



H/ADVISORS

Communications Proposal

Credentials

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01

Who we are



We are H/Advisors

A leading global strategic communications network, part of The Havas Group



22
Countries

44
Offices

1400+
People

We have a best best in class approach

Bringing together local-market leaders with unrivalled knowledge of stakeholder perceptions, financial markets and cross-border transactions in the key financial centers across the world



H/ADVISORS

H/ADVISORS
Ashton Consulting

H/ADVISORS
Abernathy

Artemis
Associates
member of H/ADVISORS

H/ADVISORS
Cicero

CV&A
member of H/ADVISORS

H/ADVISORS
Deekeling Arndt

First House
member of H/ADVISORS

H/ADVISORS
*Hallvarsson
& Halvarsson*

H/ADVISORS
Havas Paris

Havas PR
Milan
member of H/ADVISORS

H/ADVISORS
*Hirzel, Neef, Schmid,
Counselors*

H/ADVISORS
Klareco

H/ADVISORS
Maitland

Pantarhei
member of H/ADVISORS

Porda Havas
member of H/ADVISORS

H/ADVISORS
SPJ

H/ADVISORS
Tinkle

Global experts with local knowledge

- Trusted by senior leaders – discreet, insightful and reliable
- Knowledgeable about markets, sectors and geographies
- Connected to media and networks worldwide
- Creative in developing new ideas and content
- Sustainable in approach and advice
- Diverse in make up and opinion



Unlike other communication networks

As part of the Havas Group, we can offer you experience from all disciplines, including creative, cx, media, content, data, and innovation as we all work in close collaboration.

With Havas being owned by Vivendi, means we also have unparalleled access to entertainment and culture.





02

What we do

Our ten practice areas

- | | | | |
|---|--|---|---|
|  | M&A and Shareholder Activism |  | ESG and Sustainability |
|  | IPOs and Equity Capital Markets |  | Financial Communications & Investor Relations |
|  | Public Affairs |  | Reputation Management |
|  | Transformation |  | Litigation and Dispute |
|  | Cyber-security and Crisis Communications |  | Blockchain and Sovereign Technologies |

Advising clients globally across all communication disciplines,
building excellence and fostering knowledge exchange

M&A and Shareholder Activism

We provide high level strategic communications advice to boards and senior executives.

We effectively communicate the merits of each transaction directly to a company's core audiences, including:

- Investors
- Employees
- Customers
- Vendors
- Regulators
- Local communities

We have been a consistent top-performer in the global M&A rankings since our foundation in 2001.

We deliver a full suite of communications documents tailored to each relevant audience.

Our role includes:

- preparation;
- scenario building;
- contingency planning;
- deal announcement;
- regulatory approval;
- closing;
- and beyond.

We have a long and respected track record in working with private equity players.

We are recognized as leading advisors in shareholder activism.

Our innovative workshops, in-depth perception studies and unique insights help corporate leaders build enduring relationships with investors.

Our experience

Amundi
ASSET MANAGEMENT

actis

**national
express**

APOLLO

Investindustrial 

 **TUI GROUP**



IPOs and Equity Capital Markets



IPO & ECM

We have long experience in all aspects of ECM transactions, including:

- rights issues;
- IPOs;
- SPOs;
- spin-offs;
- simple listings.

Our clients include:

- listed corporations;
- private equity funds;
- unlisted firms;
- pre-IPO candidates.

We build a solid IR and corporate comms foundation for subsequent capital market transactions.

We help companies to:

- develop investor positioning;
- build an IR infrastructure;
- formulate policies for public company communications;
- evaluate and select a stock exchange;
- train senior executives for presentations to analysts, media, investors;
- provide support for pricing and listing day.

We anticipate and understand the unique needs of each of our clients' constituents during the IPO process, including:

- analysts looking to build and refine their models;
- employees concerned to know what working for a public company means for them;
- customers interested to learn how the IPO might impact the products and services they purchase.

