



FULL YEAR 2025 RESULTS

3 February 2026



2025 HIGHLIGHTS & 2026 OUTLOOK

FINANCIAL REVIEW

STRATEGIC UPDATE

Q&A

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 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 to carefully consider the risk factors that may affect its business, as set out in the Universal Registration Document filed with the French Autorité des Marchés Financiers (AMF) and which is available on the website of Publicis Groupe (www.publicisgroupe.com).



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3 KEY HIGHLIGHTS FROM FY 2025

1

+5.6%
FY'25 organic growth

Record high market share gain

Outperforming industry
for **6th year** in a row

2

All financial KPIs up
while accelerating
investments in our future

Operating margin at **18.2%**
Headline EPS **+6.6%** constant FX
Free cash flow¹ **above €2 billion**

3

Client retention
+
New business wins

Foundation
for **7th year of**
outperformance

VERY STRONG Q4'25 ORGANIC GROWTH

Organic growth

+5.9% Q4'25

stronger H2 than H1 despite tougher comp



+5.6% FY'25

in acceleration vs. 5-year CAGR of +5.0%

Driven by:

**Best-in-class
client retention rate**

**AI-powered products
and services
client demand**
c. 300bps contribution

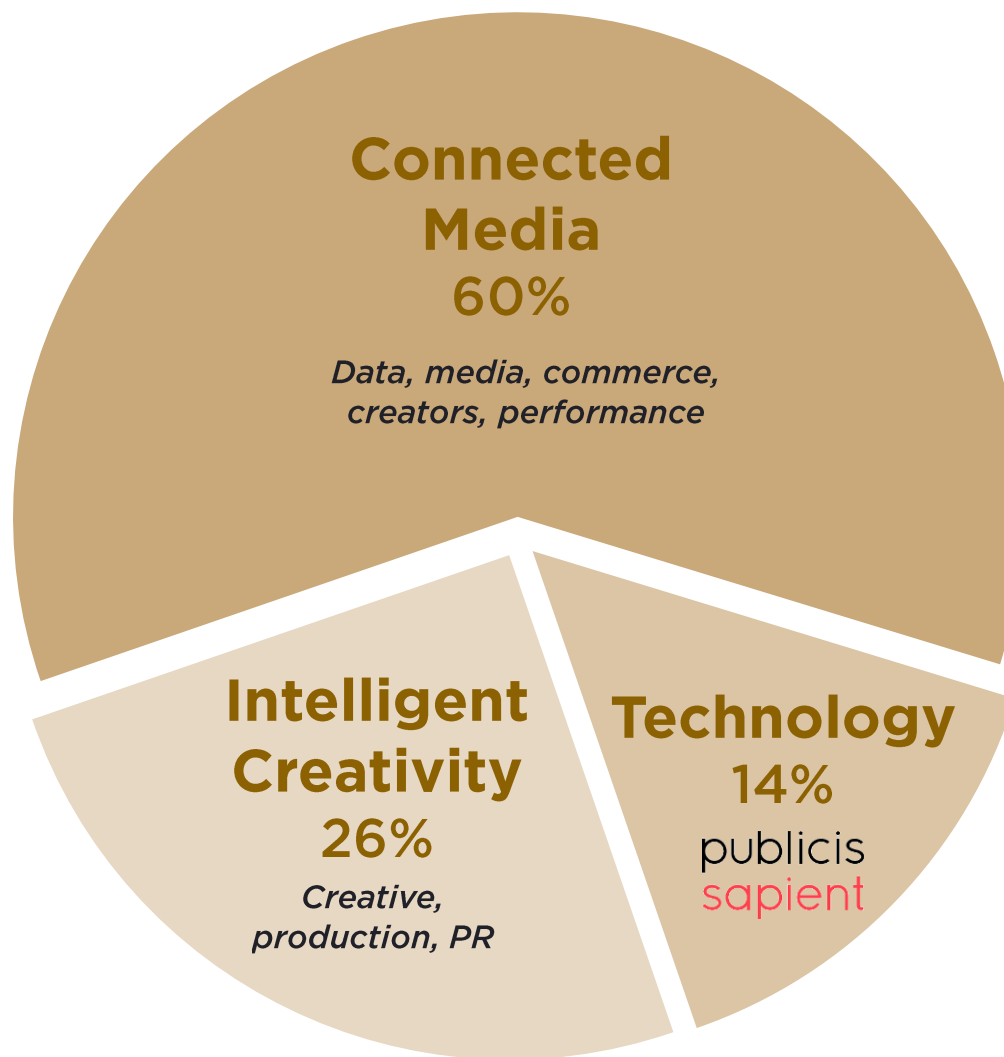
**Historically high
new business**
c. 250bps tailwind

CONTINUED STRENGTH OF MEDIA AND CREATIVE

High-single-digit FY growth

driven by market share gains,
increasing demand for AI-powered
products and services and new
addressable markets

Mid-single-digit FY growth
fueled by Production, new business wins,
scope expansions and fewer cuts than
anticipated in classic advertising in Q4



FY almost flat
due to client cautiousness,
as witnessed by all IT
consulting firms

Slightly positive in Q4,
in line with Q3 trend

SOLID PERFORMANCE ACROSS ALL REGIONS



U.S.

Q4 +4.3%
FY +5.2%

Cementing our #1 position
in this market



Europe

Q4 +6.3%
FY +4.2%

Q4 supported by double-digit
growth at Connected Media



Asia Pacific

Q4 +6.2%
FY +5.8%

Continued new business wins
China strong at +6.0% FY'25

PROGRESSING ON ALL FINANCIAL KPIS WHILE MATERIALLY INCREASING INVESTMENTS

Operating margin rate

18.2%

Highest in the industry

+50bps operating leverage:

- 30bps re-invested in AI, talent and new business, totalling 230bps
- 20bps flowing into margin improvement

Headline EPS

€7.48

Constant currency

+6.6%

vs. FY'24

Free cash flow¹

€2.03 billion

+10.6%

vs. record level of FY'24

c. €1 billion in bolt-on M&A

in identity resolution, pharma, influencer and sport marketing



Proposed dividend of €3.75 per share²

+4.2% vs. 2024 | Highest payout ratio in the industry at 50.1%

KEY FINANCIAL HIGHLIGHTS IN U.S. DOLLARS

(USD million)	2025	2024	2025 vs. 2024
Net revenue	16,443	15,111	+8.8%
Operating margin	2,993	2,726	+9.8%
Headline EPS (USD)	8.45	7.90	+7.0%
Free cash flow before change in WCR¹	2,297	1,989	+15.5%

