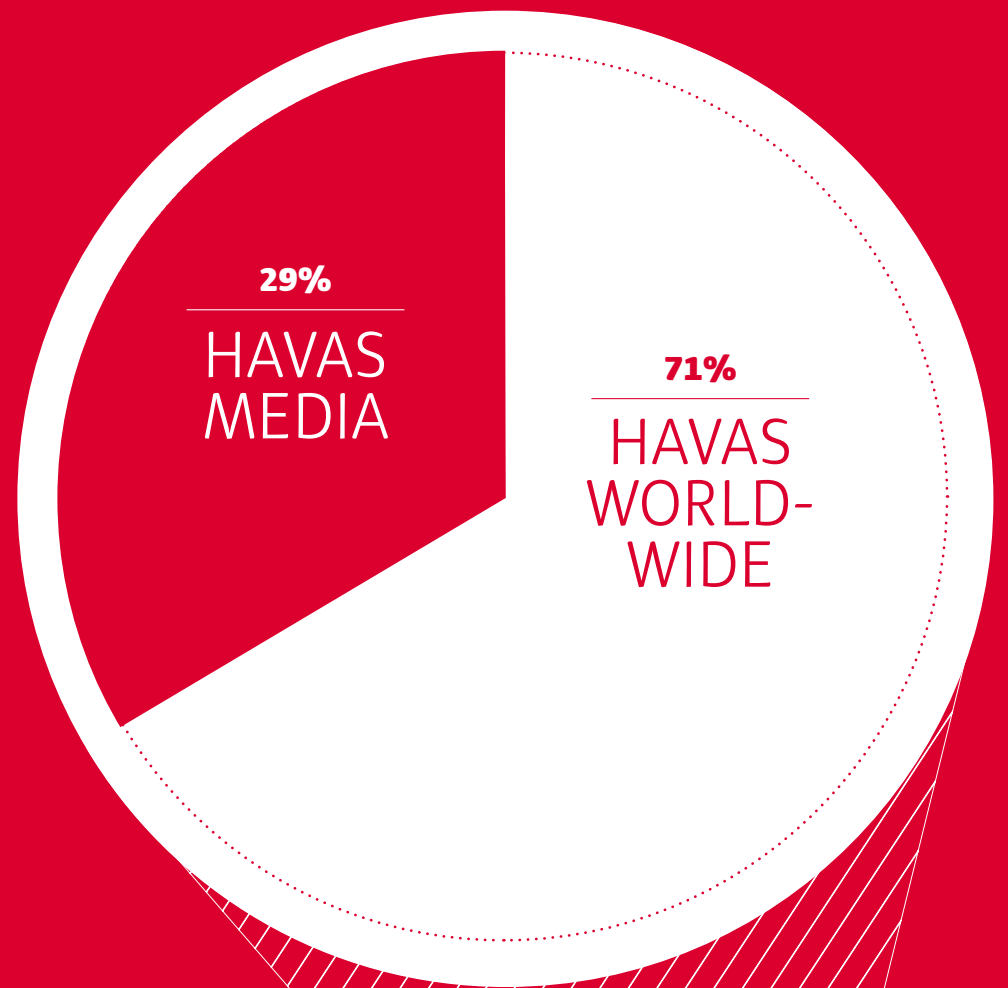




ESSENTIALS



REVENUE BY BUSINESS UNIT

HAVAS.com

14,700
EMPLOYEES
WORLDWIDE

478
AGENCIES &
OFFICES ON
5 CONTINENTS

€1,568
million
ANNUAL
REVENUE

Havas is one of the world's leading global advertising and communications services group. A multicultural and decentralized Group, Havas is present in more than 100 countries through its agencies and affiliations. In January 2009, the Group reorganized into two Business Units: Havas Worldwide and Havas Media. This simplified structure promotes synergies and further reinforces Havas' positioning as the most integrated group in its sector.

A UNIQUE BUSINESS MODEL IN A FAST-CHANGING WORLD

A fragmented media landscape, growing numbers of communication channels, soaring use of Internet and the explosion of all things digital driving media convergence have combined to transform the world of communications. Today's advertisers and consumers are expressing new needs that conventional media are

ill-equipped to meet, prompting the emergence of new social and media networks. Havas has remained at the forefront of this change by gearing its organization to the new needs emerging in communications. In order to rise to these new challenges, rather than opting to confine this new digital activity to a silo, the Group has decided to put digital at the core of all its businesses. This culture, combined with different multidisciplinary

integration programs – such as creative teams with media teams – enables Havas to offer its clients some of the most innovative and integrated solutions on the market. In the rapidly changing communications world, flexibility and clarity in service offerings are essential. Havas' size and its organization into two Business Units, Havas Worldwide and Havas Media, are key advantages.

