

Puteaux, February 13th, 2014

2013 Revenue

Full year:

Revenue:	€1,772 million
• Organic growth:	+1.0%
• Digital weight:	26% of revenue
Net New Business ¹ :	€1,375 million

Fourth quarter:

Revenue:	€514 million
• Organic growth:	+1.6%

Yannick Bolloré, Havas CEO, said: "We ended 2013 with growth of 1.6%, which represents a significant acceleration over our growth rate in Q1 2013. This improvement was underpinned by solid performances in Europe and sustained growth in Asia Pacific. Our North America business is recovering, with a new team in place and increased commercial momentum. The level of New Business, both globally and locally, is highly encouraging, with wins including Dove (Unilever), Total, Emirates, LG Electronics, LVMH, as well as Dish, Liberty Mutual and Green Mountain Keurig.

We pursued our strategy of integrating our creative, media and digital teams in 2013. New Havas Villages have recently been inaugurated in New York and Singapore. Deploying this new, client-centric organization makes us more agile, more innovative and quicker to respond to the changes taking place in our industry.

I am impressed and delighted by the winning spirit shown by our teams, and would like to thank them for their unflagging commitment.

We head into 2014 with dynamism and serenity, and we maintain our internal targets of organic growth above that achieved in 2013."

1. REVENUE

Consolidated Group **Revenue** in 2013 was €1,772 million for the full year and €514 million for the fourth quarter.

Organic growth was +1.0% for full-year 2013 and +1.6% for Q4 2013. On an unadjusted basis, full-year growth in 2013 was down -1.1%, mainly due to exchange rate which had a negative impact on revenue of €51 million. At constant exchange rates, organic growth was +1.8%.

Digital and social media again made a major contribution to Group revenue as the Group continued to position these businesses at the heart of all its activities and agencies worldwide. With no significant acquisitions over the course of the year, digital and social media still accounted for 26% of total Group revenue in 2013.

Geographic distribution of revenue for the 2013 financial year was as follows:

Revenue (in €M)	Q1 2013	Q2 2013	Q3 2013	Q4 2013	FY 2013	Organic Growth	Q1 2013	Q2 2013	Q3 2013	Q4 2013	FY 2013
EUROPE	197	233	203	270	903	EUROPE	-0.3%	0.8%	2.7%	2.3%	1.4%
of which						of which					
France	80	92	78	100	349	France	1.2%	3.3%	5.0%	2.5%	3.0%
UK	45	49	48	65	207	UK	0.7%	2.0%	0.0%	21.3%	6.5%
Rest of Europe	72	92	78	106	347	Rest of Europe	-2.4%	-2.1%	2.1%	-6.8%	-2.7%
NORTH AMERICA	130	144	137	151	562	NORTH AMERICA	-4.0%	0.2%	-2.1%	-1.2%	-1.7%
REST OF WORLD	62	78	74	92	307	REST OF WORLD	5.3%	6.9%	3.2%	4.2%	4.8%
of which						of which					
Asia Pacific & Africa	29	34	32	44	140	Asia Pacific & Africa	1.8%	-2.3%	2.5%	17.5%	5.4%
Latin America	33	44	42	48	167	Latin America	8.6%	15.1%	3.7%	-5.6%	4.4%
TOTAL	389	455	414	514	1772	TOTAL	-0.9%	1.7%	1.2%	1.6%	1.0%

Europe:

France performed well throughout 2013, with good quarter on quarter growth driven by the dynamism of Havas Media and the Group's creative agencies, particularly BETC.

The UK posted strong and sustained growth of +6.5% for the year, with an excellent fourth quarter reflecting both account wins by the Creative and Media divisions and the recognition of exceptional income at Havas Media.

The situation in the rest of Europe is mixed, with sustained growth in countries like Germany and Belgium, partially offsetting the downturn in our other European markets.

As a whole, the Europe zone posted +2.3% growth in Q4 and +1.4% for full year 2013.

North America:

The region reported negative growth of -1.2% for Q4 and -1.7% for the full year in 2013. This primarily reflects the impact of certain account losses at Arnold and a temporary softening in the healthcare communications business. Havas Worldwide New York and most other agencies in the region reported strong growth.