Proposed dividend² up 8.8% in U.S. dollars

SOLID GUIDANCE FOR 2026 TO OUTPERFORM FOR 7TH CONSECUTIVE YEAR

**FY'26 organic growth
+4% to +5%**

Operating margin rate

**Slight improvement
to industry-high 18.2%**
while maintaining high level
of investments

Free cash flow¹

c. €2.1 billion²
towards cash dividends,
stable share count
and bolt-on M&A



**2025 HIGHLIGHTS
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KEY FINANCIAL HIGHLIGHTS

(EUR million)	2025	2024	2025 vs. 2024	Organic growth
Revenue	17,399	16,030	+8.5%	
Net revenue	14,547	13,965	+4.2%	+5.6%
Operating margin	2,648	2,519	+5.1%	
Operating margin rate	18.2%	18.0%	+20bps	
Headline Groupe net income¹	1,896	1,851	+2.4%	
Free cash flow before change in WCR¹	2,032	1,838	+10.6%	

NET REVENUE

(EUR million)	Q1	Q2	Q3	Q4	FY
2025 net revenue	3,535	3,617	3,529	3,866	14,547
2024 net revenue	3,230	3,458	3,423	3,854	13,965
Reported growth	+9.4%	+4.6%	+3.1%	+0.3%	+4.2%
Organic growth	+4.9%	+5.9%	+5.7%	+5.9%	+5.6%

Q4 2025 NET REVENUE BY GEOGRAPHY

(EUR million)	Q4 2025	Q4 2024	2025 vs. 2024	Organic growth
North America	2,291	2,366	-3.2%	+4.2%
Europe	964	923	+4.4%	+6.3%
Asia Pacific	340	339	+0.3%	+6.2%
Middle East & Africa	133	111	+19.8%	+25.3%
Latin America	138	115	+20.0%	+19.1%
Total	3,866	3,854	+0.3%	+5.9%

Q4 2025 PERFORMANCE – NORTH AMERICA

(EUR million)	Q4 2025	Q4 2024	2025 vs. 2024	Organic growth
North America	2,291	2,366	-3.2%	+4.2%

U.S.

- 57% of Groupe net revenue
- Organic growth: +4.3%
- **Connected Media** and **Intelligent Creativity** both up mid-single digit
- **Technology** almost flat in a context of a continued "wait-and-see" attitudes from clients

Q4 2025 PERFORMANCE - EUROPE

(EUR million)	Q4 2025	Q4 2024	2025 vs. 2024	Organic growth
Europe	964	923	+4.4%	+6.3%

UK

- 9% of Groupe net revenue
- Organic growth: **+7.2%**
- **Connected Media** up double digits
- **Intelligent Creativity** up mid-single digit
- **Publicis Sapient** up mid-single digit, benefiting from positive phasing

France

- 6% of Groupe net revenue
- Organic growth: **+1.8%**
- Mid-single-digit growth excluding **Publicis Sapient**
- Driven by both **Connected Media** and **Intelligent Creativity**

Germany

- 3% of Groupe net revenue
- Organic growth: **+8.9%**
- Double-digit growth in **Connected Media**
- Partly offset by negative **Publicis Sapient**

Central & Eastern Europe

- 2% of Groupe net revenue
- Organic growth: **+5.5%**
- Growth mainly fueled by **Romania** and **Hungary**

Q4 2025 PERFORMANCE – REST OF WORLD

(EUR million)	Q4 2025	Q4 2024	2025 vs. 2024	Organic growth
Asia Pacific	340	339	+0.3%	+6.2%
Middle East & Africa	133	111	+19.8%	+25.3%
Latin America	138	115	+20.0%	+19.1%

Asia Pacific

- 9% of Groupe net revenue
- Organic growth: **+6.2%**
- Double-digit growth at **Connected Media**
- Solid **China** up mid-single digit
- Strong performance in **Australia** and **India**

Middle East & Africa

- 3% of Groupe net revenue
- Organic growth: **+25.3%**
- All practices growing double digits

Latin America

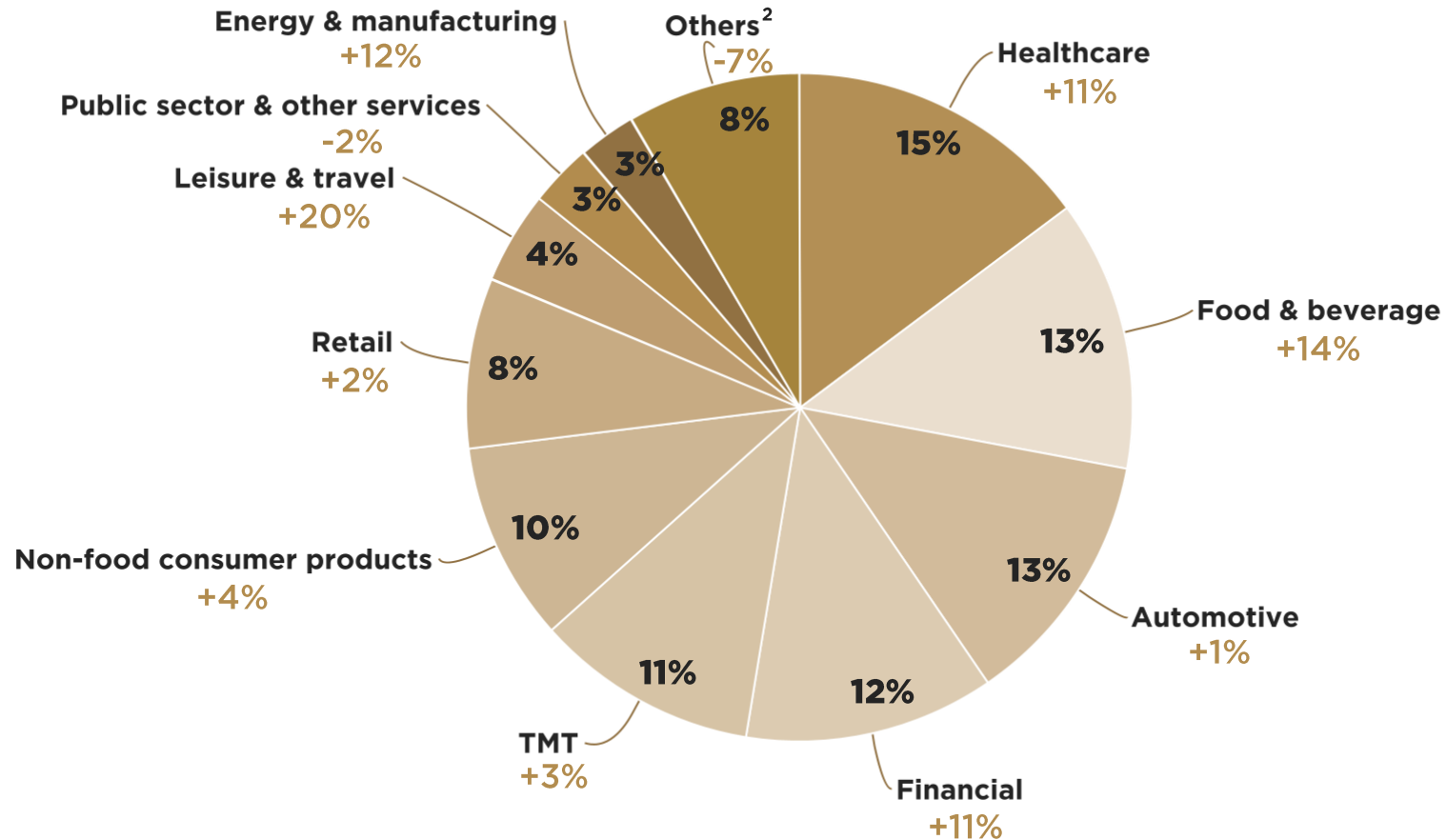
- 4% of Groupe net revenue
- Organic growth: **+19.1%**
- Driven by both **Connected Media** and **Intelligent Creativity**
- Strong growth in **Brazil** and **Argentina**

