosophy and organizational structure is the belief in the power of healthcare communications and a relentless pursuit of client success. The caliber of talent and thought-provoking creative leadership separates PHCG from the pack.

While many agencies talk about their ability to leverage network connections, most of the time it's just that—talk. At Publicis Healthcare Communications Group (PHCG), we believe actions speak louder than words. In 2013, our actions were driven by the belief that by putting clients first, everyone succeeds.

The foundation of a true network is built on connections and collaboration. By taking this view, PHCG doubled the number of pitch invitations and delivered the business greater than 50% of the time. Relationships were expanded within Pfizer, Abbott, AbbVie, and Shire, to name a few. Beginning in 2Q13, we started a growth trajectory that gained momentum throughout the year delivering success to both PHCG and our sister agencies, including Leo Burnett, Publicis Worldwide, Starcom Mediavest, and MSL.

Our growth was driven primarily by traditional pharma business, however, aggressive new business efforts allowed us to welcome new clients in OTC, nutrition, devices, diagnostics, and animal health businesses. Today, our agencies serve the most diversified client portfolio in PHCG's 10-year history.

STAND-OUT PERFORMANCES IN 2013 INCLUDED:

Digitas Health (DH), one of our flagship brands, completed its transformation from an agency with “digital at its core” to a full-fledged agency of record. DH exceeded every target—from revenue to new business while expanding globally—with offices in India and EU. By putting its clients' needs front and center, we expect DH's success to only grow brighter.

Publicis Health Media (PHM) launched last year as specialists in health and wellness media, gaining immediate traction with clients. By pairing its health expertise with the Groupe's media powerhouses—Starcom, MediaVest, Zenith, and Spark—PHM created a presence inside our established agencies, creating a holistic model that addressed our clients' specific communication needs.

in-sync Consumer Insight allowed our agencies to get to the heart of our business—a deep understanding of patients, healthcare providers, and payers. Working with in-sync, agencies employed a social science lens to understand true customer behavior, and aligned those learnings to drive meaningful market strategies. This “human-centric” approach continues to attract new clients and offers a real point of differentiation across our agencies.

Forecasting the health and well-being marketplace will be a continuous challenge, but one thing remains clear—market opportunities remain plentiful and Publicis Groupe's leading healthcare agencies are in the best position to grow and thrive. We see a bright future because we believe that innovation is inspired by collaboration. Clients first. One and all.



www.publicishealthcare.com

Sony 'PlayStation' – France

Sony presents its latest PlayStation on digital screens in the subway.



Ikea 'Real Life Textile Exhibit' – France

Creation of a real-life textile exhibit on the square in front of Paris Saint-Lazare train station to promote Ikea materials. Free hand-sewn cushions for travelers.



Coca-Cola 'Operation Interactive Coca-Cola' – France

Operation Interactive Coca-Cola between your smartphone and the Live module-all based on your first name.



Pierre & Vacances 'Capitale' – France

Pierre & Vacances displays up their new bus back billboards format, "Capitale", to encourage Parisians to organize their summer vacations!



Pulco 'Zest' – France

Pulco brings zest to Paris Saint-Lazare train station. The journey is over. Time to relax!

Specialized Agencies



MEDIAS & RÉGIES EUROPE

Our People

Over **650** employees

Sub-Brands

Mediavision | Media Transports

Advertisers

More than 3,000 advertisers for all advertising media

Main Clients

RATP | SNCF | RFF | Kéolis
| Gaumont Pathé | MK2 | Kinépolis | CGR
| Le Monde | Libération | Europe 1

BENJAMIN BADINTER,
CEO



MÉDIAS & RÉGIES EUROPE

MÉDIAS & RÉGIES EUROPE is the leader in public transportation and cinema advertising in France. This leadership position is boosted by extensive investment in digital tools.

In 2013, Médias & Régies Europe's sales posted yet another year of growth. In a consistently complex economic environment, Médias & Régies Europe preserved its leadership position in public transportation advertising, and saw its cinema advertising sales rise. Due to declining readership, the print media divisions were unable to match this positive performance. Radio advertising was stable compared to 2012, and the division's income will be consolidated in the Publicis Groupe's overall financial results.

