



H1 2025 RESULTS

17 July 2025



H1 2025 HIGHLIGHTS

H1 2025 FINANCIALS

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).

3 KEY HIGHLIGHTS FROM H1'25

1

+5.9%
Q2'25 organic growth

+5.4%
H1'25 organic growth

2

17.4%
operating margin
vs. 17.3% in 2024
while sustaining investments

Well on track for slight
margin improvement in FY

3

Upgrading guidance to
close to +5%
FY'25 organic growth
from +4% to +5%

Thanks to our industry-leading
net new business wins

EVEN STRONGER Q2 THAN Q1

+5.9%

Q2'25 organic growth
after +4.9% in Q1'25

Accelerating
vs. +4.9% 5Y CAGR in Q2

Despite environment
of increased macro uncertainty
and external pressures

Gaining
material market share

Outperforming peers
by c. 800bps in Q2 ⁽¹⁾
vs. c. 600bps in Q1

GROWTH ACROSS ALL PRACTICES IN Q2...

c.60%

High-single digit growth
*driven by Publicis Media's scale,
powered by Epsilon's proprietary data*

Connected Media

Data, media, CRM,
social, commerce

c.15%

Slightly positive
*despite ongoing "wait and
see" attitudes from clients on
capex spend, affecting all IT
consulting firms*

Technology

publicis
sapient

Intelligent Creativity

Creative, PR,
production

c.25%

High-single digit growth
*supported by significant new business
wins and scope expansions
in production and creative*

...AND ACROSS ALL REGIONS

**U.S.****Q2 +5.3%**

after +5.3% in Q2'24

Accelerating vs. Q1'25thanks to Publicis Sapient
turning positive**Europe****Q2 +4.6%**

after +4.2% in Q2'24

Accelerating vs. Q1'25thanks to robust Connected Media
and Intelligent Creativity, and
Publicis Sapient almost stable**Asia Pacific****Q2 +5.7%**

after +7.7% in Q2'24

Accelerating vs. Q1'25**China +5.2% in Q2...**
driven by sustained market share gains
leading to +30% organic growth since 2020

IMPROVED INDUSTRY-HIGH OPERATING MARGIN

Operating margin rate

17.4%

vs. 17.3%
H1'24

+590bps
vs. peers in H1'25 ⁽²⁾

while investing in...

- ✓ CoreAI platform
- ✓ Upgrading talent pool
- ✓ New business and new clients

**Best-in-class cost discipline
and focus on extracting efficiency gains**

Headline
EPS

€3.51

+3.8% vs. H1'24

Free cash
flow ⁽¹⁾

€828m

vs. €744m H1'24

Bolt-on
M&A

€600m

on track with
€800-900m FY envelope

Average
net debt

€836m

vs. €375m H1'24

UPGRADING FY'25 ORGANIC GROWTH GUIDANCE THANKS TO UNPRECEDENTED NEW BUSINESS RUN

Confident to deliver close to +5% FY'25 organic growth

vs. +4% to +5%

despite lack of visibility due to challenging macro context

Factoring in...

- Reductions in marketing spend in H2
- Negative Publicis Sapient in FY
- Negative year-end adjustments

...more than offset by

- Stronger than expected H1
- 15 material new business wins YTD

**Operating margin rate
slightly above 18%**

Free cash flow ⁽¹⁾ of c. €1.9 billion
including negative FX impact of €80 million



Sorry for the mess on your desk, Marcel.

Publicis Conseil is named Best Agency in the World at the Cannes Lions for the second year in a row, winning the Titanium Grand Prix in the process. Not a bad way to kick off our centennial.





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KEY FINANCIAL HIGHLIGHTS

(EUR million)	H1 2025	H1 2024
Revenue	8,483	7,650
Net revenue	7,152	6,688
Operating margin	1,242	1,160
Operating margin rate	17.4%	17.3%
Headline Groupe net income ⁽¹⁾	890	857
Free cash flow before change in WCR ⁽¹⁾	828	744

NET REVENUE

(EUR million)	Q1	Q2	H1
2025 net revenue	3,535	3,617	7,152
2024 net revenue	3,230	3,458	6,688
Reported growth	+9.4%	+4.6%	+6.9%
<i>o/w FX impact</i>	+2.0%	-4.2%	-1.2%
<i>o/w M&A impact</i>	+2.4%	+2.9%	+2.7%
Organic growth	+4.9%	+5.9%	+5.4%

