

AUDITOIRE



# BUSINESS REPORT

2021

# 01. EDITO

“

*We are approaching 2022 with great energy.*

*Because while the last two years have been an unprecedented challenge for our companies and, of course, for our businesses, they have also demonstrated the resilience, solidarity and extraordinary expertise of our employees, as well as the strength of the relationships we build every day with our clients.*

*We had to analyse, understand and make in-depth changes to our approaches, our assets and our resources, while supporting our clients in a new and uncertain context. With this in mind, from the beginning of 2020, we initiated a broad innovation dynamic driven by a broader vision of the business and its challenges. The AUDITOIRE Group has thus integrated new expertise, in the fields of digital of course, but also in marketing influence, shopper marketing or cultural mediation to better anticipate and support our customers in the heart of these crucial periods, in France and internationally.*

*In 2021, this dynamic shifted to acceleration. Our clients were thus able to rely on the Group's new assets throughout the year and enjoy excellent support on their major communication areas: work on corporate culture, which is so essential in internal communication, the creation of new hybrid formats for interaction and engagement with audiences, the deployment of new digital campaigns, the development of innovative experiential consumer paths, the increased weight of responsible communication and societal commitment, which are more than ever at the heart of the issues, or the activation of long-term partnerships with international mega-events (Universal Exhibition, Olympic Games, FIFA World Cup, etc.). At the heart of the agency, this acceleration has also been accompanied by a strong human resources and talent recruitment dynamic, and has made it possible to affirm the financial solidity of the AUDITOIRE Group by returning to profit levels in line with those of 2019.*

*We are very proud of the results of our collaboration with our clients and the quality of our work, which has already been rewarded with more than 10 awards worldwide since the beginning of the year 2022.*

*Finally, it is with great energy and enthusiasm that we are going to pursue this dynamic by continuing, alongside you, to bring your communication to the level of excellence*

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**CYRIL GIORGINI**

## ■ AUDITOIRE Paris

AUDITOIRE is a global event and experiential communications agency.



## ■ AUDITOIRE Group

AUDITOIRE is also an international group, operating in more than 50 countries and territories integrating expert entities, offering comprehensive coverage of the spectrum of event & experiential communication.

### 3 Brands

**AUDITOIRE**  
Global Experience

**INTEGER TRO**  
Shopper Experience

**LUXURY MAKERS**  
by AUDITOIRE  
Luxe Experience

### 2 Networks

**TBWA\Groupe**

 Omnicom Experiential Group

### 6 Offices



# 02. GOUVERNANCE GROUPE AUDITOIRE

## ■ COMEX AUDITOIRE GROUPE :



**CYRIL GIORGINI**

CHAIRMAN  
AUDITOIRE GROUP



**CYRIL DE FROISSARD**

MANAGING DIRECTOR  
AUDITOIRE GROUP



**PHILIPPE CASTANET**

DEPUTY GENERAL MANAGER  
AUDITOIRE GROUP



**ANTOINE DE TAVERNOST**

MANAGING DIRECTOR  
AUDITOIRE PARIS



**ANTOINE GOUIN**

MANAGING DIRECTOR  
AUDITOIRE ASIE



**STEPHANE LEGENDRE**

MANAGING DIRECTOR  
AUDITOIRE MIDDLE-EAST



**RENAUD ANGLARET**

CHIEF FINANCIAL  
OFFICER GROUP

## ■ COMEX AUDITOIRE PARIS :

**Managing Director :** Antoine de Tavernost ([antoine.de-tavernost@auditoire.com](mailto:antoine.de-tavernost@auditoire.com))

**Director of Human Resources :** Carole Faure ([carole.faure@auditoire.com](mailto:carole.faure@auditoire.com))

**Administrative and Financial Director :** Hervé Pommier ([herve.pommier@auditoire.com](mailto:herve.pommier@auditoire.com))

**Director of Strategic Planning :** Charlène Girardot ([charlene.girardot@auditoire.com](mailto:charlene.girardot@auditoire.com))