HAVAS

Havas Worldwide is the umbrella brand which incorporates the entire Euro RSCG Worldwide network as well as strong local and regional agencies: Arnold (Boston, Washington, New York, London and Milan), H and W & Cie (Paris), Palm+Havas in Canada. David Jones is the Global CEO of this Business Unit.

Euro RSCG Worldwide is one of the leading integrated marketing communications agencies in the world, made up of 233 offices located in 75 countries throughout Europe, North America, Latin America, Asia Pacific and the Middle East.

**HAVAS
WORLD
WIDE**

Euro RSCG Worldwide develops Creative Business Ideas™ for its clients, combining creativity and effectiveness to drive profitable growth by identifying the latest consumer trends (FutureFirst). Utilizing the knowledge and disciplines of its integrated organizations throughout the globe, Euro RSCG Worldwide delivers its clients' brand messages through media-neutral campaigns that focus on the best solutions, and not the means.

Euro RSCG Worldwide works with 82 of the Top 100 Global Marketers including Air France, BNP Paribas, Charles Schwab, Danone Group, Exxon Mobil, GSK, IBM, Jaguar, Kraft Foods, L'Oréal, New York Stock Exchange, Pernod Ricard, Pfizer, PSA Peugeot Citroën, Reckitt Benckiser, Sanofi-Aventis, Schering Plough, Sprint and Wyeth. The year was marked by strong performance in new business and by sustained growth in all regions. Euro RSCG represents 61% of the Group. The network's American agencies – New York and Chicago – Euro RSCG London and KLP Euro RSCG, performed particularly well and posted double-digit growth. Euro RSCG C&O, Euro RSCG Life USA and BETC Euro RSCG significantly outperformed the market. Euro RSCG also reinforced its presence in emerging markets through deployment of skills transfers. In China for example, the arrival of several new top managers contributed to the performance of our Chinese agencies.

2008 NEW BUSINESS

Euro RSCG was ranked Largest Global Advertising Agency for the third year in a row by the *Advertising Age Global Marketers Report 2008*. New clients in 2008 included: New York Stock Exchange, Chivas (Pernod Ricard), Numico (Danone baby food) and Jaguar in digital. Euro RSCG furthered relationships with existing clients including Kraft (Ritz Europe), Reckitt Benckiser and Sanofi-Aventis.

CREATIVE BUSINESS IDEAS

PROSUMER

FUTURE FIRST

245
offices
in 75
countries

Arnold continues to be one of the most awarded creative and integrated marketing agencies in the United States, driven by outstanding talent within all departments and disciplines, a blue chip list of national and international clients and an exceptional reputation for creativity. Arnold's strategy of growth continues to focus on the quality of its creation, integration of service offerings and driving business results of its clients.

H is a new model agency that mixes every aspect of communication: strategic development, creation, media direction, image and sound production, publishing, graphic design, online and offline content production, TV production and relational marketing. Key clients include: Citroën, Darty, Krys, Scad, transavia.com, Go sport, Bocage, Acadomia, Marques Avenue, RTL, De Dietrich... W & Cie specializes in brand strategy, deploying expertise in design, communication and digital. The agency's exclusive W Brand Observer™ tool provides clients with an international database from which to build brand territories with a strong personality. W & Cie clients include Aéroports de Paris, AXA, BIC, Casino, Crédit Agricole, GDF SUEZ, Michelin, Sodexo, Peugeot..., and in 2008 the agency received over 20 awards across its range of activities.

2008 New Business >

LA POSTE, WESTERN UNION, NEW YORK STOCK EXCHANGE, CHIVAS (PERNOD RICARD), NUMICO (DANONE BABY FOOD), PFIZER, JAGUAR DIGITAL, CARNIVAL CRUISES, MONOPRIX.

Highlights

Euro RSCG Worldwide has more entries in the Top 10 most awarded TV ads in the world (published by *The Gunn Report*) than virtually all other network agencies (with the exception of Wieden & Kennedy).

Euro RSCG Worldwide is the only network to have a regional headquarters on the Chinese mainland, demonstrating the network's commitment to the Asian markets and has 33,000 part-time staff.

Euro RSCG Worldwide became the first agency in history to own its own record label with the acquisition of The: Hours.

Euro RSCG was simultaneously named "Global Agency of the Year" by *Advertising Age* and "Advertising Network of the Year" by *Campaign* 2 years ago.

Arnold has been named in the world's top 50 creative agencies by the *Gunn Report* 9 times over the last 10 years.

Launch of Havas Design+, bringing all Havas Worldwide design agencies under a single banner.

BETC Euro RSCG – Agency of the Year 2008: Grand Prix (Aigle) and APPM Agency of the Year, Grand Prix de l'Affichage (Aigle) and Agency of the Year at the Hits d'Or (CB News).