Rest of world:

Asia Pacific posted double-digit growth (+17.5%) for Q4 2013. All the region's businesses and countries contributed to this excellent performance, and winning the *LG Electronics* and *Emirates* accounts in media, *Danone* in digital and CRM and *Australian Defence Force Recruiting* in digital and advertising had a significant impact on results.

Latin America reported a slowdown in Q4, due to a one-off underperformance from Brazil and Argentina. Over the full year, the region nonetheless reported growth of +4.4%.

The Group will publish its 2013 annual results on March 20th, 2013, after market close.

2. NET NEW BUSINESS¹

Net New Business¹ in 2013 amounted to **€1,375 million**.

A detailed list of the main wins of 2013 appears in Annex 1.

3. CORPORATE SOCIAL RESPONSIBILITY

The Group continued to implement its CSR commitments through the following initiatives:

- The Group has stepped up efforts related to its responsible communications program which ensures that the Group's advertising campaigns adhere to a code of conduct and are not at risk of being modified or, in extreme cases banned by local regulators. By the end of the fourth quarter of 2013, almost 45% of Group employees had received awareness training on the laws and rules governing advertising and communications best practice. Over 3,300 creative projects were submitted to regulators for approval prior to distribution (in France, Spain, Canada, Australia, China, the United States, etc.) over the course of 2013 and only 5% were found to be non-compliant or failed to win approval. This marks a significant improvement over the Group's performance in 2012 and demonstrates the effectiveness of the enhanced responsible communications program.
- The Sustainable Development Week project launched in France will be rolled out to other Group agencies in different countries, as part of plans to make Group employees better informed and more knowledgeable about sustainable development issues. Examples of best practice like BETC's "Sustainable Brand Program" and the environmental and social impact calculators developed by Ignition, will be highlighted.

For more information about our CSR approach: <http://www.havas.fr/rse>

4. AWARDS AND ACCOLADES

A number of Group agencies received awards in the fourth quarter of 2013.

International:

The "Baby & Me" film made for Evian by **BETC Paris** was the world's most watched advertisement on YouTube in 2013.

Group agencies won a total of ten awards at the **LIAA**: three Gold (two for **Havas Worldwide London** and one for **BETC Paris**), Silver for **Havas Worldwide New York** and six Bronze (**Arnold Boston**, **Havas Worldwide Sydney**, **Havas Worldwide London**, **Havas Worldwide Chicago**, **BETC London** and **AIS London**).

The Group took home 32 trophies from the **Epica Awards**. **Havas Worldwide Turkey** won two awards, one the Grand Prix and the other a Gold for Outdoor. **BETC Paris** received a total of eight, carrying off two Gold, four Silver and two Bronze awards. **BETC London** took a Bronze. **Havas Worldwide Paris** also notched up eight awards: two Gold, five Silver and one Bronze. **Havas 360**, **Havas Worldwide Germany**, **W&Cie**, **Les Gaulois**, **Rosapark**, **Havas Worldwide Amsterdam**, **Fuel Lisbon** and **Arnold Boston** were also awarded for their work.

At the **Cristal Festival**, Group agencies took home a total of 42 prizes, 17 of them Gold (four for **Havas Worldwide Paris**, four for **BETC Paris**, two for **Havas Media**, two for **Havas Worldwide**

Amsterdam and one each for **AIS London, Havas Worldwide Istanbul, Havas Worldwide Milan, Havas Worldwide Sydney and Red Agency Sydney**) plus 14 Silver and 11 Bronze.

Regional:

The **Eurobest** awards resulted in a haul of 22 awards for the Group, consisting of two Gold, nine Silver and eleven Bronze (agencies awarded: **BETC Paris, Havas Sports & Entertainment, AIS London, Havas Worldwide Amsterdam, Havas Worldwide Brussels, Fuel Lisbon, Havas Worldwide Zürich, Havas Worldwide Paris, Havas Productions, Havas Media Germany**).

