

H1 2018 RESULTS

19 JULY

2018



DISCLAIMER

Certain information contained in this document, other than historical information, may constitute forward-looking statements or unaudited financial forecasts. These forward-looking statements and forecasts are subject to risks and uncertainties that could cause actual results to differ materially from those projected. These forward-looking statements and forecasts are presented as at the date of this document and, other than as required by applicable law, Publicis Groupe does not assume any obligation to update them to reflect new information or events or for any other reason. Publicis Groupe urges you carefully to consider the risk factors that may affect its business, as set out in the Registration Documents filed with the French Autorité des Marchés Financiers (AMF) and which is available on the website of Publicis Groupe (www.publicisgroupe.com), including an unfavorable economic climate, an extremely competitive market sector, the possibility that our clients could seek to terminate their contracts with us at short notice, the fact that a substantial part of the Group's revenue is derived from certain key clients, conflicts of interest between advertisers active in the same sector, the Group's dependence on its directors and employees, laws and regulations which apply to the Group's business, legal action brought against the Group based on allegations that certain of the Group's commercials are deceptive or misleading or that the products of certain clients are defective, the strategy of growing through acquisitions, the depreciation of goodwill and assets listed on the Group's balance sheet, the Group's presence in emerging markets, exposure to liquidity risk, a drop in the Group's credit rating and exposure to the risks of financial markets.

Publicis Groupe has applied IFRS15 "Revenue" accounting standard since January 1, 2018. Details of 2017 quarterly and full year revenue before and after IFRS15 impact, 2017 net revenue by quarter and by geography, and the main items of 2017 half year and full year results before and after IFRS15 impact, have been disclosed in a press release dated July 6, 2018.

Publicis Groupe has applied IFRS16 "Leases" accounting standard in advance, as of January 1, 2018. Publicis has retained the "prospective method" allowed by the accounting standard by which the cumulative effect of the standard will be accounted for as an adjustment to the opening equity, considering the "right of use" asset equals the amount of the lease commitment, adjusted for rents paid in advance. The opening balance sheet with the application of IFRS16 as of January 1, 2018 have been disclosed in a press release dated July 6, 2018. Besides, the 2017 consolidated income statement will not be restated. The Groupe will communicate 2018 half-year and full-year results including IFRS16 and will provide those financial items excluding IFRS16.

H1 2018 HIGHLIGHTS



“Sprint To The Future” 3-year plan with 3 priorities

1. Deliver a combination of organic growth and margin expansion year after year
2. Accelerate our transformation and organic growth by scaling up our new model
3. Increase shareholder value during this period

1. ON TRACK TO IMPROVE ORGANIC GROWTH AND MARGIN IN 2018

ORGANIC GROWTH

- H1 at -0.4%, positive North America
- New Business ramping up in H2

OPERATING MARGIN

- H1 operating margin up 5.6% at constant currency
- +60 bps compared to 2017

2. SLOWDOWN FROM A GOOD Q1 TO A NEGATIVE Q2

2 conjunctural issues

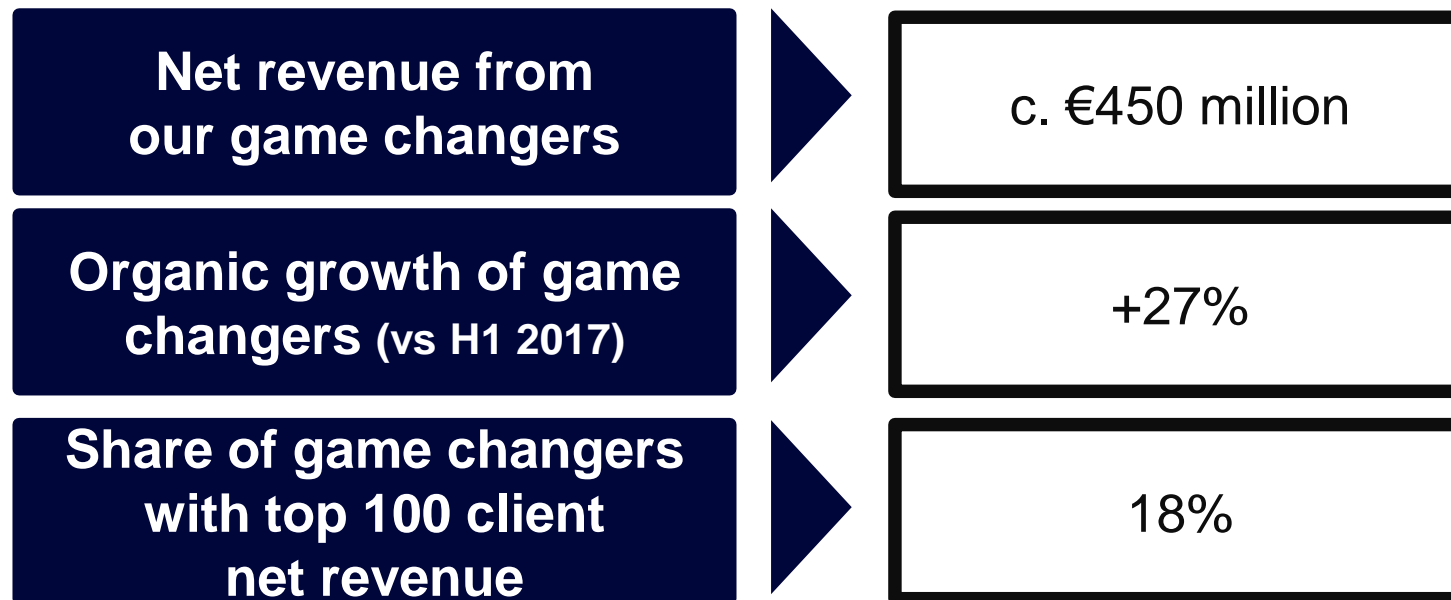
- Tough comps and new business ramping up in H2
- Uncertainty surrounding GDPR implementation in Europe