Our experience



VANTAGE
TOWERS

Haier

NEOEN

ahlsell





Public Affairs



Public Affairs

We help our clients navigate the every shifting public sector landscape in the key markets around the world

We provide local, market specific political and policy expertise, while integrating our counsel seamlessly in to our clients' strategic business objectives.

We counsel and coach our clients to manage their political reputation.

We deliver best-in-class political intelligence and insight, including informed assessments of policy impact assessments.

We develop and execute bespoke political regulatory advocacy communication programs.

From high-profile campaigns and stakeholder engagement initiatives to rapid response, policy monitoring and advocacy in select markets.

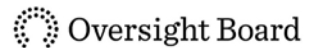
We help clients analyze their stakeholder universe, then design and implement outreach programs to reach key opinion leaders.

We identify relevant thought leadership platforms and prepare clients to seize appropriate opportunities to engage.

We offer informed advice on issues management.

We design integrated political, media and digital campaigns.

Our experience





Transformation

Transformation

We help companies as they transform, facilitating new ways of working to overcome internal resistance and change-fatigue.

Our transformation experts have deep experience in working with all types of clients, including listed corporations, private equity funds and their portfolio companies.

We analyze the challenges, identify the best approach and apply the right tools.

We work with our clients to build their narrative.

We design the suitable dialogue formats for top management and executives.

We enable team-level communication plans.

We help clients implement their post-transformation communication programs.

We develop content for restructuring processes, specific to identified target groups. for crisis prevention, scenario planning, and leak strategies.

We are specialists in post-merger integration, accompanying our clients from transaction to transformation.

We help prepare the pre-merger and Day-One change story communications plans.

We train management in the equity story and integration rules. We develop the new corporate culture and implement the integration programs.

We provide the culture assessment and analysis necessary for a successful transformation program.

Our experience





Cybersecurity and Crisis Communications



Crisis and Cybersecurity

We offer a full crisis communications & management support program, built on our "3Rs" approach:

Readiness - Anticipating potential issues, threats and risks.

Response - Helping clients respond to incidents and minimizing potential reputational damage.

Recovery - Guiding clients after a crisis, learning from the experience, restoring their reputation.

Our team members draw on their multi-industry crisis management experience from many perspectives, including in-house, media and government.

We mobilize rapidly to activate a fast response and scalable team at strategic and local levels.

Our primary focus is to help clients emerge from a crisis with their reputation and valuation intact, meeting the needs of critical stakeholders.

We work on all types of incident, from money laundering to cyber hacks and breaches, from regulatory investigations to whistleblower issues.

We provide an integrated, top-leadership perspective, acting as discreet counsellors to business leaders under pressure.

We help executives to shape clear crisis-response messages and advise on the reputational implications of operational decisions.

Our experience



Spire Healthcare



VAUXHALL

ALSTOM

OPEN BANKING



Entain



serco



ESG and Sustainability



ESG & Sustainability

Our consultants draw upon a wide range of skills and experience to help all types of organisation embark upon their ESG journey.

We help draft coherent strategies, then communicate them effectively to all stakeholders.

We provide a multi-level approach, engaging across the corporate structure, including the Board, top management, comms teams, investor relations, public affairs teams and employee relations departments.

We work with clients across all industry sectors, including private equity funds, to develop a full and integrated ESG communications strategy.

We execute peer reviews and benchmarking.

We design and carry out ESG investor surveys and materiality assessments.

We deliver stakeholder mapping and engagement plans, including ESG roadshows.

We help to conceive, draft and design ESG reports for companies in different markets.

We advise on the many different ratings and rankings.

We design and implement full ESG training programs for all employees.

We help with political and regulatory awareness and engagement at national and regional levels.





Financial Communications & Investor Relations



Financial Communications and Investor Relations

We work with clients to address the sophisticated global investment community.

We help clients to navigate their increasingly complex legal and regulatory obligations and respond to the call for ESG investment criteria.

We help our listed clients develop influential IR programs that capture their intrinsic value and future growth potential.

We provide guidance on how to maintain a constant and productive dialogue with a client's investor base.

