



Q3 2023 RESULTS

12 October 2023



Q3 2023 HIGHLIGHTS

Q3 2023 REVENUE

OUTLOOK

Q&A

DISCLAIMER

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3 KEY HIGHLIGHTS FROM Q3'23

1

Overdelivering
on organic growth in Q3

+5.3% Q3 vs. 2022

2

Outperforming
the industry on growth
over the last 4 years

+22% Q3 vs. 2019

3

Upgrading
FY'23 guidance
on all KPIs

+5.5% to 6% Organic growth
18% Operating margin
Close to **€1.7bn** FCF

1

OVERDELIVERING IN Q3'23 WITH +5.3% ORGANIC GROWTH

Ahead of expectations after 2 years at double-digit
despite challenging environment

Go-to-market in Media **×** A balanced revenue mix

1/3 of revenue

Media

High-single digit

after double-digit Q3'22

Strongly accretive

New Business momentum
Market share gains

1/3 of revenue

Data & Tech

Epsilon®

Accelerating
to +10.5%
after +14%
Q3'22

publicis
sapient

Growing
at +1.2%
after +18%
Q3'22

Very solid

with different dynamics

1/3 of revenue

Creative

Low-single digit

after mid-single digit Q3'22

Resilient

despite anticipated cuts in
classic advertising

1

STRENGTH IN DIFFERENTIATED MODEL VISIBLE ACROSS ALL REGIONS



U.S.

Q3 +3.2%
Organic growth

after +11.1% Q3'22



Very solid

After 2 years
at double-digit



Europe

Q3 +10.7%
Organic growth

after +11.1% Q3'22



Ahead of expectations

U.K. at +10.0%
after +23% Q3'22



Asia-Pacific

Q3 +3.8%
Organic growth

after +4.1% Q3'22



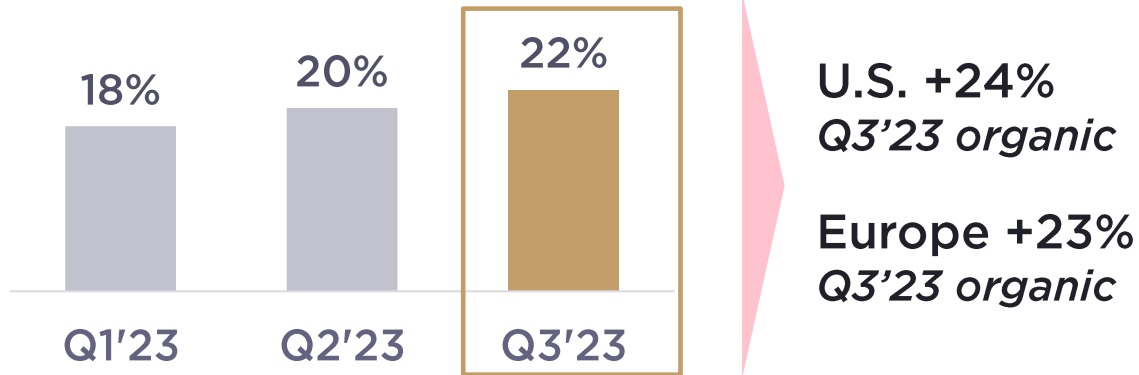
Further improvement

despite China slower
economic recovery

2

CONTINUING TO OUTPERFORM THE INDUSTRY ON GROWTH SINCE PANDEMIC

Accelerating momentum in Q3 organic growth vs. 2019



Strong 9M'23 net revenue growth since 2019 led by Data & Tech



NEW UPGRADE IN 2023 OUTLOOK

Strength of the model
Better-than-expected Q3 organic growth



Upgrade FY 2023 guidance on all KPIs
in the face of ongoing macroeconomic uncertainties

Organic growth
+5.5% to 6%
vs. circa +5% previously

Operating margin rate
18%
vs. close to 18% previously

Free cash flow⁽¹⁾
close to €1.7bn
vs. at least €1.6bn previously

(1) Free Cash Flow before change in Working Capital, based on 1.08 EUR/USD exchange rate.



