

Want more to ♥ about your future?

Driving Your Retirement Readiness.

A Guide to Publicis Benefits Connection 401(k) Plan Enhancements.

Publicis will soon make a number of changes to the Publicis Benefits Connection 401(k) Plan. Here is important information about the changes, how they will affect you, and actions you may want to consider.

In This Guide:

Publicis is committed to periodically reviewing the Publicis Benefits Connection 401(k) Plan (PBC 401(k) Plan) to make sure it continues to help you meet your retirement and financial goals. Among the things considered are the range of investment options available through the PBC 401(k) Plan, investment option performance and value, and whether the PBC 401(k) Plan gives you access to services that complement your account.

As a result of a recent review, the PBC 401(k) Plan's Investment Committee has decided to make the following changes to the PBC 401(k) Plan's investment lineup, as well as change how services are paid for within the PBC 401(k) Plan. The changes to the PBC 401(k) Plan are intended to make it easier and more cost-effective for you to create a diversified portfolio for your retirement savings.

The changes described on the following pages will take place without any action required on your part. However, if you are not satisfied with how your current investment elections will be modified, you will have the opportunity to make changes.

Please review this information so you understand what will happen if you take no action and how to take action if you wish to do so.

Read on to learn more.

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Overview of the Investment Option Changes

The following investment option changes will take place after 4 p.m. ET on January 8, 2016.

Lifecycle Investment Options

The Pyramis Index Lifecycle Commingled Pools Class Y will replace the Fidelity Freedom K® Funds as the PBC 401(k) Plan's lifecycle option. The Pyramis Index Lifecycle Commingled Pools Class Y will also become the new default fund into which any contributions for which there is no investment election on file will be directed. Unless you provide direction otherwise, after the close of business on January 8, 2016, balances in the Fidelity Freedom K® Funds, as well as future contributions being directed to these funds, will transfer to the Pyramis Index Lifecycle Commingled Pools Class Y.

The Pyramis Index Lifecycle Commingled Pools Class Y are designed for investors expecting to retire around the year indicated in each fund's name. The funds are managed to gradually become more conservative over time as they approach the target date. The investment risk of each Pyramis Index Lifecycle Commingled Pool Class Y changes over time as the fund's asset allocation changes. The funds are subject to the volatility of the financial markets, including that of equity and fixed income investments in the U.S. and abroad, and may be subject to risks associated with investing in high-yield, small-cap, and foreign securities. Principal invested is not guaranteed at any time, including at or after the funds' target dates.

Core Investment Options

The Fidelity® Contrafund® – Class K and the Fidelity® Diversified International Fund – Class K, two mutual funds currently available in the PBC 401(k) Plan, will be replaced by commingled pools added to the PBC 401(k) Plan that have the same investment objective but lower fees. The fees and expenses of the investments you select have an impact on the overall returns of your investment portfolio. The new commingled pools have the same manager and many of the same underlying investments as the mutual fund. Information about the difference between a mutual fund and a commingled pool can be found on page 6 of this guide.



How Assets and Future Contributions Will Be Transferred

The mutual funds listed on the left side of the table below will be removed from the PBC 401(K) Plan after 4 p.m. ET on January 8, 2016, and all existing balances and future contributions in these funds will be transferred to the investment options listed on the right side of the table. The transfer of balances will appear as an exchange on your account history and quarterly statement.

OLD INVESTMENT OPTIONS	NEW INVESTMENT OPTIONS
Fidelity Freedom K [®] Income Fund Ticker Symbol: FFKAX Expense Ratio: 0.43%	 Pyramis Index Lifecycle Income Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2005 Fund Ticker Symbol: FFKVX Expense Ratio: 0.49%	 Pyramis Index Lifecycle 2005 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2010 Fund Ticker Symbol: FFKCX Expense Ratio: 0.52%	 Pyramis Index Lifecycle 2010 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2015 Fund Ticker Symbol: FKVFX Expense Ratio: 0.55%	 Pyramis Index Lifecycle 2015 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2020 Fund Ticker Symbol: FFKDX Expense Ratio: 0.57%	 Pyramis Index Lifecycle 2020 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2025 Fund Ticker Symbol: FKTWX Expense Ratio: 0.60%	 Pyramis Index Lifecycle 2025 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2030 Fund Ticker Symbol: FFKEX Expense Ratio: 0.63%	 Pyramis Index Lifecycle 2030 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2035 Fund Ticker Symbol: FKTHX Expense Ratio: 0.64%	 Pyramis Index Lifecycle 2035 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2040 Fund Ticker Symbol: FFKFX Expense Ratio: 0.64%	 Pyramis Index Lifecycle 2040 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2045 Fund Ticker Symbol: FFKGX Expense Ratio: 0.64%	 Pyramis Index Lifecycle 2045 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2050 Fund Ticker Symbol: FFKHX Expense Ratio: 0.64%	 Pyramis Index Lifecycle 2050 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2055 Fund Ticker Symbol: FDENX Expense Ratio: 0.64%	 Pyramis Index Lifecycle 2055 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%
Fidelity Freedom K [®] 2060 Fund Ticker Symbol: FDKNX Expense Ratio: 0.64%	 Pyramis Index Lifecycle 2060 Commingled Pool Class Y Ticker Symbol: N/A Expense Information: 0.07%