FY 2025 NET REVENUE BY GEOGRAPHY

(EUR million)	2025	2024	2025 vs. 2024	Organic growth
North America	8,899	8,583	+3.7%	+5.4%
Europe	3,520	3,384	+4.0%	+4.2%
Asia Pacific	1,260	1,218	+3.4%	+5.8%
Middle East & Africa	440	406	+8.4%	+10.8%
Latin America	428	374	+14.4%	+18.7%
Total	14,547	13,965	+4.2%	+5.6%

FY 2025 PERFORMANCE BY INDUSTRY

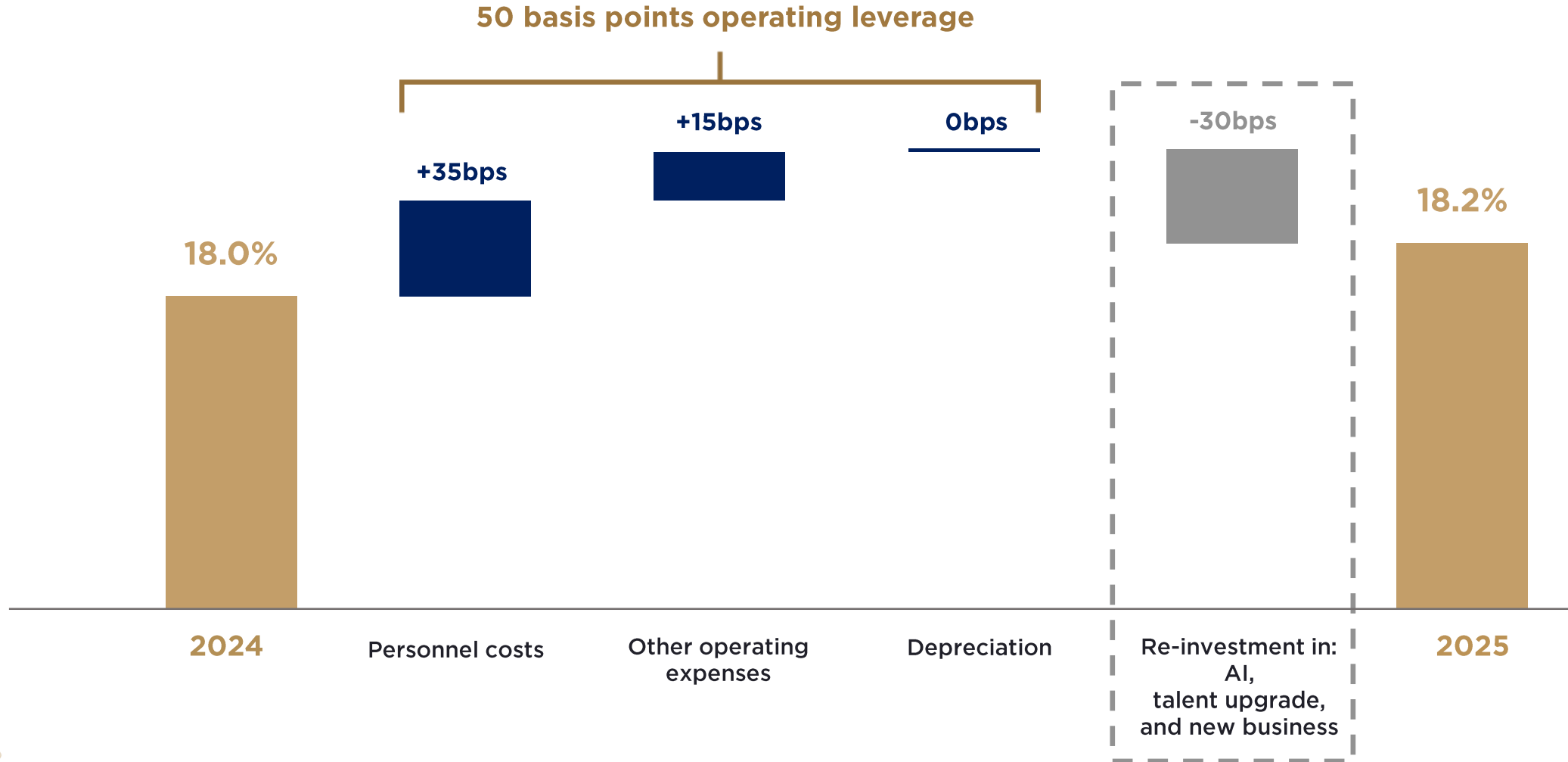
Net revenue growth per client industry¹



OPERATING MARGIN

(EUR million)	2025	2024	2025 vs. 2024
Net revenue	14,547	13,965	+4.2%
Personnel costs excl. restructuring	(9,439)	(9,088)	+3.9%
Restructuring	(151)	(136)	+11.0%
Other operating expenses ¹	(1,789)	(1,727)	+3.6%
Depreciation	(520)	(495)	+5.1%
Operating margin	2,648	2,519	+5.1%
as a % of net revenue	18.2%	18.0%	+20bps

