PUBLICIS OMNICOM MERGER TERMINATION

TERMINATION AGREEMENT

- **Mutual Consent**
- **Release of obligations**
- **No Break up Fees**
- **Decision approved by respective governance bodies**

TERMINATION AGREEMENT - WHY?

- **An opportunity not a necessity**

- **Both companies doing great**

- **Merging two best in class: an ambitious challenge but**
  - Many hurdles
  - Delays increasing execution risks
  - Difficulty to recreate momentum
  - Risk of Publicis business model dilution
  - All not priced by financial markets

2018 PLAN

2018 PLAN

LONDON 23 APRIL 2013

- **Increase digital share to 50%**
- **Accelerate Growth**
- **Increase margin**

Plan A not Plan B

2018 GROUP OBJECTIVE

- **75% of its revenue in digital and fast growing markets**

Publicis Groupe activities weight	2012	2013	2018
Digital	33%	38.4%	**50%**
Fast Growing Markets	25%	24.4%	**35%**
Overlap	3%	4.1%	**10%**
Revenue in digital / FGM	55%	58.7%	75%

MARGIN IMPROVEMENT

- **+200 bp to +400 bp in 2018 vs. 2012**

PROGRAM	MARGIN IMPROVEMENT
Digital scalability	From +170 to +200 bp
Scalability in Fast Growing Market	From +70 to +90 bp
Underperforming agencies	From +90 to +110 bp
On-going costs initiatives	From +190 to +250 bp
Items which lower the margin	From -250 to -320 bp

- **On track:**
  - 2013 margin: 16.5% + 40bps
  - 2014 margin: Additional improvement

ACCELERATE 2018 PLAN: STRENGTHS

- **Publicis amongst top performers**
  - Digital: #1 worldwide
  - Media Agencies: #1 and #3 worldwide
  - Creative Agencies: amongst the best
  - PR: #4 worldwide
  - Healthcare: #1 worldwide
- **Portfolio of clients well balanced**
- **Proven business model**
  - Production platforms
  - Shared services
  - IT
  - ERP
- **Focus on**
  - Innovation
  - Growth
  - Margin

PUBLICIS GROUPE

PUBLICIS GROUPE

Q&A