OLD INVESTMENT OPTIONS

Fidelity® Contrafund® Class K
Ticker Symbol: FCNKX
Expense Ratio: 0.54%



Fidelity® Diversified International Fund – Class K¹
Ticker Symbol: FDIKX
Expense Ratio: 0.78%



NEW INVESTMENT OPTIONS

Fidelity® Contrafund® Commingled Pool
Ticker Symbol: N/A
Expense Information: 0.43%

Fidelity® Diversified International Commingled Pool¹
Ticker Symbol: N/A
Expense Information: 0.58%

Expense ratio/information as of September 28, 2015.

¹ There is a short-term redemption fee of 1.00% for fee eligible shares held less than 30 days.

Important Information Regarding Short-Term Redemption Fees

For Fidelity® Diversified International Fund – Class K, a short-term redemption fee will not be charged as part of this reallocation, but existing short-term redemption fee periods (if any) will move with the fund. If you request a change either before or after this reallocation without satisfying the required holding period, you may incur a short-term redemption fee.

Short-term redemption fees help protect long-term investors and fund performance from the effects of frequent or short-term redemption. This type of activity can hurt fund performance by increasing redemption costs, and may also cause the fund's portfolio manager to maintain excess cash. This, in turn, can impair the ability to effectively manage the fund according to its objectives. The fees are paid directly to the mutual funds, not to Fidelity Investments.

What Do I Need to Do?

If you will be impacted by the changes described in this guide and are satisfied with how your current investment elections will be modified, no action is required on your part. However, if you are not satisfied with how your current investment elections will be modified, you must contact Fidelity Investments before 4:00 p.m. ET on January 8, 2016, to initiate a transfer from the closing investment option to another available PBC 401(k) Plan investment option.

To change your investment elections, log on to Fidelity NetBenefits® at www.publicisbenefitsconnection.com or call the Fidelity Retirement Benefits Line at 1-800-835-5095. Representatives are available to assist you Monday through Friday, excluding New York Stock Exchange holidays except Good Friday, between 8:30 a.m. and 8:00 p.m. ET.



Expense Ratio vs. Expense Information

For a mutual fund, the expense ratio is the total annual fund or class operating expenses (before waivers or reimbursements) paid by the fund and stated as a percentage of the fund's total net assets. Where the investment option is not a mutual fund, the figure displayed in the expense ratio field is intended to reflect similar information. However, it may have been calculated using methodologies that differ from those used for mutual funds. Mutual fund data has been drawn from the fund's prospectus. For non-mutual fund investment options, the information has been provided by the plan sponsor or investment option's manager or the trustee. When no ratio is shown for these options, it is because none was available. There may be fees and expenses associated with the investment option. Expense information changes periodically. Please consult Fidelity NetBenefits® at www.publicisbenefitsconnection.com for updates.

Publicis Default Fund

After the investment option changes occur on January 8, 2016, the Pyramis Index Lifecycle Commingled Pools Class Y will become the Plan Designated default investment option in the PBC 401(k) Plan.

If you have not already made an investment election decision, we encourage you to review the investment options available to you. However, if no elections are made, the PBC 401(k) Plan Investment Committee has directed Fidelity to invest your future contributions in a Pyramis Index Lifecycle Commingled Pool Class Y based on your current age and assuming a retirement age of 60. Simply find your date of birth range in the following chart to determine which Pyramis Index Lifecycle Commingled Pool Class Y your contributions will be directed to.

What Do I Need to Do?

No action is needed on your part unless you do not want future contributions to default into the investment options shown. If you wish to change how your current balance(s) is invested, please log on to Fidelity NetBenefits® at **www.publicisbenefitsconnection.com** or call the Fidelity Retirement Benefits Line at **1-800-835-5095**, Monday through Friday, between 8:30 a.m. and 8:00 p.m. ET.

