



3rd Quarter Revenue

October 21, 2010





Disclaimer



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Key Figures

3rd Quarter 2010

Revenue (EUR million)	1,320
Revenue Growth (as published)	+ 26.1%
Organic Growth	+ 9.2%



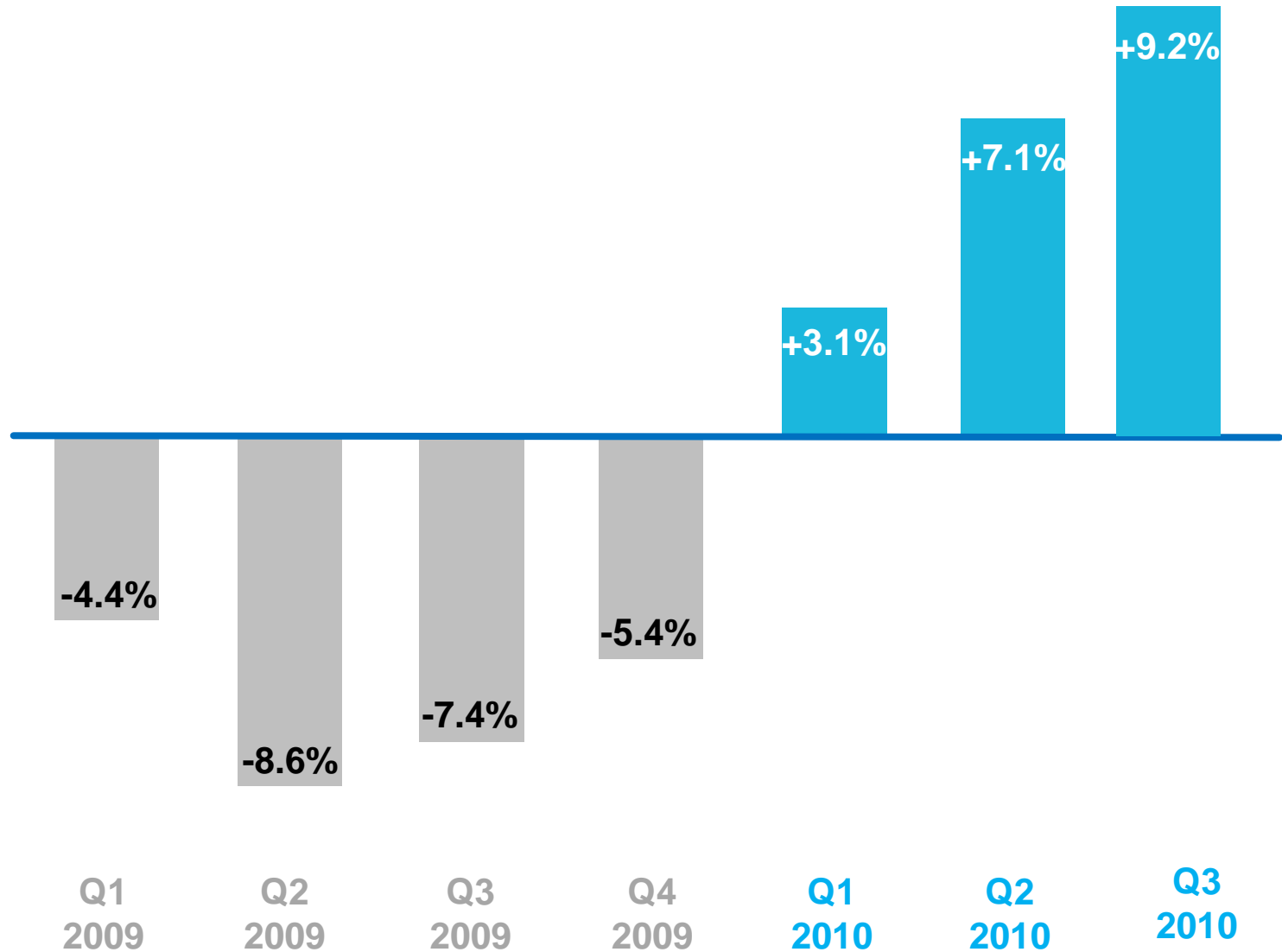
Key Figures

September 30, 2010 – Year to date

Revenue (EUR million)	3,858
Revenue Growth (as published)	+ 18.5%
Organic Growth	+ 6.6%

