



**WE CREATE  
BOLD IMPACT**

2025 Annual Report



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# Message from Bertrand Laurioz, Chairman & CEO Dékuple Group



Ladies and gentlemen, dear shareholders,

Despite a challenging economic and geopolitical climate, 2025 was a successful year for our Group. In this environment, and despite an acceleration in our investments, we continued to grow, with revenue of **€242.6 million**, representing growth of **+11.4%**. Our net revenue (gross margin) stood at **€180.5 million**, up **+6.8%**, and we maintained a high level of profitability with an income from ordinary operations of **€15.5 million** (8.6% of net revenue). It was a mixed year, with a cautious first half across all our markets, which were hampered by a slowdown in household spending and a decline in business investment. The relevance of our offerings and our productivity efforts enabled us to achieve a strong rebound in the second half of the year, in terms of both growth and profitability.

## Expansion of our international presence

Our international presence is growing stronger with the integration of new companies in Germany, the Netherlands and Spain, and the establishment of subsidiaries in Spain, the USA and Canada by Convertéo, our consultancy firm. We now operate in eight countries, and a quarter of our staff are based outside France. This expansion will continue in 2026, enabling us to effectively meet the needs of our key accounts and

become a major European player in communications and data marketing.

## Increased investment in data and technology

By fully integrating the shift towards AI across our entire value chain, we have strengthened and interconnected our offerings of data and our technologies. Convertéo's strong growth in consulting on agentic-AI integration, the market-leading position of our influencer and Netlinking solutions (Reech RocketLinks), and the growth of our local marketing offerings—Drive-to-Store (Storeflow) and channel effectiveness measurement (Okube)—position the Dékuple Group as a true partner in brand growth.

As the culmination of years of data analysis and our innovation strategy, a proprietary platform was launched last September to enable precision local marketing. By integrating data with our social media behavior monitoring solutions and mobile geolocation data, and by activating 360-degree marketing campaigns, we are now able to support consumers throughout their entire customer journey.

## The art of data, at the heart of our Boost Factory

It is at the heart of our Boost Factory, which brings together our solutions and tools, that we

enhance our clients' data. Enriched, cleaned, augmented and combined with our own data and that of our partners, our clients' data emerges from our Boost Factory with a quality and depth that ensures unique conversion rates and campaign ROIs.

## 2025 and 2030 Plans

This year marked the final year of the Horizon 2025 transformation plan, launched in 2020. It provided an opportunity to assess the progress made and the evolution of our business model: since 2019, our revenue has risen from €139 million to €242 million, with digital marketing now accounting for 70% (compared to 30% in 2019) operated by 1 200 employees (compared to 410 by the end of 2019). This growth is the result of our customers' trust, the arrival of new entrepreneurs within our Group and, above all, the commitment of our employees to driving our transformation. Last December, we announced our Ambition 2030 plan, which aims to sustain and accelerate our growth, for the benefit of our clients and partners. Our ambition is to achieve €400 million in revenue (25% of which will be generated outside France) while maintaining a high level of profitability and meeting quantified CSR targets. We finalised a financing package in October that enables us to implement this plan, and have defined the various transformations required to achieve this ambition.

## Powered by Dékuple Group

Over the next five years, our Group will continue to grow in France, Europe and a select number of other regions, with ever-stronger synergies between our businesses. We are not just building a group; we are building a market advantage. We do not simply bring agencies together; we connect their creativity to our data and technologies. We turn expertise into momentum, and ideas into results. By connecting our consulting activities, our creative and strategic agencies in France and around the world with our Boost Factory, we have developed a new collaborative model and a unique ability to make activations more impactful.

We are convinced that brands will face a levelling of the playing field and a glut of content with AI, that their needs for support in improving performance will grow exponentially; strategists, talent, creativity and advanced data skills will enable them to stand out from the crowd and deliver sustained performance. Hyper-personalisation and improved targeting will therefore be key challenges of the future, and we have been working on them since 1972.



## And at the heart of it all, our people and our values

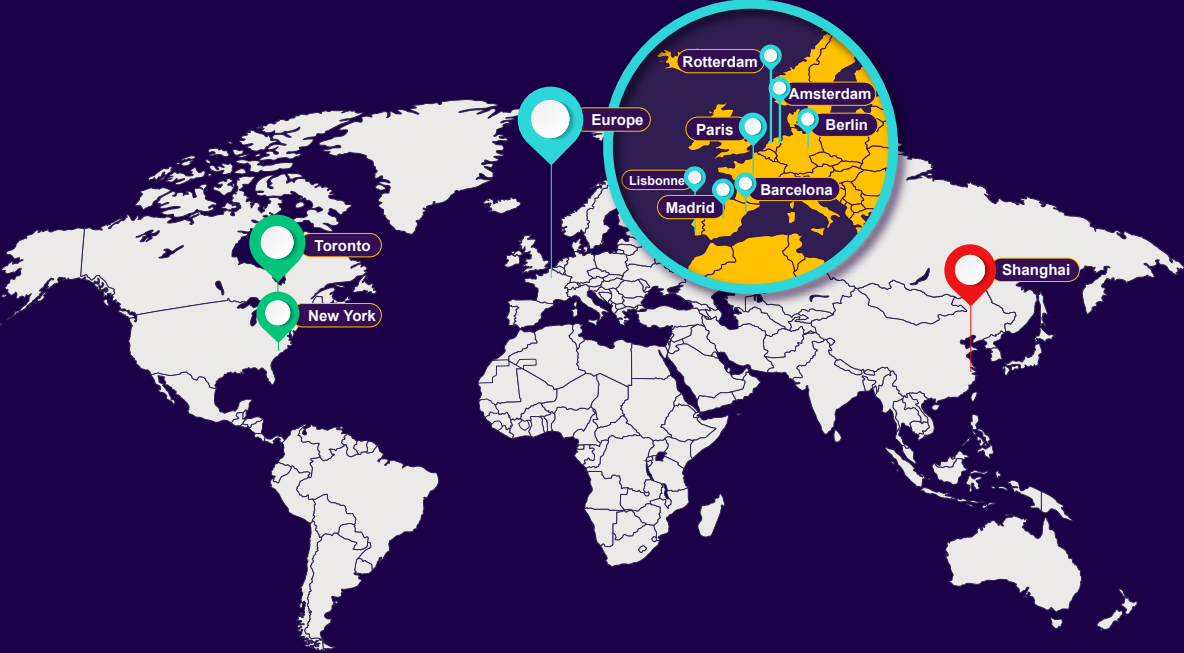
And because technology without people is nothing, we will continue on our ambitious path by upholding our values (pioneering spirit, respect, mutual support), which we will ensure we always embody in our actions. Our employees are the strength and pride of our Group, and I would like to thank them once again for their dedication to our shared mission and to our clients.

