



Interpublic Group

**UBS 39th ANNUAL GLOBAL MEDIA &
COMMUNICATIONS CONFERENCE**

December 5, 2011

CAUTIONARY STATEMENT

This investor presentation contains forward-looking statements. Statements in this investor presentation that are not historical facts, including statements about management's beliefs and expectations, constitute forward-looking statements. These statements are based on current plans, estimates and projections, and are subject to change based on a number of factors, including those outlined in our most recent Annual Report on Form 10-K under Item 1A, Risk Factors. Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update publicly any of them in light of new information or future events.

Forward-looking statements involve inherent risks and uncertainties. A number of important factors could cause actual results to differ materially from those contained in any forward-looking statement. Such factors include, but are not limited to, the following:

- potential effects of a challenging economy, for example, on the demand for our advertising and marketing services, on our clients' financial condition and on our business or financial condition;
- our ability to attract new clients and retain existing clients;
- our ability to retain and attract key employees;
- risks associated with assumptions we make in connection with our critical accounting estimates, including changes in assumptions associated with any effects of a weakened economy;
- potential adverse effects if we are required to recognize impairment charges or other adverse accounting-related developments;
- risks associated with the effects of global, national and regional economic and political conditions, including counterparty risks and fluctuations in economic growth rates, interest rates and currency exchange rates; and
- developments from changes in the regulatory and legal environment for advertising and marketing and communications services companies around the world.

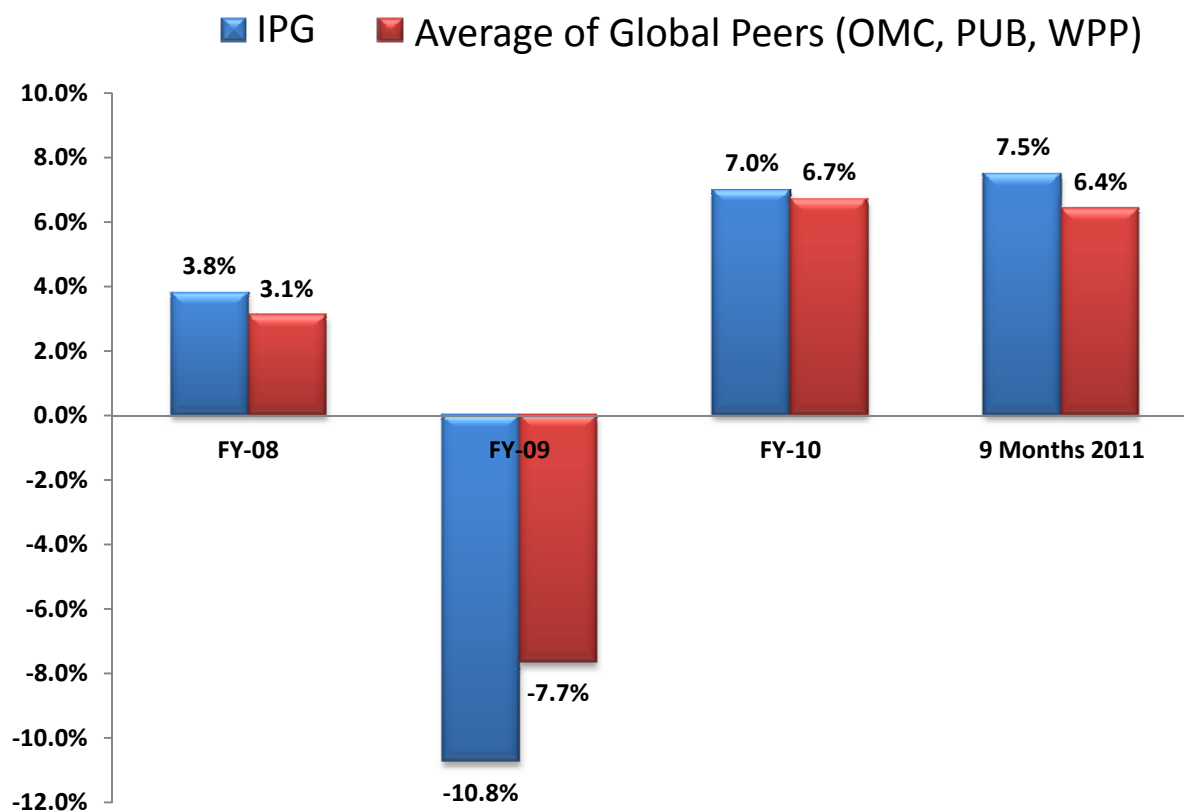
Investors should carefully consider these factors and the additional risk factors outlined in more detail in our most recent Annual Report on Form 10-K under Item 1A, Risk Factors.

