



PUBLICIS GROUPE

PRESS RELEASE

Paris, October 14, 2009

ACQUISITION OF RAZORFISH CLOSED

Publicis Groupe SA (Euronext Paris: FR0000130577) announced today the closing of its acquisition of Razorfish. The transaction was subject to customary closing conditions.

Publicis Groupe has acquired the Razorfish group from Microsoft in exchange for:

- 6.5 million Publicis Groupe ordinary shares held as treasury shares. As agreed by the parties, the value of those shares was determined on the basis of the average closing price of Publicis Groupe ordinary shares over the twenty consecutive trading days ending eight business days prior to the closing date of the transaction.
- US\$ 286.8 million in cash paid out of Publicis Groupe's cash reserves.

This gives Microsoft a 3.3% stake in Publicis Groupe.

Razorfish (see attached fact sheet) will be a wholly-owned subsidiary of Publicis Groupe and will be organizationally part of VivaKi, the Publicis Groupe media and digital umbrella encompassing Starcom MediaVest Group, ZenithOptimedia, Denuo, Digitas and VivaKi Nerve Center.

David Kenny, Managing Partner of VivaKi and member of the Publicis Groupe Management Board, will be responsible for the successful integration of Razorfish and implementation of the Groupe's growth and synergy programs.

The Publicis Groupe consolidated financial statements will include Razorfish's operations as of October 13, 2009. Organic growth figures will exclude organic growth achieved by Razorfish until one calendar year after consolidation of the newly acquired entity (i.e., as of October 13, 2010). Based on results for the first eight months of 2009, the Groupe's digital business, including Razorfish, would account for slightly over 25% of aggregate revenue.

Publicis Groupe has already attained the goal it set itself to reach 25% of its revenue in digital for the end of 2010, thus strongly consolidating the Groupe's leadership in this key business area of the future.

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About Publicis Groupe

Publicis Groupe [Euronext Paris: FR0000130577] is the world's fourth largest communications group. In addition, it is ranked as the world's second largest media agency, and is a global leader in digital and healthcare communications. With activities spanning 104 countries on five continents, the Groupe employs approximately 43,000 professionals. Publicis Groupe offers local and international clients a complete range of advertising services through three global advertising networks, Leo Burnett, Publicis, Saatchi & Saatchi, and two multi-hub networks, Fallon and 49%-owned Bartle Bogle Hegarty. Media consultancy and buying is offered through two worldwide networks, Starcom MediaVest Group and ZenithOptimedia; and interactive and digital marketing led by Digitas. Publicis Groupe recently launched VivaKi to leverage the combined scale of the autonomous operations of Digitas, Starcom MediaVest Group, Denuo and ZenithOptimedia to develop new services, tools, and next generation digital platforms. Publicis Groupe's Specialized Agencies and Marketing Services offer healthcare communications, corporate and financial communications, sustainability communications, shopper marketing, public relations, CRM and direct marketing, event and sports marketing, and multicultural communications. Web site: www.publicisgroupe.com

About Microsoft

Founded in 1975, Microsoft (NASDAQ: MSFT) is the worldwide leader in software, services and solutions that help people and businesses realize their full potential. See <http://advertising.microsoft.com> for more information.

About Razorfish

Razorfish is one of the largest interactive marketing and technology companies in the world. With a demonstrated commitment to innovation, Razorfish counsels its clients on how to leverage digital channels such as the Web, mobile devices, in-store technologies and other emerging media to engage people, build brand loyalty and provide excellent customer service. The company is increasingly advising marketers on Social Influence Marketing, its approach for employing social media and social influencers to achieve the marketing and business needs of an organization. Its award-winning client teams provide solutions through their strategic counsel, digital advertising and content creation, media buying, analytics, technology and user experience. Razorfish has offices in markets across the United States, and in Australia, China, France, Germany, Japan, Spain and the United Kingdom. Clients include Carnival Cruise Lines, MillerCoors, Levi's, McDonald's and Starwood Hotels. Visit www.razorfish.com for more information, and follow Razorfish on Twitter at @Razorfish.

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Razorfish

ABOUT US

- ▶ Founded in 1995, Razorfish was acquired by aQuantive in 2004
- ▶ In 2007, it became a subsidiary of Microsoft through the aQuantive acquisition
- ▶ Razorfish is the second largest interactive advertising agency (Ad Age) in the U.S. with approximately FY June 30, 2009 revenue of \$380 million
- ▶ Headquartered in Seattle, Razorfish employs 2,200 people across offices in 8 countries and 20 cities
- ▶ Razorfish is led by Bob Lord (CEO), Dave Friedman (President of Americas), Darin Brown (President of Europe), Lee Sherman (President of APAC), Jeff Lanctot (Chief Strategy Officer), Colin Kinsella (Chief Innovation Officer), Ray Velez (Chief Technology Officer), Sydney Hunsdale (Client Operating Officer)

CAPABILITIES

- ▶ Razorfish helps industry leaders build great brands by creating engaging experiences for consumers wherever they live in the digital world
- ▶ With a focus on innovation, technology and ROI, Razorfish helps build its clients' businesses by applying offerings such as:
 - Advertising & Branding
 - Analytics
 - Email Marketing & eCRM
 - Emerging Media
 - Interaction Design
 - Search Marketing
 - Strategy & Planning
 - Social Influence Marketing
 - Technology Architecture & Integration

KEY INDUSTRIES EXPERTISE

- Automotive
- Consumer goods
- Financial Services
- Healthcare & Life Science
- Media & Entertainment
- Retail
- Technology & Telecom
- Travel & Leisure

KEY CLIENTS

- AT&T, Ben & Jerry's, Best Buy, Carnival Cruise Lines, Condé Nast, MillerCoors, Dell, Disney, JCPenney, Kraft, Levi's, McDonald's, Mercedes-Benz USA, Microsoft/MSN, Nike, Nortel, Olympus, Purina, Ralph Lauren, Samsonite, Starwood Hotels & Resorts, Toshiba, Victoria's Secret, Visa.
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