MEDIA TRANSPORTS

For MEDIA TRANSPORTS, 2013, like 2012, was a year of contrasts. METROBUS saw sales drop by 3%. Yet train station revenue increased by 6.8%. While the decline in subway sales was slight, thanks to the installation of a total of 600 new digital signs, sales for buses in Paris and outside the Paris region continued on a downward trend. Still, it is worth noting that in invitations to tender for major cities, we secured lower minimum guarantees.

On the train station front, the sales increase was mainly due to the installation of 830 digital signs (680 for the SNCF and 150 for the RFF).

The year 2014 appears uncertain on account of the economic environment. We are confident, however, that the profusion of international events (the Olympic Games, the FIFA World Cup and the Mondial de l'Automobile fair) will boost sales.

As regards the press, the significant decline in circulation of daily newspapers is having an impact on advertising revenue. This is particularly true of *Libération*, whose readership has dropped significantly (nearly 15%), with obvious repercussions on advertising. Nevertheless, thanks to management's efforts, the daily has managed to maintain its sales above break-even point.

The same cannot be said for *Le Monde*, which, despite a slight decline for the daily and a strong rise for *M* magazine, saw sales plummet at the end of the year, resulting in a loss.

MEDIAVISION

The year 2013 proved to be a very good one for Mediavision, despite another drop in ticket sales (-5.8%) and a very tough first quarter given the tense media environment. Mediavision's teams took full advantage of the arrival of new operators, including CGR, and ended the year with an increase of 17.5% (compared to 2012), thanks in particular to an exceptional fourth quarter with a 47.6% increase (compared to 2012).

Meanwhile, Mediavision renewed its contracts with Kinépolis and Megarama—the third—and fifth-largest operators, respectively, in sales terms—for a five-year period, thereby ensuring continuity in its commercial offer for 2014. This further illustrates operators' trust in our company.

www.mediavision.fr www.mediatransports.com

Nescafé ‘Really Friends’ – France

The Nescafé “Really Friends” campaign is based on a simple idea: are virtual friends really friends? Working with Publicis Conseil, Prodigious cast Arnaud, an average Facebook user with more than 1,200 friends. He was asked to meet with them and bring 2 cups of Nescafé as well as Go-pro cameras. Two months and 30 episodes later, the program obtained over 8,000,000 views on Nescafé’s YouTube channel and won all the awards in brand content festivals.



Renault Koleos ‘Destination Jungle Town’ – International

The latest campaign for Renault’s Koleos shows Tony Parker being chased by a basketball in Jungle Town, where he is trying to take time off. The real challenge? Producing the entire campaign—from TVC and online film to print and digital content—in just one shoot. Together with Publicis Conseil, and thanks to clever production planning and CGI expertise, a spectacular, truly cross-media campaign was produced for the same budget as a single TVC, obtaining 99% satisfaction rates from the Renault teams.

Coca-Cola ‘KOadam’ – Europe

Market Forward, Prodigious’ technology arm, made the lives of Coca-Cola marketing teams across 11 countries and 15 brands easier. KOadam, its custom-made online solution, is based on four marketing workflow milestones: briefing, transcreation, adaptation and delivery. Now, local operational marketing teams can—in a couple of mouse clicks—initiate a brief, get a quote, review and approve transcreation and production online, and track their projects all the way to completion thanks to comprehensive dashboards and online activity reports.



Specialized Agencies

PRODIGIOUS

With 1,500 employees worldwide, PRODIGIOUS designs, produces and delivers brand content across all channels, using the best tools and workflow processes. The result: seamless global brand execution across all markets delivered to the highest creative standards. We call this brand logistics™.

The year 2013 was undoubtedly a landmark in the development of our business. Early on in the year, we officially brought WAM—Publicis Groupe’s video and broadcast facility—into our team, significantly boosting our ability to deliver across all media. In July, we acquired Bosz Digital, a high-quality digital production platform in Latin America, which operates out of Costa Rica and Colombia with a combined staff of 450. The acquisition of Bosz considerably reinforced both our digital production capability and our worldwide presence.