UPDATE

- Strong 2011 revenue and profit growth through nine months – on track to achieve our full year financial objectives
- Continuing our progress to fully competitive operating profitability
- Realizing promise of long-term growth drivers: investment in talent at our agency brands, digital services expansion and high-growth international markets
- Deploying strong cash flow and cash on hand to further enhance shareholder value – deleveraging, initiated common stock dividend and share repurchase program

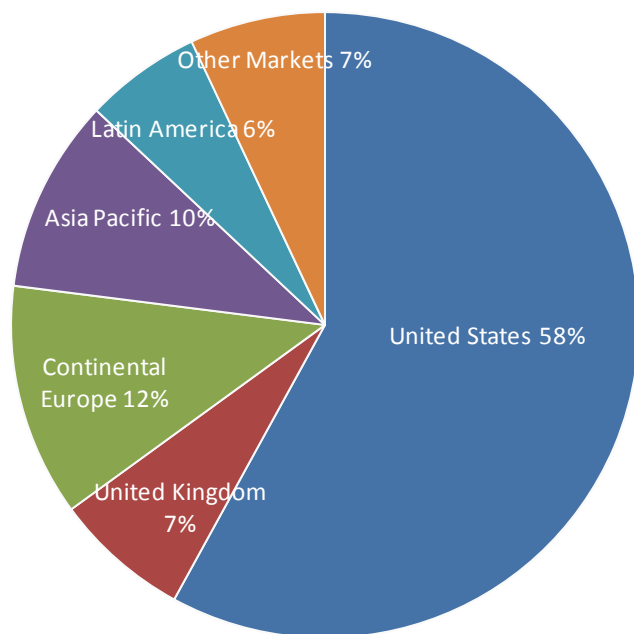
COMPETITIVE ORGANIC REVENUE GROWTH

Organic Revenue Change

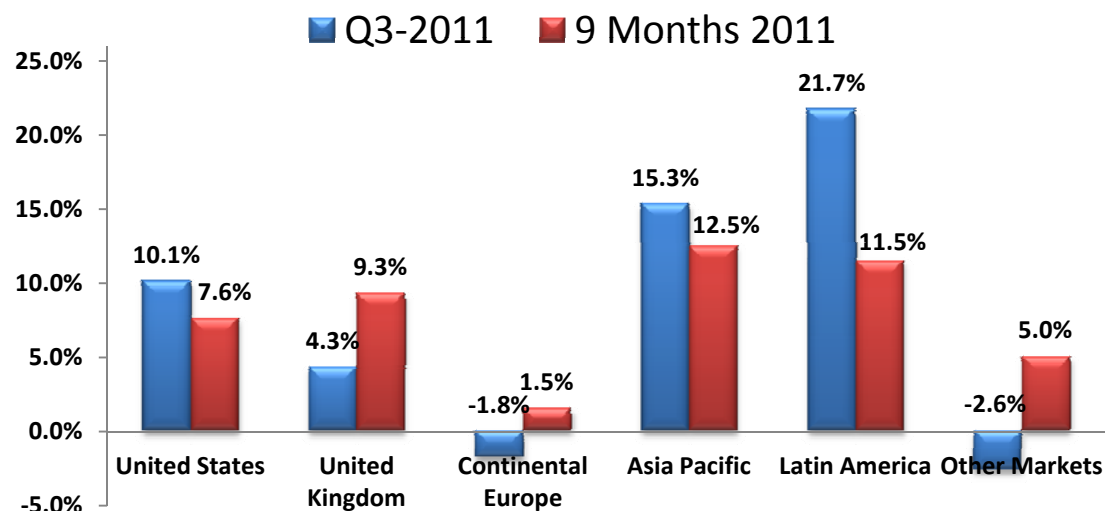


REGIONAL ECONOMIC CONDITIONS REMAIN IMPORTANT

Revenue by Region
Nine Months through September 30, 2011

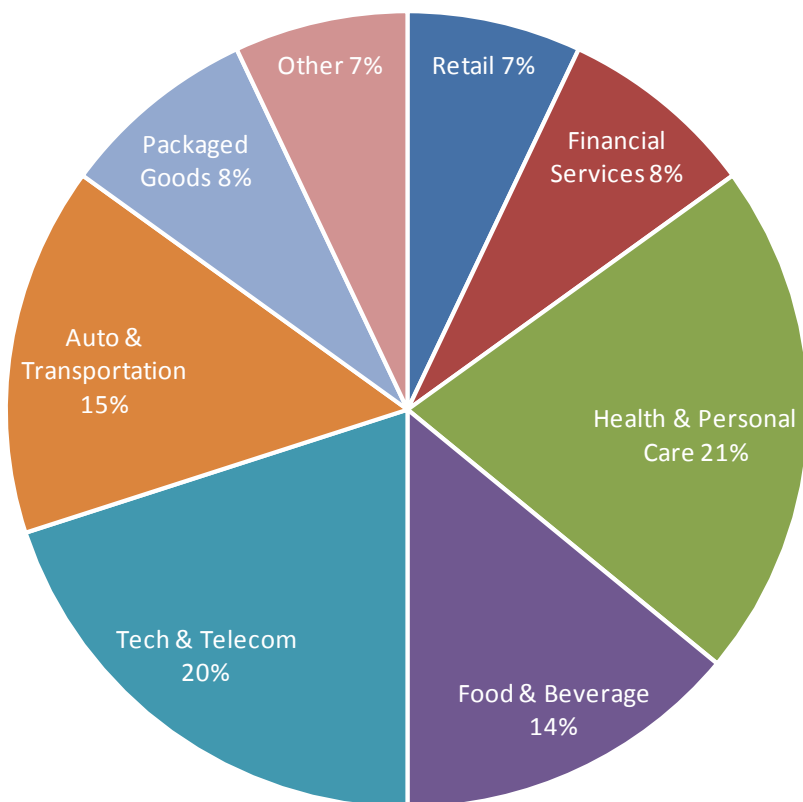


Q3-11 and 9 Months Organic Revenue Change by Region



Other Markets: Middle East, Africa, Canada

CONTINUE TO BENEFIT FROM DIVERSE CLIENT BASE



Nine Months 2011 Revenue Change Year over Year change in constant currency

| | |
|--------|---|
| >10% | Health & Personal Care Financial Services |
| 5%-10% | Auto & Transportation Technology & Telecom Retail |
| 0%-5% | Food & Beverage |
| <0% | Packaged Goods Other |

Based on Top 100 clients,
approximately 55% of total revenue

SIGNIFICANT LONG-TERM GROWTH OPPORTUNITIES

- Foundation of diverse world-class agencies