**Bertrand LAURIOZ**  
Chairman & CEO

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# Dékuple Group's key milestones



## the 1970s

**1972 :**  
 > France Abonnements' foundation by Philippe Vigneron

**1978 :**  
 > Creation of the first CRM database

## the 1980s

**1988 :**  
 > Launch of the opened magazine subscription

**1989 :**  
 > First white-label partnerships

## the 1990s

**1994 :**  
 > Foundation of ADLPartner

**1998 :**  
 > First email marketing campaign and ADLPartner's IPO (company's legal name)

## the 2000s

**2005 :**  
 > First SMS marketing campaign. Merger of ADLPartner and France Abonnements  
 > Jean-Marie Vigneron becomes Chairman of the ADLPartner Executive Board

**2006 :**  
 > First geo-targeting campaign

**2008 :**  
 > Launch of the ADLPartner Data Division

## the 2010<sub>s</sub>

### 2012 :

- Activis joins the Group

### 2013 :

- Establishment of the broker ADLP Assurances

### 2014 :

- Convertteo joins the Group

### 2015 :

- Leoo joins the Group

### 2016 :

- ADLPerformance brand's launch

### 2018 :

- Convertteo Technology's launch

### 2019 :

- Bertrand Laurioz takes over as Chairman of the Group's Executive Board (3<sup>rd</sup> family member to hold the position)

## the 2020<sub>s</sub>

### 2020 :

- ADLPartner is becoming a public limited company with a board of directors. Bertrand Laurioz has been appointed Chief Executive Officer
- Ividence, Pschhh and AWE join the Group

### 2021 :

- ADLPerformance becomes Dékuple
- Dékuple Ingenierie marketing's launch
- Dékuple acquires a majority stake in Reech, an influencer marketing agency
- Launch of the Decide AI Customer Data Platform
- Launch of the in-house media buying service: Shift by Convertteo
- Dékuple acquires a stake in Grand Mercredi / Intelligence Senior

### 2022 :

- Dékuple celebrates its 50th anniversary
- Dékuple sponsors skipper William Mathelin-Moreaux for the 2022 Route du Rhum
- Dékuple acquires a majority stake in Brainsonic, a digital engagement marketing agency

### 2023 :

- Le Nouveau Béliér, an advertising strategy consultancy specialising in retail, joins the Dékuple Group
- The Group launches its training courses on Generative Artificial Intelligence
- Convertteo acquires Synomia's strategic assets
- Dékuple launches ReThink & ReBoost Retail Marketing
- Dékuple acquires a stake in Smart Traffik and strengthens its solutions for retail brands

### 2024 :

- The Dékuple Group strengthens its position as a leading player in the loyalty market through its merger with the agency Coup de Poing
- Dékuple announces its partnership with GUD.berlin and strengthens its international positioning
- Convertteo expands into North America with the opening of offices in New York and Montreal

### 2025 :

- The Dékuple Group launches 'Stars of Retail and AI' in partnership with Stratégies magazine
- Launch of the French Consumer Barometer with OpinionWay.
- Convertteo expands into Spain.
- Launch of an innovative augmented insight solution
- The Dékuple Group launches Store Flow, a unique local drive-to-store solution, and its new proprietary platform to manage it
- The Group announces its partnership with the Spanish strategic creative agency After.
- The Group launches its new Client-Centric Signature: We Create Bold Impact

### 2026 :

- The Group sets out its 2030 ambition: a target of €400 million with an executive roadmap entitled 'The Impact of Many'
- The Group is accelerating the roll-out of its scalable, recurring Martech solutions by launching its proprietary Boost Factory, a dedicated hub focused on brand performance and innovation.
- The Group is strengthening its value proposition to the advertising market as a European partner for brand growth, through a new brand platform and the organisation of its interconnected expertise
- The Group is expanding its presence in Europe through new acquisition projects

# Board of Directors



**Bertrand Laurioz**  
Chairman & CEO



**Claire Vigneron Brunel**  
Director Chair of the CSR Committee



**Caroline Desaegher**  
Director Member of the CSR Committee  
Independent Member



**Roland Massenet**  
Director  
Chair of the Audit Committee  
Member of the Development Committee  
Independent Member



**Marc Vigneron**  
Director



**Isabelle Vigneron Laurioz**  
Director Member of the CSR Committee



**Delphine Grison**  
Director  
Member of the Audit Committee  
Independent Member



**Stéphane Treppoz**  
Director  
Member of the Development Committee  
Independent member



**Xavier Gandillot**  
Director  
Member of the Nominations and Remuneration Committee  
Independent Member



**Dinesh Katiyar**  
Non-executive director  
Member of the Development Committee  
Independent member

# Executive Committee



**Bertrand Laurioz**  
Chairman & CEO



**Marie-Laure Ricard**  
Group Vice President of Human Resources and CSR



**Emmanuel Gougeon**  
Group Vice President of Finance & M&A



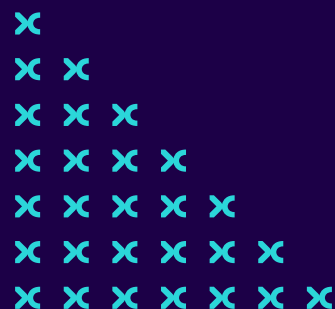
**Jérôme Thil**  
Group Vice President of Development Technology & Data



**Claude Charpin**  
Group Vice President of Sales and CEO Dékuple Agency



**Aurianne Muller**  
Group Vice President of Growth, Strategy & Marketing



# The Dékuple Group

## A European leader in communications and data marketing, the Dékuple Group operates an international and diversified business model.

Its ecosystem spans the entire value chain of communications and data marketing through: a leading strategic consulting firm specializing in data, AI, and agentic transformation; a network of international multi-disciplinary agencies; a Partnership Marketing Sales Support center; and an in-house “Boost Factory” that leverages its proprietary martech solutions. These performance-driven centers of expertise make the Group a major player, a business partner, and a driver of brand differentiation. Every day, the Group’s professionals support nearly 750 brands (European and international large accounts and mid-market companies) across the entire funnel: awareness, consideration, acquisition, retention, conversion, and performance measurement.

Our family-owned group, with a stable shareholder base, is committed to profitable and sustainable growth through a strategy of diversifying its business activities.

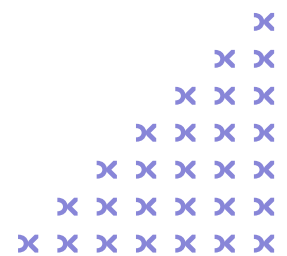
Bertrand Laurioz, supported by his executive committee, is steering a strategy that combines a solid long-term vision with continuous and consistent action, thereby orchestrating the Group’s organic and external growth in a sustainable manner.

Independent and agile, the Group has become an expert in creating effective Martech synergies. This enables the Group’s businesses and subsidiaries to rapidly acquire new skills, draw on innovative solutions and integrate them to boost the performance of their initiatives.