Q2 2025 NET REVENUE BY GEOGRAPHY

(EUR million)	Q2 2025	Q2 2024	2025 vs. 2024	Organic growth
North America	2,192	2,104	+4.2%	+5.8%
Europe	899	856	+5.0%	+4.6%
Asia Pacific	318	306	+3.9%	+5.7%
Middle East & Africa	104	100	+4.0%	+8.8%
Latin America	104	92	+13.0%	+19.8%
Total	3,617	3,458	+4.6%	+5.9%

Q2 2025 PERFORMANCE – NORTH AMERICA

(EUR million)	Q2 2025	Q2 2024	2025 vs. 2024	Organic growth
North America	2,192	2,104	+4.2%	+5.8%

U.S.

- **58% of Groupe net revenue**
- **Organic growth: +5.3%**
- Very solid growth of **Connected Media** and **Intelligent Creativity**, both benefiting from new business wins and scope expansions
- Sequential improvement at **Publicis Sapient**, which returned to positive territory in Q2

Q2 2025 PERFORMANCE - EUROPE

(EUR million)	Q2 2025	Q2 2024	2025 vs. 2024	Organic growth
Europe	899	856	+5.0%	+4.6%

U.K.

- 9% of Groupe net revenue
- Organic growth: +5.2%
- **Connected Media** up mid-single digit
- **Intelligent Creativity** up strong high-single digit
- **Publicis Sapient** up mid-single digit against an easy comparable

France

- 6% of Groupe net revenue
- Organic growth: -0.6%
- Up low-single digit when excluding **Publicis Sapient**, thanks to **Connected Media** and **Intelligent Creativity** being slightly positive

Germany

- 3% of Groupe net revenue
- Organic growth: -1.8%
- Up mid-single digit when excluding **Publicis Sapient**, thanks to high-single-digit growth in **Connected Media**

Central & Eastern Europe

- 3% of Groupe net revenue
- Organic growth: +9.9%
- Strong growth on top of +17.4% last year, driven by **Connected Media**, up double digits, while **Publicis Sapient** was up by a mid-single digit
- Growth fueled by **Romania**, **Poland** and **Turkey**

Q2 2025 PERFORMANCE – REST OF WORLD

(EUR million)	Q2 2025	Q2 2024	2025 vs. 2024	Organic growth
Asia Pacific	318	306	+3.9%	+5.7%
Middle East & Africa	104	100	+4.0%	+8.8%
Latin America	104	92	+13.0%	+19.8%

Asia Pacific

- 9% of Groupe net revenue
- Organic growth: +5.7%
- Growth driven by **Connected Media**, up double digits
- **China** up +5.2% organic growth, after double-digit growth in Q2 2024

Middle East & Africa

- 3% of Groupe net revenue
- Organic growth: +8.8%
- Led by double-digit growth of **Connected Media**