**Production Manager :** Bertrand Gauthier ([bertrand.gauthier@auditoire.com](mailto:bertrand.gauthier@auditoire.com))

**Brand Experience Business Manager :** Kathia Ternois ([kathia.ternois@auditoire.com](mailto:kathia.ternois@auditoire.com))

**Director Forums and Summits :** Charlotte Brouillot ([charlotte.brouillot@auditoire.com](mailto:charlotte.brouillot@auditoire.com))

**Corporate/Lifestyle Business Director :** Alicia Maurey ([alicia.maurey@auditoire.com](mailto:alicia.maurey@auditoire.com))

**Corporate Business Director :** Hélène Rugel ([helene.rugel@auditoire.com](mailto:helene.rugel@auditoire.com))

Cyril de Froissard has also been President of LEVÉNEMENT since 2020 and, in this capacity, contributes to the representation of the sector and its issues to the government.

# 03. AUDITOIRE CAPITAL STRUCTURE

51% of the AUDITOIRE Group continues to be owned by Omnicom Group via its TBWA network and by its founding managers Cyril Giorgini and Cyril de Froissard.

Omnicom Group is the world's 2nd largest communications group, with over 1,000 agencies worldwide, 80,000 employees, and is listed on the NYSE with a valuation of approximately \$16,000 million. Omnicom Group's 2021 revenues amounted to \$14,289 million, up 8.4% from 2020.

The AUDITOIRE group consists of the following activities and structures:

**AUDITOIRE France:** Event Communication Agency, Holding Company

EWbA: Business tourism agency, subsidiary of AUDITOIRE France

**AUDITOIRE China:** Event communication agency, subsidiary of AUDITOIRE France

**AUDITOIRE QATAR:** Event communication agency, subsidiary of AUDITOIRE France

**AUDITOIRE United Arab Emirates (Dubai):** Event communication agency, subsidiary of AUDITOIRE France

**Integer France:** Agency specialising in consumer experience, retail marketing and the customer journey, acquired at the end of 2020.

**TRO:** Consumer events agency, subsidiary of AUDITOIRE France.

AUDITOIRE is also a founding member of the Omnicom group of companies specialising in experiential marketing, Omnicom Experiential Group.

The world's leading network for activating IOC Olympic partner brands: Allianz, Bridgestone, Google, Intel, Omega, Procter & Gamble, Visa.



# 04. AUDITOIRE AND SEGMENT OFFERING

Since its creation, the AUDITOIRE group has been deeply committed to the evolution of its own activity and the development of expertise aimed further supporting brands and institutions in their experiential needs.

Thus after the creation of the Luxury Makers network in 2015 specialising in luxury experience, and the integration in 2017 of the agency TRO, specialising in consumer experience, the AUDITOIRE Group has continued this diversification dynamic in 2019-2020, both through internal and external development:

## 1. CREATION OF THEMATIC AND STRATEGIC CENTRES OF EXPERTISE WITHIN AUDITOIRE

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**Auditoire Sport:** A centre of expertise dedicated to strategic and operational support for international sports mega-events (Fifa World Cup, Olympic Games, etc.). Under the supervision of Philippe Castanet, Deputy Managing Director of AUDITOIRE Group, the division led by Xavier Daurian, Director of Sport & Olympic Experience, relies on the group's international consulting and production expertise, and on the performance of Omnicom Experiential Group, the 1st international network dedicated to experiential, co-founded by the agency in 2018 and offering a global collaboration with its partner GMR Marketing (USA), a specialist in sports marketing and Olympic involvement for over 40 years. The Sports division has already delivered activations for Beijing 2022 and is piloting several major activations for the Paris 2024 Olympic Games.

**Auditoire Digital:** The creation of a centre of expertise dedicated to digital professions, to meet the communication challenges of our clients during the period of the health crisis and to extend the Group's digital innovation dynamic. This division, headed by Grégory Fabbris, who has been with the agency for 19 years, has 8 employees and includes the creation and development of innovative technical digital solutions, training and support for all AUDITOIRE services on digital innovation issues, and a department dedicated to the development of esports (in particular through a strategic partnership with Level 256, an entity of the Paris&Co economic development agency, of which AUDITOIRE became a founding partner in early 2020).