Thanks to its in-depth knowledge of European markets and the key positions held by its local agencies, the Group manages seamless European pitches by assembling multiagency teams with diverse expertise.

Founded in 1972, the Dékuple Group generated €243 million in revenue in 2025. With a presence in Europe, North America and China, the Group employs nearly 1200 people driven by shared values: a pioneering spirit, respect and mutual support.

The Dékuple Group is listed on the regulated market of Euronext Paris – Compartment C.  
 ISIN code: FR0000062978 – DKUPL.  
[www.dekuple.com](http://www.dekuple.com)



## Ambition 2030

**€400 million**

in revenue

**€320 million**

net revenue

**85%**

of revenue linked to  
in digital marketing

**15%**

margin  
restated EBITDA

**50/50**

Internal VS external  
growth

**€150 million**

in investment over  
the period 2025–2030

**30%**

of revenue  
and staff abroad

**80%**

of customers using  
of the Group’s proprietary  
technologies

# Our business model

## OUR RESOURCES

### > Ecosystem

- An ecosystem of diverse expertise, focused on performance
- Activities covering the entire value chain of communications and data marketing
- Complementary entities with strong foresight and transformative capabilities
- Strategic acquisitions in France and internationally
- Full-funnel expertise in Consulting, Communications, Advertising, Creative, Digital, AI, Agency Services, Data & Marketing
- Scalable and recurring proprietary technology and AI solutions
- Diverse and complementary business models
- Strong brands, recognized in their markets

### > Human Capital

- Around 1200 committed employees
- 25% of the workforce based internationally
- Average age: 36
- Average length of service: 6 years
- Gender balance: M52% /F48%

### > Organisation/Governance

- A family-owned group with a strong entrepreneurial culture
- A balanced and diverse board of directors comprising 10 members, 65% of whom are independent and 4 of whom are women
- An executive committee implementing an ambitious roadmap

### > Commitment & Values

- Shared values: a pioneering spirit, respect, mutual support,
- A Code of Ethics and a whistleblowing policy
- Signatory to the Global Compact
- Partnership with ESCP
- CSR awareness-raising via the unique Socciable
- GDPR compliance and data security

### > Solid financial position

- Equity: €54.7 million
- Cash position: €55.0 million
- Cash flow before tax: €26.9 million
- Investment of approximately 2% of net revenue in R&D on innovative solutions

## OUR PARTNERS, OUR STRATEGY

### > Objectives of the Ambition 2025 plan, announced in 2020

To consolidate and strengthen our position as Europe's leading communications and data marketing group.

### > Our mission

To become the preferred partner for the growth of European and international brands, driving the performance of all their campaigns and consumer interactions through cutting edge expertise, transformative technologies and high-quality, secure data.

### > Strategy 2026

- Establish our leadership in Communication, AI and Data Marketing
- Raise awareness of our Group
- Strengthening our European and international presence
- Scaling up the development of our solutions
- Actively pursuing our international external growth
- Acquire and develop new scalable and recurring solutions
- Deploy our solutions across our entire ecosystem (consultancy and agencies)

- Pursue and complete the digital and agency transition, particularly in our traditional business lines.

## OUR OFFERINGS

### › Data, AI and Agent-based Systems Audit & Transformation

Through our Technology Consulting & Services Company – Data, AI and Automation, with over 450 consultants and experts dedicated to brand transformation and business performance.

Fixed-fee remuneration

**23.9%**  
of 2025 revenue

### › Strategy, Creation, Design of Communication Campaigns and Multi-Channel Marketing Activations

Through our network of international multi-disciplinary agencies.

### › Full-funnel performance optimisation

Through our in-house Boost Factory, which incorporates our proprietary Martech solutions and supports brands throughout the entire sales funnel.

Fixed-fee/licence-based remuneration

**47.2%**  
of 2025 revenue

### › Strategy and Implementation of Subscription Models and Monetisation of Customer Data

Drawing on their expertise in precision marketing and data, our Marketing, Data and Technology specialists help leading brands build audience loyalty through recurring entertainment offers. This value-creating 'win-win' model monetises data and secures and boosts sales.

### › Affinity insurance brokerage by marketing data

Self-financing of customer acquisition and revenue sharing

**28.9%**  
of 2025 revenue

### › Our CSR pillars

- Strengthening our ethics and transparency
- Attracting and retaining talent
- Acting as a socially responsible stakeholder in line with our values
- Aligning our activities with environmental challenges

## OUR BUSINESS MODEL

### > Clients et partners

- Services for over 750 brands from major groups and mid-market companies, in Europe and internationally
- Supporting our clients in Consulting, Communication, Data & Marketing, with a focus on performance
- Creating and sharing value through a long-term partnership
- A portfolio of 1.8 million active open-ended magazine subscriptions
- Investment of approximately 2% of net revenue in R&D for innovative solutions and AI

### > Employees

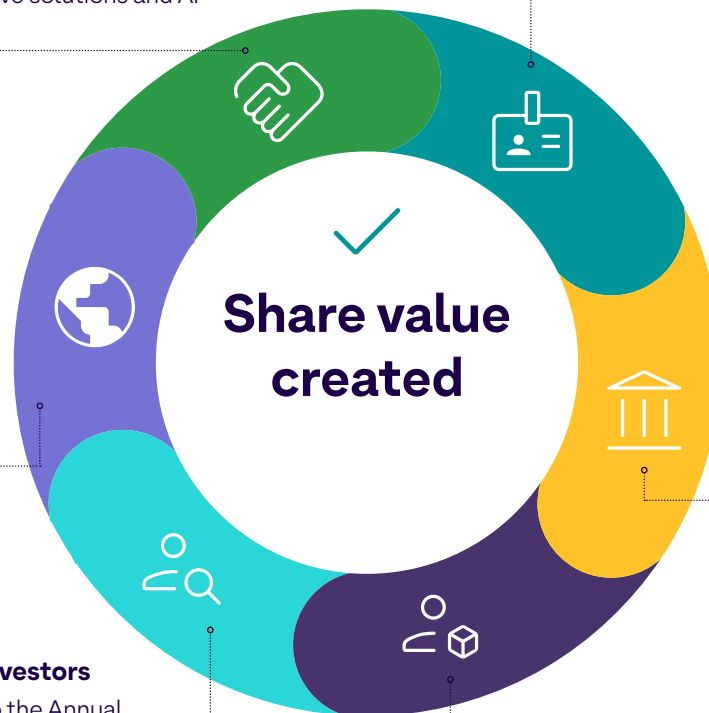
- 186 permanent hires by 2025
- Total payroll: €94 million
- 84% of employees in France benefit from profit-sharing or incentive schemes
- Quality of life at work
- 87% of employees receive training

### > Environment

- Ecovadis Bronze Medal
- Carbon trajectory for 2030 with a target to reduce our emissions by 25% per euro of net revenue from digital activities.

