



2004 Revenue

February 9th 2005

Introductory Matters

Forward-Looking Information

This document contains certain “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements relate to expectations, beliefs, projections, future plans and strategies, anticipated events or trends and similar expressions concerning matters that are not historical facts. These forward-looking statements reflect Havas’ current views about future events and are subject to risks, uncertainties, assumptions and changes in circumstances that may cause Havas’ actual results to differ significantly from those expressed in any forward-looking statement. Certain factors that could cause actual results to differ materially from expected results include changes in global economic, business, competitive market and regulatory factors. For more information regarding risk factors relevant to Havas, please see Havas’ filings with the U.S. Securities and Exchange Commission. Havas does not intend, and disclaims any duty or obligation, to update or revise any forward-looking statements contained in this document to reflect new information, future events or otherwise.

Note: Net new business represents the estimated annual advertising budgets (or revenue depending on the circumstance) for new business wins (which includes new clients, clients retained after a competitive review, and new product or brand expansions for existing clients) less the estimated annual advertising budgets (or revenue depending on the circumstance) for lost accounts. Havas’ management uses net new business as a measurement of the effectiveness of its client development and retention efforts. Net new business is not an accurate predictor of future revenues, since what constitutes new business or lost business is subject to differing judgments, the amounts associated with individual business wins and losses depend on estimated client budgets (or revenue depending on the circumstance), clients may not spend as much as they budget, the timing of budgeted expenditures is uncertain, and the amount of budgeted expenditures that translate into revenues depends on the nature of the expenditures and the applicable fee structures. In addition, Havas’ guidelines for determining the amount of new business wins and lost business may differ from those employed by other companies.

2004 ACTIVITY

2004 Organic Growth

➡ Fourth Quarter : **+ 4.6 %**

➡ Full year : **+ 2.0 %**

Increase in organic growth in Q3 and Q4

- + 4.6% following +2.1 % for Q3, showing a sharp increase vs previous quarters, +0.7 % for Q1 and +0.5% for Q2
- This is due to :
 - 1) Strong net New Business in 2004 of **€1 548 million** billings, **+59%** in estimated annual net revenue
 - 2) Satisfactory development of our 13 major existing clients: **+ 7%**

Activity Q4 2004 - Summary

Revenue : €406 million

% Q4 2004 / Q4 2003

Organic growth : +4.6 %

Q1 +0.7%, Q2 +0.5%, Q3 +2.1%, Q4 + 4.6%

Revenue by region – Q4 2004

	Q4 2004 € Million	% organic growth
TOTAL	406	+4.6 %
France	87	+6.4 %
Europe (excl. F&UK)*	80	+1.0 %
United Kingdom	52	+2.4 %
North America	149	+3.4 %
Asia-Pacific*	19	+10.4 %
Latin America	20	+11.1 %

* Because revenue from the Middle East and Africa represent less than 1% of total revenue, the geographic breakdown of revenue currently includes, and historically has included, revenue from the Western part of the Middle East and Africa in Europe, and revenue from the Eastern part of the Middle East in Asia-Pacific.

Revenue by region - Trends

	%organic Q2-04	%organic Q3-04	%organic Q4-04
TOTAL	+ 0.5%	+2.1%	+4.6%
France	+ 9.6%	+1.1%	+6.4%
Europe (excl F&UK)*	+ 1.5%	+ 11.1%	+ 1.0%
United Kingdom	+ 2.3%	- 1.9%	+2.4%
North America	- 5.9%	- 0.9%	+3.4%
Asia-Pacific*	+ 4.0%	+ 7.5%	+10.4%
Latin America	+ 18.5%	+ 9.1%	+ 11.1%

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Revenue 2004 by region

	2004 Million €	% organic growth
TOTAL	1 494	+ 2.0 %
France	296	+ 6.6 %
Europe (excl. F&UK)*	264	+ 4.1 %
United Kingdom	221	- 0.4 %
North America	585	- 1.9 %
Asia-Pacific*	65	+ 7.3 %
Latin America	63	+ 11.6 %

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All regions reported positive organic growth in the 4th quarter

- In France, activity was strong throughout the year with fourth quarter performance better than third quarter thanks to a number of major accounts won in the second half of 2004.

All regions reported positive organic growth in the 4th quarter

- The United Kingdom ended the year on a high note with positive organic growth in the 4th quarter, bringing the region almost back up to breakeven for the year and confirming the effectiveness of the new teams put in place.