At the **El Ojo de Iberoamerica**, **Havas Sports & Entertainment Spain** won 16 awards for its client Konami: including a Grand Prix, nine Gold and four Silver. The agency was also named Best Agency for Spain and Best Creative Department.

At the **Lovies**, **Fuel Lisbon** won Silver and Bronze. **Havas Worldwide Amsterdam** also won Silver and **Havas Worldwide Prague** took Bronze.

Arnold Boston took a total of 11 awards at the **Clio Healthcare** ceremony, made up of two Gold, three Silver and six Bronze.

Group agencies scooped awards at **Effies** around the globe: three Bronze at the Effies **Poland**; a Grand Prix and four Gold awards at the Effies **Chile**; a Gold and a Silver at the Effies **Austria**; four Gold, three Silver and a Bronze at the Effies **France**; Bronze at the **Effies Costa Rica**.

At the annual **Grand Prix des Agences**, **BETC Paris** was voted International Agency of the Year and **Havas Worldwide Paris** Iconoclastic Communications Agency of the Year.

Campaign Asia-Pacific named **One Green Bean** PR Agency of the Year for Australia/New Zealand.

ANNEX 1: NEW BUSINESS 2013

Havas Creative Group

Q1

Bacardi: Camp + King & BETC London
Carrefour: Havas Worldwide Paris
Citroen: Havas Worldwide Shanghai, Havas PR Middle East
Del Monte: Havas Worldwide Delhi
Del Monte Milkbone: Arnold New York
DMK: Global PR, steered from Germany
Ideal Standard: Havas PR UK for pan-European activities
IPSEN: Havas Worldwide Paris
La Poste: BETC & Havas Worldwide Paris
Mothercare: Havas Worldwide London
Pizza Hut: Havas Worldwide Hong Kong
Roquefort: Havas 360
SCA: Havas Worldwide Digital Athens
Simple: Havas EHS
Snuggle: Havas 360
Ubisoft: BETC Paris
United Nations: Havas PR
Unilever (Rexona Women): Havas Worldwide Digital Warsaw
Volvo: Havas Worldwide Munich & Dusseldorf
Volvo Australia: Arnold Furnace

Q2

Dove: Havas EHS appointed global digital agency of record, producing campaigns and digital assets for all of Dove's deodorant brands.
Fairprice: Havas Worldwide Singapore retained integrated duties
Heineken: Havas Data Spain won data/CRM duties
IKEA: Havas Worldwide Prague won integrated duties, Marketing House (Poland) won CRM duties
Rabobank: Havas Worldwide Amsterdam won integrated duties
Reckitt Benckiser: Havas PR Middle East won PR duties for Veet, PifPaf, Scholl and Strepsils
Sanofi: Havas Worldwide Moscow won digital business and Havas Life Southeast Asia won integrated duties for the animal brand Merial
Seagate: Havas Worldwide San Francisco won global digital business
Sony: Havas Worldwide Buenos Aires appointed ATL duties for Sony and Sony Mobile
Stanley Black + Decker International: Havas 360 won global product launch
Telecom Italia: Havas Worldwide Digital Milan appointed digital business
TOTAL: BETC Paris won the global Marketing & Services communication of the petroleum company.
Vitra: Boondoggle won digital duties

Q3

ABInBev: Havas People (the employer brand at global level)
Acer: Havas Worldwide Dusseldorf (advertising duties)
Arrow: Havas Worldwide Helsinki (digital duties for IT services)
Bayer: Havas Worldwide Helsinki (digital PR)
Celesio: Havas Worldwide Dusseldorf (pan-European integrated duties)
Chivas: Havas Worldwide Johannesburg
Danone: BETC Digital/Havas EHS (CRM duties for Europe)
DISH: Havas Worldwide Chicago (digital and social media agency of record)
Fitbionic: Victors and Spoils (brand strategy and research)
Grameen Creative Lab: Havas Worldwide Siren Singapore (marketing and Pr for the Social Business Summit 2014 to be held in Malaysia)
JC Penney: Victors and Spoils (social media duties and community animation)
Michelin: Havas 360 (publishing)
Michelob: Havas Worldwide Toronto (advertising and digital duties)
MTV: Havas 360 (advertising duties)