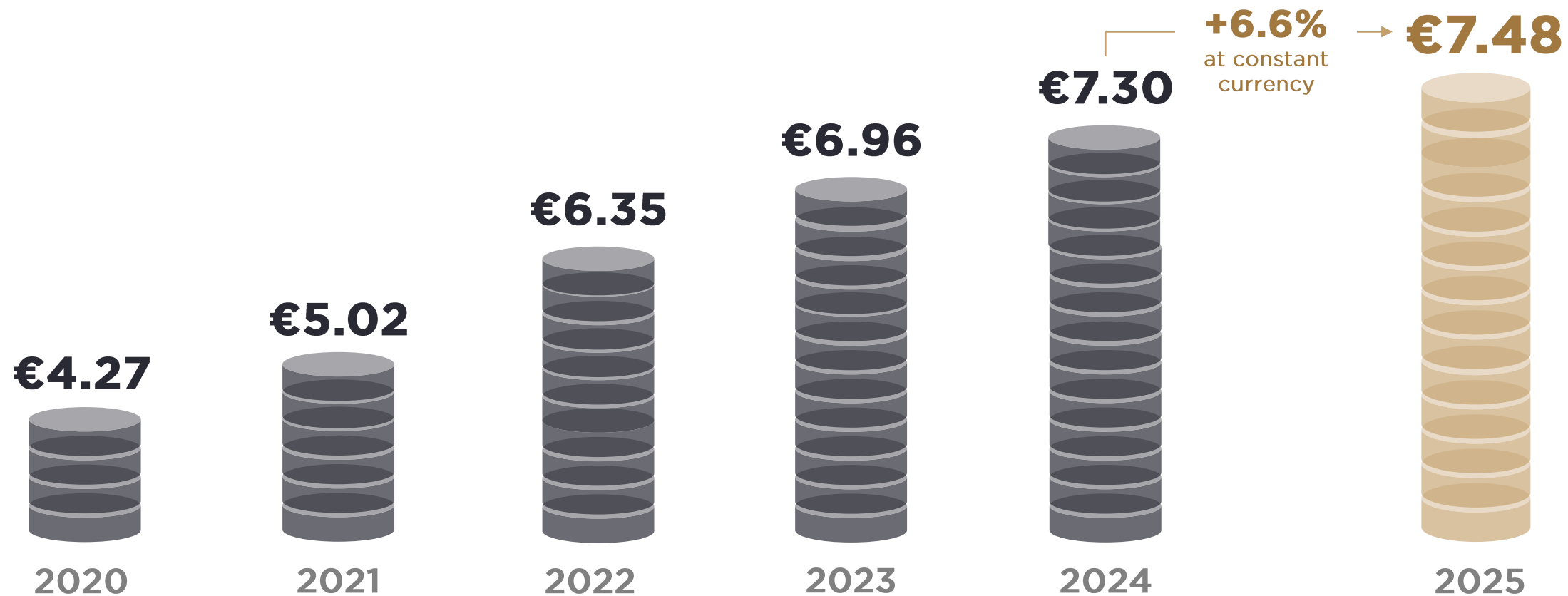
FY 2025 - CHANGE IN OPERATING MARGIN AS A % OF NET REVENUE



HEADLINE INCOME STATEMENT

(EUR million)	2025	2024
Revenue	17,399	16,030
Net revenue	14,547	13,965
EBITDA¹	3,168	3,014
Operating margin	2,648	2,519
Non-current income and expenses	-	1
Net financial expenses	(107)	(39)
Equity-accounted investees, net of tax	3	(2)
Income taxes	(640)	(619)
% <i>effective tax rate</i>	25.1%	24.9%
Non-controlling interests	(8)	(9)
Headline group net income²	1,896	1,851

HEADLINE EARNINGS PER SHARE, DILUTED¹



FREE CASH FLOW

(EUR million)	2025	2024	Change
EBITDA ¹	3,168	3,014	154
Repayment of lease liabilities and related interests	(453)	(453)	-
Capex, net of disposals	(249)	(235)	(14)
Interests paid and received	26	69	(43)
Tax paid	(536)	(655)	119
Other items	76	98	(22)
Free cash flow before change in WCR¹	2,032	1,838	194

USE OF CASH

(EUR million)	2025	2024
Free cash flow before change in WCR ¹	2,032	1,838
Change in WCR	234	(161)
Acquisitions (incl. earn-out & net of disposals)	(709)	(889)
Dividends paid	(912)	(865)
Share buy-back, net of sales/ exercise of warrants	(147)	(148)
Non-cash impact on net debt ²	(725)	91
Reduction (Increase) in net debt	(227)	(134)

