HAVAS

Q3 2025 REVENUE

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Analyst Presentation – October 14, 2025

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The financial information included in this press release in respect of the three-month periods ended September 30, 2025 and September 30, 2024 has not been audited or reviewed by an external auditor. In addition, certain calculated figures (including data expressed in thousands or millions) and percentages presented in the presentation have been rounded. Where applicable, the totals presented in this presentation may slightly differ from the totals that would have been obtained by adding the exact amounts (not rounded) for these calculated figures.

The financial information included in this press release in respect of the three-month period ended September 30, 2024 has been derived from the unaudited management accounts of Havas S.A.S. as of and for the three months ended September 30, 2024.

AGENDA

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Q3/9M 2025 FINANCIAL PERFORMANCE

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FULL-YEAR 2025 GUIDANCE SHARPENED UPWARDS

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HAVAS

01.

Q3/9M 2025 FINANCIAL PERFORMANCE

Q3 2025 NET REVENUE
STRONG ORGANIC GROWTH

+3.8% ORGANIC GROWTH (-2.4% in Q3 2024)	+1.0% SCOPE	-3.9% FOREIGN EXCHANGE

€656M

+0.9%

TOTAL GROWTH

Unaudited figures – See details in the Appendix

Rounded figures, based on single decimal growth rates.
See financial glossary for definitions, in the appendix.

9M 2025 NET REVENUE
GROWTH BREAKDOWN

+2.8%

ORGANIC GROWTH

(-0.8% in 9M 2024)