3rd Quarter 2010

Growth trend confirmed





September 30, 2010 – Year to date

Net New Business



USD 4.8 bn

September 30, 2010 – Year to date

New Business wins



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우정사업본부
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We've got you under our wing.®



GENERAL MILLS



A subsidiary of Mars, Incorporated

3rd Quarter 2010

Revenue by Geography

(EUR million)	Q3 2010	Q3 2009	Organic Growth Q3	Var. 2010 vs 2009
Europe	399	359	+5.0%	+11.4%
North America	666	488	+12.0%	+36.5%
Asia Pacific	151	114	+9.8%	+31.9%
Latin America	71	58	+9.8%	+21.7%
Middle East & Africa	33	28	+6.5%	+20.4%
Total	1,320	1,047	+9.2%	+26.1%

North America: +12% Driven by Digital & Healthcare
Fast-Growing Economies: Back to Double-Digit Growth

September 30, 2010 – Year to date

Revenue by Geography

(EUR million)	Sept. 30 2010 - YTD	Sept. 30 2009 - YTD	Organic Growth	Var. 2010 vs 2009
Europe	1,205	1,096	+3.7%	+9.9%
North America	1,923	1,549	+8.4%	+24.1%
Asia Pacific	436	352	+7.2%	+24.0%
Latin America	197	167	+10.4%	+18.0%
Middle East & Africa	97	92	-0.2%	+5.7%
Total	3,858	3,256	+6.6%	+18.5%

3rd Quarter 2010

Organic Growth by Country

Above 10%	Australia, Canada, France, India, Mainland China, Russia, United Arab Emirates, USA
5 to 10%	Brazil, Japan, UK
0 to 5%	Italy, Korea, Philippines, Sweden, Singapore
0 to -5%	Germany, Switzerland
Below -5%	Belgium, Greece, Saudi Arabia, Spain