Latin America

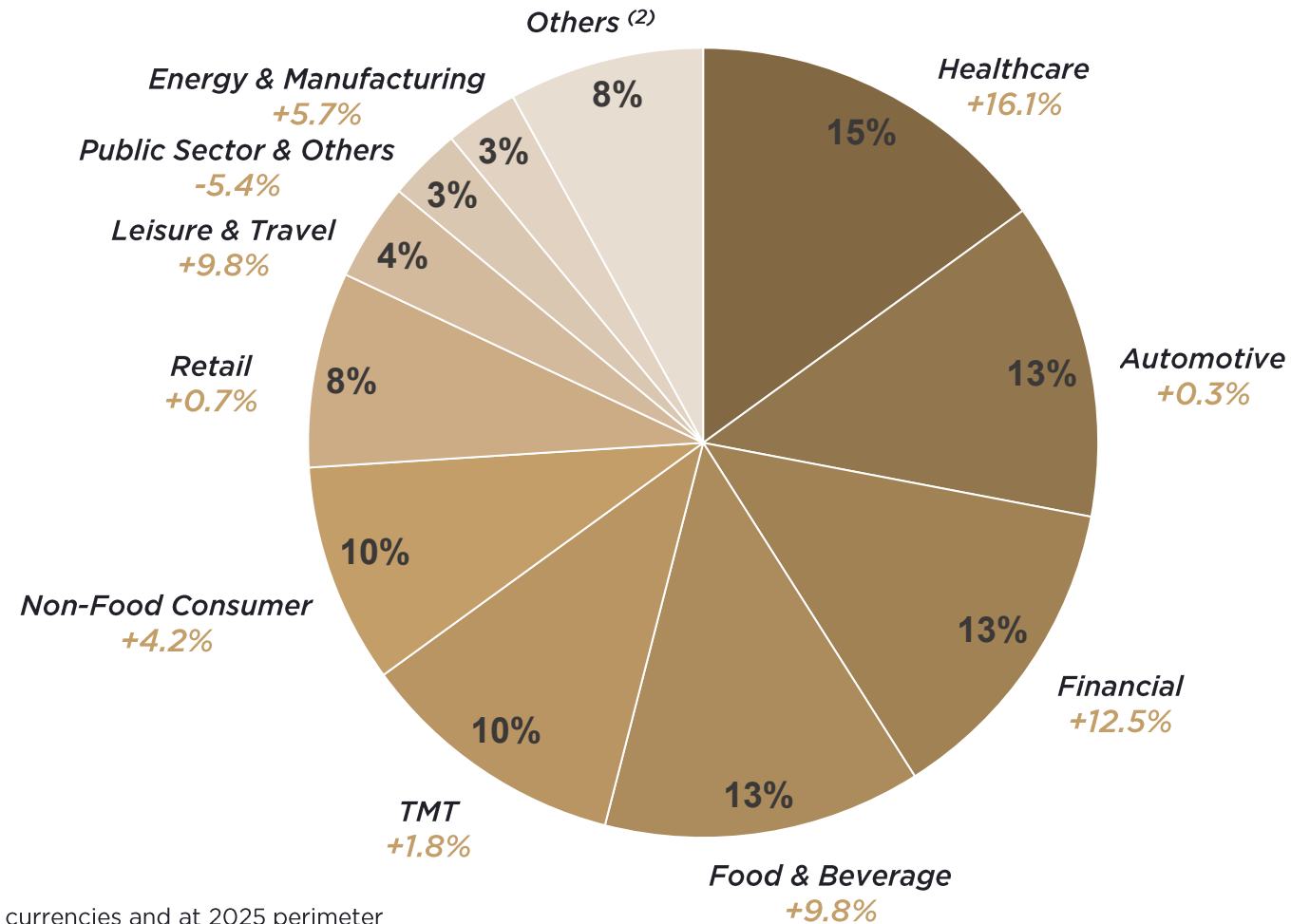
- 3% of Groupe net revenue
- Organic growth: +19.8%
- Driven by both **Connected Media** and **Intelligent Creativity**
- Strong growth in **Brazil, Colombia** and **Argentina**

H1 2025 NET REVENUE BY GEOGRAPHY

(EUR million)	H1 2025	H1 2024	2025 vs. 2024	Organic growth
North America	4,427	4,112	+7.7%	+5.3%
Europe	1,726	1,649	+4.7%	+3.7%
Asia Pacific	604	572	+5.6%	+5.3%
Middle East & Africa	207	190	+8.9%	+10.1%
Latin America	188	165	+13.9%	+23.6%
Total	7,152	6,688	+6.9%	+5.4%