+1.2%

SCOPE

-1.8%

FOREIGN EXCHANGE

€2,002M

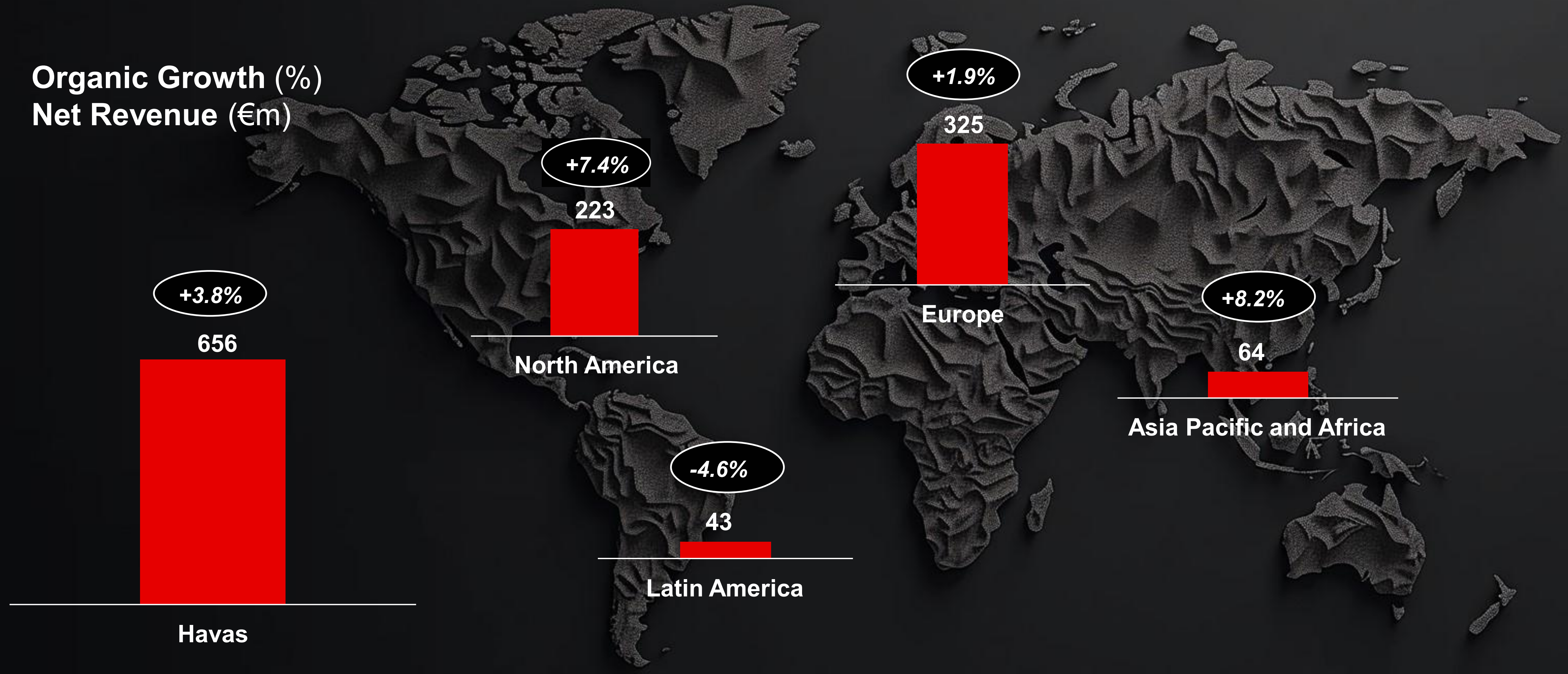
+2.2%

TOTAL GROWTH

Unaudited figures – See details in the Appendix

Rounded figures, based on single decimal growth rates.
See financial glossary for definitions, in the appendix.

Q3 2025 GROWTH & NET REVENUE BY REGION*

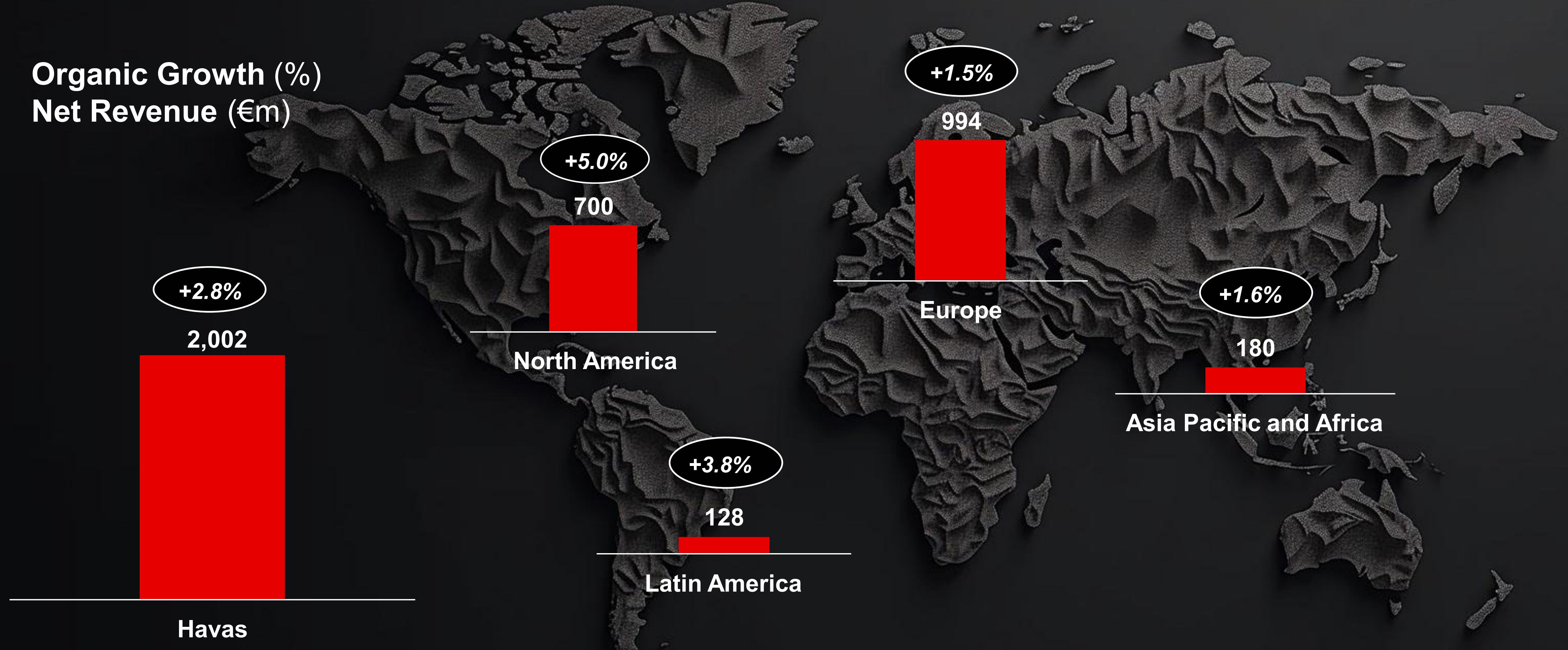


Unaudited figures

* Figures presented are without intra-group eliminations
Rounded figures, based on single decimal growth rates.
See financial glossary for definitions, in the appendix.