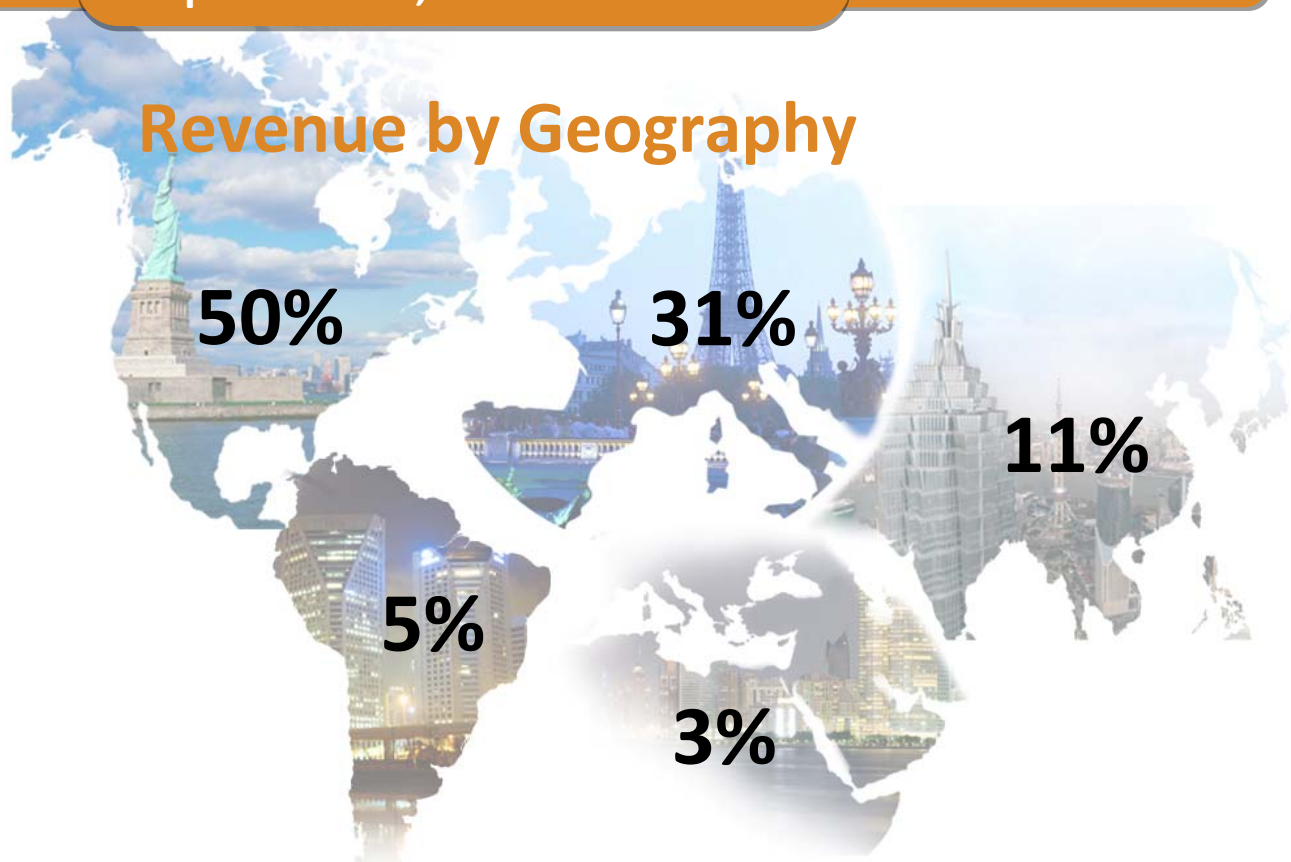
September 30, 2010 – Year to date

Organic Growth by Country

Above 10%	Canada, India, Korea, Mainland China, Mexico, Russia, Turkey
5 to 10%	Australia, Brazil, France, Spain, UK, USA
0 to 5%	Italy, Japan, Poland, Saudi Arabia, Sweden
0 to -5%	Hungary, Switzerland
Below -5%	Belgium, Germany, Greece, United Arab Emirates

September 30, 2010 – Year to date

Revenue by Geography



- ▶ Fast-Growing Economies: 22.3% of total revenue
23.4% of total revenue excluding Razorfish
- ▶ Compared to 22.1% as of September 30, 2009