In September, we rebranded all Publicis Groupe Production Platforms brands globally as Prodigious, demonstrating the strength of our combined brand asset production offering in print, video and digital, as well as our global footprint. At the same time, we launched brand logistics™, a cross-media production service offering designed to help brands better meet the challenges of an increasingly diverse, complex and global media landscape, where speed-to-market, tight budgets and digital media have become crucial.

We are now stronger than ever with Prodigious, our powerful single brand around the world, and brand logistics™, our solid new vision and approach for a challenging marketplace. As the Publicis Groupe’s production arm, we are able to provide its agencies and clients best-in-class production capabilities and offer the Groupe a sound decoupling offering.

In 2014, we will further consolidate our offering for agencies and direct clients, particularly in the digital arena, and look to strengthen our global footprint.



Our People

Over **1,500** employees

Present in

20 locations worldwide
and 3 offshore platforms

Sub-Brand

Market Forward

Main Clients

Citi | Coca-Cola | Kellogg’s | L’Oréal
| Renault | Sanofi

Significant Awards

Grand Prix Stratégies and Eurobest Silver (Branded Content/Best Non-Fiction Program) for Nescafé “Really friends” | Gold Clio (Visual effects), 2 Silver Clios (Cinematography and Direction), 2 Gold New York Festival (Cinematography and Visual effects) for Cartier’s L’Odyssée | Gold Clio (Visual Effects), 4 Gold Clios (Photography) for Ray-Ban’s “75 years of legend” anniversary campaign

JEAN-FRANÇOIS VALENT,
CEO



www.prodigious.com



SOCIAL RESPONSIBILITY





SOCIAL RESPONSIBILITY

The Groupe's Social Responsibility (CSR) policy is multi-faceted.

In 2013, the Groupe's agencies launched a variety of initiatives in a myriad of fields. In view of Publicis Groupe's extensive geographical presence, local actions were the priority: each agency appropriated the Groupe's CSR policy and converted it into action, solidifying over time. The CSR approach requires management and traceability: the external audit conducted by SGS acts as a catalyst of the Groupe's strategy and allows the entities to better understand the complex dimensions and challenges of CSR. In 2013, 41 major agencies were audited on site.

Élisabeth Ardaillon-Poirier

SENIOR VICE-PRESIDENT,
CORPORATE COMMUNICATIONS & CSR



The 4 orientations—Social, Society, Governance/ Economics and Environment—determine the actions conducted and/or monitored by the CSR Department at the Groupe level, in close collaboration with the networks and agencies.

1 – SOCIAL

Publicis Groupe's "human capital" is its most precious asset. This is both a challenge and an opportunity. We must innovate, share, reinvent our professions and work with new tools. Professional training is a lever with which we support our teams, allowing them to be at the cutting edge of technical and creative advances, and to work effectively with major partners and digital platforms. Digital training focuses both on technologies and on behavioral changes. Diversity and inclusion remain a key challenge for the Groupe, focused on eight priority criteria (gender equality, age, disability, education, ethnic origin, sexual orientation, religion and veterans).

- *VivaWomen!*, the Groupe's internal network for women, has continued to expand, now covering nine countries and 16 cities in an area stretching from Los Angeles to Mumbai and from São Paulo to Singapore. The network is managed by volunteer employees, and aims to support women in their career and personal development within the Groupe.
- *Egalité*, the transversal LGBT (Lesbian, Gay, Bisexual, Transgender) network, is now in place in several large cities in the US and in the United Kingdom. Composed of volunteers, this inter-agency network provides a forum for collective action, designed as a center of expertise.

2 – SOCIETY & COMMUNITIES

The approach remains local, and favors organizations and associations close to the agencies and, thus, to our employees. *Pro bono* campaigns and voluntary work are still the greatest manifestation of these endeavors.