As a reminder, if you have already made an investment election for your contributions through Fidelity, the default schedule does not apply.

Lifecycle Age Chart

DATE OF BIRTH	FUND NAME	RETIREMENT DATE RANGE
Before 1943 or missing/invalid birth date	Pyramis Index Lifecycle Income Commingled Pool Class Y	Before 2003
1/1/1943 – 12/31/1947	Pyramis Index Lifecycle 2005 Commingled Pool Class Y	2003 – 2007
1/1/1948 – 12/31/1952	Pyramis Index Lifecycle 2010 Commingled Pool Class Y	2008 – 2012
1/1/1953 – 12/31/1957	Pyramis Index Lifecycle 2015 Commingled Pool Class Y	2013 – 2017
1/1/1958 – 12/31/1962	Pyramis Index Lifecycle 2020 Commingled Pool Class Y	2018 – 2022
1/1/1963 – 12/31/1967	Pyramis Index Lifecycle 2025 Commingled Pool Class Y	2023 – 2027
1/1/1968 – 12/31/1972	Pyramis Index Lifecycle 2030 Commingled Pool Class Y	2028 – 2032
1/1/1973 – 12/31/1977	Pyramis Index Lifecycle 2035 Commingled Pool Class Y	2033 – 2037
1/1/1978 – 12/31/1982	Pyramis Index Lifecycle 2040 Commingled Pool Class Y	2038 – 2042
1/1/1983 – 12/31/1987	Pyramis Index Lifecycle 2045 Commingled Pool Class Y	2043 – 2047
1/1/1988 – 12/31/1992	Pyramis Index Lifecycle 2050 Commingled Pool Class Y	2048 – 2052
1/1/1993 – 12/31/1997	Pyramis Index Lifecycle 2055 Commingled Pool Class Y	2053 – 2057
1/1/1998 and later	Pyramis Index Lifecycle 2060 Commingled Pool Class Y	2058 and beyond

How Commingled Pools Differ from Mutual Funds

Commingled pools are similar to mutual funds in some ways and different in others. Like mutual funds, commingled pools combine the money of many investors, who each own shares of the pool, and they have portfolio managers who invest assets and attempt to achieve stated objectives for investors. Both mutual funds and commingled pools invest in securities such as stocks, bonds, and money market securities.

Unlike mutual funds, commingled pools are available to investors only through their workplace savings plans. Since they are not publicly traded, some information, such as Morningstar ratings, is not available for them, and they do not have ticker symbols.

Commingled pools are not registered with the Securities and Exchange Commission (SEC) or regulated by the Investment Company Act of 1940 as mutual funds are. Instead, commingled pools are generally governed by state banking laws and by federal agencies, such as the Internal Revenue Service and the Department of Labor. Here is a high level comparison.

	COMMINGLED POOLS	MUTUAL FUNDS
 Professionally managed investment vehicles that enable investors to pool assets	Yes	Yes
 Regulated by governmental agency	Yes Commingled pools are exempt from registration or regulation as a security — subject to banking laws that vary by state, and other federal agencies such as the Internal Revenue Service and Department of Labor.	Yes Mutual funds are subject to Securities and Exchange Commission (SEC), FINRA (NASD), New York Stock Exchange (NYSE) and other exchange rules.
 Ticker symbols, CUSIP numbers, and Morningstar ratings are available to investors	No	Yes
 Performance information is available online on Fidelity NetBenefits®	Yes When the new commingled pools are added to the PBC 401(k) Plan, there will be less than a year of historical performance available since these pools were recently created.	Yes
 Available to all public investors	No Commingled pools are available only to investors through a qualified workplace savings plan like the PBC 401(k) Plan.	Yes A mutual fund is available to individual investors in various types of accounts.
 Information/prospectus is available	Yes A commingled pool doesn't have a prospectus, but information is available on Fidelity NetBenefits®.	Yes Mutual funds are required to have a prospectus.
 Investment management fee	Yes Varies by fund and generally lower than mutual fund.	Yes Varies by fund.
 Operating/administrative fees	Yes Shared by all participants; typically lower than mutual funds due to different regulatory duties.	Yes Shared by all participants. Included in the mutual fund's expense ratio.

Changes to PBC 401(k) Plan Administrative Fees and Expenses

The PBC 401(k) Plan is a key benefit, and it's important that you're informed about changes to the PBC 401(k) Plan. The changes described below will take place without any action required on your part. However, if you wish to modify your current decisions as a result of these changes, please log on to Fidelity NetBenefits® at www.publicisbenefitsconnection.com or call the Fidelity Retirement Benefits Line at **1-800-835-5095**.