### > Government and civil society

- Relations with civil society:
- 16 years of partnership with the ONF
  - 5 years of sailing sponsorship
  - Donations to various charities



### > Shareholders and investors

- Dividend proposed to the Annual General Meeting: €0.76 per share
- Share price growth as at 31/12/2025: +88.4% over 5 years
- €180.5 million net revenue
- €23.7 million in restated EBITDA, representing 13.2% of gross margin

### > Suppliers

- Growing awareness of CSR commitments
- Selection, assessment and monitoring of international suppliers

### ✓ Contributions



# Our ecosystem



## A strategic consultancy in data transformation and agent-based AI

With over 450 consultants and experts dedicated to business performance, Converteo operates in France, Spain, the United States and Canada. A major player in agent-based AI transformation, Converteo supports brands and their teams in addressing their strategic, organisational and operational challenges.



## International Network of Agencies with diverse expertise

Our agencies, based in France, Spain, Portugal, Germany, the Netherlands and China, embody the diversity and complementarity of our expertise. Our community of multientrepreneurs, who hold leading positions in their respective markets, develop genuine partnerships and seamless collaboration, enabling to win and manage European campaigns.



## Data Revenue Generation & Customer Retention Services (Magazine Press and Insurance Brokers)

Our partner loyalty programme offers solutions and tools designed to support partner companies in retaining and acquiring their customers. Working alongside brands, retailers and institutions, the Group provides turnkey tools, services and benefits to strengthen brand preference, help enrich their customer insights and secure their recurring business.



## An In-House Boost Factory

A true innovation hub, the Boost Factory integrates proprietary Martech tools, platforms, solutions and systems that are scalable and generate recurring revenue of the Group. The Boost Factory covers the entire funnel: data, insights, awareness, consideration, acquisition, retention, conversion and performance measurement. It helps to ensure the success of our agencies' campaigns and accelerate our clients' growth. By bringing together and connecting the Group's highly transformative talent, it offers advertisers and agencies end-to-end solutions.

# Success of the 2025 Plan for the Group

In 2020, the Dékuple Group structured its Ambition 2025 plan to enter a new phase of development. With over fifty years of expertise in direct marketing and twenty years' lead in digital and data, the Group set a course to consolidate its position in the communications and data marketing sectors in Europe in the long term.

## Results that match our ambitions

The results at the end of 2025 demonstrate the plan's success, with coordinated growth across our divisions, driven by a model deliberately diversified and resilient, with strategic investments in technology and a strengthened European presence. As it launches its new 2030 plan, the Dékuple Group thus confirms the strength of its business model and its ability to position itself as a leading European player for brands.

## Successful digital pivot

The Dékuple Group has embarked on a determined shift towards digital activities, driven by organic growth supported by targeted acquisitions that have enhanced key expertise in influencer marketing, performance measurement, communication and brand engagement.

## Our diversified and resilient model

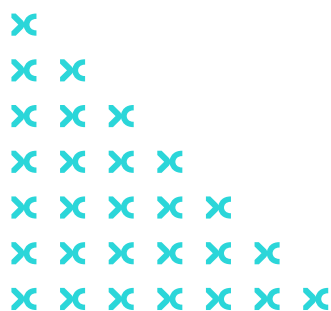
The business has been structured around strategic consulting, a network of international multi-disciplinary agencies, a Partnership Marketing Sales Support division, and proprietary, scalable, and recurring Martech solutions.

## A strong European foothold, open to the world

The Dékuple Group has significantly accelerated its growth in Europe and internationally. It now operates in eight countries across three continents and employs around 1 200 people, 25% of whom are based outside France.

## A major investment in AI and technology

With a natural technological edge, AI presents a tremendous opportunity to accelerate the Group's business lines. The trend towards platformisation, leveraging proprietary data at the heart of the transformation, reinforces the relevance of our offerings and our positioning. Our agile, diversified and resilient model of multientrepreneurs with multi-expertise enables us to support these transformations at scale European. This is part of a strategy of continuity built on solid foundations. The launch of our latest platform, which enables us to offer the market a local 'drive-to-store' solution that is unrivalled in terms of ROI, is a perfect illustration of this.



# Our growth drivers for 2030

Despite an unstable global environment, the Dékuple Group reaffirms its commitment to becoming the European leader in communications and data marketing with the roll-out of its 2030 ambition plan and a market vision that reinforces its business positions.

## Our growth drivers are in line with our 2025 plan and aim to:

- Improve our profitability by scaling our recurring Martech solutions in France and internationally.
- Establish our authority in Communication, AI and Data Marketing within the advertiser and agency market, and consolidate our position as an international group.
- Complete our business transformation and drive that of our clients.
- Strengthen our European presence in the marketing data market.
- Develop new sector-specific verticals and strengthen our position in sectors where we are already leaders.
- Manage the development and European roll-out of brands seeking to enter the European market.
- Continue our policy of international external growth.
- Support our organic growth by constantly updating our expertise.
- Source and develop new scalable and recurring solutions.
- Deploy our solutions across our entire ecosystem (consultancy and agencies).
- Continue and complete the digital transition across our core businesses
- Increase the net revenue of our businesses (consulting, agencies and Boost Factory).



# 1200

professionals work every day to connect over 750 brands with their customers and prospects

# An Innovation Roadmap to support our 2030 Ambition



## Jérôme Thil

Director of Development, Technology & Data at the Dékuple Group

### What are the key priorities in your technology and innovation roadmap for the Group?

- Supporting all our teams in mastering AI in their day-to-day work
- Integrating all our data and technological solutions within our platform
- Rolling out our data and our platform across Europe

### Data seems to be mobilising many players in the marketing sector and appears to be taking on a new dimension; how do you approach this within the Group?

Indeed, in recent years, the digitalisation of sales channels has seen the emergence of numerous players involved in the collection and the use of large-scale digital data. However, this data is often of poor quality, and is sometimes out of date or inaccurate. Yet it lies at the heart

of marketing systems, such as CRM. The effectiveness of activation will be directly linked to the quality of the data being used. The paradigm remains unchanged: without quality data, technology and Artificial Intelligence will not deliver any additional efficiency.

After decades of experience in marketing and direct sales, the Group has developed a deep understanding of the actual consumption habits of millions of consumers. This experience has enabled us to create a technological solution that is unique in the world: the Premium Data System, built on the principle of 'real-life data' as opposed to purely digital data, the quality of which is often unreliable. "Real Life Data" comprises 45 million contacts that are continuously updated and geolocated – to mention just France – and interconnected in real time with our clients to deliver powerful local marketing.

Our Premium Data System division, the flagship of our Boost Factory, has become the market leader in the acquisition of this data. This year, I have led and developed with my teams, a unique technology that acts as the 'engine' of our platform. We connect our clients' data to our Premium Data System to enrich it with 'Real Life Data' and thus deliver sales performance with a ROAS (Return on Ad Spend) of 10 to 20 per marketing or sales campaign.