# 04. AUDITOIRE AND SEGMENT OFFERING

## 1. CREATION OF THEMATIC AND STRATEGIC CENTRES OF EXPERTISE WITHIN AUDITOIRE

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**Auditoire Influence:** The creation of a real hub dedicated to influence, with the formation of Business Units in Europe and Asia, dedicated to this expertise. In Paris, this hub is led by Thierry Heems, who joined AUDITOIRE Paris in 2019.

## 2. INTEGRATION OF NEW KNOW-HOW

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In January 2021, AUDITOIRE joined France Integer, a relationship and customer journey agency, formerly TBWA. Integer France has around twenty consultants, customer relationship specialists and 40 active customers. The agency Integer is headed by Catherine Michaud and works closely with the brand TRO, headed by Pascal Perrinelle, which has been part of the Group since 2018 and specialises in the Trade & Shopper operational experience. All of these developments give AUDITOIRE a new dimension as a group and allow us to offer a new dimension of support to our customers, through enriched advice, a broader scope of intervention, and expertise deployed in new communication territories.

# 05. BUSINESS REPORT

In 2021, the AUDITOIRE Group experienced sustained growth, allowing it to return to the 2019 (pre-covid) business level.

In 2021, the AUDITOIRE Group achieved €142 million in turnover, up +106% compared to 2020.

**430**  
Global Operations in  
2021

**142**  
Millions € Turnover

**+ 106%**  
Growth

AUDITOIRE has a strong and positive cash position, with no debt and with the support of the Omnicom Group.

## 2 SIGNIFICANT GROWTH FACTORS

Sustained growth of the offer dedicated to customers in the luxury industry, Luxury Makers, in the three regions where the group operates. **The Luxury Makers business represented 32% of the Group's turnover in 2021 compared to 12% in 2019.**

**32%**  
The group's overall  
luxury business

**76**  
New  
customers

The development momentum that enabled 76 new customers to be integrated vs. 2019, of which 7 made their entry in the top 20 customers of the group.

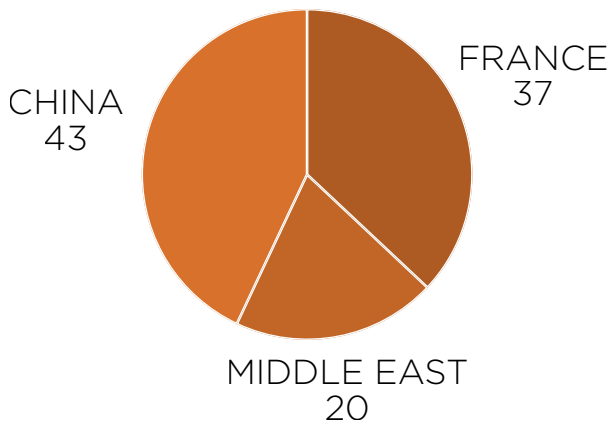
	AUDITOIRE GROUP		AUDITOIRE FRANCE	
	2021	2020	2021	2020
Turnover	142M€	68,9M€	46,5M€	28,5M€
Revenue	33,9M€	20,5M€	12,9M€	10,2M€
Pre-tax Income	7,8M€	212k€	2,5M€	0€



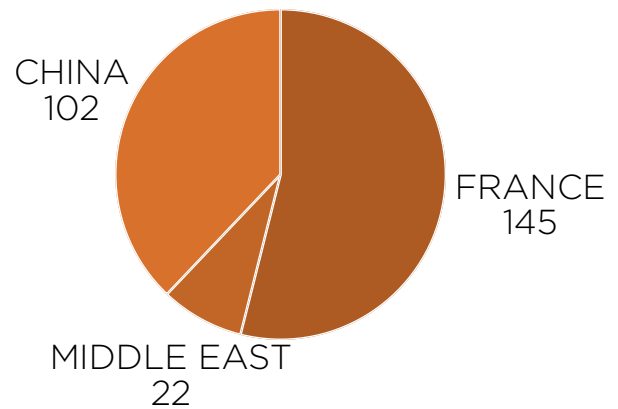
# 05. BUSINESS REPORT

This growth was accompanied by a strengthening of our teams, resulting in a 42% increase in our workforce. At the end of 2021, the Group had 269 employees spread in 3 regions.