H is working with Citroën on building the auto manufacturer's new brand image, embodied in a new signature: "creative technology".

For the second year in a row, W & Cie posted double-digit organic growth.

Organigram

HAVAS WORLDWIDE

> EURO RSCG WORLDWIDE

- > EURO RSCG
- > EURO RSCG 4D
- > EURO RSCG PR
- > EURO RSCG LIFE

> ARNOLD

- > H
- > W & CIE
- > PALM+HAVAS

Advertising Age ranked Euro RSCG Worldwide Largest Global Advertising Agency for the third year in succession.



Senior Executives of Havas Worldwide

Euro RSCG

- > **DAVID JONES**
Global CEO
- > **MERCEDES ERRA**
Executive Co-Chairwoman
- > **STÉPHANE FOUKS**
Executive Co-Chairman
- > **RÉMI BABINET**
Global Chief Creative Officer
- > **CHRIS PINNINGTON**
Global Chief Operating Officer
- > **JEAN-MARC ANTONI**
Global Chief Financial Officer
- > **ANDREW BENETT**
Global Chief Strategy Officer
- > **MARIANNE HURSTEL**
Global Chief Strategy Officer
- > **ANDRÉ PINTO**
EVP Acquisitions & Global Clients
- > **MATT RYAN**
Global Chief Marketing Officer
- > **MATT ATKINSON**
Global CEO, Euro RSCG 4D
- > **GEORGE GALLATE**
Global Chairman, Euro RSCG 4D

- > **RON BERGER**
Executive Chairman, North America
- > **RON BESS**
COO, North America
- > **KATE ROBERTSON**
Group Chairman, United Kingdom
- > **OLIVIER PLUQUET**
CEO, Asia Pacific
- > **RICARDO MONTEIRO**
CEO, Latin America
- > **GILLES BEROUARD**
Co-Managing Director, Europe
- > **ANDREAS GEYR**
Co-Managing Director, Europe
- > **JUAN ROCAMORA**
Co-Managing Director, Europe
- > **CHRISTIAN DE LA VILLEHUCHET**
Co-Managing Director, Europe
- > **PIERRE SOUED**
CEO, Middle East
- > **LAURENT HABIB**
CEO, Euro RSCG Worldwide PR
- > **DOUG BURCIN**
Worldwide Managing Partner, Euro RSCG Life

- > **DONNA MURPHY**
Worldwide Managing Partner, Euro RSCG Life
- > **MICHEL NAKACHE**
Worldwide Managing Partner, Euro RSCG Life
- > **PETE ZILLIG**
President Global Brands

Arnold

- > **ED ESKANDARIAN**
Chairman
- > **FRAN KELLY**
Chief Executive Officer

H

- > **CHRISTOPHE LAFARGE**
Co-President
- > **GILBERT SCHER**
Co-President
- > **BOENOIT DEVARRIEUX**
Co-President

W & Cie

- > **DENIS GANCEL**
Co-Founder & President
- > **GILLES DELÉRIS**
Co-Founder & Creative Director

Havas Media is the fastest growing global media network*. Its agency network has grown from just 10 markets in 1999 to over 100 in 2008. Havas Media has over 5,000 employees and its worldwide headquarters are situated in Barcelona. Its main clients include: BBC, Credit Suisse, Danone, Exxon Mobil, Air France-KLM, Reckitt Benckiser and Sears.

Present in more than 100 countries with over 1,000 clients, Havas Media represents 29% of Havas Group revenue. All Havas Media agencies posted growth in double-digits or above the market average. For the first time, agencies also posted the fastest growth in 2008 in the United Kingdom, Germany and Poland.

The Group also reinforced its presence in Germany by focusing on client service and consolidated its leadership position in the Spanish and French markets. The Spanish network won 45% of the total volume of new business for the first six months of 2008. Havas Media doubled its size in the UK at the beginning of 2008 with three important acquisitions. BLM was integrated into Arena and re-branded to Arena BLM with a strong position on the Iberian, Anglo-Saxon and Latin American markets. Havas Media is now the second largest digital agency in the United Kingdom. Havas Sports & Entertainment welcomed branded entertainment specialist Cake. Havas Digital, which is developing rapidly, added AIS to its network.



Havas Media's growth has been accelerated by the offering of integrated packages. These packages develop a range of specialist services providing the optimum solutions in each of their areas, from media strategy to implementation of media solutions by way of interactive,

direct, CRM and mobile marketing, sports communications, branded entertainment and celebrity management. Havas Digital, the digital arm of Havas Media is now present in 33 countries and reinforced its presence in the Asia-Pacific market. Havas Media Intelligence, the network's innovation, research and modeling department, launched several new initiatives including a modeling tool which uses research to predict the effects of a range of brand touchpoints on the consumer, including conventional media and the Internet. The tool was used during the run-up to the American presidential campaign and was able to dissect and analyze each candidate's campaign and predict the popular vote with unrivalled accuracy three weeks prior to the election result.