### You mention "Real Life Data"; please explain what that means.

Real Life Data is data that reflects consumers' actual expectations and enables ultra personalisation using AI, a powerful conversion driver for brands.

### How does your "engine", the Premium Data System works?

Technically speaking, we utilise technologies that meet industry highest standards of security and encryption, in strict compliance with GDPR regulations. Over the next three years, our teams will be working to roll out our Premium Data System across Europe, with the same high standards regarding real-time data and security.

### You are at the heart of the AI transformation. How are you supporting your teams through this transition?

We have been driving the Group's transformation using data and AI since 2024.. The (AI)cademy, our training programme launched in 2024 and we are launching the second phase of this programme this year through practical workshops that build on the knowledge gained about AI and agentic systems during the first phase. At the heart of the (AI)cademy, we have placed co-creation and employee engagement. A second focus area centers on our "Creative OS," a transformative initiative aimed at our agencies in France and around the world to establish an efficient Group-wide approach to practices, tools, costs, and governance. We are working with an in-house platform that brings together our creative teams and engineers united by a common goal: to accelerate and enhance the performance of our creativity through AI. And since, when it comes to AI, 'we don't know what we don't know', an observation hub within my teams is responsible for continuously updating our assumptions and practices. This AI transformation process is a 'journey' and forms part of the continuous improvement of our business lines.

# Our name is a commitment Our DNA, a step ahead



**Aurianne Muller**  
Vice-President of Growth,  
Strategy & Marketing

## **The complexity of today's market is a strategic advantage for the Dékuple Group.**

Our industry is undergoing a profound transformation that is reshaping the challenges of the profession by highlighting the power of creative talent as well as expertise in data and technology, to ensure high conversion rates. Content volumes continue to rise, by nearly 40% a year, while production costs are falling by 30 to 50%. The ability of teams to combine creativity and performance is at the heart of the process. It is with this in mind that the Dékuple Group has designed its organizational structure, value proposition, and growth strategy.

Furthermore, our consumers pass through an average of eight touchpoints before converting: social media, search, retail media, video streaming, marketplaces, apps and interactive formats. In this context,

traditional funnel models are no longer sufficient; brands lose up to 65% of visibility into their conversions if they do not properly measure interactions.

But campaign performance is primarily driven by the quality of the data used. Data is everywhere, but its quality varies. According to several industry studies, companies that invest in data quality see an average improvement of 15–25% in the accuracy of attribution models, and up to 30% increase in marketing ROI, thanks to more relevant targeting.

It is becoming a decisive strategic lever. This is precisely one of the strengths of our Group, which has been working with data since 1972 and knows exactly how to process, enrich and connect it with its technologies and agencies to offer the market highperforming campaigns and activations.

## **Beyond the agility of its ecosystem, our Group fosters and encourages discussion, knowledge-sharing and feedback within the organisation.**

Our international network of agencies, strategically located in key markets, works seamlessly together, mobilising cross-agency, cross-country and cross-disciplinary teams to meet the needs of international clients. We are fortunate to have nearly 40 in-house Marcom specialisms, including insights, advertising, marketing, social media, SEO, CRM and more...

Another example of our open-minded corporate culture: our HR team has launched a program similar to "Live My Life," which allows Group employees who wish to do so to work in another country for one month. These multicultural opportunities are inspiring and incredibly enriching for our teams.

While our model is decentralised, our global teams facilitate several communities to share challenges, accelerate transformation and build connections between entities.

Our strategic planners meet once a month to share their best practices. Our 250 creatives undergo continuous training in AI to maintain a high level of expertise. The community "Dekuple Leading Ladies", which includes the CEO of the creative agency Selmore, is currently being launched with the aim of bringing the Group's female leaders closer together. The heads of our agencies and subsidiaries meet regularly to discuss strategic issues facing the group and the industry. We draw on the collective strengths of all involved to build our shared future together.

Bertrand Laurioz has successfully fostered a dynamic that promotes organisational autonomy within a spirit of collaboration and mutual support that is rare to find. All these initiatives strengthen our ability to connect the three stages of our rocket.

1. Our consultancy firm and its 450 expert consultants in data technologies and agentic AI.
2. Our network of multi-disciplinary international agencies.
3. Our Boost Factory, combining our martech solutions and data expertise.

We are all moving in the same direction, serving our more than 750 clients, alongside our partners, united by a passion for our work and a pioneering spirit.



# 2025 Review

# Some highlights of 2025 in pictures



➤ Arrival of the Class40 Les Invincibles in 3<sup>rd</sup> place in the Transat Café l'OR race



➤ 'International Days' at the Dékuple Group headquarters

➤ 'Les Étoiles du Retail et de l'IA', Strategies and the Dékuple Group at La Samaritaine



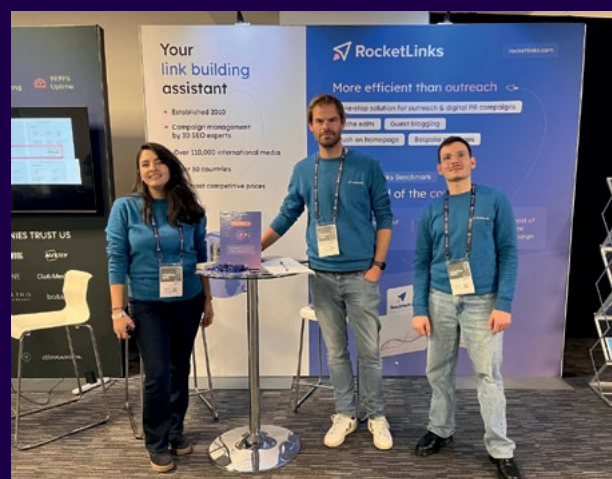


➤ Selmore and its client Perfetti van Melle win €100 000 for their campaign on the Tikkie app.

➤ Roadmap AI by Convertio



➤ Reech study: "Brands and Influencer Marketing"



➤ RocketLinks at BrightonSEO and SEO SUMMIT

# Dékuple Insight: a solution to inform key brand decisions

Dékuple Insight is a new Augmented Solution from the Dékuple Group, dedicated to detecting trends and consumer insights in real time. It is through a cross-analysis of online conversations, searches and digital behaviour that our Insights consultants support brands.



**Thomas Zavrosa**  
Director of  
Dékuple Insight

## What is the biggest challenge in customer understanding today?

We have never had access to so much data and so many tools for studying and understanding audiences, but it has never been so complex to make them truly actionable. 80% of data remains invisible and untapped within companies. The challenge does not lie in the sheer volume of data or the tools used to analyse it, but in finding ways to activate it effectively!

## What is Dékuple Insight's methodology and added value?

Dékuple Insight helps brands inform their decisions by drawing on real, cross-referenced consumer signals: what they say, search for and do online. The challenge is not to accumulate data, but to understand what it reveals. By combining digital data, AI analysis and human expertise, and by cross-referencing and overlaying complementary or contrasting insights, Dékuple Insight transforms complex information into clear, prioritised and actionable insights.