Q3 2023 HIGHLIGHTS

Q3 2023 REVENUE

OUTLOOK

Q&A

NET REVENUE

| (EUR million) | Q1 | Q2 | Q3 | 9M |
|-------------------------|--------------|--------------|--------------|--------------|
| 2023 net revenue | 3,079 | 3,239 | 3,241 | 9,559 |
| 2022 net revenue | 2,800 | 3,073 | 3,237 | 9,110 |
| Reported growth | +10.0% | +5.4% | +0.1% | +4.9% |
| <i>O/w FX impact</i> | <i>+2.3%</i> | <i>-2.6%</i> | <i>-6.2%</i> | <i>-2.4%</i> |
| Organic growth | +7.1% | +7.1% | +5.3% | +6.5% |

Q3 2023 NET REVENUE BY GEOGRAPHY

| (EUR million) | Q3 2023 | Q3 2022 | 2023 vs. 2022 | Organic growth vs. 2022 | <i>Organic growth vs. 2019</i> |
|---------------------------|--------------|--------------|------------------|-------------------------------|--|
| North America | 1,999 | 2,076 | -3.7% | +3.0% | +23% |
| Europe | 769 | 694 | +10.8% | +10.7%⁽¹⁾ | +23% |
| Asia Pacific | 288 | 303 | -5.0% | +3.8% | +10% |
| Middle East Africa | 95 | 90 | +5.6% | +18.2% | +32% |
| Latin America | 90 | 74 | +21.6% | +6.9% | +27% |
| Total | 3,241 | 3,237 | +0.1% | +5.3% | +22% |

(1) Organic growth in Europe was +10.2% excluding Outdoor Media activities and the Drugstore

Q3 2023 PERFORMANCE – NORTH AMERICA

| (EUR million) | Q3 2023 | Q3 2022 | 2023 vs. 2022 | Organic growth |
|----------------------|--------------|--------------|---------------|----------------|
| North America | 1,999 | 2,076 | -3.7% | +3.0% |

US

- **60% of Groupe net revenue**
- **Organic growth: +3.2%**
- **Media:** Mid-single digit growth, fuelled by New Business gains
- **Creative:** Slightly negative due to localized cuts in smaller projects on top of high-single digit in Q3'22
- **Publicis Sapient:** Stable performance, reflecting delays in DBT projects and facing +21% organic growth in Q3'22
- **Epsilon:** Double-digit growth on top of +14% in Q3'22, largely driven by Digital media

Q3 2023 PERFORMANCE - EUROPE

| (EUR million) | Q3 2023 | Q3 2022 | 2023 vs. 2022 | Organic growth |
|---------------|------------|------------|---------------|-----------------------------|
| Europe | 769 | 694 | +10.8% | +10.7%⁽¹⁾ |

UK

- **10% of Groupe net revenue**
- **Organic growth: +10.0%**
- Double-digit growth again this quarter in **Media on global wins**
- Strong performance in **Creative**
- Mid-single digit growth at Publicis Sapient after record Q3'22, annualizing contract ramp-up

France

- **5% of Groupe net revenue**
- **Organic growth: +6.5%⁽²⁾**
- Double-digit growth in **Media**
- Low-single digit in **Creative**
- **Publicis Sapient** up double-digit

Germany

- **3% of Groupe net revenue**
- **Organic growth: +4.0%**
- Mid-single digit growth in **Media** and low-single digit in **Creative**
- **Publicis Sapient** broadly stable

Central & Eastern Europe

- **2% of Groupe net revenue**
- **Organic growth: +15.9%**
- Double-digit growth in **Poland, Hungary** and **Turkey**
- Largely due to Media

(1) Organic growth in Europe was +10.2% excluding Outdoor Media activities and the Drugstore

(2) Excluding Outdoor media activities and the Drugstore

Q3 2023 PERFORMANCE – REST OF WORLD

| (EUR million) | Q3 2023 | Q3 2022 | 2023 vs. 2022 | Organic growth |
|---------------------------|------------|------------|---------------|----------------|
| Asia Pacific | 288 | 303 | -5.0% | +3.8% |
| Middle East Africa | 95 | 90 | +5.6% | +18.2% |
| Latin America | 90 | 74 | +21.6% | +6.9% |

Asia Pacific

- **9% of Groupe net revenue**
- **Organic growth: +3.8%**
- Slowdown in **China** this quarter at -2.5% with localized cuts in marketing, Media positive despite macro uncertainties
- Double-digit growth in **South-East Asia** notably driven by **Singapore** and acceleration in **India**
- Broadly stable **Australia & New Zealand**