September 30, 2010 – Year to date

Revenue by Activity

Media **19%**
vs 21% in 2009

SAMS* **48%**
vs 42% in 2009

Advertising **33%** vs 37% in 2009





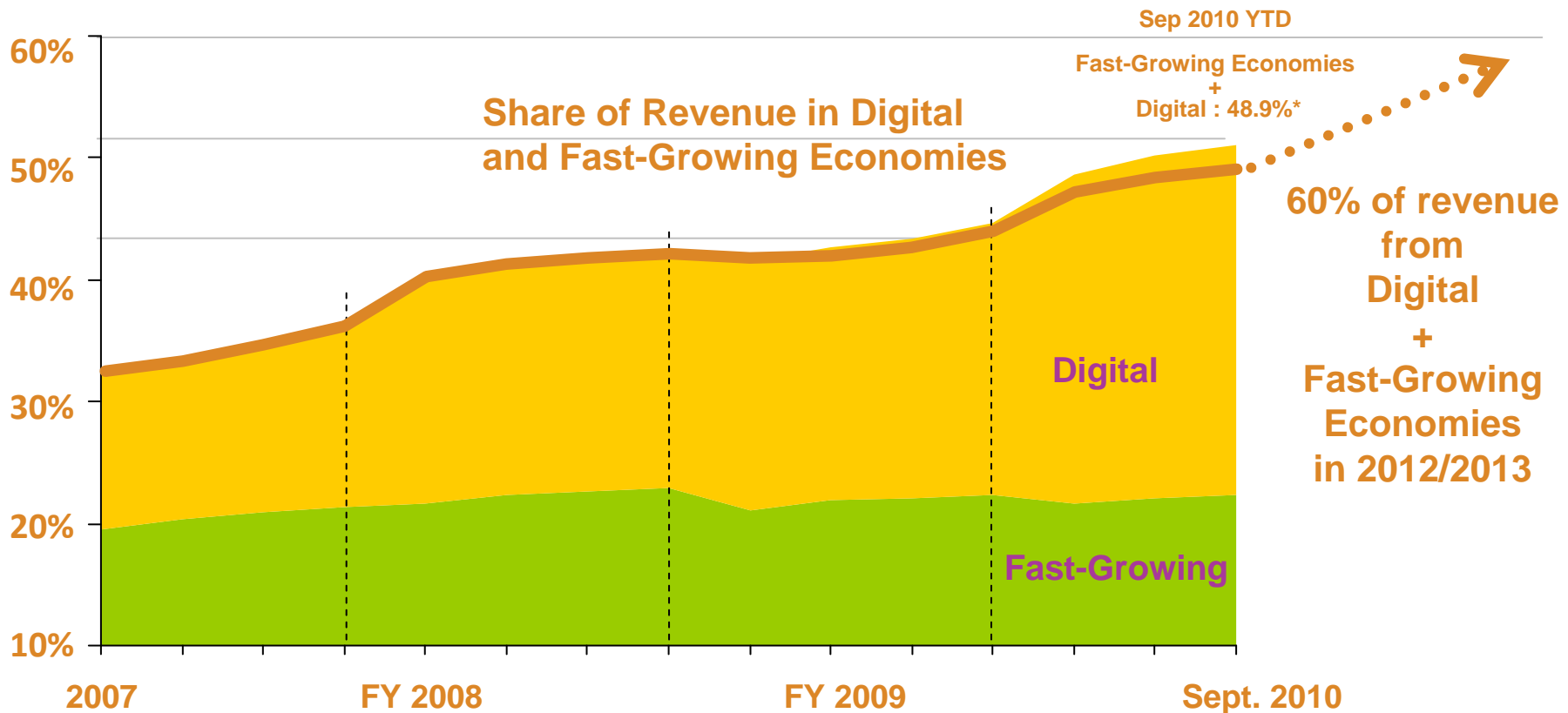
September 30, 2010 – Year to date

Growth Sectors: Digital

	September 30 2009 - YTD		September 30 2010 - YTD
▶ Digital (% of Group Revenue)	from 21.3%	to	28.7%