Plan Administrative Fees and Expenses

Plan administrative fees may include legal, accounting, trustee, recordkeeping, and other administrative fees and expenses associated with maintaining the PBC 401(k) Plan. The following changes are being made in connection with the move to investment options with lower expenses:

Effective January 1, 2016, a new annual recordkeeping fee will be added to the PBC 401(k) Plan in the amount of \$28 per year. The fee will be deducted quarterly from participant accounts in the amount of \$7 per quarter.

Individual Fees and Expenses

Individual fees and expenses include those associated with a service or transaction that an individual may select.

Effective January 1, 2016, the Loan Setup Fee for the Plan is changing from \$0 to \$50 per loan.

Please keep in mind that fees are subject to change. If any individual fees are deducted directly from your account, they will be reflected on your Plan account statement.

Fidelity® Portfolio Advisory Service at Work Fees and Expenses

Individual fees and expenses include those associated with a service or transaction that an individual may select.

The following change is being made:

Effective December 25, 2015, the Net Advisory Fee for Fidelity® Portfolio Advisory Service at Work is changing from 0% to a fee that won't exceed 0.40%.

What Should I Do Next?

Re-evaluate Your Portfolio

With new investment options, now may be a good time to re-evaluate your PBC 401(k) Plan portfolio. As you think about your retirement savings goals and investment strategy, keep the following tips in mind. Eligible employees can access more information by logging on to www.publicsbenefitsconnection.com.

Diversify: Spreading your money across different investments and asset classes may help buffer your contributions against market or economic conditions that affect one particular asset class or one particular investment. Although diversification does not ensure a profit or guarantee against loss, it is an effective strategy to help you manage investment risk. If you prefer an easy and convenient approach to investing, consider a Pyramis Index Lifecycle Commingled Pool Class Y. Each lifecycle fund provides an all-in-one asset allocation strategy by investing in a mix of stocks, bonds, and short-term investments.

Keep contributing: Consider contributing enough to get the full company match. If you don't, you're leaving free money on the table! Publicis will match 100% of the first 3% of pay you contribute, and 50% of the next 2% of pay you contribute to the PBC 401(k) Plan. Both pretax and Roth after-tax contributions are eligible to receive the employer match. Contributions to the PBC 401(k) Plan are subject to annual IRS limits.

Adjust: Periodically review and adjust your contribution rate and PBC 401(k) Plan investment elections to ensure they are aligned with your savings commitments and financial goals. Plus, if you're age 50 or older, you may take advantage of extra PBC 401(k) Plan savings opportunities, such as catch-up contributions.

Stick to your plan: Remember, the markets will continue to rise and fall, but sticking to a long-term savings strategy is an important part of becoming and remaining financially fit.

Automatic Rebalance Feature

If you are currently using the Rebalance Notification or Automatic Rebalance feature offered through the PBC 401(k) Plan, you may need to adjust your rebalance elections given the changes to the PBC 401(k) Plan lineup. If you have a current investment option that will no longer be offered under the PBC 401(k) Plan, you will no longer be notified if your account's investment mix strays from the original specification. Fidelity is not able to adjust your rebalance elections to reflect the upcoming plan-directed fund reallocation changes. As a result, your Automatic Rebalance elections will not occur as scheduled if you have a current investment option that will no longer be offered.



Need Help?

The PBC 401(k) Plan Investment Committee is committed to offering you a range of investment options. While selecting an appropriate mix of investments might seem challenging, you have access to resources that can help make it easier.

Visit the New Planning & Guidance Center

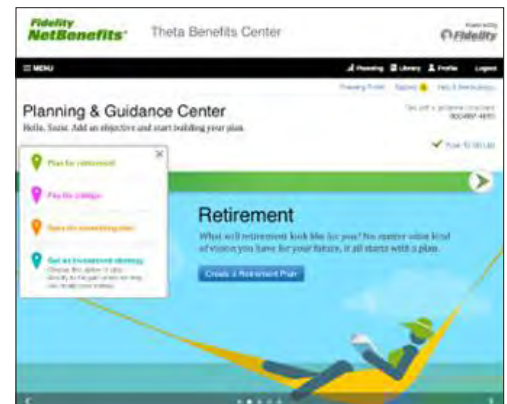
Create a retirement plan that's tailored to your needs

Visit the new Planning & Guidance Center on NetBenefits® today. By answering just a few questions, you'll be able to:

- Estimate how much income you may have – or need – in retirement
- Receive guidance to help you get or stay on track
- Create a retirement plan in minutes

Get started today at [NetBenefits.Fidelity.com/planningcenter](https://netbenefits.fidelity.com/planningcenter).