Middle East Africa

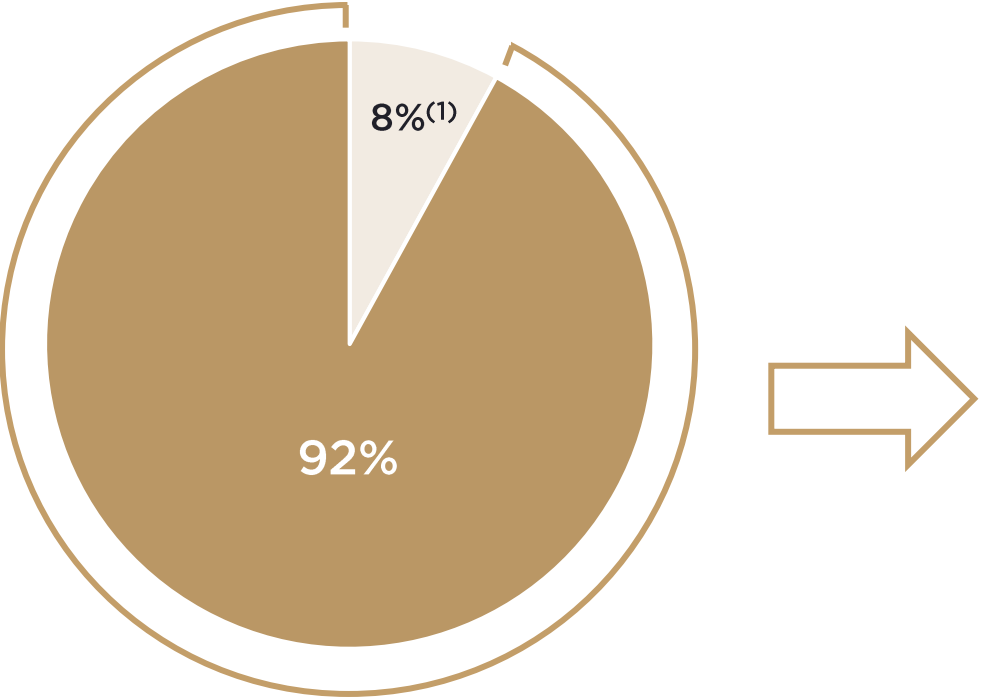
- **3% of Groupe net revenue**
- **Organic growth: +18.2%**
- Acceleration in growth this quarter across all expertise, with record **Publicis Sapient** performance

Latin America

- **3% of Groupe net revenue**
- **Organic growth: +6.9%**
- Growth largely driven by Media like in H1
- **Brazil** slightly down, stable **Mexico** and very solid growth in **Argentina**