H1 2025 PERFORMANCE BY INDUSTRY

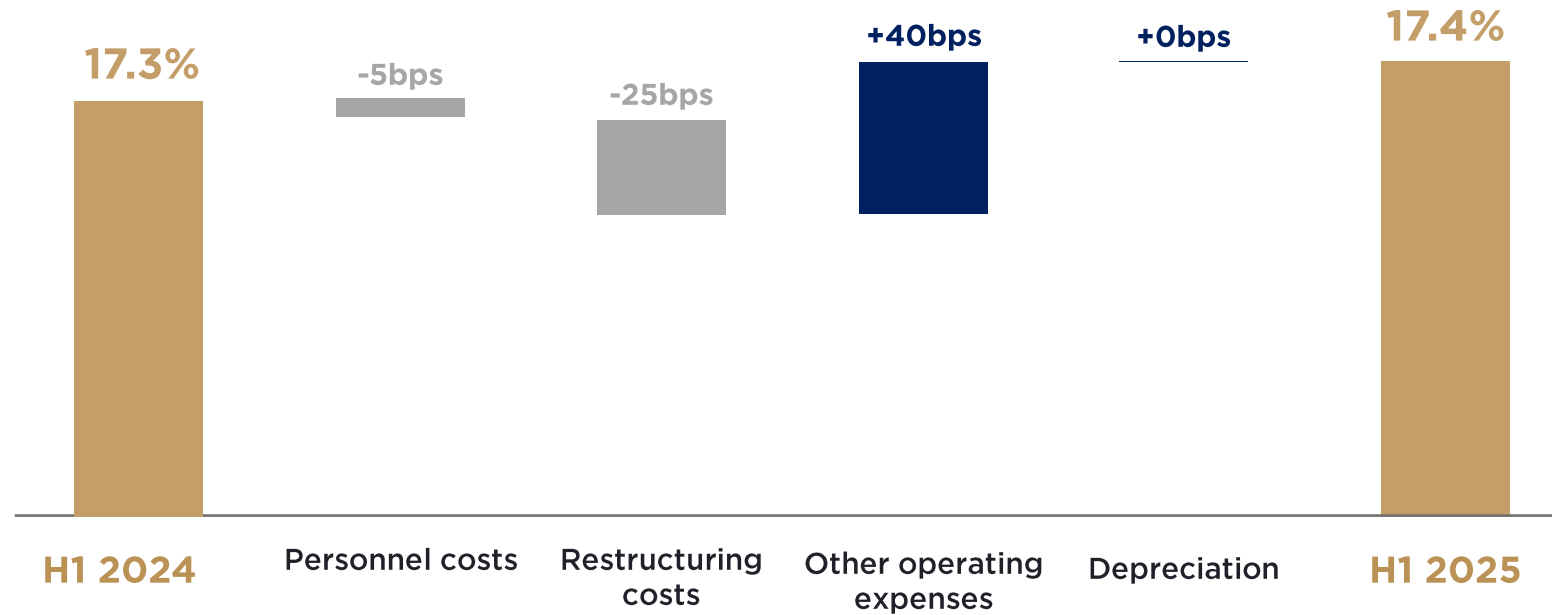
Net revenue growth per client industry ⁽¹⁾



OPERATING MARGIN

(EUR million)	H1 2025	H1 2024
Net revenue	7,152	6,688
Personnel costs	(4,772)	(4,457)
<i>As a % of net revenue</i>	66.7%	66.6%
Restructuring	(63)	(41)
Other operating expenses	(816)	(789)
Depreciation	(259)	(241)
Operating margin	1,242	1,160
as a % of net revenue	17.4%	17.3%

CHANGE IN OPERATING MARGIN AS A % OF NET REVENUE



HEADLINE INCOME STATEMENT

(EUR million)	H1 2025	H1 2024	Change
Revenue	8,483	7,650	+10.9%
Net revenue	7,152	6,688	+6.9%
EBITDA	1,501	1,401	+7.1%
Operating margin	1,242	1,160	+7.1%
Non-current income and expense	1	-	
Headline net financial expenses	(44)	(7)	
Headline income taxes	(302)	(289)	
<i>% effective tax rate</i>	<i>25.1%</i>	<i>24.9%</i>	
Associates	1	(3)	
Minority interests	(8)	(4)	
Headline Groupe net income	890	857	+3.9%

HEADLINE EARNINGS PER SHARE, DILUTED ⁽¹⁾



FREE CASH FLOW

(EUR million)	H1 2025	H1 2024	Change
EBITDA ⁽¹⁾	1,501	1,401	+100
Repayment of lease liabilities and related interests	(232)	(224)	-8
Capex, net of disposals ⁽¹⁾	(115)	(118)	+3
Interests paid and received	(22)	13	-35
Tax paid	(350)	(376)	+26
Other items	46	48	-2
Free cash flow before change in WCR ⁽¹⁾	828	744	+84

USE OF CASH

(EUR million)	H1 2025	H1 2024
Free cash flow before change in WCR ⁽¹⁾	828	744
Change in WCR	(1,745)	(1,629)
Acquisitions (incl. earn-out & net of disposals)	(463)	(224)
Dividends paid	(5)	(9)
Share buy-back, net of sales / exercise of warrants	(149)	(119)
Non-cash impact on net debt ⁽²⁾	(274)	229
Reduction (Increase) in net debt	(1,808)	(1,008)