September 2010

Evolution of Revenue Share from Fast-Growing Economies and Digital

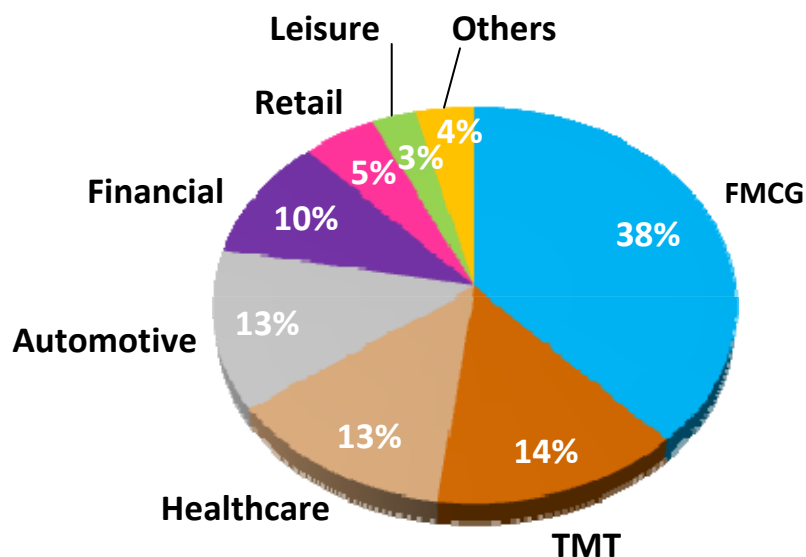


* Including reduction for 2.0% due to overlap impact

September 30, 2010 – Year to date

Revenue by Sector

September 30, 2010

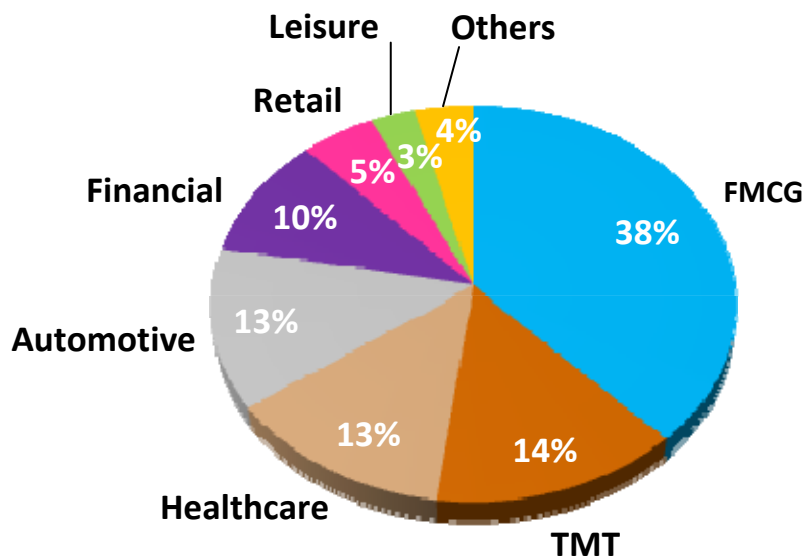


**Stable and Balanced Portfolio
All Sectors Show Growth**

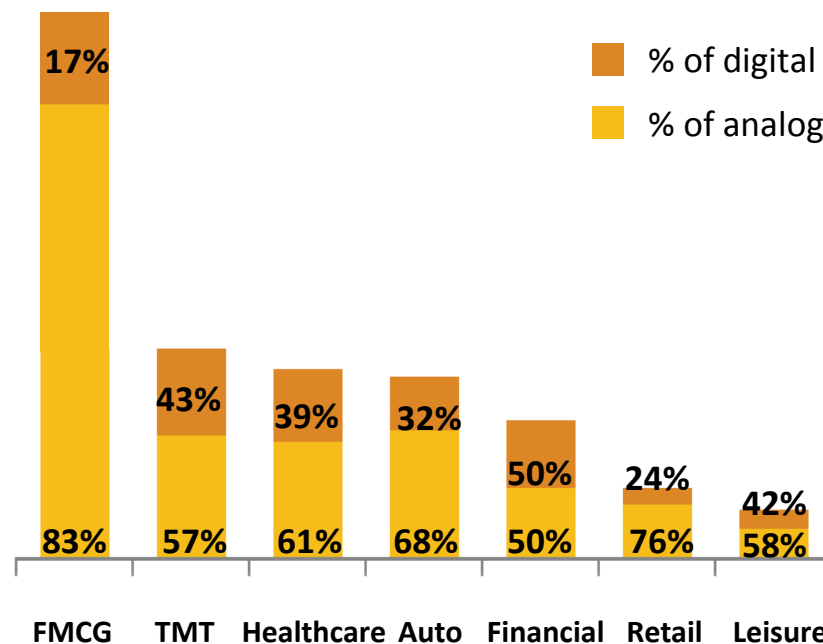
September 30, 2010 – Year to date

Analog and Digital Revenue by Sector

September 30, 2010
Revenue by Sector



September 30, 2010
Breakdown of Analog and Digital Revenue

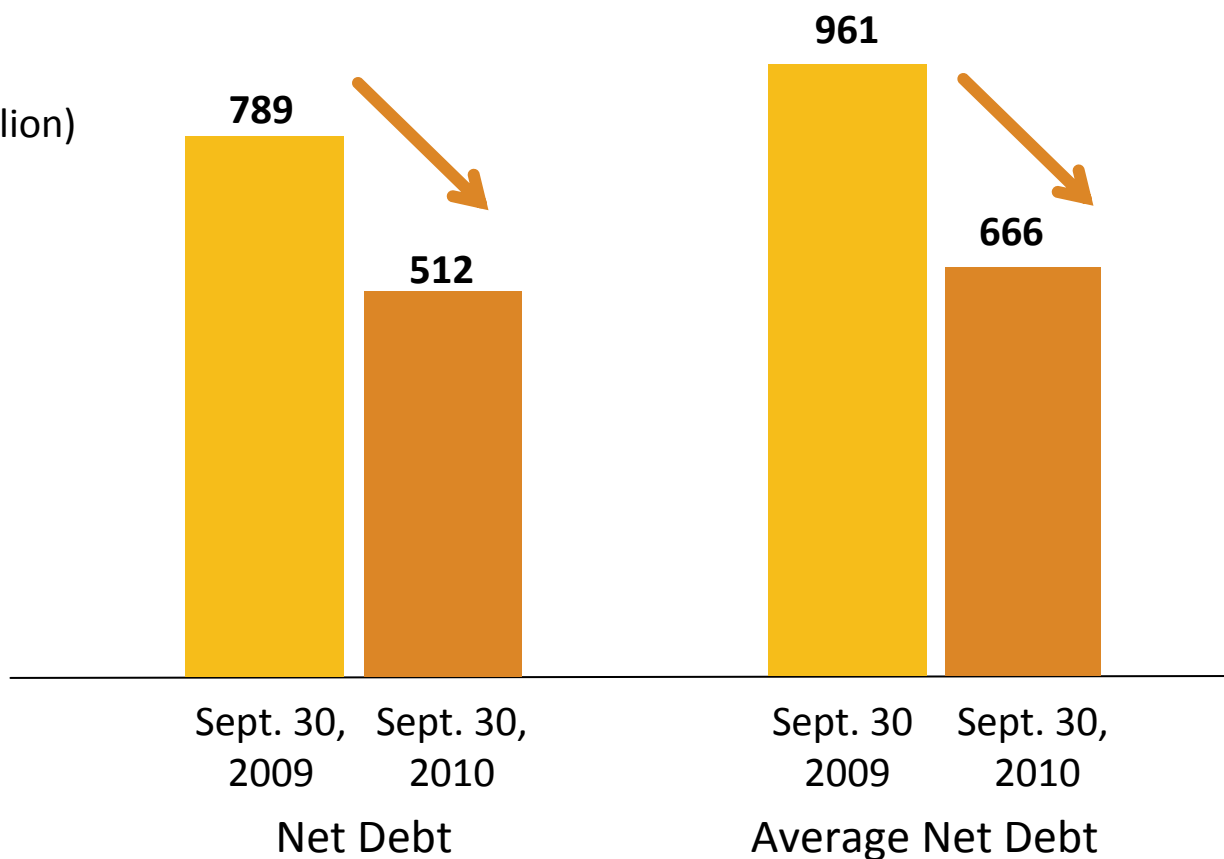


Good Penetration of Digital in all Sectors

September 30, 2010 – Year to date

Net Debt

(EUR million)



Reduction in net debt after 218 m€ share buy-back in May 2010

Outlook

Outlook

ZenithOptimedia Major Media Ad Forecasts for 2010, current prices (%) – Key Markets

	October 2009 Forecast for FY 2010	December 2009 Forecast for FY 2010	April 2010 Forecast for FY 2010	July 2010 Forecast for FY 2010	October 2010 Forecast for FY 2010
Worldwide	+0.5%	+0.9%	+2.2%	+3.5%	+4.8%
United States	-4.4%	-2.6%	-2.0%	+1.1%	+2.2%
Japan	-3.3%	-3.2%	-0.7%	-0.7%	-0.3%