3 – GOVERNANCE/ETHICS AND ECONOMICS

CSR reporting is one of the responsibilities of Internal Audit's FMC teams, providing comprehensive overview of the progress made throughout the year. A number of fundamental projects are under way, such as those undertaken by the Groupe's Procurement Department with the networks targeting "Supplier Diversity." Also significant is the work done in relation to changes in legislation and self-regulation, and the protection of privacy, areas where the Groupe participates via multi-stakeholder working groups at national, regional and international levels.

4 – ENVIRONMENTAL

We are continually raising employee awareness of their personal impact, and facilitating the adoption of internal approaches. Collective inter-agency actions achieved a new milestone with a combined effort in June 2013: the "Month of Action" focused on "Create & Impact"—with close to 100 agencies in Europe and the US acting together. The calculation of the Groupe's carbon footprint, which was conducted for the fifth time in 2013 by Bureau Veritas, has facilitated concrete action. Our goals are pragmatic: to find solutions that reduce our direct impact and allow for effective, rapid action.



Pro Bono

A SELECTION OF 2013 CAMPAIGNS



SAATCHI & SAATCHI 'ONE PHOTO A DAY' B92 FUND – SERBIA

Domestic violence is one of society's most common problems. Yet it is hidden from view. To end the silence, we used the popular YouTube format of taking a photo a day for a year. Once posted, 'One photo a day in the worst year of my life' went viral. The video uploader was unverified, stirring global controversy over whether the photo showed an actual abuse victim or whether it was a campaign. The video triggered awareness and prompted strong reactions. In less than a week, it clocked up 3 million views and ranked among the five most popular videos on YouTube. Tens of thousands of comments were generated, as an individual cry for help became a universal call for action.



BBH 'GRIFFIN FARLEY'S BEAUTIFUL MINDS' BBH – USA

Griffin Farley was a Strategy Director at BBH New York who lost his battle to mesothelioma in early 2013. Griffin was renowned for his generosity in helping those at the very start of their careers. To honor Griffin's memory, BBH created a "boot camp" for 50 aspiring strategists, with industry leaders offering coaching. The idea garnered over two million earned-media impressions—as well as commitments for future sponsorship from Google and the Association of American Advertising Agencies. "Griffin would have been proud," his wife said when closing the event. "He'd have loved this."



LEO BURNETT 'VOLUNTEER TO PROMOTE VOLUNTEERING' SEEK – AUSTRALIA

SEEK Volunteers works to find volunteers to meet the needs of charities and organizations in Australia. To support SEEK, Leo Burnett Melbourne launched a campaign that asked everyone to "volunteer to promote volunteering". This call to action was designed so that it could be adapted to any space and any media channel. The message soon spread all over Australia as businesses, charities, and media companies all volunteered their spaces. A digital kit was also created to allow people to volunteer their webpages, Facebook profiles, and tweets. The campaign generated a 557% increase in volunteers stepping forward to assist Australian charities.



SAATCHI & SAATCHI 'TAKEAWAY' CCTV – CHINA

With the One-Child Policy in place for the past 25 years, up to 70% of China's population of over-60s are living as 'empty-nesters.' The ratio will rise to 90% by 2030. Urging each family's only child to spend time with their ageing parents has become more important than ever, especially over the holidays. With this in mind, we chose 'xiao,' or filial piety, as the theme of our Chinese New Year campaign.



STARCOM MEDIAVEST GROUP ‘MOVIES FOR THE BLIND’ FOUNDATION FOR THE BLIND – THAILAND

How does a blind person experience “love at first sight”? What is the difference between leading a blind person by the elbow or holding his or her hand and experiencing everything together? Most of us cannot fathom what it is like to be blind, but 150,000-plus people in Thailand (many of whom earn barely minimum wage) know the experience all too well. We asked some of them to share their stories—and a few minutes of their life—in film. Three short films, written and directed by a blind artist, were shown at the landmark Siam Paragon theater to raise funds for the Foundation for the Blind and open everyone’s eyes to difficulties that blind people experience everyday.