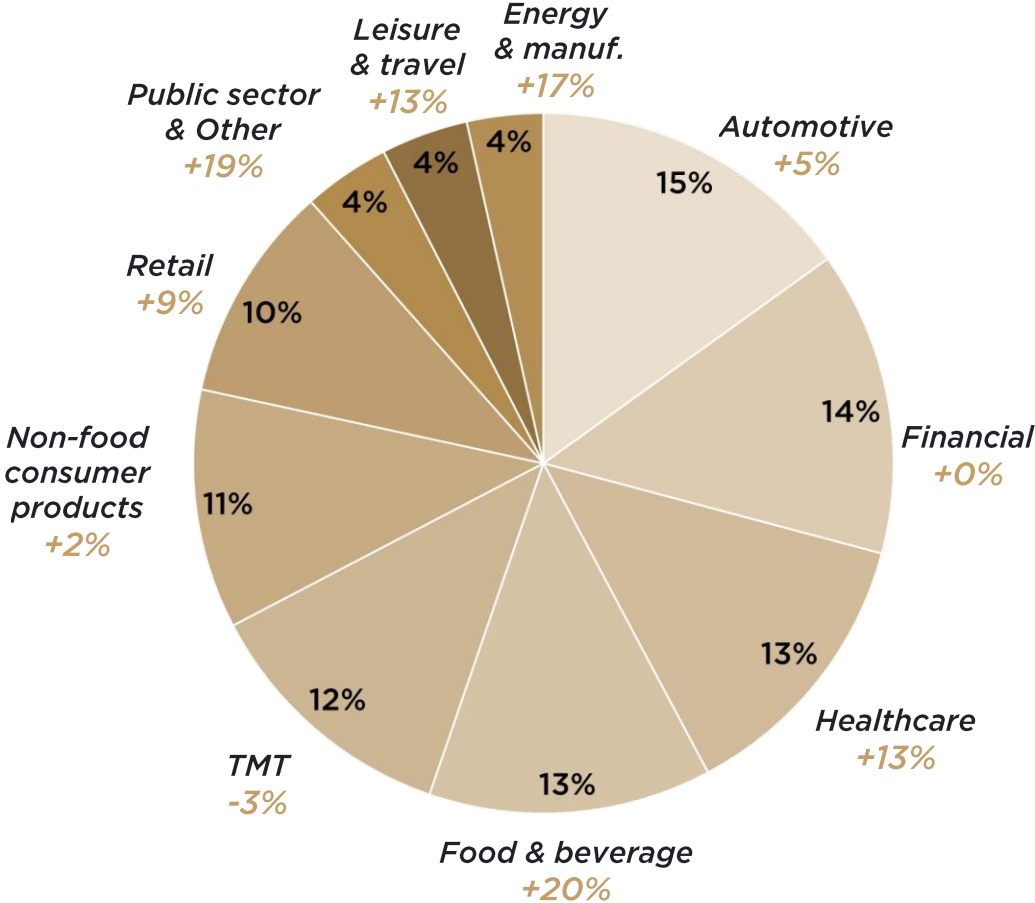
9M 2023 PERFORMANCE BY INDUSTRY

Net revenue split



3,478 main clients representing 92% of Groupe net revenue

Net revenue growth per client industry⁽²⁾



(1) Includes small clients, French Outdoor media activities and the Drugstore
 (2) Growth at constant currencies and at 2023 perimeter, based on 92% of net revenue

NET FINANCIAL DEBT

| (EUR million) | Sep 30, 2023 | June 30, 2023 | Sep 30, 2022 |
|--|-----------------|------------------|-----------------|
| Net Financial Debt, LTM average | 451 | 498 | 870 |
| Net Financial Debt, at end of period | 714 | 226 | 919 |
| (Average net financial debt + Average Lease liability) / EBITDA | 1.1x | 1.1x | 1.3x |



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Q&A

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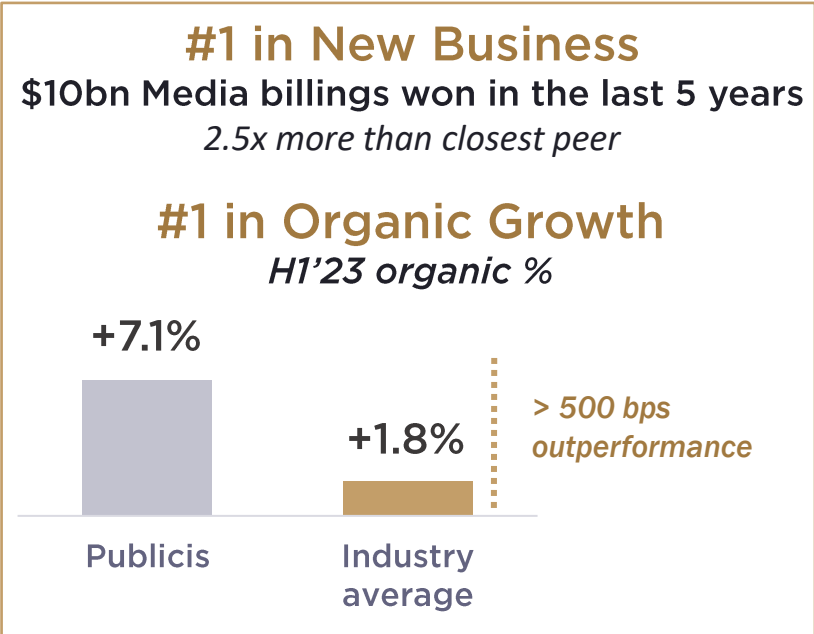
Ahead of expectations in Q3
In an increasingly challenging global context

