



Written questions received prior to the Combined General Shareholders' Meeting of May 27, 2020

Free translation of the original version

Questions received from the FIR

Environment

1. *What is the list of your activities that are incompatible with the Paris Agreement (i.e. a climate scenario that maintains the global temperature increase well below 2°C and continues efforts to limit the temperature increase to 1.5°C)? What are the actions taken to disengage from these activities in 2020?*

None of our activities are as such incompatible with the Paris Agreement. Particular attention is paid to our digital activities—whether creative, in media and data, or in technology—which consume energy.

For over 10 years, while the Group has more than doubled in size, we have, in fact, reduced our consumption by 40%; we pursue these efforts relentlessly.

Our action plan includes several tiers: from reducing and simplifying our IT equipment, to investing in new generations (laptops, servers) that are more economical in terms of electrical consumption. In this way, in the last two years, we have managed to reduce our energy consumption by 12% in the United States and by 10% in Europe. Added to these efforts are automated processes, such as the automatic turning off of computers, and the sensitization of employees to the subject, which leads them to optimize the conception of campaigns to reduce the ecological footprint and to use programming languages and solution that consume less energy. Our IT teams are constantly working to find the lowest impact technical approaches.

With the knowledge that some consumption is incompressible, we have made the choice to use renewable energy sources, with an objective of attaining 100% before 2030.

2. *How are your CapEx/development plans aligned with a climate scenario compatible with the Paris Agreement?*

Publicis Groupe aligned its environmental objectives for 2020 and 2030 with the European Energy-Climate Policy. As these objectives have now been achieved (e.g. -43% carbon intensity in 10 years), the Group joined the Science Based Targets Initiative (SBTi) at the beginning of 2020, in order to elaborate new objectives for 2030, based on a scenario of 1.5°. The work is in progress and the new objectives will be known in the following weeks.



We already know that the action plan will be based on the following three pillars:

- Drastic reduction in all our impacts (at least 40%),
- 100% of energy consumed from renewable sources before 2030 (37.1% in 2019),
- Offsetting our incompressible emissions to achieve carbon neutrality before 2030

This is reflected in our choice of the buildings that host our offices, so as to be in premises with the best energy performance, or in the choice of our IT tools—from servers to the most energy-efficient laptops, including the return of these materials in controlled second-life or recycling facilities.

3. *How do you analyze the impact of your activities on global and local ecosystems (for example, biodiversity)? What are your five major impacts on global and local ecosystems (positive and negative)?*

Among our 5 major impacts are:

- Our travel (primarily by plane) has until now been significant, the Group's international size leading some portion of our teams to travel to our clients' sites. The switch to teleworking for 95% of our talent worldwide in the context of the Covid-19 crisis demonstrates that another organization is possible without diminishing efficiency, and that travel can be greatly limited thanks to the use of all the teleworking tools with which we have equipped our teams. We will continue, beyond this crisis, to encourage remote meetings with our clients to reserve travel for the strictly necessary.
- This new organization of large-scale teleworking, which we believe will become permanently established in our group and with our clients whose business sector permits, will also make it possible to limit home-to-work travel for our 83,000 employees worldwide.
- Energy consumption is inherent to the digital activities of the Group; this is why we want to achieve 100% consumption by renewable energy by 2030 (including for servers).
- As our activity becomes increasingly digital, we consume less raw materials, such as paper and cardboard; our point-of-sale and event management services apply, systematically, a principle of searching for bio-sourced products and traced recycling pathways. Also, selective sorting is in place in practically all our agencies worldwide.
- In terms of biodiversity, we have several initiatives ongoing, which we want close to our agencies, such as: the management of our own apiary in France for the last five years (four buildings – 10 hives); support for national biodiversity programs in Costa Rica; partnerships with local NGOs involved in reforestation.



Social

4. *The coronavirus crisis will greatly weaken the economic fabric, particularly for VSEs/SMEs. In this context, does your group envisage modifying the terms of payment of its suppliers, and, if so, in what way and in what geographic scope?*

Publicis Groupe's policy is to maintain as far as possible the neutrality of its client payment terms and supplier payment terms, in accordance with its liquidity position. The Covid-19 crisis does not change this objective, particularly with regard to suppliers.

As of March 2020, and this across the group, we have been particularly attentive to settling, in priority, the invoices of our VSE and SME suppliers, of which there are many in our agencies. This is an existing basic principle, but we have increased our vigilance in this respect given the circumstances.