(1) See definition in Appendix

(2) H1 2025: Change in earn-out & buy-out (€61m), change in fair value of swaps & CTA (€262m), accrued interests €48m and others €1m
H1 2024: Change in earn-out & buy-out (€126m), change in fair value of swaps & CTA (€57m), accrued interests (€36m) and others (€10m)

NET FINANCIAL DEBT

(EUR million)	June 30, 2025	Dec. 31, 2024	June 30, 2024
Net financial debt, average (LTM)	836	585	375
Net financial debt, at end of period	1,033	(775)	99
(Average net financial debt + Average lease liability) / EBITDA (LTM)	1.1x	1.0x	1.0x



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INDUSTRY FACING DISRUPTION

While AI is reshaping the marketing landscape...
...clients have never been more in need of our help



Publicis is ready and in a position of strength

Steady 5-year track record in a challenging environment

Transformation long completed

close to €700m additional organic revenue firepower to invest in our model and people

SOLE FOCUS: EXECUTION

1



**CONTINUE TO GAIN
MARKET SHARE**

by bringing clients
exactly what they need
in the current environment

2



**DOUBLE DOWN
ON AI STRATEGY**

by accelerating
bolt-on M&A

3



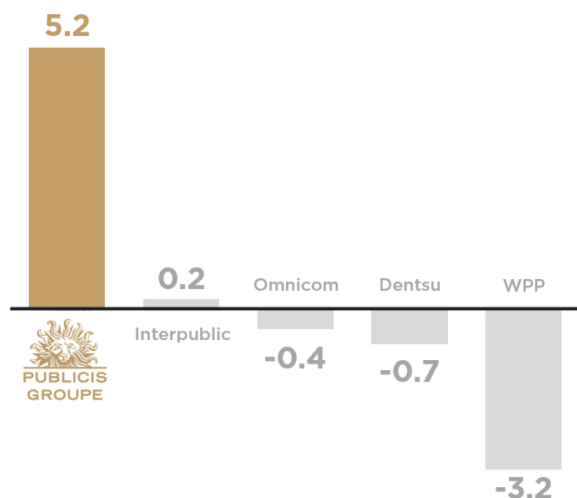
**RETAIN AND ATTRACT
THE BEST TALENT**

available in
the industry

CONTINUE TO GAIN MARKET SHARE

Increasing gap in net new business vs. peers

Net reported billings (\$bn) in H1 2025



Source: JP Morgan (01 July 2025)

Only focus is partnering with clients to solve their marketing challenges

Proprietary data

Connected media ecosystem

Production backbone

25,000 engineers

Delivering solutions, boosted by AI and tech, to help clients:

- ✓ Identify who and what will drive growth
- ✓ Make media spend work harder with greater efficiency
- ✓ Create more content they need, less of what they don't
- ✓ Ensure investment delivers business outcomes

Category of One

bringing unique solutions which are critical in downturns

DOUBLE DOWN ON AI STRATEGY BY ACCELERATING BOLT-ON M&A

**€10
billion**

invested
from 2015 to 2023
including

**Sapient
and
Epsilon**

+ c. €2 billion

invested since 2024 and the launch of CoreAI

delivering...

- ✓ Over +15% organic growth in 2024
- ✓ On track to reach +20% in 2025



Influential

- Triple-digit year-on-year organic growth
- World's largest influencer media platform with Captiv8 and BR Media
- Delivering Super Bowl-level '127m+ impressions' for a fraction of the price

**MARS UNITED
COMMERCE**

- Double-digit year-on-year organic growth
- Instrumental in winning the biggest pitch of 2025

**Bolt-on M&A is
a growth driver
for business today**

**Reinforcing
AI capabilities in:**

- Data management
- New media channels
- Production
- Business transformation

RETAIN AND ATTRACT THE BEST TALENT

Quality of our people is #1 reason for our success

**Opportunity to maintain momentum
and increase share of industry-leading talent**

Today, talent faces 2 options:

Industry peers

Engaged in cycles of cost cutting
and restructuring

Publicis Groupe

On a growth journey
and committed to putting people first

CONCLUSION

**Clients need trusted partners more than ever
to thrive in a complex AI-driven world**

Only our industry can help clients connect and deliver on the needed imperatives

- ✓ Own their own data
- ✓ Connect the entire media ecosystem
- ✓ Protect and grow brand value and differentiation
- ✓ Measure investments transparently with real business outcomes
- ✓ Build ecosystems to be AI-ready in a responsible way

**A lot of value to be unlocked, as demonstrated by Publicis,
for those able to transform, especially in a landscape moving from 4 to 3 main players**

Decades of partnerships, experience and expertise, not replicable by any tech platform...