A bigger and stronger company
More resilient to business cycles

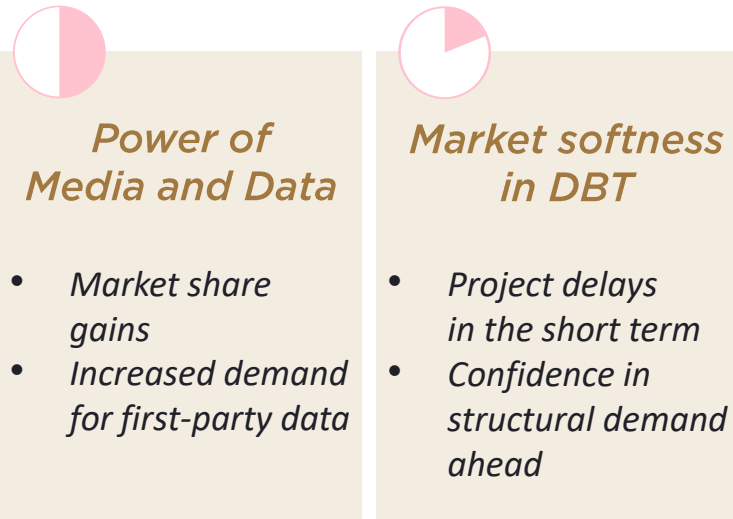
Upgrade FY 2023 guidance
On all KPIs

3 REASONS FOR CONFIDENCE

Market share gains
thanks to our unique Go-to-Market

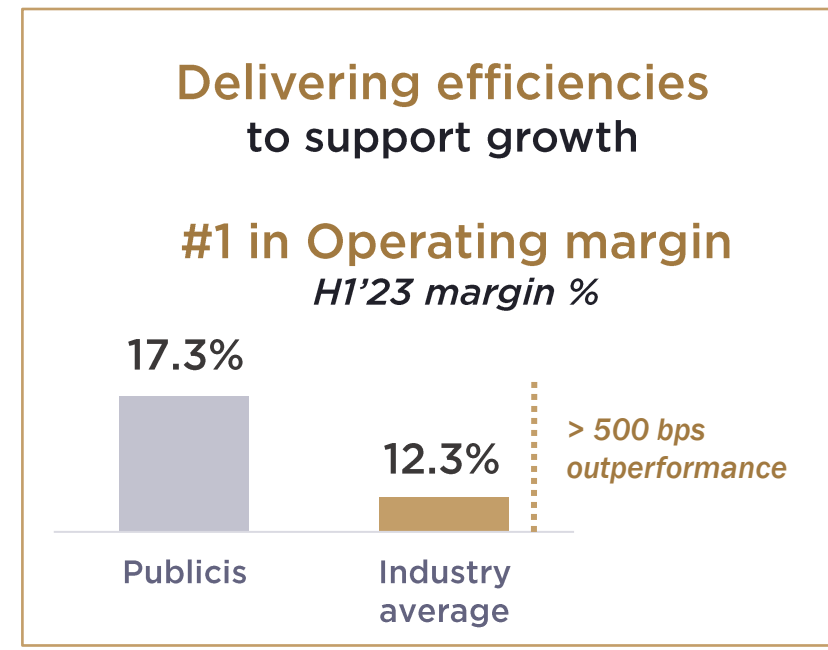


Resilience to business cycles
thanks to our balanced revenue mix



Despite macroeconomic uncertainties
Organic growth Q3 +5.3% vs. 2022
Above expectations
Above 4Y CAGR

Industry-high financial ratios
thanks to our platform organization



Cumulative New Business wins 2017-2022 (\$bn), Source: JPM Research.

UPGRADE IN 2023 OUTLOOK ON ALL KPIs

FY organic growth

+5.5% to 6%

from circa +5% previously

+5.5% FY'23

+3% Q4

- *Continued macroeconomic tensions impacting client spend*
- *Further delays to DBT projects*
- *Negative Q4 adjustment quarter*

Close to 6% FY'23

+5% Q4

- *Fewer cuts in classic advertising*
- *Faster new business ramp-up than expected*
- *Positive Q4 adjustment quarter*

Operating margin

18%

from close to 18% previously

Free cash flow ⁽¹⁾

Close to €1.7bn

vs. at least €1.6bn previously

(1) Before working capital requirements.

CONCLUSION

Overdelivering on organic growth again in Q3

Outperforming the industry on all KPIs for the last four years

Upgrading FY'23 guidance despite macroeconomic challenges



A truly differentiated model



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APPENDIX

NET REVENUE & ORGANIC GROWTH CALCULATION

| (EUR million) | Q1 | Q2 | Q3 | 9M |
|---|--------------|--------------|--------------|--------------|
| 2022 net revenue | 2,800 | 3,073 | 3,237 | 9,110 |
| Currency impact ⁽²⁾ | 61 | (73) | (189) | (201) |
| 2022 net revenue at 2023 exchange rate (a) | 2,861 | 3,000 | 3,048 | 8,909 |
| 2023 net revenue before impact of acquisitions (b) | 3,065 | 3,213 | 3,209 | 9,487 |
| Net revenue from acquisitions ⁽¹⁾ | 14 | 26 | 32 | 72 |
| 2023 net revenue | 3,079 | 3,239 | 3,241 | 9,559 |
| Organic growth (b/a) | +7.1% | +7.1% | +5.3% | +6.5% |