1 operational bump

- Revenue decrease in Health mainly from our very specific activity
- Publicis is handling the situation to leverage the potential of the sector

3. GAME CHANGERS ARE DELIVERING ACCELERATED GROWTH AND UNPRECEDENTED NEW BUSINESS WINS (1/2)

Accelerated organic growth for Strategic Game Changers



3. GAME CHANGERS ARE DELIVERING ACCELERATED GROWTH AND UNPRECEDENTED NEW BUSINESS WINS (2/2)

Strong new business momentum globally and locally thanks to our unique model



Mercedes-Benz



Carrefour



4. STRONG MARGIN IMPROVEMENT ALLOWING BOTH INVESTMENT AND INCREASED SHAREHOLDER VALUE

Operating margin rate up 40bps vs H1 2017 ⁽¹⁾

- 70bps cost efficiency
- 30bps investment in our game changers

➔ **Confirming our ability to build the growth of the future**

Headline diluted EPS up 13% at constant currency

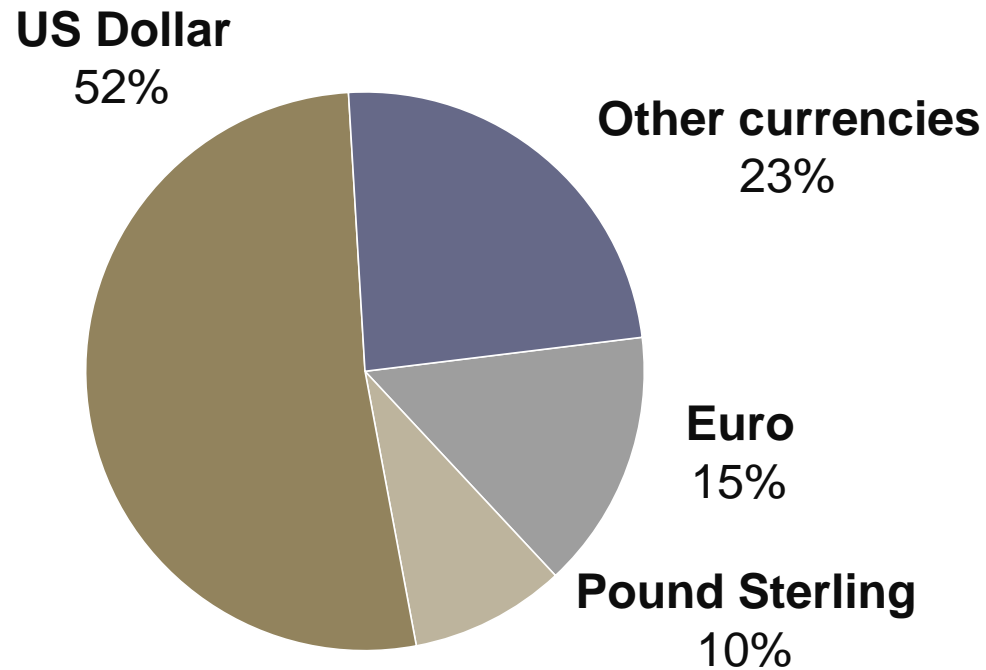
(1) On a comparable basis and at constant restructuring charge

H1 2018 NET REVENUE



SIGNIFICANT IMPACT OF CURRENCIES ON NET REVENUE ⁽¹⁾ IN H1 2018

REVENUE BY CURRENCY IN 2017



Foreign currencies versus euro:

- USD: -10.6%
- GBP: -2.2%
- Latam: down almost 20%
- Asia Pacific: down almost 10%

**Negative impact
on H1 2018 net revenue
of €362 million (-7.8%)**

Sensitivity analysis: estimated negative currency impact of c. €400 million for FY2018 ⁽²⁾

NB: For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS 15.

(1) Revenue less pass-through costs. See definition in Supplemental Information

(2) Based on spot FX rates as of July 18, 2018 applied to H2 revenue

NET REVENUE & OPERATING MARGIN IN USD ⁽¹⁾

(USD million)	H1 2018	H1 2017
Net revenue ⁽¹⁾	5,179	5,046
Reported growth	+2.6%	
Operating margin	739	690
Reported growth	+7.1%	
<i>Operating margin rate</i>	14.3%	13.7%

NB: For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS 15.

(1) Revenue less pass-through costs. See definition in Supplemental Information

NET REVENUE ⁽¹⁾

(EUR million)	Q1	Q2	H1
2018 net revenue ⁽¹⁾	2,082	2,198	4,280
2017 net revenue ⁽¹⁾	2,267	2,397	4,664
Reported growth	-8.2%	-8.3%	-8.2%
Growth at constant currencies	+1.6%	-2.4%	-0.5%
Organic growth	+1.6%	-2.1%	-0.4%

NB: For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS 15.