2008 New Business >

SPARKASSE, HUGO BOSS, NATIONWIDE AND BDF NIVEA, AND THE EXTENSION OF RELATIONSHIPS INTO NEW MARKETS SUCH AS AUSTRIA, SWITZERLAND, POLAND AND INDONESIA WITH EXISTING KEY CLIENTS INCLUDING RECKITT BENCKISER AND DANONE.

2008 NEW BUSINESS

Havas Media won numerous new accounts on both global and regional levels such as Hugo Boss, Lan, Turespaña, Hermès, Incredible India, Sol Melia, Swarovski, bmi, C&C Group, Corona, Festina, Florette, InterRhône, Tourism of Morocco, Svenson, Telmex, RedBull, Toshiba, Tourism of Turkey and Wrangler. The network has also extended relationships with existing key clients including Reckitt Benckiser and Danone.

Havas Media doubled in size in the UK at the beginning of 2008 by acquiring three important agencies:

- > BLM
- > Cake
- > Archibald Ingall Stretton

Highlights

Havas Media France was named Media Agency of the Year for 2008 at the 29th Annual Agencies of the Year Grand Prix.

Arena BLM Quantum was named UK Digital Agency of the Year for 2008 at the IMA Awards.

Havas Sports France was named Sports Marketing Agency of the Year for 2008 at the 29th Annual Agencies of the Year Grand Prix.

MPG Argentina was named Agency of the Year for 2008 at the Jerry Goldenberg Awards.

In North America, MPG is the 4th most competitive agency, ranked A by RECMA.

Media Contacts Spain was named Best Online Media Agency for 2008 at the Interactive Awards.

In Asia, Havas Media is ranked 10th with the strongest growth in the region (RECMA).

Havas Media is a market leader in Europe and Latin America.

MPG is the 3rd most competitive agency network worldwide according to RECMA.

Havas Digital is second largest interactive media group in the world (measured by number of employees - RECMA).

Second largest digital capacity in the UK.

Largest sports communication and entertainment network (measured by number of offices and employees).

Havas Media is market leader for new business growth in 14 markets including the UK.

Organigram

HAVAS MEDIA

> **HAVAS DIGITAL**
Global interactive network

> **ARENA**
Network for tailor-made communications

> **HAVAS SPORTS & ENTERTAINMENT**
Global sports and entertainment communication network

> **MPG**
Global communications network

> **MEDIA CONTACTS**
> **LATTITUD**
> **iGLUE**
> **MOBEXT**

> **ONE TO ONE**
> **UNCOMMON**
> **ARCHIBALD INGALL STRETTON**
> **N²**



Senior Executives of Havas Media

> ALFONSO RODÉS VILÀ

Chief Executive Officer

> JORDI USTRELL

Chief Operating Officer

> HERNÁN SANCHEZ NEIRA

CEO Havas Media Intelligence

> JUAN BASCONES

Chief Media Investment Officer

> EUGENIO GOMEZ-ACEBO

Director of strategy

> MARIA LUISA FRANCOLI

CEO MPG

> JOAQUÍN BOHORQUEZ

CEO Arena

> ANTHONY RHIND

Co-CEO Havas Digital

> GABRIEL SAENZ DE BURUAGA

Co-CEO Havas Digital

> LUCIEN BOYER

CEO Havas Sports & Entertainment

> XAVIER MIRET

General Counsel

> KAVITA MAHARAJ

Director of Client Relationships

> SUZIE WARNER

Marketing Director

> SHAUN HOLLIDAY

CEO MPG North America

> JOSE MARIA FRIGOLA

CEO Havas Media Iberia

> DOMINIQUE DELPORT

CEO Havas Media France

> MARK CRAZE

CEO Havas Media UK

> SVEN TRACHEL

CEO MPG Germany

> ALESSANDRO MANDELLI

CEO Havas Media Italia

> AMPELIO PLAZA

CEO Havas Media NEC & UAE

> RAMIRO CASTILLO

CEO Havas Media South Latam

> ERIC MERGENTHALER

CEO Havas Media North Latam

> RICARDO REIS

CEO Havas Media Brazil

> JORGE PERCOVICH

CEO Havas Media Colombia, Ecuador & Panamá

> ESTEBAN CALVO

CEO Havas Media Andean Region

> VISHNU MOHAN

CEO Havas Media Asia Pacific

* Source: RECMA and published company results.