**AUDITOIRE GROUP  
TURNOVER  
BY REGION (%)**



**HEADCOUNT  
AUDITOIRE GROUP BY  
REGION**



## TOP 20 CUSTOMERS

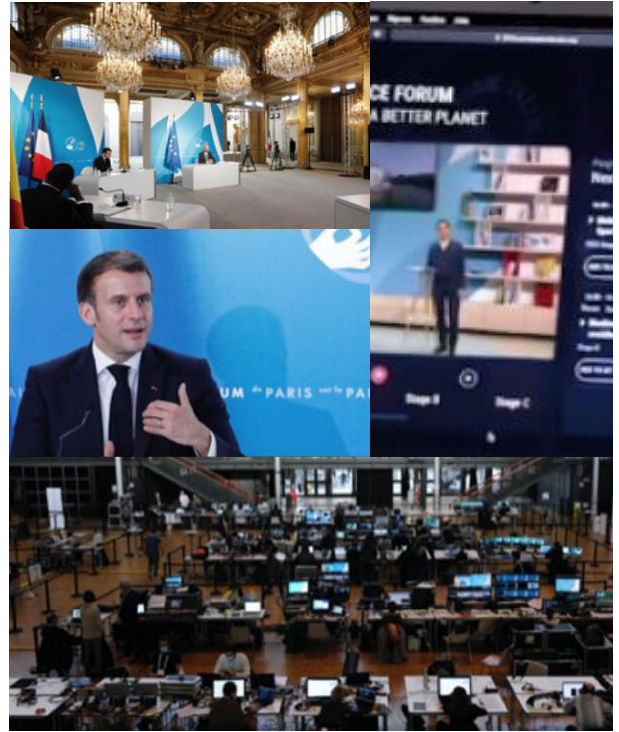
<b>BVLGARI</b>	<b>GUCCI</b>	<b>MOET HENNESSY</b>	<b>QATAR FOUNDATION</b>
<b>CARTIER</b>	<b>INTEL</b>	<b>OPPO</b>	<b>SHENZHEN FASHION WEEK</b>
<b>CHAUMET</b>	<b>JAEGER LECOULTRE</b>	<b>PARIS PEACE FORUM</b>	<b>TIFFANY</b>
<b>DASSAULT SYSTÈMES</b>	<b>L'ORÉAL</b>	<b>PERNOD RICARD</b>	<b>VALÉO</b>
<b>GENESIS</b>	<b>LUSAIL CIRCUIT</b>	<b>POLESTAR</b>	<b>VOLKSWAGEN</b>

This top represents 62% of our turnover.

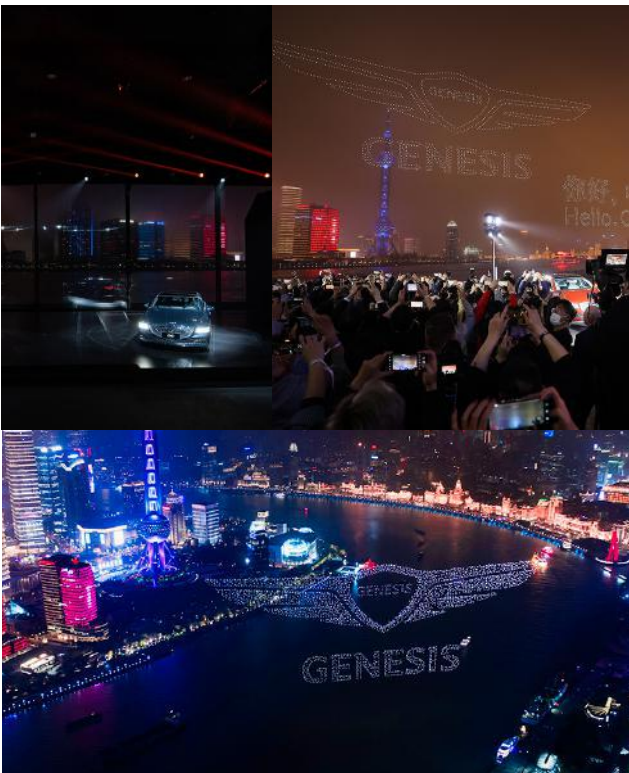
**WOMEN'S PAVILION**  
At the 2020 Dubai World Expo