(1) Revenue less pass-through costs. See definition in Supplemental Information

Q2 NET REVENUE ⁽¹⁾ BY GEOGRAPHY

(EUR million)	Q2 2018	Q2 2017	2018 vs. 2017	Organic growth
Europe	641	670	-4.3%	-3.6%
North America	1,179	1,300	-9.3%	-2.3%
Asia Pacific	224	261	-14.2%	-2.1%
Latin America	86	96	-10.4%	+7.2%
Middle East Africa	68	70	-2.9%	+4.5%
Total	2,198	2,397	-8.3%	-2.1%

NB: For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS 15.

(1) Revenue less pass-through costs. See definition in Supplemental Information

H1 NET REVENUE ⁽¹⁾ BY GEOGRAPHY

(EUR million)	H1 2018	H1 2017	2018 vs. 2017	Organic growth
Europe	1,255	1,289	-2.6%	-1.7%
North America	2,321	2,574	-9.8%	+0.1%
Asia Pacific	423	499	-15.2%	-3.3%
Latin America	158	173	-8.7%	+9.1%
Middle East Africa	123	129	-4.7%	+4.6%
Total	4,280	4,664	-8.2%	-0.4%

NB: For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS 15.

(1) Revenue less pass-through costs. See definition in Supplemental Information

H1 2018 NET REVENUE ORGANIC GROWTH ⁽¹⁾ BY COUNTRY

> +10%	Austria, Colombia, South Africa, Turkey, Vietnam
+5% to +10%	Brazil, Israel, Mexico, Poland, Singapore, United Arab Emirates
0 to +5%	Canada, China, France, Malaysia, Russia, Thailand, UK
< 0%	Australia, Germany, India, Italy, South Korea, Spain, Switzerland, USA

(1) Revenue less pass-through costs. See definition in Supplemental Information

IMPACT OF IFRS16



IFRS16 – ACCOUNTING STANDARD

- Capitalization of the “right of use” by recognizing present value of the future lease payments as intangible assets
- Recognition of the obligation to make future lease payments as financial liabilities
- **Neutral on Headline diluted EPS over the duration of leases; negative in the short term**

CONSOLIDATED INCOME STATEMENT

Pre IFRS16	Under IFRS16	IFRS16 impact
Revenue	Revenue	
OPEX	OPEX	↓
D&A	D&A	↑
Net financial expenses	Net financial expenses	↑

BALANCE SHEET

Assets	Equity
Liabilities	Liabilities
Right of use	Additional lease liabilities

IFRS16 impact

H1 2018 RESULTS



CONSOLIDATED INCOME STATEMENT

(EUR million)	H1 2018 after IFRS16	H1 2018 before IFRS16 ⁽²⁾	H1 2017 before IFRS16 ⁽³⁾
Net revenue	4,280	4,280	4,664
Pass-through revenue	445	445	457
Revenue	4,725	4,725	5,121
EBITDA ⁽¹⁾	882	683	719
Operating margin	617	611	638
Non-current income and expenses	(1)	(1)	1
Net financial income (expenses)	(36)	(13)	(38)
Income taxes	(141)	(146)	(163)
Consolidated Headline Net Income	439	451	438
Associates	1	1	(2)
Minority interests	(2)	(2)	(4)
Headline Group Net Income ⁽¹⁾	438	450	432
Amortization of intangibles arising on acquisitions, net of tax	(28)	(28)	(23)
Impairment / Real estate consolidation charge, net of tax	(81)	(81)	0
Main capital loss	(17)	(17)	0
Revaluation of earn-out	(11)	(11)	(22)
Group Net Income	301	313	387

IFRS16 is applied from January 1, 2018 using prospective method without restatement of previous period

(1) See definition in Supplemental Information

(2) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

(3) For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS15

SIMPLIFIED CONSOLIDATED INCOME STATEMENT

(EUR million)	H1 2018 after IFRS16	H1 2018 before IFRS16 ⁽²⁾	2017 vs. 2016 at constant currency before IFRS16 ⁽³⁾
Net revenue	4,280	4,280	-0.5%
Operating margin	617	611	+5.6%
Headline Group Net Income ⁽¹⁾	438	450	+14.2%
Headline EPS, diluted (EUR) ⁽¹⁾	1.89	1.94	+12.8%

IFRS16 is applied from January 1, 2018 using prospective method without restatement of previous period

(1) See definition in Supplemental Information

(2) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

(3) For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS15

OPERATING MARGIN

(EUR million)	H1 2018 after IFRS16	H1 2018 before IFRS16 ⁽¹⁾	H1 2017 before IFRS16 ⁽²⁾
Net revenue	4,280	4,280	4,664
Pass-through revenue	445	445	457
Revenue	4,725	4,725	5,121
Personnel costs	(2,798)	(2,798)	(3,043)
Restructuring costs	(36)	(36)	(52)
Other operating expenses	(617)	(763)	(850)
Pass-through costs ⁽³⁾	(392)	(445)	(457)
Depreciation	(265)	(72)	(81)
Operating margin	617	611	638
as a % of Net revenue	14.4%	14.3%	13.7%