United Kingdom	-2.1%	-2.0%	+1.3%	+2.9%	+4.5%
Germany	-3.2%	-1.5%	-1.4%	+2.0%	+2.4%
China	+9.5%	+10.5%	+12.1%	+12.1%	+14.0%
France	+2.7%	+1.6%	+1.1%	+3.0%	+4.0%
Italy	+0.5%	+0.2%	+0.2%	+2.7%	+3.3%
Spain	+1.0%	-0.6%	+0.4%	-1.7%	-1.0%
Brazil	+8.1%	+11.8%	+11.8%	+5.0%	+25.5%

Outlook

Global Economy : “Recovery phase” (2010)

- ▶ Very slow in developed economies
- ▶ Dynamic in fast-growing economies

World Output Forecasts (GNP) for 2010 (source: IMF)

	2010		
	Forecast as of January 2010	Forecast as of April 2010	Forecast as of July 2010
World Output	3.9%	4.2%	4.6%
United States	2.7%	3.1%	3.3%
Europe	1.0%	1.0%	1.0%
Emerging & Developing Economies	6.0%	6.3%	6.8%
Developing Asia	8.4%	8.7%	9.2%

Outlook

“The recovery clearly is going on but, as everybody knows, it’s still very fragile. And it’s fragile partly because it’s uneven ”

Dominique Strauss-Kahn,
IMF Managing Director
October 2010

“Financial conditions-though much improved since the depth of the financial crisis-have become somewhat less supportive of economic growth in recent months (...). Importantly, the slow recovery in the labor market and the attendant uncertainty about job prospects are weighing on household confidence and spending.”