Novartis: Adrenaline (digital duties for the Prevacid brand)
Panzani: BETC (advertising duties)
Pernod Ricard: Havas PR UK for the Oddka and Aberlour brands
Roger's RCI: Havas Worldwide Toronto (digital duties)
Sanofi: Havas Worldwide Warsaw (advertising duties for the Emolium brand)
Santacasa: Havas Worldwide Lisbon (advertising duties)
Schneider Electric: BETC Digital (CRM BtoB duties)
Shoppers Drugmart: Havas Worldwide Toronto (digital and social media duties)
Tesco: Havas People (recruitment website)
TSB Bank: Havas EHS (digital and CRM duties)
Unibail Rodamco: BETC Shopper (advertising duties)
Valvoline: Havas Worldwide Toronto (digital duties)
Weber: Havas Worldwide Paris (website development on six markets)

Q4

ADT: Arnold Boston, Creative AOR (strategy, planning, creative)
Australian Defence Force Recruiting: Havas WORLDWIDE Sydney won advertising and digital duties
Birds Eye, Iglo: Havas Worldwide London won pan-European advertising duties
Costa Croisières: BETC Paris won global advertising duties
Danone: Havas Worldwide Shanghai won digital and e-commerce duties
Givenchy: Havas Worldwide Kuwait won Middle East advertising duties
Green Mountain Keurig: Havas Worldwide NY won NA Keurig business and NA social media business
JCPenney: Victors & Spoils won grassroots and digital duties
Liberty Mutual: Havas New York won North America advertising duties for Liberty Mutual
Michelin: Havas 360 won activation and publishing
Mothercare: Havas PR UK won PR for the retail brand
NC+: Havas Worldwide Warsaw won digital duties
Nokia: Havas Worldwide Helsinki won digital duties
Piaget: BETC Luxe won global advertising duties
PUR: Arnold Boston, Creative AOR (strategy, planning, creative, digital)
Q8 Petroleum: Boondoggle won mobile digital duties for the energy company
Rituals: Boondoggle won digital duties for the cosmetics brand
SABMiller: Conran Design Group won the 2014 reporting suite design
Sanofi/Regeneron: Arnold New York
Save the Children: Havas EHS won digital duties for the charity
Shopper's Drugmart: Havas Worldwide Toronto won digital and social media
Terminix: Havas Worldwide Chicago won branding, TV and print duties for the pest control company
Volvo: Havas Worldwide Taiwan won advertising duties
Volvo Trucks: Arnold New York, Creative AOR (strategy, general advertising (print) and digital)
Weetabix: Cake UK won social media duties for Weetabix and Alpen
YSL Parfum: BETC Paris won global advertising duties for men's fragrance

Havas Media Group

Q1

Ale Combustiveis: Media Contacts Brazil
LaCentrale.fr: Havas Media France
Leboncoin.fr: Havas Media Regions France
LVMH: Havas Media US
Agrolimen: Arena Spain
Artiach: Havas Media Barcelona
TV Azteca: Arena Colombia
Banque PSA Finance (Distingo savings account): Havas Media France
Bakrie Telecom: Havas Media Indonesia
Burger King: Arena Argentina
Burn: Havas Sports & Entertainment US, ignition, HS&E UK, HS&E Spain
Crédit Agricole: Arena Poland
General Mills: Havas Media France
H&R Block: Havas Media Canada
Ifema: Havas Media Spain (Madrid)

Lembaga Penjamin Simpanan: Havas Media Indonesia
Leroy Merlin: Proximia Spain
Mazuma Mobile: Havas Media UK
Mutua Madrileña: Havas Media Spain (Madrid)
Reckitt Benckiser: on several markets
Saint Maclou: Havas Media France
Santa Lucia Seguros: Arena Spain (Madrid)
Tourism of Turkey: Havas Media Germany, plus UK, Sweden, Norway and Denmark
Vivil: Havas Media Germany
Yahoo!: ignition US, HS&E France, UK, Spain, Italy, Germany