Confident in our future to help clients win in the age of AI



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APPENDIX

NET REVENUE & ORGANIC GROWTH CALCULATION

(EUR million)	Q1	Q2	H1
2024 net revenue	3,230	3,458	6,688
Currency impact ⁽²⁾	65	(139)	(74)
2024 net revenue at 2025 exchange rate (a)	3,295	3,319	6,614
2025 net revenue before impact of acquisitions (b)	3,457	3,516	6,973
Net revenue from acquisitions ⁽¹⁾	78	101	179
2025 net revenue	3,535	3,617	7,152
Organic growth (b/a)	+4.9%	+5.9%	+5.4%

2025 currency impact			
(EUR million)	Q1	Q2	H1
GBP ⁽²⁾	7	2	9
USD ⁽²⁾	62	(106)	(44)
Other	(4)	(35)	(39)
Total	65	(139)	(74)

REPORTED CONSOLIDATED INCOME STATEMENT

(EUR million)	H1 2025	H1 2024
Net revenue	7,152	6,688
Pass-through revenue	1,331	962
Revenue	8,483	7,650
EBITDA	1,501	1,401
Depreciation	(259)	(241)
Operating margin	1,242	1,160
Amortization of intangibles arising from acquisitions	(106)	(123)
Impairment loss	(35)	(45)
Non-current income and expense	1	16
Operating income	1,102	1,008
Net financial income (expenses)	(43)	0
Earn-out revaluation	38	28
Equity-accounted investees, net of tax	1	(3)
Income taxes	(266)	(256)
Non-controlling interests	(8)	(4)
Groupe net income	824	773

NET FINANCIAL INCOME (EXPENSE)

(EUR million)	H1 2025	H1 2024
Interest (expense)/income on net financial debt	15	39
Interest on lease liabilities	(44)	(42)
Foreign exchange gain (loss)	(10)	2
Other financial expenses ⁽¹⁾	(5)	(6)
Headline net financial expenses ⁽²⁾	(44)	(7)

INCOME TAX AND EFFECTIVE TAX RATE

(EUR million)	H1 2025	H1 2024
Reported income taxes	266	256
Reversal in income tax on amortization of intangibles arising from acquisitions	27	31
Reversal in income tax on impairment and real estate consolidation	9	11
Reversal in income tax on other items	0	(9)
Headline income taxes	302	289
Effective tax rate	25.1%	24.9%

H1 2025 CONDENSED CONSOLIDATED INCOME STATEMENT

(EUR million)	H1 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	Earn-out revaluation	H1 2025 Headline
Net revenue	7,152						7,152
Pass-through revenue ⁽¹⁾	1,331						1,331
Revenue	8,483						8,483
EBITDA ⁽²⁾	1,501						1,501
Depreciation	(259)						(259)
Operating margin	1,242						1,242
Amortization of intangibles arising from acquisitions	(106)	106					-
Impairment / Real estate consolidation charge	(35)		35				-
Non-current income and expense	1				0		1
Operating income	1,102						1,243
Net financial income (expenses)	(43)			(1)			(44)
Earn-out revaluation	38					(38)	-
Equity-accounted investees, net of tax	1						1
Non-controlling interests	(8)						(8)
Income taxes	(266)	(27)	(9)	0	0	0	(302)
Groupe net income	824	79	26	(1)	0	(38)	890

