

PRESS RELEASE

Paris, 19th January 2022

HAVAS GROUP STRENGTHENS ITS PRESENCE IN SPAIN AND PORTUGAL WITH TINKLE

Havas Group announced today it has taken a majority investment in **Tinkle**, a leading PR and communications agency present in Spain and Portugal. Tinkle will be integrated into Havas Group's global strategic advisory network, *lamo*.

Founded in 1999 by Javier Curtichs, Tinkle has steadily grown and today its team of nearly 200 specialists tailor innovative communication solutions for an impressive portfolio of clients from hubs in Barcelona, Madrid and Lisbon. Tinkle will continue to operate its business in Spain and Portugal under the leadership of Javier Curtichs and his management team. The agency will rebrand as **Tinkle/amo**, leveraging the international capabilities of the /amo network, in addition to enjoying synergies and support from Havas Group at both local and global levels.

The /amo network, which is present in 15 countries with offices in all the world's key financial centres and capitals, provides counsel to boards and executives globally, combining powerful, local influence, national expertise, global perspective, and seamless project management. Since it was founded in 2001, the /amo network has consistently ranked among the world's top communications advisory groups on global M&A transactions as measured by Mergermarket.

Yannick Bolloré, Chairman & CEO of Havas Group, said: "Tinkle's entrepreneurial spirit, drive for excellence and commitment to people and the environment make them a natural fit within Havas. The addition of Tinkle to our /amo network reinforces our ability to develop best-in-class strategic advice for our clients in Spain, Portugal and beyond. A very warm welcome to Javier Curtichs and the team!"

Alfonso Rodés, Chairman of Havas Group Spain, added: "The need for PR and strategic communications has never been greater. Understanding environments, relationships and intersections with the media, leaders, influencers, and institutions has become an absolute 'must' for companies. Bringing Tinkle on board ensures that we will remain at the forefront and together we will combine, complement and enhance our respective capabilities in Spain and Portugal."

Javier Curtichs, Founder & CEO of Tinkle, said: "This is a key milestone in Tinkle's trajectory and opens a new chapter full of opportunities for our team and our clients. Vivendi, Havas and /amo are the best family we can have in Spain, Portugal and globally, and we are delighted to share our experience, capabilities and innovations to further develop the team and strengthen our client offer."

About Havas Group

Havas is one of the world's largest global communications groups. Founded in 1835 in Paris, the Group employs 20,000 people in more than 100 countries and operates through its three business units covering all communication activities. Havas Group's mission is to make a meaningful difference to brands, businesses and people. To better anticipate client needs, Havas has adopted a fully integrated model through its 60+ Havas Villages around the world. In these Villages, creative, media and healthcare & wellness teams work together, ensuring agility and a seamless experience for clients. We are committed to building a diverse culture where everybody feels they belong, can be themselves, thrive and grow. Havas Group integrated into Vivendi in December 2017. Further information about Havas Group is available on the company's website: havasgroup.com

#MeaningfulDifference

About /amo

The /amo network is the leading global partnership of corporate and financial communications consultancies. Our best-in-class approach brings together local market leaders with unrivalled knowledge of stakeholder perceptions, financial markets, and cross-border transactions in the key financial centers of Europe, Asia and the Americas. Providing sophisticated communications counsel for reputation management, M&A and capital market transactions, media relations, investor relations and corporate crises, our partners have established relationships with many S&P 500, FTSE 100, SMI, CAC 40 and IBEX 35 companies. The /amo network brings together a highly experienced international team that can advise clients conducting mission-critical projects on a global scale. Our integrated execution allows us to seamlessly service our clients across a multitude of jurisdictions and a range of corporate and financial communications mandates. Further information available on www.amo-global.com

About Tinkle

Tinkle is impact communications. We manage the applied influence for brands, companies, leaders and causes with the challenge of promoting and protecting valuation, reputation, ambition, interests in a Brittle, Anxious, Non-linear and Incomprehensible (BANI) environment. We practice supra-specialized qualitative communications in corporate, financial, brand-marketing, category, reputation, special situations, ESG and workplace culture with ample experience in the main industries. We are a fluid organization, with a dynamic, entrepreneurial and passionate team based in Madrid, Barcelona and Lisbon. This allows us to cover the idiosyncrasy and diversity of the Iberian regional markets from a deep professional, cultural and relational input. We are committed to the success of our clients, we love teaming up with them, and foster their trust in long-term relationships. We want to be the best for our people, our clients and our planet, and we are actively involved in Global Compact, carbon neutral, Terra Carta, and BCorp.

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