We advise clients on best IR comms practices, including:

- messaging;
- presentation skills;
- guidance;
- compliance;
- investor targeting;
- analyst relationships
- digital & social media tools.

Our IR experts come from a variety of backgrounds, including sell-side analysts and buy-side investors.

The services we provide include:

- earnings preparation;
- investor targeting;
- investor surveys;
- message development, including digital & social media.

We deliver support for analyst days and non- deal roadshows.

Our experience

P I M C O

BMO 

oney

BlackRock

K K R

COG

Deutsche Bank 

bankinter

novobanco

CREDIT SUISSE 

EURAZEO

Haier



Reputation Management



Reputation Management

We design and implement integrated communications programs to support corporate strategy and advance specific business initiatives.

We work hand-in-hand with our clients to enhance and preserve their good standing in the eyes of their key audiences.

We advise on how to handle critical stakeholders from campaign groups to activist investors to parliamentary enquiries.

We run media training courses and crisis simulations, and we design crisis management processes.

We liaise directly with the media, using our years of journalistic experience to get the right message across.

Our work leverages deep relationships with the most influential publications and channels, and our knowledge of how to build an enduring public profile.

We provide peer benchmarking and analysis.

We help clients assess and manage their social media profiles.

We design content programs, and we actively monitor the digital media landscape.

We engage strategically with our clients so that their social media activities are consistent with their positioning and advance their corporate narratives.

Our experience





Litigation and Dispute Communications



Litigation and Dispute Communications

Our litigation specialists have extensive experience in managing communications related to international and domestic legal proceedings.

Our team, including former lawyers, have a comprehensive grasp of the legal, financial and reputational issues at stake, and work closely with legal counsel to align communications plans with the legal strategy.

We anticipate and engage support from all relevant stakeholders throughout a crisis.

With an in-depth knowledge of the media landscape, our team ensures key messages reach stakeholders in timely fashion.

We operate in multiple jurisdictions and varied media landscapes.

We support clients across the entire litigation timeline, from complaint to appeal.

Our work includes:

- stepping in early, before a complaint is filed;
- drafting the messaging;
- developing a strategy to avoid litigation;
- providing pre-trial support;
- preparing communications at key legal milestones;
- providing on-site trial support;
- managing court media;
- refining messaging in real time;
- providing ongoing media support during the appeals process.

Our experience





Blockchain and Sovereign Technologies

Blockchain and Sovereign Technologies

As Web 3.0 radically changes our daily landscape, we work with our clients to help them understand the implications and challenges it poses for business development.

Our consultants guide companies, start-ups and public institutions through a 360° consulting service on sovereign technologies, including:

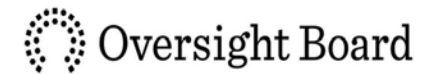
- blockchain;
- cybersecurity
- artificial intelligence;
- metaverse.

Our support is based on four pillars:

- **Tech intelligence**
Our expert consultants have a deep knowledge of the stakeholders, and of current and emerging trends, providing valuable resources to introduce our clients to the sector.
- **Digital governance**
By gaining insight into a dynamic and volatile sector, we advise our clients on how to develop strategies that avoid pitfalls and set them apart from the competition.

- **Deployment of digital infrastructures**
Our in-house solutions enable clients to benefit from the best infrastructure to develop their ambitions.
- **Global communications**
Our consultants' expertise enables clients to reach the relevant public and media targets to ensure their messages are heard and their strategies understood.

Our experience





03

Case studies

CVC Capital Partners

CVC is a leading global alternative investment manager focused on private equity, secondaries and credit with a global network of 25 local offices and Euro133bn of assets under management.

Challenge

Because of its size and industry heft, CVC is under constant scrutiny on many fronts such as its investments, success of its exits, role and strategy of large PE houses, ESG and Diversity and Inclusion.

Insight

CVC's communications must reflect its approach to value creation, partnering with the best management teams to drive operational efficiency and reinvest for growth, for the benefit of its investors, who in turn have a responsibility to their investors (often pensioners and charities). The communications must reflect that CVC is taking the task of stewardship of the assets it owns or invests in very seriously, aiming to build better businesses while having ESG embedded in its corporate DNA.