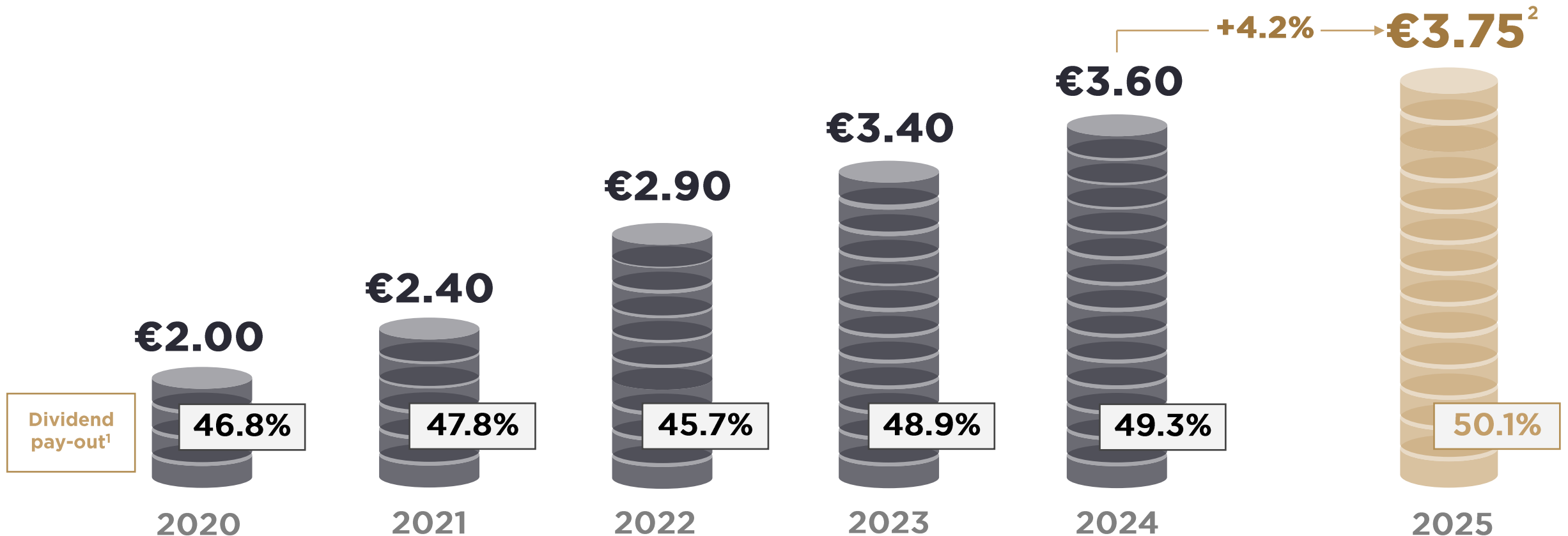
1. See definition in Appendix

2. 2025: Change in earn-out & buy-out €(305)m, change in fair value of swaps & CTA €(411)m and others €(9)m
2024: Change in earn-out & buy-out €(115)m, change in fair value of swaps & CTA €198m, and others €8m

NET FINANCIAL DEBT

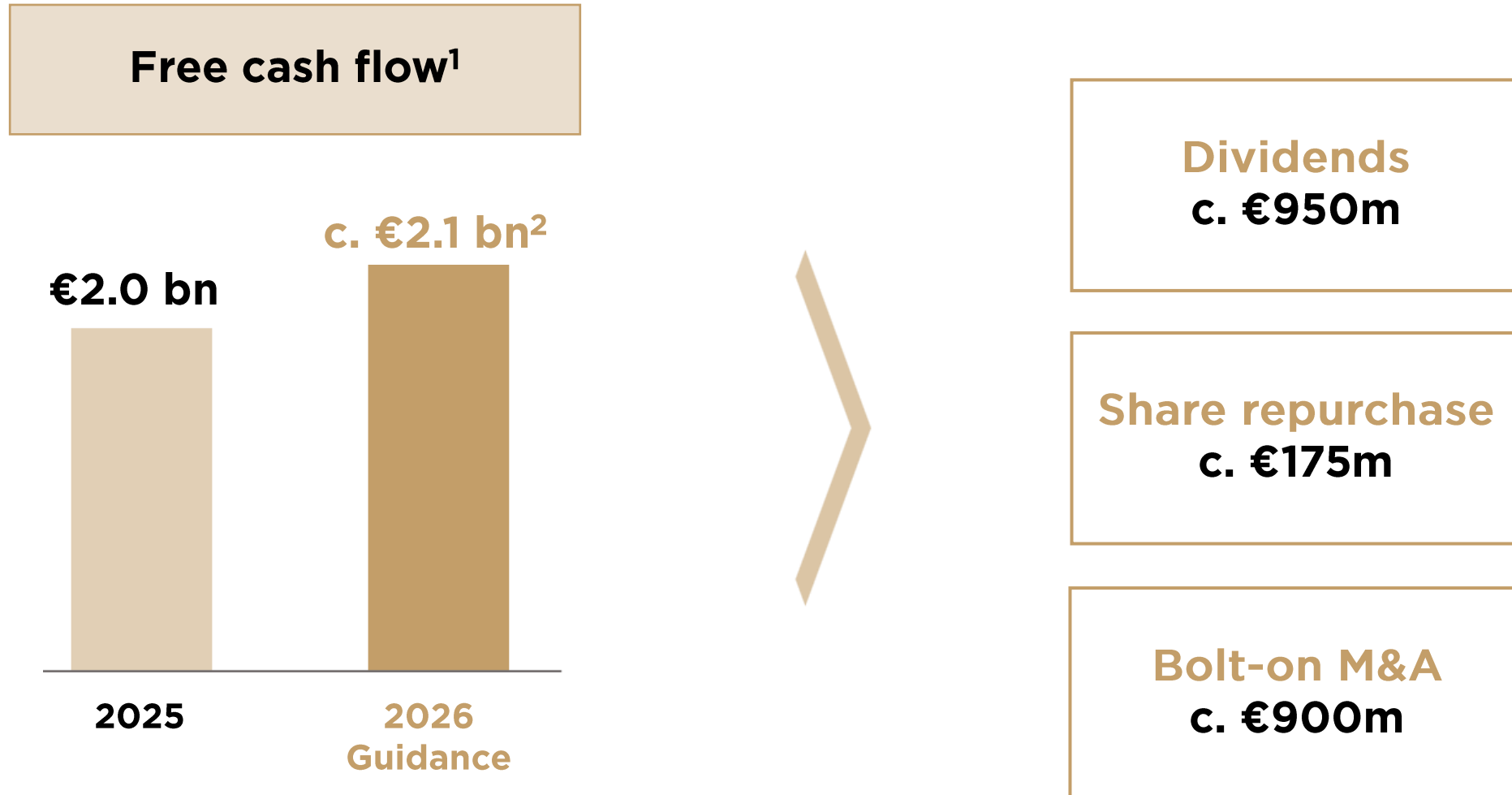
(EUR million)	December 31, 2025	December 31, 2024
Net financial debt, average (LTM)	971	585
Net financial debt, at end of period	(548)	(775)
(Average net financial debt + Average lease liability) / EBITDA (LTM)	1.0x	1.0x

DIVIDEND PER SHARE



Dividend to be fully paid in cash

2026 CASH ALLOCATION





**2025 HIGHLIGHTS
& 2026 OUTLOOK**

FINANCIAL REVIEW

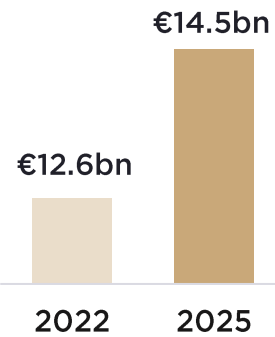
STRATEGIC UPDATE

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A GROWTH MODEL

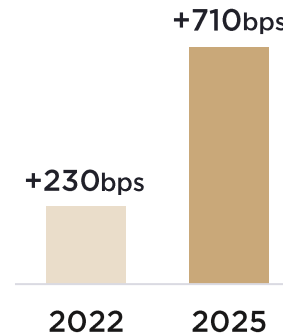
Since the rise of GenAI 3 years ago...