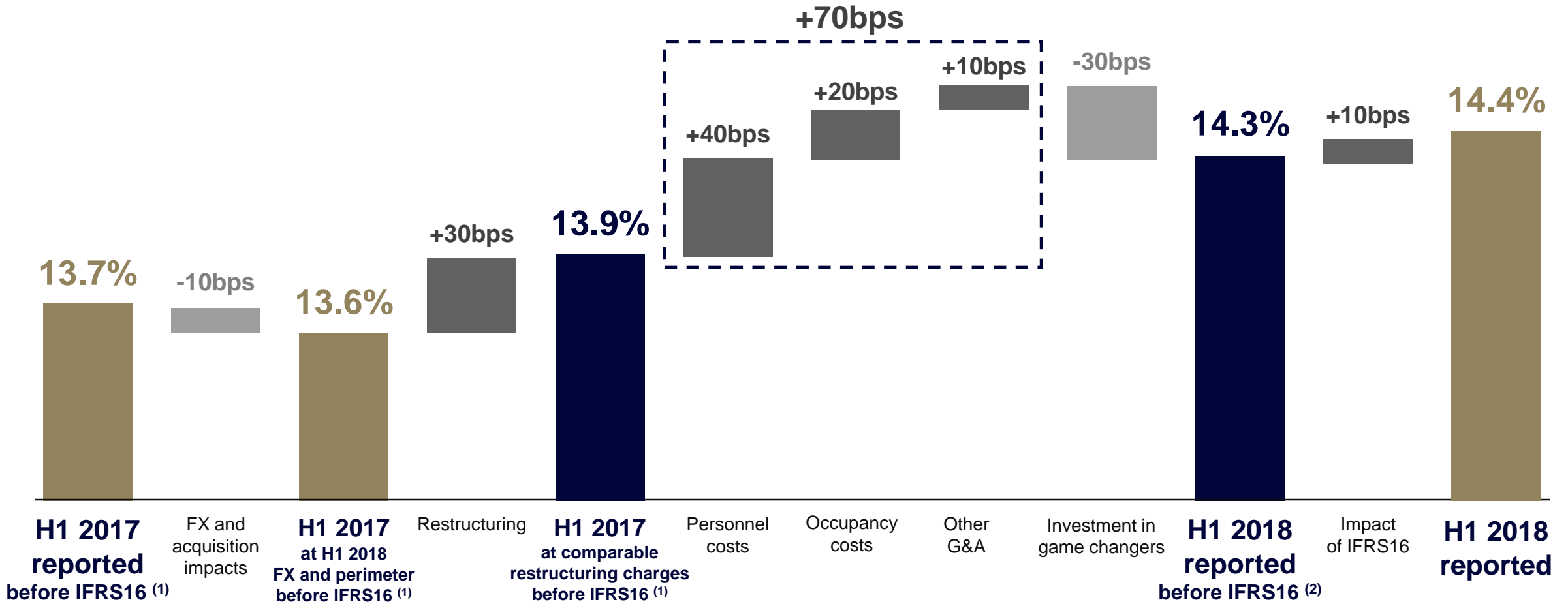
IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

(2) For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS 15

(3) H1 2018 after IFRS 16: € 53 million reclassified from pass-through costs to depreciation in application of IFRS 16

CHANGE IN OPERATING MARGIN AS A % OF NET REVENUE



IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS15

(2) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

NET FINANCIAL INCOME (EXPENSES)

(EUR million)	H1 2018 after IFRS16	H1 2018 before IFRS16 ⁽³⁾	H1 2017 before IFRS16
2020 BNP Paribas loan, 2021 & 2024 Eurobond, 2023 Eurobond	(28)	(28)	(30)
Other financial expense net of interest income	22	22	9
Discount on long term debt (earn-out and finance leases ⁽⁴⁾)	(3)	(9)	(11)
Interest on net financial debt	(9)	(15)	(32)
Interest on lease liabilities	(29)	-	-
Foreign exchange gain (loss)	6	6	(1)
Other financial expenses ⁽¹⁾	(4)	(4)	(5)
Net financial income (expenses) ⁽²⁾	(36)	(13)	(38)

IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) Includes provisions on financial assets, dividends outside the Group and finance costs on long term provisions

(2) Excluding earn-out revaluation

(3) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

(4) In application of IFRS 16, H1 2018 interests on finance leases of €6 million have been reclassified as lease liabilities

EFFECTIVE TAX AND EFFECTIVE TAX RATE

(EUR million)	H1 2018 after IFRS16	H1 2018 before IFRS16 ⁽¹⁾	H1 2017 before IFRS16 ⁽²⁾
Reported income taxes	109	114	151
Effective tax rate	25.9%	25.9%	26.7%
Income tax on amortization of intangibles arising from acquisitions	6	6	12
Income tax on impairment	26	26	0
Headline income taxes ⁽³⁾	141	146	163

