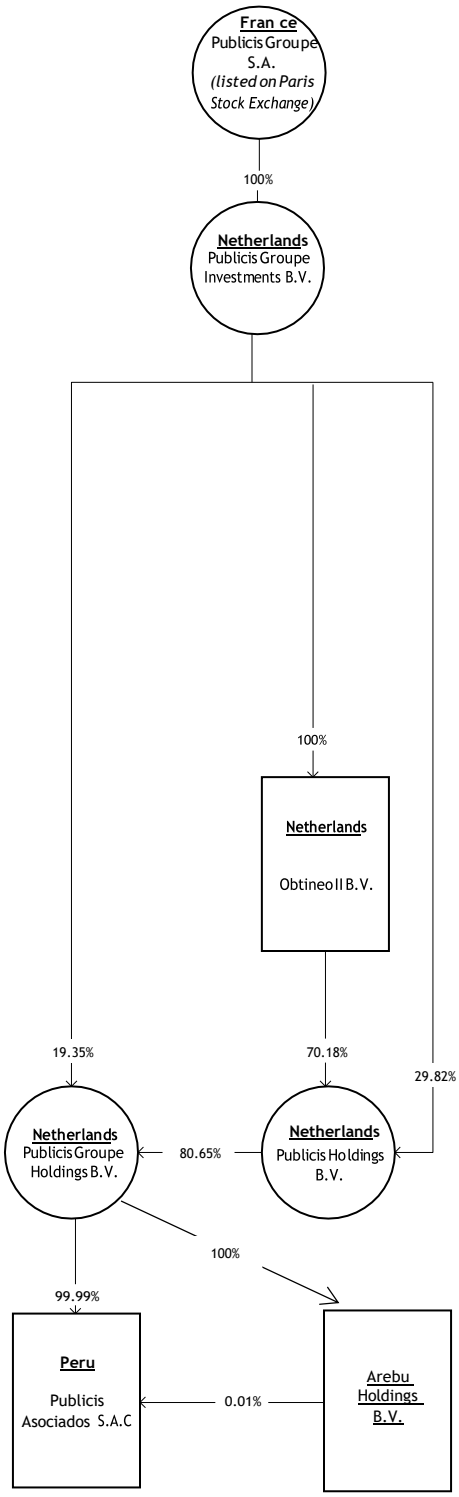

France
Publicis Groupe S.A.
(listed on Paris Stock Exchange)
100%
Netherlands
Publicis Groupe Investments B.V.
100%
Netherlands
Obtineo II B.V.
19.35%
70.18%
29.82%
Netherlands
Publicis Groupe Holdings B.V.
80.65%
Netherlands
Publicis Holdings B.V.
100%
99.99%
Peru
Publicis Asociados S.A.C
0.01%
Arebu Holdings B.V.