NET REVENUE



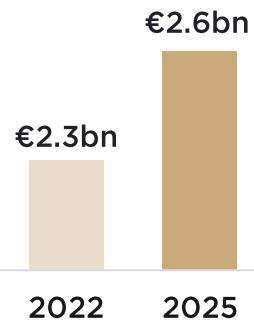
Organic
+€2.3bn
+18%

GROWTH VS. PEER AVERAGE¹



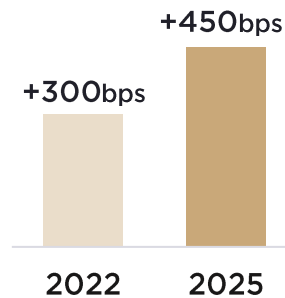
+480
bps

OPERATING MARGIN



Organic
+€0.4bn
+19%

MARGIN VS. PEER AVERAGE¹



+150
bps

1. Peer average performance based on consensus for 2025. Omnicom on revenue basis.

3 STRATEGIC MOVES ALLOWED US TO BECOME #1

Over the last decade...

**€14
billion
invested**

in data and
technology



**The
Power
Of
One**

integrating
all capabilities
at the heart of
our operations



**First-mover
advantage
in AI**

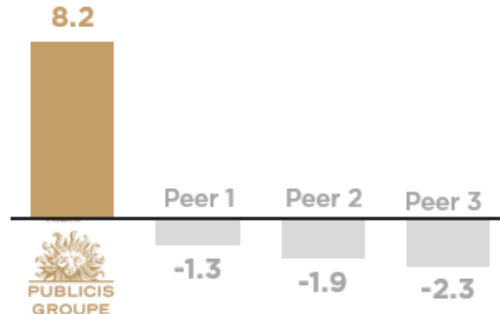
• M • R • C • L
since
2017

Client Retention

98% rate for top 100 clients

New Business

> \$8 billion in 2025¹



#1

Net Organic Growth²
> 2x the second-best

Global Media Billings
Including in the U.S. and China

Financial KPIs

Operating margin % and FCF

ESG

With 7 rating agencies out of 10

Market Capitalization

> Merger of next 2 peers

1. JP Morgan research, net reported billings (\$bn).
2. Organic growth on net revenue

OUR AMBITION

**BE THE MOST
VALUABLE
PARTNER**

for our **clients, people** and **shareholders**

THE MVP FOR OUR CLIENTS

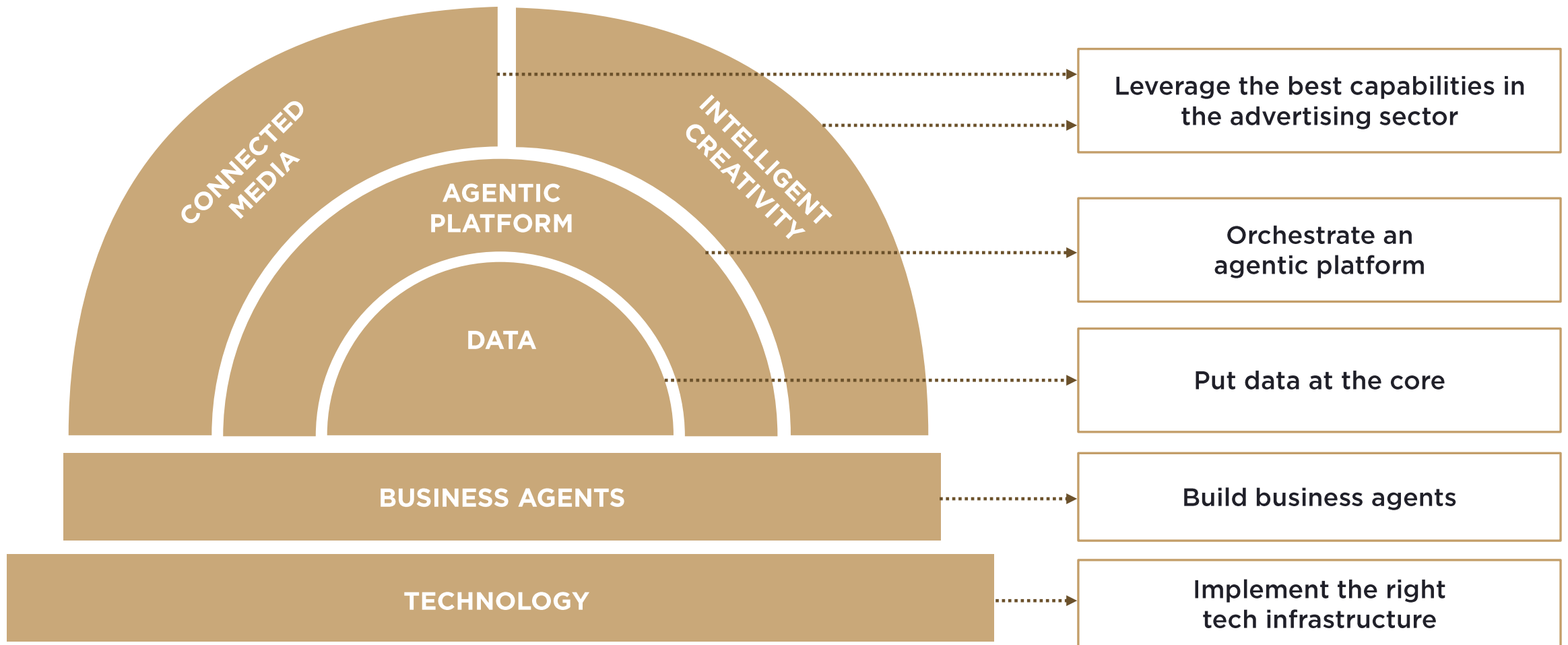
Consumers adopting AI better and faster than companies