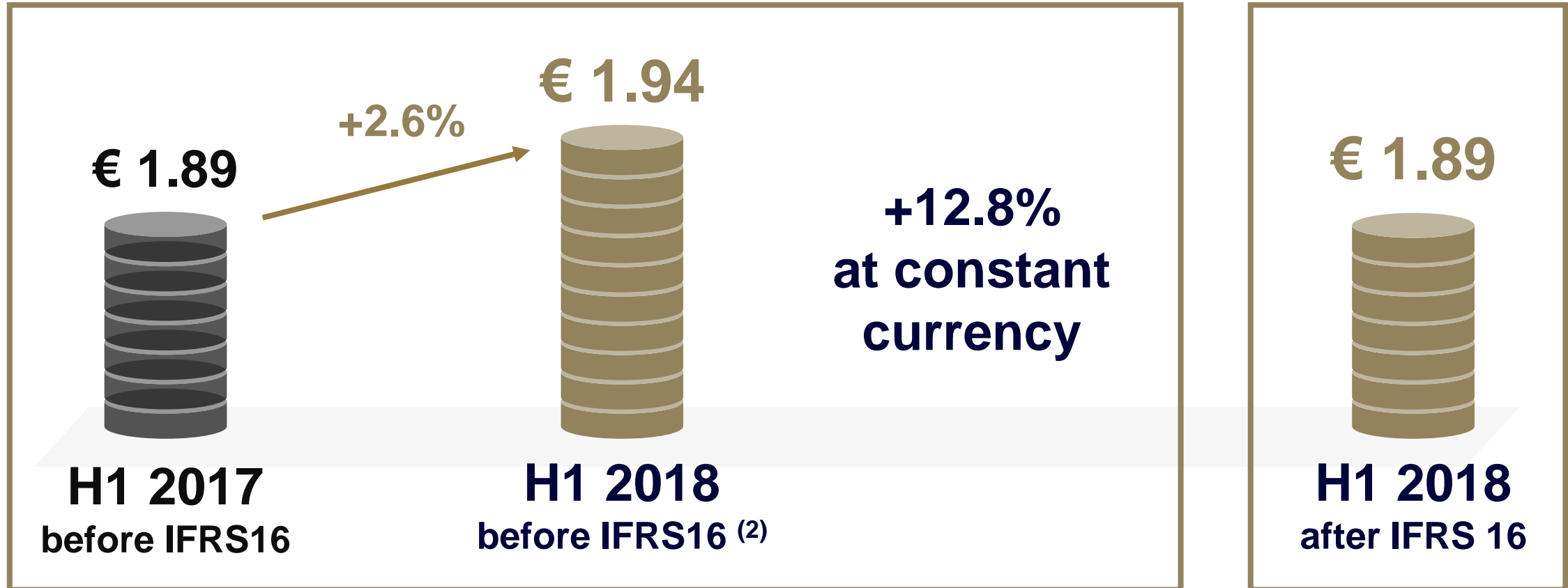
IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

(2) Since full year 2017, effective tax rate is calculated excluding revaluation of earn-outs

(3) No tax effect on main capital loss

HEADLINE EARNINGS PER SHARE, DILUTED ⁽¹⁾



IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) See definition in Supplemental Information

(2) For comparison purposes, H1 2018 figures are presented before the application of IFRS16.

FREE CASH FLOW

(EUR million)	H1 2018 after IFRS16	H1 2018 before IFRS16 ⁽²⁾	H1 2017 before IFRS16
EBITDA ⁽¹⁾	882	683	719
Interests paid and received	19	13	-
Repayment of lease liabilities and related interests	(204)		
Tax paid	(149)	(149)	(115)
Other items	38	38	27
Cash flows from operations before change in WCR ⁽³⁾	586	585	631
		↑ + 1 % at constant currency	↓
Capex, net of disposals ⁽¹⁾	(86)	(86)	(37)
Free Cash Flow before change in WCR	500	499	594
		↑ - 8 % at constant currency	↓

IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) See definition in Supplemental Information

(2) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

(3) See supplemental information

USE OF CASH

(EUR million)	H1 2018 after IFRS16	H1 2018 before IFRS16 ⁽¹⁾	H1 2017 before IFRS16
Free Cash Flow before change in WCR	500	499	594
Change in WCR	(890)	(889)	(1,013)
Acquisitions (net of disposals)	(3)	(3)	(21)
Earn-out	(81)	(81)	(162)
Buy-out	(5)	(5)	(20)
Dividends paid	(5)	(5)	(5)
Share buy-back, net of sales	10	10	(326)
Sales of treasury shares due to exercise of stock options	9	9	30
Exercise of warrants	3	3	9
Non-cash impact on net debt	145	53	66
Reduction (Increase) in net debt	(317)	(409)	(848)

IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

BALANCE SHEET

(EUR million)	June 30, 2018 after IFRS16	June 30, 2018 before IFRS16 ⁽¹⁾	June 30, 2017 before IFRS16
Goodwill and intangibles	9,682	9,682	9,931
Net right of use	1,777	-	-
Other fixed assets	823	842	841
Current and deferred tax	(367)	(371)	(478)
Working capital	(1,982)	(2,088)	(1,908)
TOTAL	9,933	8,065	8,386
Group equity	6,155	6,157	5,618
Minority interests	(1)	(1)	12
TOTAL EQUITY	6,154	6,156	5,630
Provisions for risk & charges	704	773	664
Net debt (cash)	1,044	1,136	2,092
Lease liability	2,031	-	-
TOTAL	9,933	8,065	8,386

IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

NET FINANCIAL DEBT

(EUR million)	H1 2018 after IFRS16 ⁽²⁾	H1 2018 before IFRS16 ⁽¹⁾	H1 2017 before IFRS16	FY 2017 before IFRS16
Net Financial Debt, average	1,317	1,405	1,993	1,980
Net Financial Debt, at end of period	1,044	1,136	2,092	727

IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

(2) Net debt on finance lease has been reclassified in Lease Liabilities

FINANCIAL RATIOS

	Last 12 months ending June 30, 2018 Before IFRS 16	Last 12 months ending June 30, 2017 Before IFRS 16	Internal objectives
Average net financial debt / EBITDA ⁽¹⁾	1.01	1.29	< 1.5x
Net financial debt / Shareholders' Equity	0.18	0.37	< 0.50x
Financial interest cover ⁽²⁾	49	25	> 7x