5. *How is your company preparing its employees for the 21st century transitions that are shaking up your industry?*

Publicis Groupe has always fostered an innovative corporate culture founded on entrepreneurship and curiosity; our Publicis Learning training program focuses on the challenges of our transformation and the necessity for everyone to understand the changes in our industry in order to convey it to our clients.

The Marcel collaborative platform, already active in the United States, the United Kingdom, Canada and France, and soon to be deployed to all our employees, enables us to work differently, to participate more actively in the life of the company, and to reinvent the way we meet our clients' expectations with creativity, fluidity and speed.

6. *Do you have a definition of "living wage" that is not limited to the local legal minimum wage? If so, what is it? How does your company guarantee its employees a decent wage, notably in its primary countries of operation?*

Employee remuneration must allow us to attract and retain the best talent while also taking into account our values and the highly competitive environment of our industry.

The competitiveness of the remuneration we offer is a very important element of our attractiveness in each of the markets in which we operate.

The definition of our remuneration accounts for country-specific regulations and practices. It includes complimentary benefits, such as health and welfare plans and additional pension plans. Remuneration is adapted to each individual's level of responsibility and their impact of the Group's performance, with a fair balance between the various remuneration components.



7. *In the profit-sharing schemes offered to your employees in France, do you take environmental and social criteria into account? If so, how and in what proportion?*

Publicis Groupe's profit-sharing scheme in France currently only takes into account the criterion of organic growth, which is one of the most important criteria for steering our business in our sector, but we are in the process of reviewing the criteria for the future.

8. *In the context of the employee savings scheme, what proportion of the funds benefit from a responsible label (CIES, Finansol, Greenfin, SRI)?*

Under the Group Savings Plan, two of five funds benefit from the CIES and Finansol labels (social solidarity fund label and harmonious solidarity fund label).

Governance

9. *Is the distribution of taxes country-by-country discussed by the Management Board as a whole and/or in the Audit Committee? Do you intend to make these results public?*

The tax charge per country is the result of our activity in each country. It is presented to the Audit Committee and is verified by our external auditors. In accordance with regulations, this information is communication to the tax authorities.

10. *Are problems of social cohesion due to pay differentials examined by the Management Board and are they the subject of a policy?*

Publicis Groupe is sensitive to internal equity. This is one of the criteria of our remuneration policy.

This subject is included in the work of the Supervisory Board's Compensation Committee.

Publicis Groupe ensures that remuneration is adapted to the value and impact of each individual on the Group's performance. The equity ratios we publish attest to this.

11. *Is the policy to ensure equality between women and men, in terms of remuneration, career and access to positions of responsibility and the targets to be achieved, debated by the Management Board?*

Equality between women and men remains one of the priorities of Publicis Groupe whose Supervisory Board has itself had equal representation for a very long time.



This priority, to which the Group is very committed, is expressed in its CSR policy, discussed, notably, with the Supervisory Board's Risk and Strategy Committee, and is reflected by an increased vigilance on equal pay and career progression. In 2020, a performance criterion for each member of the Management Board was introduced: 40% women in the Group's most significant Executive Committees. In 2017, Chair of the Management Board, Arthur Sadoun, signed the adoption of the UN Women's Women Empowerment Principles (WEP), with seven key principles promoting women's rights as fundamental human rights and encouraging equality in all its forms.

12. *Do you intend to publish the opinion of social partners in your group's Declaration of Extra-Financial Performance?*

This has not been planned to date, but the question is under consideration

Question received from an individual shareholder

1. *Who owns an advertising campaign conceived by the Group Publicis: Publicis or the advertiser? Does this rule differ according to the contracts signed between Publicis and its clients? Or does our Group have a unique policy on the subject?*

As a service provider, Publicis conceives of campaigns for its clients and ensures their availability so that they can be freely distributed by the client.

The works produced by our agencies, as well as the third-party rights attached to those works (e.g., actors, photographers, music, etc.), are transferred to the advertiser; third-party rights are generally negotiated in advance by an agency on behalf of the client, in accordance with the client's instructions, as to the duration and geographic scope of the distribution.

The transfer of rights to the campaign is systematic and is part of the price paid by the client; it is a provision common to all advertising agencies.

2. *What is Publicis' contact with individual shareholders? What are the means of communicating with them?*

The Group does not have a dedicated shareholder relations department. Of course, individual shareholders can address their questions related to individual shareholding to the Investor Relations department.

The contact information is the following:

- the e-mail address to which you wrote: investor-relations@publicisgroupe.com

- the person responsible for the Investor Relations department, by e-mail or by telephone : alessandra.girolami@publicisgroupe.com and +33 1 43 44 77 88

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