Ben S. Bernanke,
Chairman of the US. Federal Reserve
August 2010

“ Recent statistical releases and survey evidence generally confirm our expectation of a moderation in the second half of this year in the euro area. Therefore, we do not declare victory and we have to remain cautious and prudent.”

Jean-Claude Trichet,
President of the European Central Bank
October 2010



Cautious Forecasts

Outlook

3rd Quarter Key Events In Fast-Growing Markets

▶ **BRAZIL:**

- Acquisition of 49% of Talent Group (October 2010)
Majority control in 2011
Estimated 2010 Full Year 100% Revenue: 44 M€
(equity method in 2010 and partly 2011)
- Acquisition of AG2 (August 2010)



Publicis Groupe to become # 2 in Brazil
following completion of these acquisitions

▶ **INDIA:** MSLGROUP becomes largest Public Relations network with the acquisition of 20:20 (October 2010)

▶ **CHINA:**

- Acquisition of G4 Advertising (July 2010)
- Strategic Review conducted at Group level in order to accelerate growth

Focus: Fast-Growing Markets

Outlook

FY 2010

- ▶ Solid growth during the first 9 months
- ▶ As always, 4th Quarter uncertainties
- ▶ Razorfish: Successful integration but high integration costs and margin dilution (70 bp in 2010)
- ▶ After 18 months of extremely rigorous cost management coupled with a hiring & salary freeze, we have started reinvesting in talent in order to:
 - Best serve our clients
 - Build growth

Confident for the Full Year

Outlook

Global Economy: 2011

World Output Forecasts (GNP) for 2011

(source: IMF)

	2011		
	Forecast as of January 2010	Forecast as of April 2010	Forecast as of July 2010
World Output	4.3%	4.3%	4.3%
United States	2.4%	2.6%	2.9%
Europe	1.6%	1.5%	1.3%
Emerging & Developing Economies	6.3%	6.5%	6.4%
Developing Asia	8.4%	8.7%	8.5%

Outlook

ZenithOptimedia Major Media Ad Forecasts for 2011 and 2012, current prices (%) – Key Markets

	October 2010 Forecast for FY 2011	October 2010 Forecast for FY 2012
Worldwide	+4.6%	+5.4%
United States	+2.4%	+2.9%
Japan	+1.1%	+1.5%
United Kingdom	+2.5%	+4.0%
Germany	+2.8%	+3.1%
China	+13.4%	+17.7%
France	+1.9%	+2.5%
Italy	+2.8%	+3.1%
Spain	+2.0%	+4.0%
Brazil	+9.6%	+9.7%

Outlook

- ▶ Continue to Invest in Digital to Strengthen our Leadership
- ▶ Develop Innovative Solutions on Mobile Advertising
- ▶ Continue to Invest in Fast-Growing Economies

2012/2013

**Derive 60% of Revenue from
Digital and Fast-Growing Economies**



Outlook

Our Goal:
Sustainable Outperformance



3rd Quarter Revenue

October 21, 2010



Appendix



September 30, 2010 – Year to date

Revenue and Organic Growth Calculation

Currency impact (EUR million)			
	H1	Q3	Sept. YTD
GBP	4	4	8
USD	5	52	57
Others	44	35	80
Total	55	90	145

(EUR million)	H1	Q3	Sept. YTD
2009 Revenue	2,209	1,047	3,256
Currency impact	55	90	145
2009 Revenue at 2010 exchange Rate (a)	2,264	1,137	3,401
2010 Revenue before impact of acquisitions ⁽¹⁾ (b)	2,383	1,242	3,624
Revenue from acquisitions ⁽¹⁾	155	78	234
2010 Revenue	2,538	1,320	3,858
Organic Growth (b/a)	+5.3%	+9.2%	+6.6%