All regions reported positive organic growth in the 4th quarter

- In Europe (excluding the UK and France) organic growth in the fourth quarter remains positive at +1%, in line with forecasts. Overall organic growth for the year shows a good trend at +4.1%.

All regions reported positive organic growth in the 4th quarter

- In the USA, organic growth turned positive at +3.4%, an excellent performance, ahead of expectations, mainly due to record new business at Arnold, MPG and in Healthcare and Marketing Services at Euro RSCG.

All regions reported positive organic growth in the 4th quarter

- In both Latin America and Asia Pacific, organic growth remained very strong.

Good strong new business in 2004

- Net new business : €1,548 million in billings
- Major Q4 wins :
 - **Integrated :** Charles Schwab, Vonage and two pharmaceutical products manufactured by Pfizer (USA)
 - **Advertising :** Glaxo Smithkline Consumer (Italy)
Eurotel (CzechRepublic) - Pantech (China)
Jacobs Delafon (France) – Barilla’s Wasa Crispbread (Chicago)
 - **Marketing Services :** Diageo, Bosley Medical Institute (USA), Orange (France)

Good strong new business in 2004

- **Media :** SNCF (France), CocaCola and CTI Pcs (Argentine)
- **Corporate / Healthcare :** Celgen, DEY LP Duoneb and Curosurf (USA)
Alstom, Sanef (France)

A good new start for new business since the beginning of the year

- **And since the beginning of the year, wins of :**
 - Lukoil (advertising),
 - Yahoo ! Hot Jobs (PR),
 - Homebase (marketing services),
 - Lou (advertising),
 - P&O Ferries and Autozone (Media)

Loss of Intel and VW US media

Positive evolution of our major existing clients

The 13 major clients in 2004 progressed by
+7% vs 2003

Other achievements

- Advertising Age ranked Euro RSCG Worldwide the 2nd most successful network for global and pan-regional account wins during 2004
- The RECMA report ranks MPG as joint leader in France
- Euro RSCG Life was voted best agency / network of the year for 2004 by Medical Marketing & Media magazine
- Arnold Boston remains one of the top award-winning agencies worldwide in the fourth quarter 2004, winning a series of awards for its American Legacy campaign at the New York Festival, the Cresta Awards, and taking the Grand Prix at the London International Advertising Award.
- BETC Euro RSCG's "Waterboy" Evian campaign took prizes at the 2004 Euro Effies and the Epica awards and the Eurobest Grand Prix

Other achievements

- Euro RSCG London's "Artery" campaign won awards at Eurobest and at the Direct Marketing Awards. It is also the third most award marketing direct campaign in the world
- BETC Euro RSCG's Peugeot campaigns took several prizes, in particular for the Peugeot 407 "Toys" campaign which was recognized at Eurobest, Epica, the London International Festival and SATCAR. The Peugeot 607 "The Bridge" campaign also won a number of awards, including the Cristal for the best pan-European campaign and the Advertisers Cristal at the Méribel Festival. The campaign also notched up Eurobest, Cresta SATCAR and the London International Festival awards.
- Euro RSCG Flagship's Soken DVD "Kill Bill Kill Bill / Tititannic / XXX" were ranked third most awarded campaigns by the 2004 Gunn Report.
- Havas won 11 prizes at the New York Festivals TV/Film, BETC Euro RSCG alone scooped 50% of the French awards with 2 golds et 2 silvers.

Very good prospects for profitability in 2004

The Group's operating margin for 2004 should be higher than for the first half of the year thanks to the rapid acceleration in organic growth reported in the second half.

These results will be announced after the March 2nd Board Meeting

Conclusion

- Havas has made a strong come-back
- The strategy implemented at the end of 2003 is the right one and is bearing fruit
- The doubling in the rate of growth in our 4th quarter revenue underlines even more positively the turnaround achieved by Havas since the start of 2004

 We are therefore optimistic about for Havas' 2005 performance

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Selected financial information

Organic growth calculation

1. REPORTED REVENUE 2003		1 645	
2. Exchange rate impact		(66)	
3. REVENUE 2003 at 2004 exchange rates		<u>1 579</u>	
4. Impact of companies sold or closed	- 9,2 %	(129)	
5. Impact of acquisitions		+14	
7. REVENUE 2003 at 2004 exchange rates and scope		<u>1 464</u>	-5,4 %
8. REPORTED REVENUE 2004		1 494	
9. ORGANIC GROWTH		<u>+2,0 %</u>	

In M€