Strategy

H/Advisors advises on all private M&A transactions' communications and was also engaged on a number of IPOs (Sunrise, Ahlsell, Synsam) as well as take privates (Ahlsell and Cary Group). H/Advisors provides media introductions and intelligence, highlights themes and topics of interest and advises CVC on media engagement and issues management. It also provides translated media monitoring in 7 languages on a daily basis. H/Advisors supports CVC with the concept and creation of its annual ESG report and advises the ESG team at CVC on media engagement aspects. H/Advisors has handled crisis communications for some of CVC's portfolio companies and provided a detailed group crisis manual to ensure rapid, intelligent and consistent responses.

Outcome

Our work positioned CVC as a PE house that takes its role of responsible steward of assets, accountable to its investors and employees and the community, seriously. CVC is widely viewed as one of the smartest, most agile and most successful alternative asset managers in the industry.



Eurazeo

Paris-listed Eurazeo is a major player in private markets' asset management with €32.5bn Assets under management. It identifies and supports companies that are inventing and reinventing themselves, helping to accelerate, innovate and foster talent.

Challenge

Eurazeo is a leading European mid-market house but with a global portfolio and footprint and one of the rare quoted PE houses. This means increased transparency and disclosure and more scrutiny from its shareholders and analyst following.

Insight

Eurazeo has always been a pioneer on the ESG front and was the first house to publish a sustainability report. Its commitment to ESG is reflected in its 'Power Better Growth' mantra, which informs its overall ESG strategy O+, based on climate change and social inclusion pillars, resulting in an ESG roadmap with concrete and demanding objectives.

Strategy

H/Advisors has been working for Eurazeo since 2008, and our role has grown in tandem with Eurazeo's heft and global footprint. Our UK team acts as the global lead for its real estate, infra and private debt strategies, while supporting the French H-Advisors team with the communications direction for the 'Private Equity' strategy which includes VC and Growth. Besides France and the UK, H-Advisors also works for Eurazeo in Germany, the United States and Singapore. Eurazeo is very active on the media front, and used to being transparent and accountable, enjoys taking part in the overall debate regarding market trends, deal and valuation sentiment and ESG developments through a number of its most senior leaders who regularly engage with media in Paris, London and around the globe.

Results

Eurazeo is a very driven firm, propelled by a true female pioneer, its CEO Virginie Morgon, who has built recognition across the industry for herself and her firm, far above what would be expected given Eurazeo's comparable smaller size to others.