## How does this approach improve performance?

The real-time aspect of the solution and the analysis of digital data is a powerful tool for test-and-learn. Certain industries with short product launch cycles require this level of responsiveness. The detailed analysis of targets' needs, desires and behaviour enables hyper-personalisation. The solution allows you to prioritise your investments, anticipate expectations and ensure you don't miss out on emerging trends that are developing at an ever-increasing pace.

## What role do human intelligence and AI play in this approach?

Human intelligence remains central. AI enables us to accelerate the process, collect and analyse vast amounts of data, and detect weak signals. It is only valuable if guided by business expertise, within a strategic framework that incorporates an understanding of the challenges, the brand and the expectations. Human intelligence will be at the helm to interpret, arbitrate and execute. This applies from data collection, through analysis, to reporting.

## > Client Testimonials

"Dékuple is a trusted partner in our innovation journey. The team's expertise has enabled us to develop an approach that maximises the impact of our insight work and directly contributes to deepening our understanding of our consumers."

**Xavier Maxwell**, Brand Manager, Sodiaal

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"Thank you to the Dékuple Insight team for this study, which is as inspiring as it is actionable. A structured, quantified analysis that allows for simple implementation by the marketing and digital teams"

**Bérengère Banni**, Consumer Insights Manager, L'oréal



# MMV: Data-driven insights to boost marketing performance

## > Brief

MMV, holiday residences and club hotels in the Alps, is facing a lack of brand awareness and needs to strengthen its presence at the top of the funnel to support its conversion efforts. As part of the optimisation of its marketing and communications strategy, MMV wanted to explore and gain a better understanding of its target audiences, enabling it to target its prospects more effectively.

## > Solutions

### Turning first-party data into a competitive advantage

- Use of first-party data
- Enrichment of audience segments based on over 7 000 criteria
- Integration of an AI agent trained to crossreference related universes and create audience segments and sub-segments.

### Creation of creative campaigns with segmented media targeting

- Formulation of 5 key persona profiles
- Definition of a content strategy and advertising targeting specific to each persona

## > Results

CPC four times lower than the market average.

# StoreFlow, the new ally for brands to drive footfall in-store

This multi-location solution is a true business accelerator, from data to conversion. StoreFlow is the partner of choice for retail networks looking to boost incremental turnover at their online and offline points of sale in France.



**Stéphane Bernal**  
Associate Director  
Head of Acquisition,  
Dékuple Agency

In a challenging economic climate, where shopping journeys have become hybrid and fragmented, retailers' physical networks must maximise their profitability and e-commerce must stand up to major players such as Amazon.

## The key benefits of the StoreFlow solution

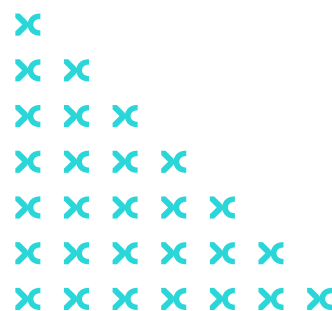
- Optimise targeting by catchment area
- Plan and coordinate multi-touch campaigns by adjusting media pressure
- Drive qualified local traffic to stores
- Manage investment to maximise the impact of every pound spent
- Improve the ROI of marketing campaigns

Thanks to our in-depth understanding of customer's brands (audience intelligence / hyper-targeted personas),

our Premium Database of over 35 million opt-in partner prospects, and precision geomarketing analysis, Store Flow is the key activation tool for traffic acquisition campaigns in retail outlets.

## The Store Flow methodology The key "end to end" stages of local marketing

- Target, plan, activate, measure and optimise
- Segmentation of our prospect database based on your customer personas
- For each point of sale: optimisation of the target area and assessment of "prospects"
- Prioritisation of investments, with a communication plan for each point of sale
- Creation of messages tailored to acquisition channels and context
- Implementation of local omnichannel strategies
- Continuous measurement and reporting of impact by point of sale
- Optimisation of the media mix and performance.



# Bigmat: a proven ROI of 10 to 15 depending on the sector

## > Brief

To introduce BigMat's energy renovation offering to a broad B2C audience through a large-scale campaign across 292 stores and a test-and-learn approach to the digital media mix.

## > Project stages

Strategic Planning: insights reveal a strong appeal for advertising linked to the local context. Strategy for preferred consumer channels: mobile, print, social media, post, email.

## > Concept

Launch of a month-long "competition" campaign with a marketing initiative targeting end consumers.

## > Media mix

### Full-funnel campaigns

- Native Ads
- Newsletter
- RICH SMS
- Social Media
- In-app display.

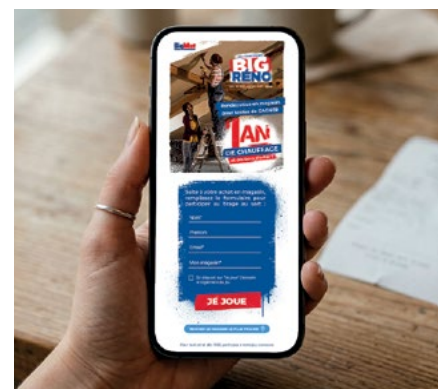
## > Geomarketing

Analysis of the origin of traffic around BigMat stores, identification of the main residential and commercial areas, and mapping of the primary, secondary and tertiary catchment areas for each store.

## > Measurement

### Measuring the effectiveness of each driver on in-store traffic and continuous optimisation

"Our strength lies in our highly detailed understanding of local areas and consumer behaviour. We analyse actual footfall to accurately map the catchment areas of each store and reveal their true potential. By combining geolocation data, digital signals and conversational insights, enhanced by our proprietary AI agents, we build a 360° view of the market. We go further by integrating local competitive analysis to identify exclusive zones, shared zones and pockets of opportunity, in order to drive targeted, proactive activation strategies that generate sustainable performance."



**+71%**

in-store visits from geomarketing targeting

**33 385 079**

impressions

**33 555**

visits

**+74%**

in-store visits based on affinity targeting

**76 903**

clicks

**1 413**

participants

# Dékuple Platform: our implementation tool dedicated to local marketing

The Dékuple Group and its subsidiaries maintain a dynamic of continuous innovation. 2025 saw the launch of unique and transformative solutions in the field of performance marketing.

Our new local marketing platform creates a unique synergy between digital marketing and in-store experience, generating visible and measurable results and maximised ROI for retailers.

It restores a decisive advantage to physical retail against the e-commerce giants, making digital not a competitor, but a tool to boost local sales. Used by our teams, it simplifies management and boosts the performance of our clients' Drive to Store campaigns by selecting the right audiences in the right catchment area. It centralises all data to optimise campaigns in real time and ensure an optimal ROI.