9M 2025 GROWTH & NET REVENUE
BY REGION*

Organic Growth (%)
Net Revenue (€m)



Unaudited figures

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3

PURSUING A BOLT-ON M&A STRATEGY
Q4 EXPECTED TO BE DYNAMIC

Havas reinforced its expertise **in key growing segments such as Data, Social, E-commerce and B2B**

2025 YTD

January	February	February	April	June	July	October to December
CA SPORTS Part of Havas Play	Channel Bakers	On by HAVAS	FMAD	ENVERTA	TIDART Digital Media & Data Agency	2 to 4 bolt-on acquisitions expected

2024

{"DMPG"} · LEDGER BENNETT · liquid · hotglue · Ted. · WILDERNESS

2023

australianpublicaffairs · CV&A CONSULTORES · EPROFESSIONAL · HRZN. · Klareco communications · NOISE · PivotRoots · PR PUNDIT · Uncommon Creative Studio

02.

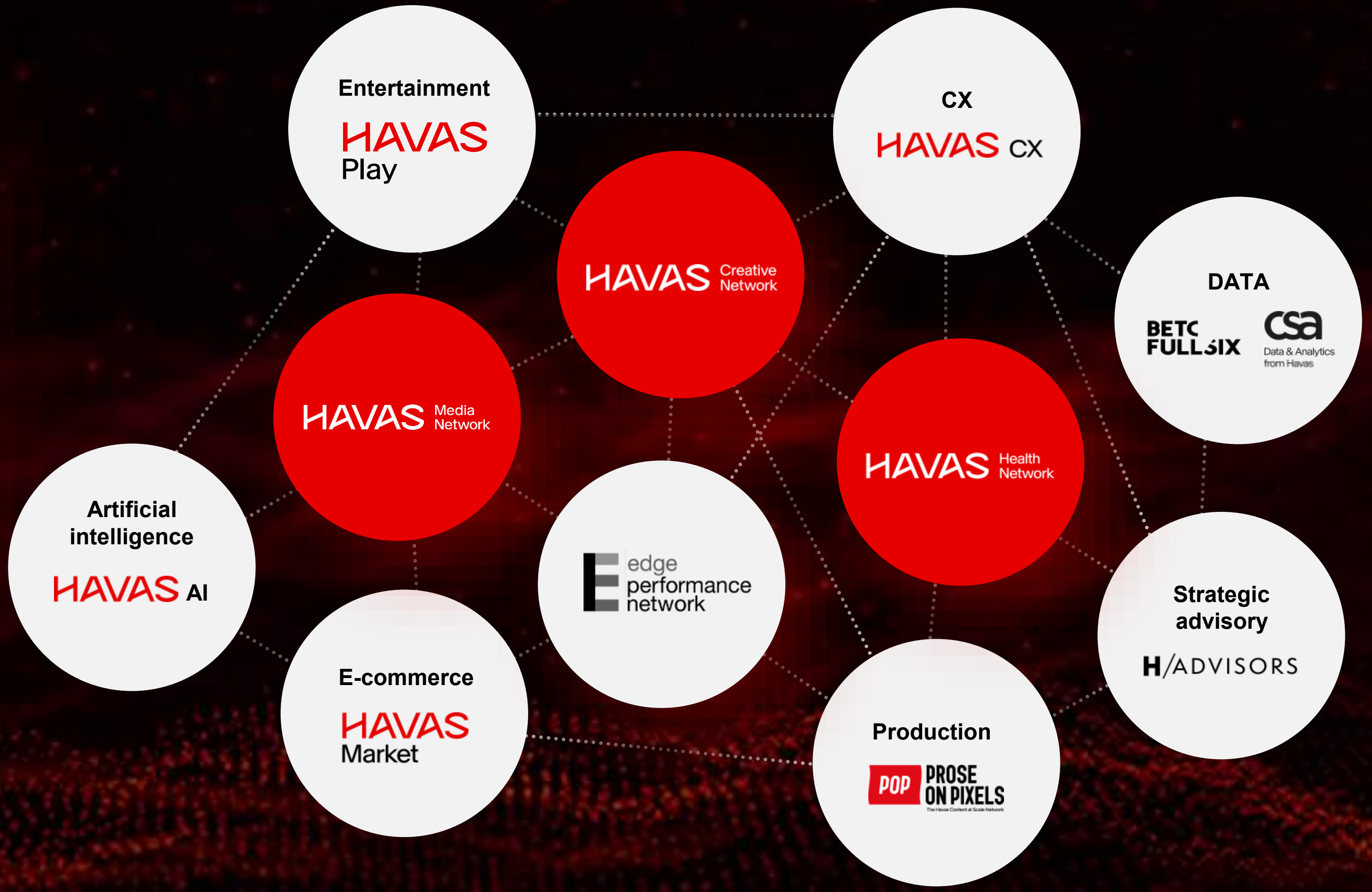
CONFIDENCE IN OUR BUSINESS MODEL & CHALLENGER POSITION

CLIENT RETENTION AND CROSS-FERTILIZATION THANKS TO INTEGRATED MODEL

INTEGRATED MODEL
WITH FULL RANGE OF SERVICES

RETENTION

IN-BUSINESS



NEW BUSINESS MOMENTUM
CONVERGED.AI STRATEGY IN MOTION

NUMEROUS

BUDGET WINS

GLOBAL ACCOUNTS

LOCAL ACCOUNTS

POSITIVE NEW BUSINESS MOMENTUM

NEW BUSINESS

KEY DRIVERS OF GROWTH

- Integration with Village model
- Innovative Converged.AI
  Operating system
  & agentic AI developments
- Excellence with expert & talented teams in Creative, Media and Health

CLIENT-CENTRIC SOLUTIONS

FOCUS ON NORTH AMERICA
STRONG BUSINESS MOMENTUM

IN BUSINESS + NEW BUSINESS

HAVAS Media Network

HAVAS Creative Network

HAVAS Health Network

+7.4%	+5.0%
Q3 2025 ORGANIC GROWTH	9M 2025 ORGANIC GROWTH

NEW JOINT VENTURE
WITH HORIZON MEDIA HOLDINGS

DIVERSIFYING GLOBAL GROWTH STRATEGY & UNLOCKING BUSINESS OPPORTUNITIES