- Continued growth in clients' digital spend, with media complexity making agencies more important than ever
- High-growth economies around the world: India, Brazil, China, Russia, etc.

WORLD-CLASS AGENCY BRANDS



McCANN
WORLDGROUP

Leading global network provides best-in-class integrated marketing solutions

DRAFTFCB

Modern global agency model combines accountability with creativity under single P&L



Targeted, creative global network delivers reach without compromise

WORLD-CLASS AGENCY BRANDS



UM
initiative

IPG medialab
CADREON
ensemble
ansible
reprise media
GEO MENTUM

Two global media networks and a spectrum of specialist media companies

☺☺☺ JACK MORTON

WEBER SHANDWICK

octagon



GolinHarris

FutureBrand

Industry-leading marketing services providers



THE MARTIN AGENCY

mu//en

■ R/GA

HUGE



Exceptional group of independent agencies

DIGITAL STRATEGY SUPPORTS LONG-TERM GROWTH OPPORTUNITY

- The share of client expenditure available to agencies as opposed to media owners is greater in the digital space
- Digital expertise must be at the core of everything we do and embedded within every IPG agency, e.g.,
 - MRM positioning and growth within Worldgroup
 - Draftfcb's native digital capability
 - CMG social media expertise
 - Mediabrands digital leadership
- World-class specialized assets such as R/GA, HUGE, MRM, Cadreon and Reprise work independently & collaborate with our networks, as they grow globally