**Be our clients' indispensable partner for
agentic business transformation**

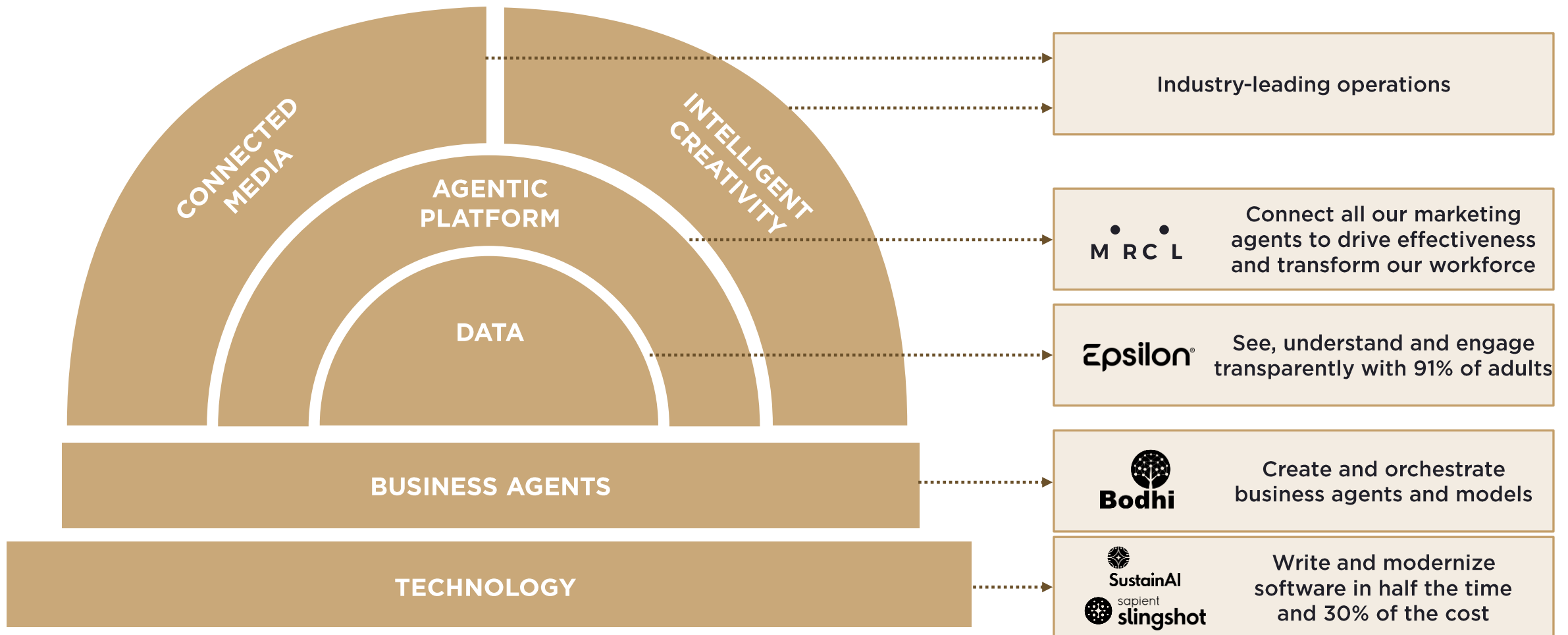


Clients need partners
to build enterprise-grade AI solutions
that deliver **profitable growth**

THE MVP FOR OUR CLIENTS



THE MVP FOR OUR CLIENTS



THE MVP FOR OUR PEOPLE

Empowering our people through AI

1

Expand upskilling
and training through Marcel

Everyone to become
AI-fluent

2

Equip talent
with new AI tools, agents and coaches

Industry-leading
personalized
high-impact marketing

**Boost people
productivity
and results**

THE MVP FOR OUR SHAREHOLDERS

AI TO DRIVE SUSTAINABLE TOP-LINE GROWTH...

+6% to +7% p.a.
net revenue growth¹

- Scope expansions
- New business
- M&A

AI increasing landscape
fragmentation and complexity



No top client spends > 4% of budget
on a single platform

Unique **connective tissue** for clients

AI accelerating bolt-ons
integration and connection

+20%

organic growth
of new capabilities
in FY'25

increase differentiation with:

- ✓ Identity resolution
- ✓ New media channels
- ✓ Production
- ✓ DBT

...AND BOTTOM-LINE IMPROVEMENT

+7% to +9% p.a.
EPS growth¹

'Agentify' processes
using AI agents

- ✓ Greater cost base elasticity
- ✓ Future re-investment capacity
- ✓ Further margin improvement

A GROWTH MODEL FOR THE AI WORLD

Another year of
strong performance
in FY'25

Acceleration on 5-year
organic growth CAGR

Increasing the gap
with peers on all KPIs

- ✓ Global media billings
- ✓ Client retention
- ✓ New business
- ✓ Net organic growth¹
- ✓ Operating margin
- ✓ Free cash flow
- ✓ ESG
- ✓ Market capitalization

Expect **industry**
outperformance
again in 2026

+4% to +5% organic growth
on top of 6 years of high comparables

Increasing
operating margin rate
and record free cash flow^{2,3}

Continue to execute
our strategy to be
the MVP

Sustainable and solid

Top-line growth
Margin expansion
EPS growth

...in 2026 and beyond



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APPENDIX

NET REVENUE & ORGANIC GROWTH CALCULATION

(EUR million)	Q1	Q2	Q3	Q4	FY
2024 net revenue	3,230	3,458	3,423	3,854	13,965
Currency impact ²	65	(139)	(169)	(254)	(497)
2024 net revenue at 2025 exchange rate (a)	3,295	3,319	3,254	3,600	13,468
2025 net revenue before impact of acquisitions (b)	3,457	3,516	3,440	3,813	14,226
Net revenue from acquisitions ¹	78	101	89	53	321
2025 net revenue	3,535	3,617	3,529	3,866	14,547
Organic growth (b/a)	+4.9%	+5.9%	+5.7%	+5.9%	+5.6%

2025 currency impact					
(EUR million)	Q1	Q2	Q3	Q4	FY
GBP ²	7	2	(8)	(16)	(15)
USD ²	62	(106)	(124)	(188)	(356)
Other	(4)	(35)	(37)	(50)	(126)
Total	65	(139)	(169)	(254)	(497)



1. Acquisitions (Mars, Influential, BR Media, Atomic 212, Lotame, Captiv8, p-Value, Spinnaker, Adopt, Dysrupt, Chain Reaction, Moov AI, Downtown Paris and Bespoke), net of disposals.
2. EUR = USD 1.130 on average in 2025 vs. USD 1.082 on average in 2024.
EUR = GBP 0.857 on average in 2025 vs. GBP 0.8470 on average in 2024.