Q2

Aeroports de Paris: Havas Media France
Betadine: Havas Media APAC (five markets)
Betfair: Arena UK, Ireland, Denmark, Spain
Comunidad Valenciana: Havas Media Levante (Spain)
Coty: Havas Media GCC and Levant
Damiani: Havas Media Italy, Kazakhstan, Ukraine and Russia.
Famosa: Havas Media Mexico
Gatwick: Havas Media UK
Intervida: Havas Media Barcelona (Spain)
Jarden Consumer Solutions: Havas Media International Miami
KakaoTalk: Havas Media Indonesia
Promotion of Spanish Olive Oil: Havas Media Spain, Germany, UK, France, USA, Brazil, Mexico, Australia, Japan, Russia, China
La Rioja: Havas Media Spain
LG Electronics: Havas Media Group / Arena Global Account (except North America)
Mouawad: Havas Media Middle East
Nissan: Havas Media Chile
Occidental Hotel & Resorts: Havas Media International Miami (USA + LATAM)
Orangina Schweppes: Havas Media Poland
Prom Perú: Havas Media LATAM + Brazil
Renfe: Arena Madrid (Spain)
The Outnet: Havas Media International UK (UK, Singapore, Hong Kong, Australia)
Totally Media: Havas Media UK
Unimarc/Construmart: Havas Media Chile
Uni-President: Havas Media China
Warmia i Mazury: Arena Poland, Czech Republic, Slovakia, Belgium, Ukraine, Lithuania

Q3

AIG: Havas Media China
Asos: Havas Media France
AutoZone: Havas Media Mexico
Avocados de Mexico: Havas Media USA
Bricorama: Havas Media France
DISH Network: Havas Media USA (digital listing duties)
Emirates: Havas Media Dubai (global)
Hugo Boss: Havas Media Germany (global)
Kalbe Pharma: Havas Media Indonesia
Line: Havas Media Italy, Havas Media International Miami (inter-regional media duties)
Maicao: Arena Chile
MSD: Havas Media (LATAM and Canada)
Meta Petroleum Limited: Havas Media Colombia
Otsuka Pharma: Havas Media USA (in collaboration with Havas Worldwide)

Pernod Ricard: Havas Media International London
Polish Ministry of Economy: Havas Media in Poland; Germany, Czech Republic, Russia, Ukraine and China
Robert Half International: Havas Media USA
Scelta Civica: Havas Media Italy
Sodebo: Havas Media France
Subaru: Havas Media Singapore (Singapore and APAC)

Tory Burch: Havas Media for Italy, China and the USA – (digital and research duties)
Wargaming.net: Havas Media International Paris (Europe)
WingStop: Havas Media USA
Yellow Pages: Havas Media USA

Q4

Agata meble: Havas Media Poland
Agora Distribution: Havas Media France
All Leisure Group: Arena UK
American Express –Paid Search – Arena UK (Global scope excl. USA)
BNP Paribas: Havas Media France
Burger King: Havas Media Singapore (extending contract in Malaysia)
Caja Popular Mexicana: Havas Media Mexico – offline business
Die Schweizerische Post: Havas Media Switzerland
DGT Dirección General de Tráfico: Havas Media Spain
EDF: Havas Media France (rewon)
Eminence Athena: Havas Media France
Gamm Vert: Havas Media France
Guess Inc.: Havas Media US – Digital Branding
Huawei: Havas Media Germany - Media Planning & Buying
Indofood: Havas Media Indonesia
Liverpool: Havas Media Mexico – Digital business
Mutua Madrileña: Havas Sports & Entertainment Spain
OEAMTC: Havas Media Austria
Laboratorios Pisa: Havas Media Mexico – offline account
RadioSchack: Havas Media Mexico
Seagate: Havas Media International from SF (Global) Mainly digital media account
Tourism Malaysia: HMI Singapore (Europe) – Media Buying
Vivil: Havas Media Germany
Vueling: Havas Media Barcelona