H1 2024 CONDENSED CONSOLIDATED INCOME STATEMENT

(EUR million)	H1 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	Earn-out revaluation	H1 2024 Headline
Net revenue	6,688						6,688
Pass-through revenue ⁽¹⁾	962						962
Revenue	7,650						7,650
EBITDA ⁽²⁾	1,401						1,401
Depreciation	(241)						(241)
Operating margin	1,160						1,160
Amortization of intangibles arising from acquisitions	(123)	123					-
Impairment / Real estate consolidation charge	(45)		45				-
Non-current income and expense	16				(16)		-
Operating income	1,008						1,160
Net financial income (expenses)	-			(7)			(7)
Earn-out revaluation	28					(28)	-
Equity-accounted investees, net of tax	(3)						(3)
Non-controlling interests	(4)						(4)
Income taxes	(256)	(31)	(11)	1	8		(289)
Groupe net income	773	92	34	(6)	(8)	(28)	857

BALANCE SHEET

(EUR million)	June 30, 2025	Dec. 31, 2024	June 30, 2024
Goodwill and intangibles	13,934	14,912	13,713
Net right of use	1,612	1,735	1,640
Other fixed assets	936	974	987
Current and deferred tax	24	(94)	(7)
Working capital	(2,824)	(3,948)	(3,141)
TOTAL	13,682	13,579	13,192
Groupe equity	9,631	11,060	9,916
Minority interests	(27)	(24)	(41)
TOTAL EQUITY	9,604	11,036	9,875
Provisions and Pensions commitments	776	858	856
Net debt (cash)	1,033	(775)	99
Lease liability	2,269	2,460	2 362
TOTAL	13,682	13,579	13,192

GROSS DEBT AS OF JUNE 30, 2025

Breakdown by maturity

(EUR million)	Total	July 2025- June 2026	July 2026- June 2027	July 2027- June 2028	July 2028- June 2029	July 2029 onwards
Eurobond 2028 ^{(1) (2)}	735	-	-	735	-	-
Eurobond 2031 ^{(1) (2)}	751	-	-	-	-	751
Eurobond 2029 ⁽³⁾	596	-	-	-	596	-
Eurobond 2032 ⁽³⁾	646	-	-	-	-	646
Earn out / Buy out	433	183	74	134	44	2
Other debt ⁽¹⁾	78	70	4	1	1	2
Total gross debt	3,239	253	78	866	641	1,401

► No covenants

NET DEBT AS OF JUNE 30, 2025

Breakdown by currency

(EUR million)	Total	EUR	USD	GBP	Others
Eurobond 2028 ^{(1) (2)}	735	-	735	-	-
Eurobond 2031 ^{(1) (2)}	751	-	751	-	-
Eurobond 2029 ⁽³⁾	596	596	-	-	-
Eurobond 2032 ⁽³⁾	646	646	-	-	-
Earn-out / Buy-out	433	24	294	3	112
Other debt ⁽¹⁾	78	62	5	2	9
Cash & marketable securities	(2,206)	(547)	(662)	(22)	(975)
Net debt (cash)	1,033	781	1,123	(17)	(854)

NET DEBT AS OF JUNE 30, 2025

Breakdown by rate

(EUR million)	Total	Earn-out / Buy-out	Fixed rate	Floating rate
Eurobond 2028 ^{(1) (2)}	735	-	735	-
Eurobond 2031 ^{(1) (2)}	751	-	751	-
Eurobond 2029 ⁽³⁾	596	-	596	-
Eurobond 2032 ⁽³⁾	646	-	646	-
Other debt ⁽¹⁾	78	-	11	67
Total gross debt ex. earn-out/buy-out	2,806	-	2,739	67
Earn-out / Buy-out	433	433	-	-
Cash & marketable securities	(2,206)	-	-	(2,206)
Net debt (cash)	1,033	433	2,739	(2,139)

LIQUIDITY AS OF JUNE 30, 2025

	June 30, 2025			June 30, 2024
(EUR million)	Facility amount	Drawn	Available	Available
5-year revolving credit facility maturing 2030	2,000	-	2,000	1,579
Cash and Marketable Securities			2,206	3,082
Total liquidity			4,206	4,661

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.

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.

P&L condensed / comparable: P&L excluding pass-through costs and FX & perimeter impact.

Headline Groupe net income: Net income attributable to the Groupe, after elimination of impairment charges, amortization of intangibles arising on acquisitions, the main capital gains (or losses) on disposals, change in the fair value of financial assets and the costs of the anticipated unwinding of cross-currency swaps (in 2020).

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 tangible 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

Maxine Miller | Email. maxine.miller@publicisgroupe.com

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