**PARIS PEACE FORUM**  
Digital platform designed to replicate the physical experience



**GENESIS BRAND LAUNCH IN CHINA**  
With the world record for the largest drone show



**LES EMBIEZ - THE CONVIVIALITY PLATFORM**  
Digitalisation of Ile des Embiez



# 06. AWARDS AND TROPHIES

2021 will have been a historic year in terms of awards with, among others, three distinctions for the Group as Agency of the Year.

## AUDITOIRE PARIS

**STRATÉGIES  
GRAND PRIX**

- **Grand Prix Stratégies Event Communication**

SILVER for « ELECTRIC DAYS - Digital Experience 2020 » in the category INFLUENCE COMMUNICATION AND/OR PUBLIC RELATIONS EVENT DEVICES



- **BEA World Festival**

- 1st place - B2I EVENT - Les Embiez 2021 - The Conviviality Platform
- 3rd place - CREATIVE INSTALLATION - Reveal Payment Card ALL-VISA by Accor

- **GP TOP COM CORPORATE BUSINESS 2022**

- Grand Prix Gold - Category « External Audiovisual » - Reveal Payment Card ALL-VISA by Accor
- Grand Prix Gold - Category « Social Network Advertising » - Reveal Payment Card ALL-VISA by Accor
- Grand Prix Silver - Category « Internal Event » - Les Embiez - The Conviviality Platform by Pernod Ricard

**TOP/COMGRANDS PRIX22**  
CORPORATE BUSINESS

## AUDITOIRE CHINA

**campaign**

- **CAMPAIGN ASIA**

AUDITOIRE CHINA elected Greater China Event Marketing Agency of the Year 2021.



- **BEA World Festival**

- 1st place - BRAND ACTIVATION - Genesis Brand Launch in China
- 2nd Ex Aequo - PRODUCT LAUNCH - Genesis Brand Launch in China
- 2nd place - B2C EVENT - Yves Saint Laurent - Beauty Zone
- 3rd place - B2C EVENT - Volkswagen - Launch ID.4

## AUDITOIRE GROUP



- **Agencies of the Year**

AUDITOIRE Group elected 2021 Event Communication Network of the Year.



- **BEA World Festival**

AUDITOIRE Group elected *Best Event Agency* for the Year 2021.

# 07. CSR COMMITMENT

In line with the missions it has set itself and the values that drive it, in compliance with legal requirements and the principles of transparency, inclusion, vigilance and integrity, AUDITOIRE France has undertaken to accelerate its approach to sustainable development, aiming to structure its Corporate Social Responsibility.

## TOWARDS STRUCTURING OUR RESPONSIBLE MANAGEMENT SYSTEM

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The agency is committed to the creation and development of new forms of work and production that take into account the social and environmental responsibility of our businesses. In 2021, our CSR policy took shape with the launch of ISO 20 121 certification scheduled for March 2022 and the improvement of our Ecovadis assessment with the renewal of the gold medal.

3 important actions in 2021:

- Accelerating the ISO 20121 certification.
- Renewing our Ecovadis Gold Medal with an improved score on purchases.
- The establishment of a CSR steering committee of 23 employees (i.e. 19% of the workforce) in which all the agency's professions are represented, has identified 3 priority pillars, common to all of its activities.

