

**HD** Press Release: HAVAS 2013 revenue: full year and Q4

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**TD**

2013 Revenue

Full year:

Revenue: EUR1,772

**million**

-- Organic growth: +1.0%

-- Digital weight: 26% of revenue

Fourth quarter:

Revenue: EUR514 **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 EUR1,772 million for the full year and EUR514 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 EUR51 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:

See table in press release

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 20(th) , 2013, after market close.

## 2. NET NEW BUSINESS(1)

Net New Business(1) in 2013 amounted to EUR1,375 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 PRUnilever (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  
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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 **energycompany**

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 FranceBakrie 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 FranceH&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

Aéroports 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 FranceAutoZone: Havas Media Mexico

Avocados de Mexico: Havas Media USA

Bricorama: Havas Media FranceDISH 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 ChinaRobert 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 FranceAll Leisure Group: Arena UK

American Express -Paid Search - Arena UK (Global scope excl. USA)

BNP Paribas: Havas Media FranceBurger 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 FranceGuess 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

See table in press release

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](http://www.havasworldwide.com)) network - formerly Euro RSCG Worldwide - (316 offices in 75 countries), the Arnold ([www.arn.com](http://www.arn.com)) micro-network (14

agencies in 12 countries) as well as several other strong agencies.

Havas Media Group ([www.havasmedia.com](http://www.havasmedia.com)), is the world's fastest growing media group, operating in over 100 countries, and incorporates two major  
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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](http://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.

Press release: <http://hugin.info/143438/R/1761900/596682.pdf>

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