

Puteaux, April 3rd 2012

HAVAS ACQUIRES VICTORS & SPOILS, FIRST AND LARGEST TECHNOLOGY-CENTERED CREATIVE AGENCY

Havas announced today the acquisition of a majority stake in Victors & Spoils, the world's first creative advertising agency built on crowdsourcing principles.

In a rapidly changing advertising world, Havas has chosen to acquire an agency that has a totally new business model and take advantage of its unique technology. This model has already been adopted by some of the world's biggest advertisers, showing the real potential of their unique structure.

V&S's blue-chip client roster includes Chipotle, Coca-Cola, Converse, Crocs, Discovery Channel, Dish, GAP, General Mills, Harley Davidson, Levi's, Mercedes Benz, Oakley, PayPal, Smartwool, Smashburger, Unilever, Virgin America, WD-40.

David Jones, CEO HAVAS, comments *"When an industry goes through a revolution you can either sit and watch it happen or embrace the exciting new business models at the forefront of that revolution. Victors & Spoils is one of those new models that is challenging our entire industry and I'm delighted to welcome them into the group. The client list they have been able to build in only 2 years is testament to the power of their model."*

Founded in 2009 in Boulder (Colorado - USA) by John Winsor, former Vice President and Executive Director of Strategy and Innovation at Crispin Porter + Bogusky, Claudia Batten, a co-founder of gaming advertising network Massive, and Evan Fry, former Vice President and Creative Director at Crispin Porter + Bogusky, Victors & Spoils is a highly innovative and technology-centered advertising agency that became profitable very quickly after its launch thanks to its unique business model and talent structure. V&S has a lean core team of experienced creative and account management professionals who, via the agency's proprietary Fan Machine platform, digitally connect, manage and curate their crowd of more than 6,000 talented creatives throughout the globe. Due to its innovative model, V&S is able to deliver top-class creative with a global perspective to its clients in a cost-effective manner.

CEO and founder of V&S, **Winsor** added, *"In this new world of digital abundance, where great ideas can come from everywhere, the future of advertising is radically changing. David's vision for Havas is something I deeply believe in and will only accelerate our vision to change the advertising industry for the better globally for clients and creatives."*

Victors & Spoils will be part of the Havas Worldwide business unit, strengthening the Group's global offer. One of the first joint Havas and V&S projects will be to use V&S's proprietary technology to create a 15,000 person professional Havas "crowd" to source ideas from.

In addition to his role as CEO at V&S, John Winsor will assume the key role of Chief Innovation Officer at Havas, which will entail keeping Havas at the forefront of the digital

revolution and looking at new business models, talent and technology that can either be created or acquired. The V&S management team remains unchanged and continues to own a minority stake in the agency.

This move is part of Havas' acquisition strategy to target agencies that set themselves apart with an innovative forward-looking approach utilizing technology to anticipate client needs at this revolutionary time for the world of media and communications.

About Victors & Spoils

Victors & Spoils is the first advertising agency based on crowdsourcing principles. Co-Founders John Winsor, Claudia Batten and Evan Fry launched Victors & Spoils in 2009 as a strategic alternative to the current crowdsourcing landscape that offers the strategic direction, engagement and relationship management that brands rely on their agencies to provide. Victors & Spoils is located in Boulder, Colorado. For more information, visit: www.victorsandspoils.com

About Havas

Havas (Euronext Paris: HAV.PA) is a global advertising and communications services group. Headquartered in Paris, Havas operates through its two Business Units, Havas Worldwide and Havas Media, in order to optimize synergies and further reinforce Havas's position as the most integrated of all of the major holding companies. Havas Worldwide incorporates the Euro RSCG Worldwide global network (233 offices in 75 countries including the brands : Euro RSCG, Euro RSCG Life, Euro RSCG 4D and Euro RSCG WW PR,) as well as the Arnold micro-network (16 agencies, in 15 countries across 5 continents) and agencies with strong local identities. Havas Media (present in over 100 countries) incorporates the MPG, Arena Media, Havas Sports & Entertainment and Havas Digital brands. A multicultural and decentralized Group, Havas is present in more than 75 countries through its networks of agencies and contractual affiliations. The Group offers a broad range of communications services, including traditional advertising, direct marketing, media planning and buying, corporate communications, sales promotion, design, human resources, sports marketing, multimedia interactive communications and public relations. Havas employs approximately 15,000 people. Further information about Havas is available on the company's website: www.havas.com

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