REPORTED CONSOLIDATED INCOME STATEMENT

(EUR million)	2025	2024
Net revenue	14,547	13,965
Pass-through revenue	2,852	2,065
Revenue	17,399	16,030
EBITDA	3,168	3,014
Depreciation	(520)	(495)
Operating margin	2,648	2,519
Amortization of intangibles arising from acquisitions	(212)	(234)
Impairment loss	(37)	(86)
Non-current income and expense	(5)	15
Operating income	2,394	2,214
Net financial income (expenses)	(100)	(29)
Earn-out revaluation	(59)	35
Equity-accounted investees, net of tax	3	(2)
Income taxes	(577)	(549)
Non-controlling interests	(8)	(9)
Group Net Income	1,653	1,660

HEADLINE NET FINANCIAL INCOME (EXPENSE)

(EUR million)	2025	2024
Interest (expense)/income on net financial debt	8	52
Interest on lease liabilities	(86)	(84)
Foreign exchange gain (loss)	(20)	1
Other financial expenses ¹	(9)	(8)
Headline net financial expenses²	(107)	(39)

HEADLINE INCOME TAX AND EFFECTIVE TAX RATE

(EUR million)	2025	2024
Reported income taxes	577	549
Reversal in income tax on amortization of intangibles arising from acquisitions	55	60
Reversal in income tax on impairment and real estate consolidation	9	20
Reversal in income tax on other items	(1)	(10)
Headline income taxes	640	619
Effective tax rate	25.1%	24.9%

2025 BRIDGE FROM REPORTED CONSOLIDATED TO HEADLINE INCOME STATEMENT

(EUR million)	2025 P&L	Amortization of intangibles arising from acquisitions	Impairment / Real estate consolidation charge	Change in fair value of financial assets	Main non- current items (2)	Earn-out revaluation	2025 Headline
Net revenue	14,547						14,547
Pass-through revenue ¹	2,852						2,852
Revenue	17,399						17,399
EBITDA²	3,168						3,168
Depreciation	(520)						(520)
Operating margin	2,648						2,648
Amortization of intangibles arising from acquisitions	(212)	212					-
Impairment / Real estate consolidation charge	(37)		37				-
Non-current income and expense	(5)				5		-
Operating income	2,394	212	37	-	5	-	2,648
Net financial income (expenses)	(100)			(6)			(107)
Earn-out revaluation	(59)					59	-
Equity-accounted investees, net of tax	3						3
Non-controlling interests	(8)						(8)
Income taxes	(577)	(55)	(9)	-	-	-	(640)
Group net income	1,653	157	28	(6)	5	59	1,896

2024 BRIDGE FROM REPORTED CONSOLIDATED TO HEADLINE INCOME STATEMENT

(EUR million)	2024 P&L	Amortization of intangibles arising from acquisitions	Impairment / Real estate consolidation charge	Change in fair value of financial assets	Main non-current items (2)	Earn-out revaluation	2024 Headline
Net revenue	13,965						13,965
Pass-through revenue ¹	2,065						2,065
Revenue	16,030						16,030
EBITDA²	3,014						3,014
Depreciation	(495)						(495)
Operating margin	2,519						2,519
Amortization of intangibles arising from acquisitions	(234)	234					-
Impairment / Real estate consolidation charge	(86)		86				-
Non-current income and expense	15				(14)		1
Operating income	2,214	234	86		(14)		2,520
Net financial income (expenses)	(29)			(10)			(39)
Earn-out revaluation	35					(35)	-
Equity-accounted investees, net of tax	(2)						(2)
Non-controlling interests	(9)						(9)
Income taxes	(549)	(60)	(20)	2	8		(619)
Group net income	1,660	174	66	(8)	(6)	(35)	1,851

BALANCE SHEET

(EUR million)	December 31, 2025	December 31, 2024
Goodwill and intangibles	14,227	14,912
Net right of use	1,542	1,735
Other fixed assets	951	974
Current and deferred tax	(85)	(94)
Working capital	(3,794)	(3,948)
TOTAL	12,841	13,579
Group equity	10,447	11,060
Non-controlling interests	(23)	(24)
TOTAL EQUITY	10,424	11,036
Provisions and Pension commitments	783	858
Net debt (cash)	(548)	(775)
Lease liability	2,182	2,460
TOTAL	12,841	13,579

GROSS DEBT AS OF DECEMBER 31, 2025

Breakdown by maturity

(EUR million)	Total	Jan 2026 - Dec 2026	Jan 2027 - Dec 2027	Jan 2028 - Dec 2028	Jan 2029 - Dec 2029	2030 Onwards
Eurobond 2028 ^{1 2}	736	-	-	736	-	-
Eurobond 2031 ^{1 2}	754	-	-	-	-	754
Eurobond 2029 ³	597	-	-	-	597	-
Eurobond 2032 ³	646	-	-	-	-	646
Earn out / Buy out	677	340	85	178	57	17
Other debt ¹	73	66	4	1	1	1
Total gross debt	3,483	406	89	915	655	1,418

NET DEBT AS OF DECEMBER 31, 2025

Breakdown by currency

(EUR million)	Total	EUR	USD	GBP	Others
Eurobond 2028 ^{1 2}	736	-	736	-	-
Eurobond 2031 ^{1 2}	754	-	754	-	-
Eurobond 2029 ³	597	597	-	-	-
Eurobond 2032 ³	646	646	-	-	-
Earn-out / Buy-out	677	29	533	4	111
Other debt ¹	73	32	34	2	5
Cash & marketable securities	(4,031)	(526)	(2,327)	(39)	(1,139)
Net debt (cash)	(548)	778	(270)	(33)	(1,023)

LIQUIDITY AS OF DECEMBER 31, 2025

(EUR million)	December 31, 2025			December 31, 2024
	Facility amount	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			4,031	3,644
Total liquidity			6,031	5,644

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. These costs are mainly production and media costs, and out of pocket expenses.

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

5Y CAGR organic growth: Calculated as:

$([1 + \text{organic growth (n-5)}] * [1 + \text{organic growth (n-4)}] * [1 + \text{organic growth (n-3)}] * [1 + \text{organic growth (n-2)}] * [1 + \text{organic growth (n-1)}])^{1/5} - 1$

EBITDA: Operating margin before depreciation and amortization.

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

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

Headline Group net income: Net income attributable to the Groupe, adjusted for impairment losses, amortization of intangibles from acquisitions, main capital gains (or losses) on asset disposals, changes in the fair value of financial assets and earn-out reevaluation.

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

EPS, Diluted: Group net income divided by average number of shares, diluted.

Headline EPS, Diluted: Headline group net income, divided by average number of shares, diluted.

Capex: Net acquisitions of property, plant, and equipments, and intangible assets, excluding financial investments and other financial assets.

Free cash flow: Net cash flow from operating activities, adjusted for interest paid and received, and repayment of lease liabilities.

Free cash flow before change in working capital requirements: Free cash flow before changes in working capital requirements linked to operating activities.

Net debt (or financial net debt): Total of long-term and short-term financial debt and related derivatives, excluding lease liabilities, net of cash and cash equivalents

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

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

CONTACT

Press

Amy Hadfield, Director of Global Communications | Email. amy.hadfield@publicisgroupe.com

Investor Relations

Jean-Michel Bonamy, Deputy CFO - Investor Relations | Email. jean-michel.bonamy@publicisgroupe.com

Carla Foucaud | Email. carla.foucaud@publicisgroupe.com

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Publicis Groupe | 133, Champs Elysées | F-75380 Paris Cedex 08

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