Servicing Horizon's existing US clients with international ambitions + US-centric global client new business
A union of Horizon's Blu & Havas' Converged.AI platform to form a seamless, AI-native experience - BluConverged

DRIVING ROBUST MARGIN IMPROVEMENT
LEVERS CLEARLY IDENTIFIED

A	B	C
TOP LINE ORGANICGROWTH	COST MANAGEMENT	M&A
IN-BUSINESS / NEW BUSINESS	COST CONTROL / STREAMLINING	ACCRETION / SYNERGIES

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03.

FULL-YEAR 2025 GUIDANCE SHARPENED UPWARDS

2025 GUIDANCE SHARPENED UPWARDS
CONFIDENCE IN OUR CAPACITY TO DELIVER

FULL-YEAR 2025 GUIDANCE

NET REVENUE ORGANIC GROWTH	ADJUSTED EBIT MARGIN IMPROVEMENT	PAY-OUT RATIO
+2.5% to +3.0%	**around +50 BPS or 12.9%**	**around 40%**
[previous > +2.0%]	*[previous 12.5% -13.5%]*	*[unchanged]*

MID-TERM GUIDANCE FOR 2028

ADJUSTED EBIT MARGIN	PAY-OUT RATIO
14.0%-15.0%	**around 40%**

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04.

Q&A

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THANK YOU

APPENDIX

Q3 2025 REVENUE & NET REVENUE DETAILED FIGURES

in millions of euros	Q3 2024	Q3 2025	% change as reported	% change at constant exchange rates	% change organic growth
Revenue	674	681	+1.1%	+5.0%	+3.9%
Net revenue	**650**	**656**	**+0.9%**	**+5.0%**	**+3.8%**
Net revenue by geographic region					
Europe	320	325	+1.8%	+2.5%	+1.9%
North America	219	223	+2.1%	+9.3%	+7.4%
APAC and Africa	62	64	+3.2%	+10.0%	+8.2%
Latin America	49	43	-13.0%	-3.4%	-4.6%
Group total	**650**	**656**	**+0.9%**	**+5.0%**	**+3.8%**

Unaudited figures

Rounded figures, based on single decimal growth rates.
See financial glossary for definitions, in the appendix.