VIVAKI ‘BIG IMPACT DAY’ VIVAKI – USA

On Tuesday, September 24, VivaKi’s Chicago, New York, Seattle, and Detroit offices participated in the agency’s Big Impact Day, where employees volunteered with local cancer organizations. Our Chicago and New York offices assisted the National Ovarian Cancer Coalition by handing out awareness materials and symptom cards in downtown Starbucks locations. The Detroit office volunteered for the Bottomless Toy Chest by organizing and wrapping gifts for hospitalized pediatric cancer patients. And the Seattle office catered dinner for the residents of the Seattle Cancer Care Alliance House.



ZENITHOPTIMEDIA ‘PERFORMICS GLOBAL COMMUNITY FAY’ PERFORMICS – INTERNATIONAL

On June 7th, teams across the world from ZO’s performance marketing specialist, Performics, held a Global Community Day, with more than 1,000 of our people from the EMEA, APAC and LATAM regions working to make a difference in their local communities. Events organized across the network were different in each market. In Italy, the team volunteered at a local soup kitchen; in Spain, they organized a fun day out at a zoo for a group of local people with learning difficulties; in Argentina, they built houses for the homeless; in Vietnam, they delivered food and presents to a school in a disadvantaged area.



DIGITASLBI ‘CRADLES TO CRAYON’ – USA

Cradles to Crayons, a Boston-based non-profit, provides disadvantaged children with the essential items they need to thrive. Cradles reached out to DigitasLBI for a campaign to raise awareness of their overall mission, focusing specifically on product donations for the following year. Through a playful TV spot featuring children in ill-fitting clothes, we issued a call to action and persuaded viewers to donate clothes to kids who had outgrown their own. In addition to a local TV broadcast, the team created a billboard and a truck wrap, OLA banners, print ads, an email template, and a social media campaign.



RAZORFISH ‘UNITE FOR WHAT’S RIGHT’ IAVA – USA

The Iraq and Afghanistan Veterans of America (IAVA) is the first and largest organization for new veterans and their families. Every year, they attempt to influence legislation for veterans, and this year the focus was outstanding benefits claims. Razorfish worked with the IAVA to raise awareness of the issue through a campaign called Unite for What’s Right. We created a small site experience with features such as veteran personal accounts and photos, a link to a data visualization app, and a Pinterest “slow pin”—an image that would never fully load—giving users a sense of what it is like to have to wait for something that should be delivered automatically.



SAATCHI & SAATCHI WELL-NESS ‘BUS SHELTER’ CROSS-ROADS STREET FARE – USA

Literally in your face, this short film demonstrates what so many people find overwhelming—the fact that 1.5 million people in New York City experience hunger each year.



RAZORFISH ‘ONLINE ART COLLABORATION’ SYDNEY MUSEUM OF CONTEMPORARY ART – AUSTRALIA

Razorfish Australia’s partnership with Sydney’s Museum of Contemporary Art saw a remarkable project come to digital life in September for an exhibition called Embedded: Craig Walsh. Funded by Rio Tinto, the site uses digital storytelling to present artist Walsh’s work, which vividly shows the connection that the Aboriginal people of Murujuga have to their country and to its extraordinary rock art. Featuring Aboriginal Elders, the site shows the art across six stunning locations, and is narrated through the Elders’ stories, offering a digital journey through this groundbreaking creative collaboration.



PUBLICIS WORLDWIDE ‘WONDER WORLD FUR – BAMBOSEAL’ WWF – FRANCE

Instead of blaming people for wearing fur, we decided to encourage them. We created Wonder World Fur, a clothes and accessories brand using the fur of imaginary animals losing their fur naturally and without suffering. The collection was made of meticulously selected material: 100% natural mohair wool instead of fur and peace silk for the lining. Thanks to this 100% integrated campaign, Wonder World Fur enjoyed a global success. The benefits were entirely donated to WWF. Through social media, films, print and websites, consumers discovered this new species of fur 100% natural and nature-respectful. This is how we made not wearing fur, fashionable.

Credits

Photos: Marianne Rosenstiehl

Make-up: Farida Thiré

Equipment: Lumière RVZ

Translation: W4Word

Editing: Farah Nayeri

Design and production



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