(1) Acquisitions (Amazon; Razorfish; Women's Forum; Pour Tout Vous Dire; Chesteroc; Elevator; In-Sync; Resolute; Nemos; AG2; Intelligent Communication Health; G4; Purple Hat Communications; SiChuan Yong Yang; Pub. Bulgaria) net of disposals

Exchange rate Sept. 30, 2010 : 1 USD = 0.761 EUR 1 GBP = 1.167 EUR

September 30, 2010 – Year to date

Revenue by Geography in USD

(USD million)	Sept. 30, 2010- YTD	Sept. 30, 2009- YTD	Var. 2010 vs 2009
Europe	1,582	1,494	+5.9%
North America	2,525	2,111	+19.6%
Asia Pacific	573	479	+19.6%
Latin America	259	228	+13.6%
Middle East & Africa	127	125	+1.6%
Total	5,066	4,437	+14.2%

All entities translated into US dollar using the following exchange rates:

Sept. 30, 2009: 1 USD = 0.734 EUR

Sept. 30, 2010: 1 USD = 0.761 EUR

September 30, 2010 – Year to date

Revenue by Geography in GBP

(GBP million)	Sept. 30, 2010- YTD	Sept. 30, 2009- YTD	Var. 2010 vs 2009
Europe	1,032	971	+6.3%
North America	1,648	1,373	+20.0%
Asia Pacific	374	312	+19.9%
Latin America	169	148	+14.2%
Middle East & Africa	83	81	+2.5%
Total	3,306	2,885	+14.6%

All entities translated into GBP using the following exchange rates:

Sept. 30, 2009: 1 GBP = 1.128 EUR

Sept. 30, 2010: 1 GBP = 1.167 EUR

September 30, 2010 – Year to date

Gross Debt Split by maturity

(EUR million)	Total	Oct. 2010 – Sep. 2011	Oct. 2011 – Sep. 2012	Oct. 2012 – Sep. 2013	Oct. 2013 – Sep. 2014	Oct. 2014 – Sep. 2015	Oct. 2015 onwards
Oceane 2018*	121				121		
Oceane 2014	654				654		
Eurobond 2012**	522		522				
Eurobond 2015**	259					259	
Orane	21	3	3	2	2	2	9
Earn-out / Buy-out	269	161	51	32	15	3	7
Other debt**	151	71	1				79
Total gross debt	1,997	235	577	34	792	264	95

No Covenants

* Put Option in 2014

** including fair value of associated derivatives

September 30, 2010 – Year to date

Net Debt Split by currency

(EUR million)	Total	EURO	USD	GBP	Others
Oceane 2018	121	121			
Oceane 2014	654	654			
Eurobond 2012*	522	522			
Eurobond 2015*	259	259			
Orane	21	21			
Earn-out / Buy-out	269	59	51	45	114
Other debt*	151	29	79	-	43
Total gross debt	1,997	1,665	130	45	157
Cash and marketable securities	(1,485)	(1,323)	523	(95)	(590)
Net debt	512	342	653	(50)	(433)

* Including fair values of associated derivatives

September 30, 2010 – Year to date

Net Debt Split by rate (after interest rate swap)

(EUR million)	Total	Earn-out / Buy-out	Fixed Rate	Variable Rate
Oceane 2018	121		121	
Oceane 2014	654		654	
Eurobond 2012*	522			522
Eurobond 2015*	259			259
Orane	21		21	
Other debt*	151		79	72
Total gross debt excl. Earn-out / Buy-out	1,728	-	875	853
Earn-out / Buy-out	269	269		
Cash and marketable securities	(1,485)			(1,485)
Net debt	512	269	875	(632)

* Including fair values of associated derivatives

September 30, 2010 – Year to date

Liquidity

(EUR million)	Total Amount	Drawn	Available
Committed Facilities:			
364-day revolving credit facilities	205	-	205
5-year revolving credit facility	450	-	450
5-year syndicated facility (Club Deal)	1,500	-	1,500
Total Committed Facilities	2,155	-	2,155
Cash and Marketable Securities			1,485
Total Liquidity			3,640
Groupe other uncommitted facilities			231



3rd Quarter Revenue

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