### Key benefits

- Increases footfall and turnover at retail outlets.
- Plans and boosts the performance of multi-touch, local and targeted campaigns.
- Simplifies the operational management of teams.
- Centralises, secures and enriches data from the Dékuple Group and its partners to feed AI models.
- Measures and optimises the performance of each traffic channel.
- Boosts campaign ROI.



 **+30 M**  
profiles

 **+10**  
channels activated  
and measured

 **25 000**  
points of sale

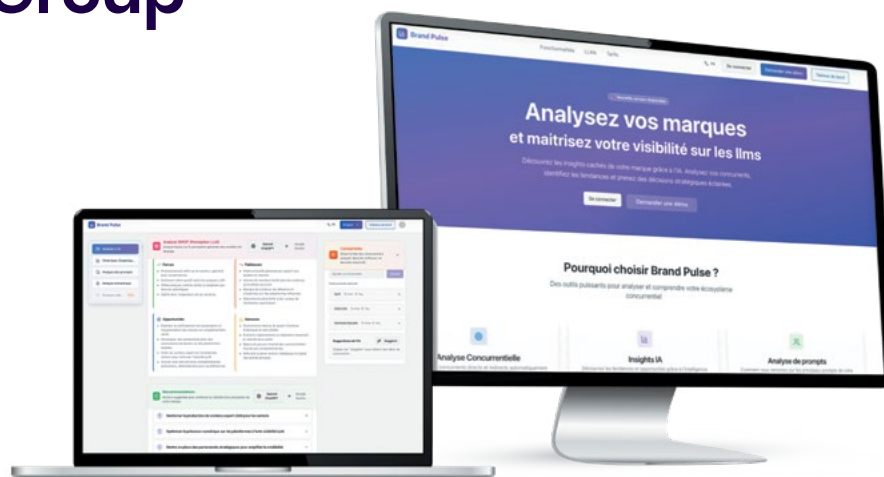
 **+15 M**  
influencers

# BrandPulse, the new technological tool for competitive analysis on LLMs from Dékuple Group

The Dékuple Group's native Martech agency supports brands in sustainably managing their visibility and authority across all search environments: traditional search engines, generative AI and informational influence platforms.

To identify areas for improvement and maximise our clients' GSO performance, the Agency has developed a proprietary competitive analysis tool designed specifically for generative AI environments.

- Mapping brand visibility across all LLMs (ChatGPT, Gemini, Deepseek, etc.)



- Tracking changes in this visibility over time
- Analysing performance gaps by geographical region and competitors
- Compare brand presence across AI models

# RocketLinks, the leading platform for SEO and brand strategy

RocketLinks has launched a new suite of GEO (Generative Engine Optimisation) tools to address new search trends driven by large language models (LLMs) and to assist its clients in selecting their backlinks.

## RocketLinks innovations:

New ways to fully integrate LLM functionality into your SEO strategy.

## Selection of "Best for GEO" media

Target only the media most frequently cited as a "source" by AI to boost your visibility in LLMs.

## LLM media crawling

Ensure that the media is properly indexed by large language models (LLMs) so that they can reference it, and automatically exclude it from your GEO strategy.

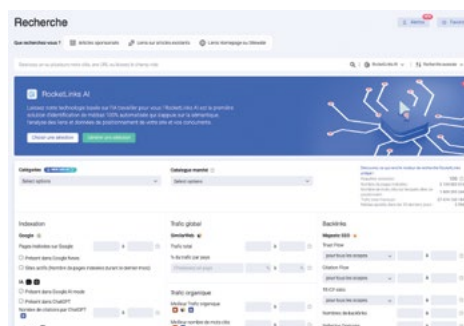
## AI-optimised mentions

Purchase mentions written by human editors specialising in AI, in a new article or an existing one.

These three new game-changing features expand RocketLinks' offering, which aims to be the meta-platform for all SEO professionals.

Founded in 2010 and operating internationally with a catalog of over 200 000 media outlets, RocketLinks is the leading platform for purchasing sponsored content, offering a comprehensive SEO and branding solution worldwide.

Acting as true expert advisors, 30 consultants work closely with their clients to develop backlink campaigns using innovative features that are unique in the market.



## Highlights

# 'Les Étoiles du Retail et de l'IA' in partnership with Stratégies magazine



8

leading marketing experts  
in the industry



300

registrants



8

awards presented



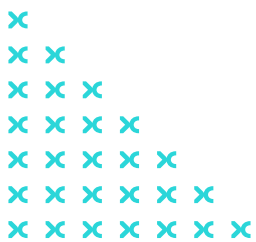
70 000

professionals reached



On 3 June, the Dékuple Group and Stratégies magazine brought together leading figures from the retail sector gathered at La Samaritaine for the first edition of "Les Étoiles du Retail et de l'IA". Together with decision-makers from major retailers such as Vente Unique, Petit Bateau, Carrefour and Picard – all at the forefront of AI – and alongside experts from the Dékuple Group, we explored the key trends that are reshaping the retail landscape of tomorrow. AI is no longer a futuristic

concept, but a practical tool for operational action, from marketing content to logistics, via the customer experience. The morning concluded with an awards ceremony, recognising the sector's most innovative projects. An inspiring event, which confirms the ambition of Dékuple Group: to be a key player in the transformation of retail.



# Dékuple Group to attend and present at Tech for Retail, the industry's flagship event

On November 24 and 25, the Dékuple Group attended Tech for Retail 2025, a leading event that showcases the innovations transforming the retail industry. It was an intense two days filled with inspiring discussions and meetings with the decision-makers shaping the future of retail.



Jérôme Thil, Director of Technology, Data & AI at the Dékuple Group, demonstrated during a presentation how agent-based AI restores a strategic advantage to physical retail outlets. Drawing on enriched, geolocated and contextualised data, he illustrated how the technology now orchestrate local activations with unprecedented precision.

The presentation also provided an opportunity to showcase the new Dékuple Platform, a data and AI solution developed and used by the Group's teams to maximise the performance of drive, engage the most relevant audiences, manage campaigns in real time and accurately measure the actual in-store visits generated.



**420**

exhibitors



Over  
**15 000**

visitors



Over  
**200**

conferences



Over  
**180**

guided tours



**Partners and  
award winners**

that illustrate the dynamism  
of the market



## **Interviews with subsidiary and branch executives**



# After joins the Dékuple Group, a decisive step for the agency

To mark its 18<sup>th</sup> anniversary, the agency joins the Dékuple Group as part of a move both strategic and groundbreaking, ushering in a new phase of development characterised by maturity, ambition and a vision resolutely focused on the future.

This merger goes beyond the symbolic. It marks a decisive turning point: the transformation of a model built with rigour over nearly two decades into a more ambitious, international and integrated platform.

From the outset, the partnership has been based on a strong sense of complementarity. After brings its strategic rigour and creative excellence; Dékuple enriches the whole with its mastery of data, technology and performance drivers. Together, the two entities are shaping a global model in which marketing and communication become enhanced disciplines, combining creativity with measurable impact.