AXA



Challenge

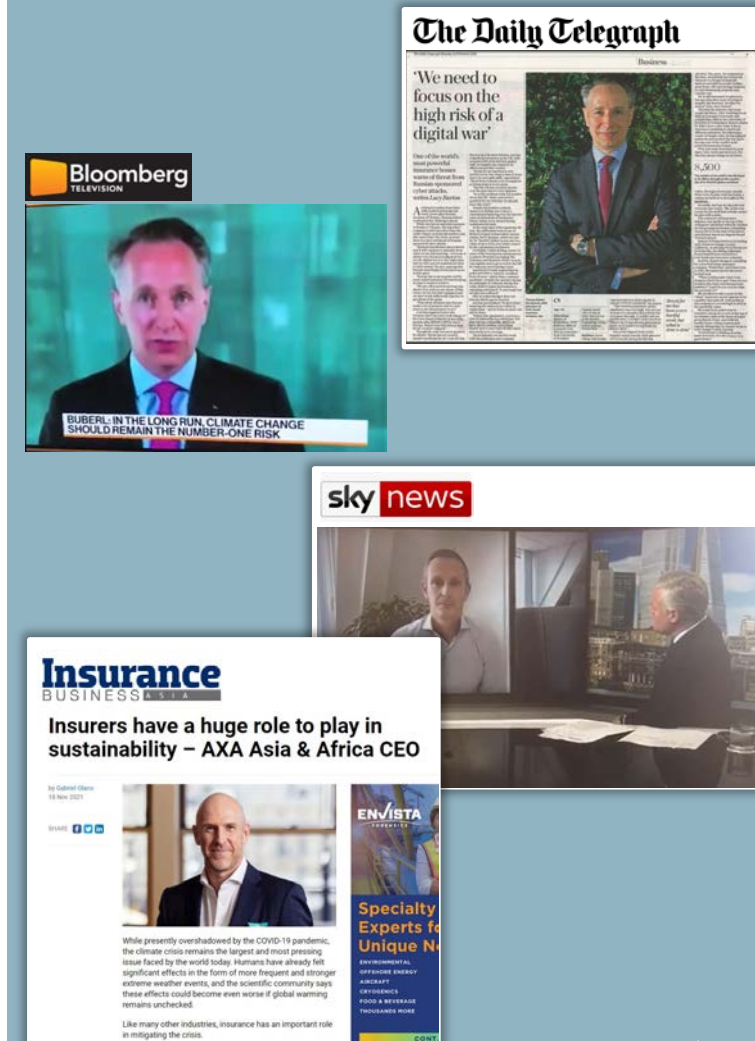
- To enhance the profile of the Executive Committee in top tier English language media in the UK and Asia
- Positioning AXA's strategic priorities and communications pillars across a global audience
- Demonstrate a service led approach that is in step with the changes and disruption facing financial services

Solution

- Established a 24/7 dual press office team
- Devised an annual programme to show AXA's leadership on critical future risk issues
- Creating platforms for senior executives to engage with stakeholders beyond just the media, such as employees, shareholders and intragovernmental organisations
- Established AXA's leadership position on ESG amongst peers
- Demonstrate depth of experience in the C-Suite through personalised communications plans

Results

- Greatly enhanced set of ideas and concepts to roll out for its most senior management
- A series of interviews on its environmental commitments and insights
- Equipped AXA with daily industry summaries, enabling it to be nimble in the adaptation of its messaging and communications strategy



Reckitt



Challenge

Reckitt's new CEO announced a new strategic direction as the company embarked on a journey to rejuvenate sustainable growth. The launch of a new purpose, fight (mission) and compass (set of values) put a new emphasis on corporate culture as a driver of sustainable business success. A strategic reorganisation resulted in the creation of three category-led Global Business Units (GBUs), Hygiene, Health and Nutrition.

Strategy

- H/Advisors Maitland led the comms workstream of the central PMO and provided ongoing strategic advice and support.
- We developed a coherent narrative on the new strategy and organisation structure for different stakeholder groups, and drafted content for different channels (e.g., Intranet, CEO communications, townhalls, etc.).
- Along important process and communication milestones, H/Advisors Maitland created core comms materials, including the running order and content for all-staff announcements, presentations with speaker notes, and supporting Q&As.
- Our team developed supporting materials to help leaders cascade key information after important announcements, including guidance on their role as leaders, the transformation process, next steps, presentation slide deck with speaker notes, infographics, and comprehensive set of Q&As.
- A dedicated space called 'Transformation Hub' was created on the company Intranet to house regular updates, content and newsletters developed by our team.
- We also created dedicated playbooks for different parts of the organisation (e.g., Global Business Units, Global Functions) to help bring the strategy to life through simple and compelling visualisations of the new operating model (interactive online documents) for new and existing colleagues.

Results

Reckitt successfully communicated the company's new strategic direction as an exciting next chapter and a pathway to rejuvenating sustainable growth to its employees. Leaders were effective in localising global messaging to ensure it was relevant to their teams and establishing a new corporate culture as a driver of business success.





04

The Leadership
Team

Leadership



Stéphane Fouks
Executive Chairman



Neil Bennett
Co Chief Executive
Officer



Tom Johnson
Co Chief Executive
Officer



Jeremy Dorling
Chief Financial Officer



Arielle Schwab
Deputy Director
Havas Paris



Kate Keepax
Global Marketing
Director

Thank you

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