(1) See definitions in Supplemental Information

(2) EBITDA / Cost of Net Financial Debt

LIQUIDITY AS OF JUNE 30, 2018

(EUR million)	TOTAL	DRAWN	AVAILABLE
Committed Facilities			
364-day revolving credit facilities	165	-	165
5-year revolving credit facility ⁽¹⁾	514	-	514
5-year syndicated facility (Club Deal) ⁽²⁾	2,000	-	2,000
Total Committed Facilities	2,679	-	2,679
Cash and Marketable Securities	1,812	-	1,812
Total liquidity	4,491	-	4,491
Group other uncommitted facilities	249	16	233

(1) €64 million maturing in 2018, €50 million in 2019, €200 million in 2022, €200 million in 2023

(2) Maturing in 2020

STRATEGIC UPDATE



3-YEAR STRATEGY AND EXECUTION PLAN



Sprint To The Future

SPRINT TO THE FUTURE

Scaling our game changers

Strategic KPIs

Revenue from
our game changers

Organic growth for
our game changers

% game changer revenue
with top 100 clients

Shifting from a holding company to a platform

Operational KPIs

Number of Groupe
client leaders

Number of markets
under country-led model

Headcount in platforms

Execution of
our investment plan

Delivering while transforming

Financial KPIs

Accelerated
organic growth

Enhanced margin

Increased EPS

WHERE DO WE STAND TODAY?

STRATEGIC KPIs

Scaling our game changers

H1 2018

Net revenue from our game changers	▶	c. €450 million
Organic growth of game changers (vs H1 2017)	▶	+27%
Share of game changers with top 100 client net revenue	▶	18%

Significant impact on our NB wins



Mercedes-Benz



Carrefour



OPERATIONAL KPI (1/2)

Number of Groupe client leaders (GCL):

- 46 GCL appointed at the end of H1 2018 vs 35 end of 2017
- 61 clients will benefit from GCL structure before the end of the year
- Target of 100 GCL ahead of our plan

Country organization:

- 8 key markets
- Leadership teams appointed
- Clarified reporting lines and streamlined support functions

OPERATIONAL KPI (2/2)

Delivery platforms:

- Execution capabilities developed in Centre of Excellence
- H1 2018 headcount: 9,100 coming from 8,700 at the end of 2017

Investment plan:

- For our talents: Marcel, new Learning & Development program, GCL team, game changers teams
- M&A: constantly reviewing opportunities

FINANCIAL KPIs

Delivering while transforming

FULL YEAR 2018 OBJECTIVES

**Accelerated
organic growth**

- ➔ H2 2018 organic growth accelerating vs. H1 2018
- ➔ Full year 2018 organic growth above 2017

Enhanced margin

+30bps to +50bps margin improvement vs. 2017

Increased EPS

5% to 10% Headline diluted EPS growth ⁽¹⁾

(1) At constant currency

CONCLUSION



Intense first 6 months of 2018

3 priorities of our *Sprint to the Future* plan fulfilled

Confirmed 2018 objectives and on track with 3-year plan

SUPPLEMENTAL INFORMATION



SUPPLEMENTAL INFORMATION

NET REVENUE ⁽¹⁾ & ORGANIC GROWTH CALCULATION

(EUR million)	Q1 2018	Q2 2018	H1 2018
2017 net revenue	2,267	2,397	4,664
Currency impact ⁽³⁾	(217)	(145)	(362)
2017 net revenue at 2018 exchange rate (a)	2,050	2,252	4,302
2018 net revenue before impact of acquisitions ⁽²⁾ (b)	2,083	2,203	4,286
Net revenue from acquisitions ⁽²⁾	(1)	(5)	(6)
2018 net revenue	2,082	2,198	4,280
Organic growth (b/a)	+1.6%	-2.1%	-0.4%

Currency impact			
(EUR million)	Q1 2018	Q2 2018	H1 2018
GBP ⁽³⁾	(5)	(5)	(10)
USD ⁽³⁾	(163)	(99)	(262)
Other	(49)	(41)	(90)
Total	(217)	(145)	(362)

NB: For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS15.