9M 2025 REVENUE & NET REVENUE DETAILED FIGURES

in millions of euros	9M 2024	9M 2025	% change as reported	% change at constant exchange rates	% change organic growth
Revenue	2,040	2,089	+2.4%	+4.2%	+3.0%
Net revenue	**1,958**	**2,002**	**+2.2%**	**+4.0%**	**+2.8%**
Net revenue by geographic region					
Europe	973	994	+2.2%	+2.0%	+1.5%
North America	672	700	+4.1%	+6.4%	+5.0%
APAC and Africa	178	180	+1.3%	+4.4%	+1.6%
Latin America	135	128	-5.5%	+6.5%	+3.8%
Group total	**1,958**	**2,002**	**+2.2%**	**+4.0%**	**+2.8%**

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ORGANIC GROWTH
& FOREX IMPACT

Organic growth 2025 (in millions of euros)	Q1 2025	Q2 2025	Q3 2025
2024 net revenue	617	691	650
Foreign exchange rate impact (2)	**+10**	**-19**	**-25**
2024 net revenue at 2025 exchange rates (a)	627	672	625
2025 net revenue before acquisitions	640	690	649
Net revenue from acquisitions (1) (a')	9	7	7
2025 net revenue (b)	649	697	656
Organic growth (b/(a+ a')	**+2.1%**	**+2.6%**	**+3.8%**

Foreign exchange rate impact at September 30, 2025 (in millions of euros)	Q1 2025	Q2 2025	Q3 2025	9M 2025
USD (2)	+9.3	-8.7	-14.0	-13.4
GBP (2)	+2.8	+1.1	-2.0	+1.9
MXN (2)	-1.6	-4.1	-1.6	-7.4
BRL (2)	-1.0	-1.4	-0.9	-3.2
Other	+0.5	-5.9	-6.8	-12.3
Total foreign exchange impact	**+10.0**	**-19.0**	**-25.3**	**-34.3**

(1) Acquisitions (Channel Bakers, Liquid, Don, DMPG, Hotglue, Ledger Bennett, CA Sports, Wilderness, Tyers).

(2) EUR = USD 1.111 on 9m average Sept 2025 vs USD 1.088 on 9m average Sept 2024
EUR = GBP 0.848 on 9m average Sept2025 vs GBP 0.853 on 9m average Sept 2024
EUR = MXN 21.765 on 9m average Sept 2025 vs MXN 19.039 on 9m average Sept 2024
EUR = BRL 6.351 on 9m average Sept 2025 vs BRL 5.631 on 9m average Sept 2024

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2025 QUARTERS*
Q1,Q2 & Q3

Net revenue	Q1 2025	Q2 2025	H1 2025	Q3 2025	9M 2025
In €m	**649**	**697**	**1,346**	**656**	**2,002**
% total growth	+5.2%	+0.8%	+2.9%	+1.0%	+2.2%
% organic growth	**+2.1%**	**+2.6%**	**+2.3%**	**+3.8%**	**+2.8%**
% 2024 organic growth	*+2.0%*	*-1.7%*	*0.0%*	*-2.3%*	*-0.8%*
% scope	+1.4%	+1.0%	+1.2%	+1.1%	+1.2%
% forex	+1.7%	-2.7%	-0.7%	-3.9%	-1.8%
Breakdown by region, organic growth %					
Europe	-0.2%	+2.6%	+1.3%	+1.9%	+1.5%
North America	+3.2%	+4.6%	+3.9%	+7.4%	+5.0%
Asia Pacific and Africa	+1.9%	-4.9%	-1.8%	+8.2%	+1.6%
Latin America	+16.6%	+2.5%	+8.6%	-4.6%	+3.8%

Unaudited figures

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FINANCIAL GLOSSARY

Adjusted EBIT	Adjusted EBIT represents net income excluding income taxes, interest, other financial income and expenses, goodwill impairment, earn-out adjustments and restructuring charges
Adjusted EBIT margin	Ratio in % of (Adjusted EBIT) / (Net revenue)
bps	Basis points
Dividend payout ratio	Target proportion of net income attributable to the shareholders of Havas, the distribution of which would be proposed to the General Shareholders' Meeting of Havas
EBIT	Operating income (EBIT – Earning Before Interest and taxes) including the impact of restructuring charges
Foreign exchange rate change	Contribution of the foreign exchange effect (or currency effect) to total growth
Like-for-like, Organic growth	Growth achieved through internal business activities at constant currency and scope
Margin	Calculated as a percentage of net revenue
Net revenue	Equal to revenue in accordance with IFRS 15 less costs rebilled to customers (consisting of pass-through costs rebilled to customers such as out-of-pocket costs and other third-party expenses)
Scope change	Contribution of change in scope (including M&A operations and divestments) to total growth
Total Growth = YoY (Year-over-Year)	Growth in net revenue over a given period (including Organic growth, Scope change and FX change) / Year-over-year equivalent

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