| 2023 Currency impact | | | | |
|----------------------|-----------|-------------|--------------|--------------|
| (EUR million) | Q1 | Q2 | Q3 | 9M |
| GBP ⁽²⁾ | (13) | (7) | (1) | (21) |
| USD ⁽²⁾ | 78 | (35) | (138) | (95) |
| Other | (4) | (31) | (50) | (85) |
| Total | 61 | (73) | (189) | (201) |

(1) Acquisitions (Practia, Profitero, Corra, Tquila, Yieldify, Tremend, Retargetly, Wiredcraft, Bizon, VivNetworks, Cheat, ARBH, Changi, Perlu, Advertise Bulgaria, Publicis Sapient AI Labs), net of disposals (Russia, Qorvis, Makers Lab)

(2) EUR = USD 1.0835 on average in 9M 2023 vs. USD 1.065 average in 9M 2022
 EUR = GBP 0.871 on average in 9M 2023 vs. GBP 0.847 on average in 9M 2022

GROSS DEBT AS OF SEPTEMBER 30, 2023

Breakdown by maturity

| (EUR million) | Total | Oct. 2023 - Sep. 2024 | Oct. 2024 - Sep. 2025 | Oct. 2025 - Sep. 2026 | Oct. 2026 - Sep. 2027 | Oct. 2027 Onwards |
|----------------------------------|--------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------|
| Eurobond 2023 | 500 | 500 | - | - | - | - |
| Eurobond 2024 | 601 | - | 601 | - | - | - |
| Eurobond 2025 ^{(1) (2)} | 804 | - | 804 | - | - | - |
| Eurobond 2028 ^{(1) (2)} | 820 | - | - | - | - | 820 |
| Eurobond 2031 ^{(1) (2)} | 833 | - | - | - | - | 833 |
| Earn out / Buy out | 314 | 73 | 103 | 120 | 14 | 4 |
| Other debt ⁽¹⁾ | 16 | 8 | 8 | - | - | - |
| Total gross debt | 3 888 | 581 | 1 516 | 120 | 14 | 1 657 |

 **No covenants**

(1) Including fair values of associated derivatives
(2) Eurobond swapped in USD at fixed rate

NET DEBT AS OF SEPTEMBER 30, 2023

Breakdown by currency

| (EUR million) | Total | EUR | USD | GBP | Others |
|----------------------------------|------------|------------|------------|----------|----------------|
| Eurobond 2023 | 500 | 500 | - | - | - |
| Eurobond 2024 | 601 | 601 | - | - | - |
| Eurobond 2025 ^{(1) (2)} | 804 | - | 804 | - | - |
| Eurobond 2028 ^{(1) (2)} | 820 | - | 820 | - | - |
| Eurobond 2031 ^{(1) (2)} | 833 | - | 833 | - | - |
| Earn-out / Buy-out | 314 | 36 | 243 | 10 | 25 |
| Other debt ⁽¹⁾ | 16 | (26) | 33 | 3 | 6 |
| Cash & marketable securities | (3,174) | (314) | (1 762) | (13) | (1 085) |
| Net debt (cash) | 714 | 797 | 971 | - | (1 054) |

(1) Including fair values of associated derivatives

(2) Eurobond swapped in USD at fixed rate

LIQUIDITY AS OF SEPTEMBER 30, 2023

| | September 30, 2023 | | | September 30, 2022 |
|---|--------------------|----------|--------------|-----------------------|
| (EUR million) | Total | Drawn | Available | Available |
| 5-year syndicated facility (Club Deal) ⁽¹⁾ | 2 000 | - | 2 000 | 2 000 |
| Total Committed Facilities | 2 000 | - | 2 000 | 2 000 |
| Cash and Marketable Securities | | | 3 174 | 3 005 |
| Total liquidity | | | 5 174 | 5 005 |

(1) 2,000m€ till 2024 and 1,579m€ from 2024 to 2026

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.

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 since 1st January 2018.

Average net debt: 12M average of monthly net debt at end of each month.

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