(1) Revenue less pass-through costs: See definition in Supplemental Information

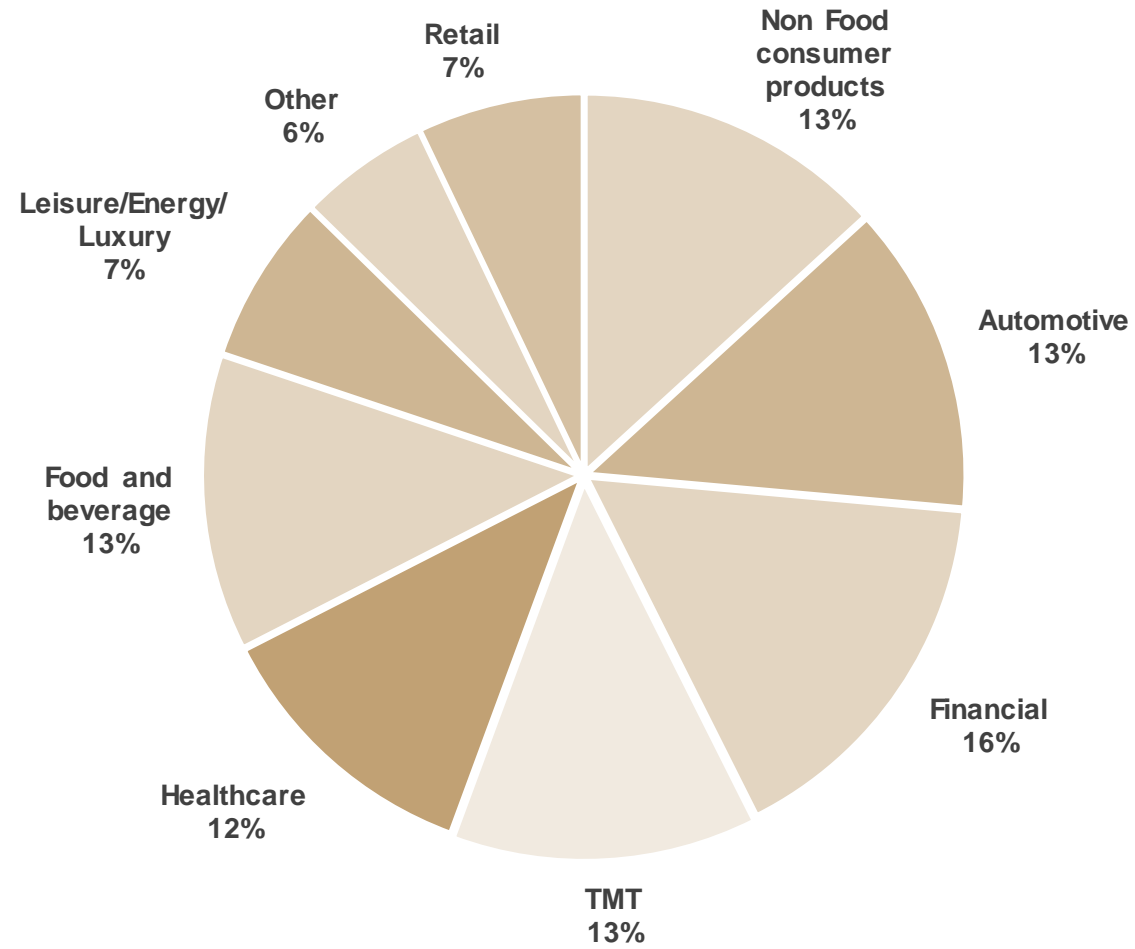
(2) Acquisitions (Arden, The Abundancy, The Herd Agency, Ella Factory, SFR Studio, Translate Plus, Plowshare, Harbor & Village, Optix, Independent Ideas, Domaines Publics), net of disposals

(3) EUR = USD 1.210 on average in H1 2018 vs. USD 1.082 on average in H1 2017

EUR = GBP 0.880 on average in H1 2018 vs. GBP 0.860 on average in H1 2017

SUPPLEMENTAL INFORMATION

H1 2018 NET REVENUE BY SECTOR (1)



SUPPLEMENTAL INFORMATION

IMPACT OF IFRS15: REVENUE AND NET REVENUE ⁽¹⁾

(EUR million)	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY 2017
Net revenue	2,267	2,397	2,185	2,483	9,332
Pass-through revenue	222	235	206	251	914
Revenue	2,489	2,632	2,391	2,734	10,246

NB: For comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of IFRS 15.

(1) Revenue less pass-through costs. See definition in Supplemental Information

SUPPLEMENTAL INFORMATION

CONDENSED CONSOLIDATED INCOME STATEMENT

(EUR million)	H1 2018 after IFRS 16	H1 2018 before IFRS 16	H1 2017 before IFRS 16
Net Revenue	4,280	4,280	4,664
Operating margin	617	611	638
Amortization of intangibles arising from acquisitions	(34)	(34)	(35)
Impairment / Real estate consolidation charge	(107)	(107)	0
Non-current income and expense	(18)	(18)	1
Operating income	458	452	604
Net financial income (expenses)	(36)	(13)	(38)
Earn-out revaluation	(11)	(11)	(22)
Income taxes	(109)	(114)	(151)
Associates	1	1	(2)
Minority interests	(2)	(2)	(4)
Group Net Income	301	313	387

SUPPLEMENTAL INFORMATION

Reconciliation of cash flow from operations before change in WCR
with reported net cash flow generated by operating activities

(EUR million)	H1 2018 after IFRS16	H1 2018 before IFRS16 ⁽¹⁾	H1 2017 before IFRS16
Reported net cash flow generated by operating activities ⁽²⁾	(119)	(317)	(382)
- Change in working capital requirements	(890)	(889)	(1,013)
+ Interest paid and received	19	13	-
+ Repayment of lease liabilities related interests	(204)	-	-
Cash flows from operations before change in WCR	586	585	631

IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period

(1) For comparison purposes, H1 2018 figures are presented before the application of IFRS16

(2) Interests paid and received are classified in financing activities since 1st January 2018, for comparative purposes and in accordance with IFRS, 2017 figures have been restated to reflect the implementation of this change