ANNEX 2: 2012 ORGANIC GROWTH BY QUARTER

Revenue (in €M)	Q1 2012	Q2 2012	Q3 2012	Q4 2012	FY 2012	Organic Growth	Q1 2012	Q2 2012	Q3 2012	Q4 2012	FY 2012
EUROPE	193	224	202	265	884	EUROPE	1.1%	1.9%	-0.4%	-3.2%	-0.4%
<i>of which</i>						<i>of which</i>					
France	80	88	74	97	339	France	5.1%	0.5%	-0.6%	-4.1%	-0.1%
UK	44	48	51	55	198	UK	-0.2%	2.3%	-1.6%	1.7%	0.5%
Rest of Europe	69	88	77	113	347	Rest of Europe	-2.4%	3.1%	0.7%	-4.7%	-1.1%
NORTH AMERICA	136	146	149	161	593	NORTH AMERICA	3.6%	0.6%	2.7%	6.7%	3.5%
REST OF WORLD	58	75	80	99	314	REST OF WORLD	12.4%	7.1%	11.3%	6.8%	9.0%
<i>of which</i>						<i>of which</i>					
Asia Pacific & Africa	27	35	35	42	141	Asia Pacific & Africa	12.4%	9.7%	12.1%	4.6%	9.3%
Latin America	31	39	46	57	173	Latin America	12.4%	4.8%	10.7%	8.4%	8.8%
TOTAL	387	445	431	525	1 792	TOTAL	3.6%	2.3%	2.1%	1.3%	2.2%

The Group has chosen to early adopt IFRS10 and IFRS11. This has no material impact on Group revenue and results, but 2012 figures have nevertheless been adjusted to make the 2012 and 2013 financial years comparable.

About Havas

Havas (Euronext Paris SA: HAV.PA) is one of the world's largest global communications groups. Headquartered in Paris, Havas operates through its two divisions: Havas Creative Group and Havas Media Group.

Havas Creative Group incorporates the Havas Worldwide (www.havasworldwide.com) network - formerly Euro RSCG Worldwide - (316 offices in 75 countries), the Arnold (www.arn.com) micro-network (14 agencies in 12 countries) as well as several other strong agencies. Havas Media Group (www.havasmedia.com), is the world's fastest growing media group, operating in over 100 countries, and incorporates two major commercial brands: Havas Media (ex MPG), Arena and the Havas Sports & Entertainment network.

A multicultural Group, Havas is present in more than 100 countries through its networks of agencies and contractual affiliations. The Group offers a broad range of communications services, including digital, 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 16,000 people. Further information about Havas is available on the company's website: www.havas.com

Forward-Looking Information

This document contains certain forward-looking statements which speak only as of the date on which they are made. Forward looking statements relate to projections, anticipated events or trends, future plans and strategies, and reflect Havas' current views about future events. They are therefore subject to inherent risks and uncertainties that may cause Havas' actual results to differ materially from those expressed in any forward-looking statement. Factors that could cause actual results to differ materially from expected results include changes in the global economic environment or in the business environment, and in factors such as competition and market regulation. For more information regarding risk factors relevant to Havas, please see Havas' filings with the AMF (*Autorité des Marchés Financiers*) (documents in French) and, up to October 2006, with the U.S. Securities and Exchange Commission (documents in English only). 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.

(1): Net New Business

Net new business represents the estimated annual advertising budgets 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 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, clients may not spend as much as they budget, the timing of budgeted expenditures is uncertain, and the amount of budgeted expenditures that translates 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.

Organic growth is calculated by comparing revenue for the current financial period against revenue for the previous financial period adjusted as follows:

- revenue for the previous financial period is recalculated using the exchange rates for the current financial period;
- to this resulting revenue is added the revenue of companies acquired between January 1 of the previous financial period and the acquisition date for the period in which these companies were not as yet consolidated;
- revenue for the previous financial period is also adjusted for the consolidated revenue of companies disposed of or closed down between January 1 of the previous financial period and the date of disposal or closure.

Organic growth calculated by this method is therefore adjusted for variations in exchange rate against the euro, and for variations in the scope of consolidation.

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