If you would rather talk one on one with a Fidelity Guidance Representative, call **1-800-603-4015**. Together, you can discuss your situation and the best options for reaching your goals.

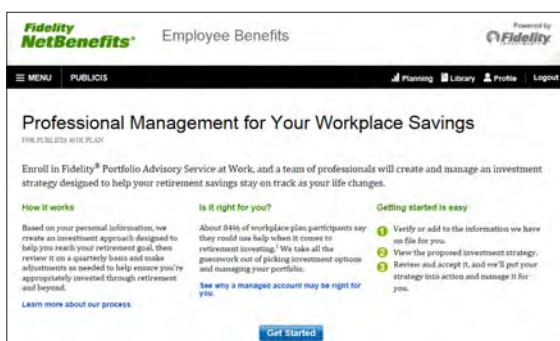


Fidelity® Portfolio Advisory Service at Work

The PBC 401(k) Plan also offers Fidelity® Portfolio Advisory Service at Work, a managed account service that lets you delegate the day-to-day management of your workplace savings plan account to professional investment managers. Fidelity's experienced professionals evaluate the investment options available in your plan and identify a model portfolio of investments appropriate for an investor like you. The service then invests your account to align with this model portfolio and provides ongoing management of your account to address changes in the markets, the PBC 401(k) Plan's investment lineup, and changes in your personal or financial situation.

With a managed account, you can take advantage of Fidelity's resources and experience to help ensure the following:

- Your investments are managed through the ups and downs of the market.
- You're keeping your accounts aligned with your goals through annual reviews and check-ins.
- Your account is actively managed to create an opportunity for long-term gains while managing the risk associated with investing.



To see whether Fidelity Portfolio Advisory Service at Work is right for you, log onto Fidelity NetBenefits® at <https://netbenefits.fidelity.com/pas>, where you can easily enroll in the service and learn more.

Fidelity Portfolio Advisory Service at Work is a service of Strategic Advisers, Inc., a registered investment adviser and a Fidelity Investments company. **This service provides discretionary money management for an advisory fee.**

Please note that performance of the model portfolios depends on the performance of the underlying investment options. These investments are subject to the volatility of the financial markets in the U.S. and abroad and may be subject to additional risks with investing in high yield, small-cap, and foreign securities.

Fidelity Online Resources to Help You Succeed

It's time to make sure your investment strategy is on track. From practical education to easy-to-use tools and guidance, you now have access to Fidelity's innovative resources and insights at no cost to help you make informed decisions.

IF YOU WANT HELP WITH:	TAKE THESE STEPS:	USE THIS ONLINE RESOURCE:
Taking Control of Your Financial Future	Answer just a few questions and you'll be able to: <ul style="list-style-type: none"> • Estimate how much income you may have — or need — in retirement • Receive guidance to help you get or stay on track • Create a retirement plan in minutes 	Planning & Guidance Center
Saving for Retirement	See how increasing your contributions may help your money grow over time.	Contribution Calculator
	View hypothetical scenarios showing some differences between a Roth deferral and a pre-tax deferral.	Roth Modeler
	See how your pre-tax contribution might affect your take-home pay.	Take Home Pay Calculator
Saving and Spending	Easily monitor all of your Fidelity and non-Fidelity online financial accounts in one secure place.	Full View
	See how your saving and spending compare to this simple rule: spend no more than 50% on essential expenses, save 15% for retirement and save 5% for short-term needs.	Savings and Spending Checkup
Investing Strategies	Determine how to invest your savings among stocks, bonds and short-term investments.	Asset Allocation Worksheet
	Choose between your current employer's retirement plan and an IRA.	Consolidation Quiz
	Build a portfolio for your retirement income.	Fidelity Income Strategy Evaluator®

IMPORTANT: The projections or other information generated by Fidelity's Income Strategy Evaluator and Planning & Guidance Center Retirement Analysis Tool regarding the likelihood of various investment outcomes are hypothetical in nature, do not reflect actual investment results, and are not guarantees of future results. Results may vary with each use and over time.

Guidance provided by Fidelity through Fidelity Income Strategy Evaluator and Planning & Guidance Center Retirement Analysis is educational in nature, is not individualized and is not intended to serve as the primary basis for your investment or tax-planning decisions.

Investing involves risk, including risk of loss.

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