SUPPLEMENTAL INFORMATION

GROSS DEBT AS OF JUNE 30, 2018

Breakdown by MATURITY

(EUR million)	Total	July 2018 - June 2019	July 2019 – June 2020	July 2020 – June 2021	July 2021 – June 2022	July 2022 Onwards
Eurobond 2021 ^{(1) (2)}	713	-	-	-	713	-
Eurobond 2023	494	-	-	-	-	494
Eurobond 2024 ^{(1) (2)}	588	-	-	-	-	588
Medium term loan ⁽¹⁾	768	308	460	-	-	-
Earn out / Buy out	218	126	50	22	18	2
Other debt ^{(1) (3)}	75	59	16	-	-	-
Total gross debt	2,856	493	526	22	731	1,084



No covenants

- (1) Including fair values of associated derivatives
- (2) Eurobond issued in December 2014 swapped in USD at fixed rate
- (3) IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period and debt on finance leases have been reclassified to lease liabilities for 92 m€ as at June 2018

SUPPLEMENTAL INFORMATION

NET DEBT AS OF JUNE 30, 2018

Breakdown by CURRENCY

(EUR million)	Total	EUR	USD	GBP	Others
Eurobond 2021 ^{(1) (2)}	713	-	713	-	-
Eurobond 2023	494	494	-	-	-
Eurobond 2024 ^{(1) (2)}	588	-	588	-	-
Medium term loan ⁽¹⁾	768	297	471	-	-
Earn out / Buy out	218	18	106	42	52
Other ⁽¹⁾⁽³⁾	75	3	32	6	34
Cash & marketable securities	(1,812)	(103)	(984)	(15)	(710)
Net debt (cash)	1,044	709	926	33	(624)

(1) Including fair values of associated derivatives

(2) Eurobond issued in December 2014 swapped in USD at fixed rate

(3) IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period and debt on finance leases have been reclassified to lease liabilities for 92 m€ as at June 2018

SUPPLEMENTAL INFORMATION

NET DEBT AS OF JUNE 30, 2018

Breakdown by **RATE**

(EUR million)	Total	Earn-out / Buy-out	Fixed rate	Floating rate
Eurobond 2021 ^{(1) (2)}	713	-	713	-
Eurobond 2023	494	-	494	-
Eurobond 2024 ^{(1) (2)}	588	-	588	-
Medium term loan ^{(1) (3)}	768	-	471	297
Other debt ⁽¹⁾⁽⁴⁾	75	-	-	75
Total gross debt ex. earn out/buy out	2,638	-	2,266	372
Earn-out / Buy-out	218	218	-	-
Cash & marketable securities	(1,812)	-	-	(1,812)
Net debt (cash)	1,044	218	2,266	(1,440)

(1) Including fair values of associated derivatives

(2) Eurobond issued in December 2014 swapped in USD at fixed rate

(3) 555mUSD swapped in fixed rate in 2017

(4) IFRS16 was applied from January 1, 2018 using prospective method without restatement of previous period and debt on finance leases have been reclassified to lease liabilities for 92 m€ as at June 2018

SUPPLEMENTAL INFORMATION

IMPACT OF IFRS16 TRANSITION ON 2018 OPENING BALANCE SHEET

(EUR million)	Dec 31, 2017 before IFRS16	IFRS16 Transition adjustments	Jan 1, 2018 after IFRS16
Goodwill and intangibles	9,574	-	9,574
Net right of use	-	1,906	1,906
Other fixed assets	824	(20)	804
Current and deferred tax	(400)	-	(400)
Working capital	(2,661)	57	(2,604)
Net asset held for sale	46	-	46
TOTAL	7,383	1,943	9,326
Group equity	5,956	10	5,966
Minority interests	2	-	2
TOTAL EQUITY	5,958	10	5,968
Provisions for risk & charges	698	(15)	683
Net debt (cash)	727	(89)	638
Lease liability	-	2,037	2,037
TOTAL	7,383	1,943	9,326

DEFINITIONS

Net revenue: Revenue less pass-through costs which comprise amount paid to external suppliers engaged to perform a project and charged directly to clients. Those costs are mainly production & media costs and out of pocket expenses.

Organic growth: Change in net revenue excluding the impact of acquisitions, disposals and currencies.

EBITDA: Operating margin before depreciation.

Operating margin: Net revenue after personnel costs, other operating expenses (excl. non-current income and expense) and depreciation (excl. amortization of intangibles arising on acquisitions).

Operating margin rate: Operating margin as a percentage of net revenue.

Headline Group Net Income: Group net income after elimination of impairment charges/real estate consolidation charge, amortization of intangibles arising from acquisitions, main capital gains (or losses) on disposals, effect of US tax reform and revaluation of earn-out payments

EPS (Earnings per share): Group net income divided by average number of shares, not diluted.

EPS, diluted (Earnings per share, diluted): Group net income divided by average number of shares, diluted.

Headline EPS, diluted (Headline Earnings per share, diluted): Group net income after elimination of impairment charges/real estate consolidation charge, amortization of intangibles arising from acquisitions, main capital gains (or losses) on disposals, effect of US tax reform and revaluation of earn-out payments, divided by average number of shares, diluted.

Capex : Net acquisitions of tangible and intangible assets, excluding financial investments and other financial assets.

Free Cash Flow before changes in working capital requirements: Net cash flow from operating activities less interests paid & received, repayment of lease liabilities & related interests and changes in WCR linked to operating activities

Net Debt (or financial net debt): Sum of long and short financial debt and associated derivatives, net of treasury and cash equivalents excluding lease liability from 1st January 2018.

Average net debt: Average of monthly net debt at end of month.

Dividend pay-out: Dividend per share / Headline diluted EPS.

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