## OUR CSR POLITIC

AUDITOIRE undertakes to:

### THE ENVIRONMENT

- Reduce its GHG emissions,
- Be part of a circular economy and responsible waste management approach,

### HUMANS

- Be part of an inclusive, equitable and anti-discriminatory approach, paying particular attention to the accessibility of sites and content to all audiences,
- Promote good working conditions and health and safety for all people in its ecosystem,

### ETHICS & GOVERNANCE

- Conduct its business in an ethical manner and ensure full compliance of its employees with good integrity practices,
- Work with customers and partners, who share the same values.

## CSR IN FIGURES IN 2021

# 23

Employees involved in the agency's CSR project committee for cross-functional & multi-departmental action

# 20 121

ISO standard for responsible management, AUDITOIRE France in the process of certification

# 67/100

Score obtained on the 2021 EcoVadis assessment, Gold medal level

# Top 3%

AUDITOIRE belongs to the top 3% of companies assessed by EcoVadis in its business sector

### OUR CERTIFICATIONS



IN PROGRESS



### OUR PARTNERS



## IN 2022, OUR **TEAMS** ARE ALREADY WORKING TO:

- Calculate the agency's 2021 **Carbon Report** à posteriori and find ways to reduce it.
- The implementation of a proprietary tool to calculate our carbon emissions...Ensure the **reduction of our carbon emissions** carbon emissions on a daily basis and implement a proprietary carbon calculator to **calculate the carbon footprint of our events**.
- Source and develop our ecosystem of **committed partners**.
- Continue **training** our teams on **responsible** project management and responsible purchasing.
- **Continue dialogue** with our stakeholders and increase **communication** and **awareness around** our **CSR Policy** with:
  - our customers and purchasing departments,
  - our referenced service providers and partners,
  - all our employees and freelancers.

# 08. HUMAN RESSOURCES

## AUDITOIRE France

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121

### Permanent Workforce

68% Women  
32% Men

70

### People recruited in 2021

Our gender equality index improved significantly from 72 to 86 points.  
In particular, reduction in the compensation gap from 12.1% to 7.1% (in favour of men)

34,3 years

### Mean Age

32.5 years for women,  
38.2 years for men,  
43% of the workforce is under 30 years old,  
36.4% aged 30-39; 13.2% aged 40-49;  
7.4% aged over 50.

5,3 years

### Average age at AUDITOIRE

35% of the teams have less than one year of seniority; 28% from 1 to 4 years,  
18% from 5 to 10 years, 19% have been in service for more than 10 years.

7

### Different nationalities

10 years

### Average work experience

## CSR VIEWPOINT

- Introduction of the “sustainable mobility package”, which covers part of the costs incurred in travelling to the agency using sustainable means.
- Scorecards now incorporate many CSR items throughout the interview and until goal setting.
- Success of the connected “Equality Challenge”, which brought together 74 employees of the agency from 13 to 26 September 2021, for the benefit of the Ecole de la 2<sup>e</sup> Chance.

# 9.

## PROSPECTS

**While 2021 was marked by recovery, 2022 presents a growth momentum in all our markets and shows strong prospects for the Group:**

- Consolidation of the position and support for the growth of Luxury Makers, driven by a particularly dynamic luxury market in all countries and territories.
- Increased activity expected in Q4 in Qatar as part of the 2022 World Cup.
- Sustained recovery in China despite particular attention to the impacts of covid, in a market that is growing exponentially.
- The affirmation of our luxury positioning in Dubai.
- The acceleration of our development in Saudi Arabia with events delivered in the luxury sector, with an active local presence this year.
- The dynamics of the activities linked to the Paris 2024 Olympic Games are growing: the agency is already supporting several sponsor activations and continues to develop its offer while positioning itself on major events linked to the Olympic Games.
- Continued dynamics of diversification of group activities.



#experiential

**CONTACTS**

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**AUDITOIRE**