
**POLICY ON BILATERAL CONTACTS WITH
SHAREHOLDERS**

HAVAS N.V.

Dated as of 16 December 2024

POLICY ON BILATERAL CONTACTS WITH SHAREHOLDERS

1 Introduction

- 1.1 This policy on bilateral contacts with shareholders (the **Policy**) has been drawn up and adopted by the board of directors of Havas N.V. (the **Company**) (the **Board**) in accordance with best practice provision 4.2.2 of the Dutch corporate governance code (the **DCGC**) on 11 December 2024 and is effective as from and including 16 December 2024 and shall remain in full force and effect until amended or terminated (in whole or in part).

2 Scope

- 2.1 This Policy sets out the arrangements on the bilateral contacts with shareholders of the Company (the **Shareholders** and each a **Shareholder**).
- 2.2 The Company is committed to facilitating and maintaining an open and constructive dialogue with its Shareholders and analysts, unless, in the opinion of the Board, this is not in the interests of the Company and its business. The Company aims to keep its Shareholders and analysts updated by informing them equally, simultaneously, clearly and accurately about the Company's strategy, performance and other Company matters and developments that could be relevant to investors' decisions through meetings, presentations, conference calls, etc. as referred to in best practice provision 4.2.3. of the DCGC or otherwise.
- 2.3 The Company will act in accordance with applicable rules and regulations, including provisions on inside information, fair and non-selective disclosure and equal treatment of Shareholders that are in the same position.
- 2.4 The Company is dedicated to providing high quality and timely information to all Shareholders and analysts. Information will be made available on the Company's website and/or through press releases.

3 Contacts with Shareholders and analysts

- 3.1 Conversations with Shareholders and analysts, both in annual or extraordinary general meetings and on a bilateral basis outside of such general meetings, for example through investor calls, road shows, broker conferences etc., form an integral part of this dialogue. In addition, the Company publishes annual reports, semi-annual reports and trading updates (if any), elaborates on its financial results during (public) conference calls and it informs Shareholders and analysts via its website and/or press releases.
- 3.2 Events and conference calls by the Company open to Shareholders and analysts, and press conferences shall be announced in advance on the Company's website (www.havas.com). All Shareholders and analysts are given the opportunity to follow the meetings in real time, by means of webcasting, telephone or otherwise. Presentations given during these meetings, if any, shall be posted on the Company's website. These meetings and

presentations do not take place shortly before the publication of the regular financial information or during Closed Periods (as defined in the Company's Insider Trading Policy).

- 3.3 The Company will determine at its sole discretion whether to accept invitations to engage in bilateral contacts with Shareholders and analysts. The Company will take into serious consideration all reasonable requests from Shareholders and analysts. The Company will take into account the interests of the Company and all stakeholders when deciding whether to enter into a bilateral conversation. The initiative to enter into a conversation with Shareholders and analysts can also be taken by the Company.
- 3.4 In order to assess whether a conversation with a Shareholder could be in the interest of the Company and its stakeholders, the Company may request such Shareholder to provide certain (written) information prior to a bilateral conversation taking place. This information can include the objective of the conversation, the matters to be discussed, the opinion of the Shareholder on these matters and information in respect of the Shareholder and its full share position (long and short and through derivatives) in the Company.
- 3.5 The Company is committed to adhering to its legal obligations relating to confidentiality and the disclosure of inside information and strives to only disclose publicly available information in bilateral contacts. In the event that inside information is inadvertently disclosed during any bilateral contact, the Company will publicly announce such information as prescribed by applicable law.
- 3.6 The Company is generally represented by an executive director of the Company and the head of the investor relations department during these interactions.
- 3.7 Bilateral meetings with (potential) shareholders will not be held shortly before the publication of the regular financial information or during Closed Periods (as defined in the Company's Insider Trading Policy).

4 Contact

- 4.1 For any requests for contact with the Company or any questions about this Policy or in relation to the Company's shares, its strategy, activities or financial results, please contact our investor relations department at:

Delphine MAILLET
Head of Investor Relations Havas Group
Office Havas, 29-30 Quai de Dion Bouton, 92800
Puteaux, France
Email : delphine.maillet@havas.com

5 Miscellaneous

- 5.1 The Board may occasionally decide not to comply with this Policy, with due observance of applicable laws and regulations.

- 5.2 This Policy can be amended by the Board at any time and without any notification being made.
- 5.3 This Policy is governed by and will be construed in accordance with the laws of the Netherlands.
- 5.4 This Policy, and any amendments thereto, shall be published on the Company's website.

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