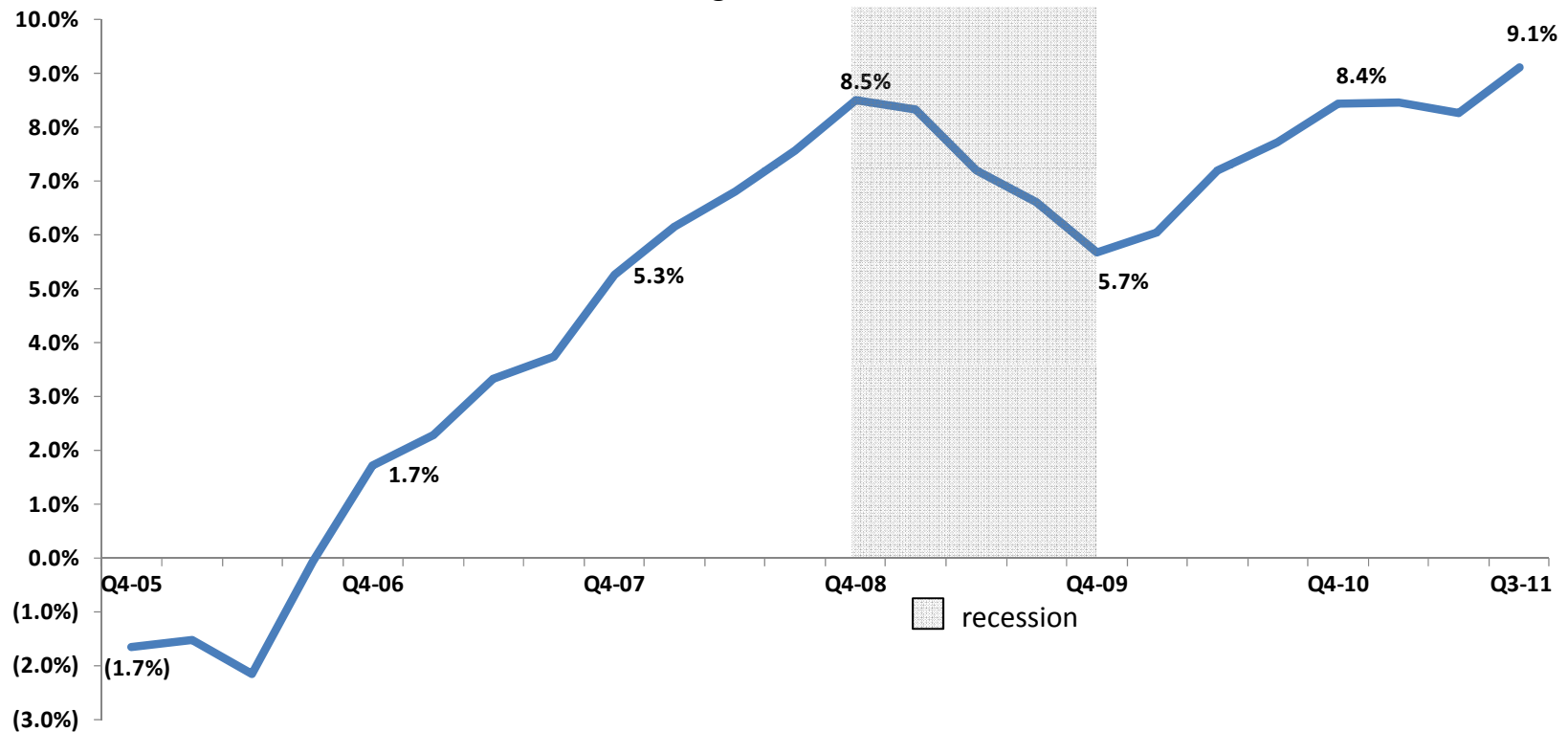
HIGH GROWTH MARKETS

Markets outside of North America and Western Europe have grown to ~20% of our revenue base, an increase of 5%, over last few years

- Strong market position in [India](#)
 - #2 among global advertising & marketing services peers
- Powerful offerings in [Brazil](#)
 - All three global networks performing well
 - Leveraging marketing services strength under Olympics, World Cup
- Strengthening agencies in [China](#), building on long-term presence
- [Russia](#): strong partner in ADV
- [Middle East/North Africa](#): MCN is region's largest agency

CONSISTENTLY IMPROVED PROFITABILITY

Operating Margin
Trailing Twelve Months



Our goal is to achieve fully competitive operating margin

FINANCIAL MODEL

| | 2010 Actual | 2014 Target | Keys |
|--|-------------|-------------------|---|
| Yearly Organic Revenue Growth | 7% | 4% to 5% annually | Competitive organic revenue growth of 4% to 5% annually |
| Salaries and Related Expenses as % of Revenue | 63.0% | 60% | Leverage on investment in base payroll and incentives |
| Office & General Expenses as % of Revenue ¹ | 28.6% | 27% | Leverage on occupancy expense |
| Operating Margin | 8.4% | ~ 13% | Peer Level Margin |

VALUE CREATION FROM STRONG FINANCIAL FOUNDATION

- Cash from Operations trailing twelve months = \$535 million
- \$1.8 billion cash and short-term investments
- \$1.0 billion long-term credit facility (undrawn)
- Lowered debt by over \$600 million (>25%) over last four years and repurchased \$304 million of our 5.25% convertible preferred
- Repurchased 27 million common shares for \$269 million with \$450 million authorized under new & expanded plan
- Initiated quarterly dividend \$0.06 per common share, 2.6% annualized yield

SUMMARY

- Strong 2011 year to date performance top and bottom line
- Revenue growth due to the competitiveness of our brands & high value of our services
- Media complexity and globalization are creating new sustainable growth opportunities
- Seeing significant margin improvement from new efficiencies and ongoing expense discipline
- Disciplined deployment of strong financial resources for value creation



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