This dynamic is already taking shape through more robust and coherent offerings, where brand building, business performance and operational efficiency all converge in pursuit of a single ambition. It is built on a shared foundation: a strong entrepreneurial spirit and a culture of collective responsibility.

By joining Dékuple, After has chosen to accelerate its development while preserving its identity: a capacity for sharp thinking, high-standard creation and building meaningful brands. This integration strengthens its presence in Spain and internationally, broadens its scope of expertise and gives it access to advanced tools and know-how, resulting in increasingly integrated solutions.

It also consolidates its positioning as a hybrid partner, capable of operating with precision and sophistication across the entire value chain, from strategy to activation.

The first few months were devoted to the essentials: creating the conditions for a lasting partnership. Gaining a better understanding of one another, aligning our corporate cultures, connecting our teams and identifying high-impact synergies have enabled us to lay the foundations for practical and effective cooperation.

The first joint initiatives are already revealing significant opportunities, particularly in terms of international campaigns, AI-enhanced production and performance-driven strategies.

By 2026, the ambition is clear: to deepen this collective momentum to transform the value proposition in a sustainable way, while ensuring that growth on a responsible trajectory. The integration of artificial intelligence will be a key driver, conceived as an operational tool to enhance efficiency, without ever compromising the creative standards and authenticity of the brands.

The aim is to make After, within Dékuple, a driving force behind high-value integrated solutions, at the intersection of brand, business and performance.



**95**  
professionals



**More than 30**  
active clients



➤ We are the agency that never starts with an advert. We are the agency that challenges the brief. We are the agency of “why not”. We are the agency that truly understands audiences. We’re the agency that loves content. We are the agency that builds models. We are the agency that makes people want your brand to exist. We say ‘Aporta o aparta’.

**Marc Ros**  
 Founder &  
 President

**Marta Pérez**  
 Partner & Chief Operations  
 & Financial Officer

**Jordi Durán**  
 Partner & Chief  
 Client Officer

**Toni Tugores**  
 Chief Creative  
 Officer

**Anna Roca**  
 Managing  
 Director



**What are Convertteo's 2025 results?**

**Raphaël Fétique:** By 2025, the market had entered a new phase: one in which AI no longer merely analyses data to aid decision-making, but takes action to autonomously execute complex processes. This marks the evolution towards agent-based AI. Faced with this new potential for performance, our role is to help our clients transform what appears to be a challenge into a real impact for their business. We have therefore focused our strategy on our ambition to become their partner of choice in this field, drawing on our dual culture of consultancy and technology.

This repositioning has been accompanied by a particular focus on skills transfer. The shift towards agentic AI is set to profoundly transform business processes. Our mission is therefore to prepare our clients, train their teams and equip them to navigate this new landscape. We do not merely transform their business; we empower them to take ownership of this transformation and drive it forward in a sustainable manner. Our promise has evolved; we go beyond data analysis to build solutions that take action and deliver results. For a market leader such as Leroy Merlin, for example, we have defined a strategic roadmap in which AI will not merely analyse data, but will actively transform the customer journey and give employees access to data via natural language. AI is no longer just a reporting tool; it is becoming a measurable and autonomous driver of performance. This value proposition is also being rolled out on a global scale. Our growth in North America, with offices

in New York and Toronto, and the expansion of our presence in Europe – particularly in the Spanish market from our base in Madrid – are proof of this. Our clients, who are global leaders, turn to us to implement these effective solutions in their strategic markets. This validates our vision and positions us as a key global partner.

Convertteo is a technology consulting and services firm, driving its clients' transformation through data, AI and agentic AI. Its 450+ consultants deploy for over 200 major players in the economy.



**Thomas Faivre-Duboz**  
Co-founder

**Raphaël Fétique**  
Co-founder

**What are your prospects for 2026?**

2026 will be the year we really come into our own. Our aim is to make every project a new benchmark for transformation through agentic AI. We will continue to invest in our talent, forge strategic technology partnerships and participate in key events.

We are particularly proud to support large enterprises of CAC 40 companies through large-scale agent based initiatives, which

remains a key differentiator in today's market. Agentic transformation is a fundamental approach, and we are ready to lead it alongside our clients.



**+450**  
consultants  
experts



**+200**  
clients



**\$50M**  
revenue



**What is Coup de Poing's review of 2025?**

**Roland Deponge:** 2025 unfolded against a backdrop of a challenging market in the loyalty sector. Economic pressure had an impact across many sectors, and even the most established schemes had to adapt. In this context, loyalty programmes confirmed their essential role in maintaining the connection between brands and their customers. Two trends have emerged. On the one hand, brands and beneficiaries have expressed a greater need to remain enrolled in the schemes, in order to maintain the relationship and continue to enjoy the benefits, both professionally and personally. On the other hand, certain sectors such as construction, cosmetics and services have come under greater pressure, with employer contributions sometimes falling short of expectations. In response to these challenges, referral and incentive schemes have been stepped up for customers and resellers, with the clear aim of maintaining existing market share. Loyalty programmes have also evolved to become more attractive, by incorporating more benefits linked to professional services, enhancing financial rewards and continuing to develop personal incentives. Particular attention has been paid to the management of loyalty clubs in order to better differentiate them and make them more attractive to members.



➤ A leading European player in customer loyalty and network management for B2B and B2C sectors, Coup de Poing supports its clients in developing their business and fostering through comprehensive web-based solutions for recruitment, engagement and recognition.

**Frédérique Simon**  
Partner & Head of Procurement

**Roland Deponge** CEO

**Jérémy Venditti**  
Lead Developer

**What are your outlooks for 2026?**

In 2026, the priority will be to build trust in loyalty programmes. Data protection is becoming a key issue, from the moment of sign-up and throughout the user journey. Security, consent and transparency are, more than ever, key expectations of members. The OpinionWay survey we conducted on customer loyalty highlights several key drivers for existing and future programmes. Ease of sign-up and use, attractive benefits, clear rules and personalised schemes will be crucial to strengthening engagement.

These expectations are so straightforward that many programmes have

not yet made them a priority. Furthermore, strengthening the relationship between customers and suppliers will become increasingly important, particularly through prioritising purchases from suppliers who offer attractive programmes. Finally, the personalisation of programmes will be an even more crucial factor in shaping the impact of this relationship. While practices are evolving, the human element remains central to the relationship, particularly through support, service and a sense of closeness.



**22**  
employees



**17**  
countries



**+10 million**  
of data processed every month



**+ 20 000**  
shipments in 2025



**What is the review of 2025 for Le nouveau béliér?**

We have embarked on a far-reaching transformation of the agency, driven in particular by the LNB IA Inside programme, designed for both our teams and our advertisers. It has enabled us to quickly embrace AI as a driver of efficiency, performance and added value for our clients. This momentum reinforces our vision: to be a strategic marketing and communications consultancy partner, capable of providing long-term support to advertisers in addressing their business challenges, while placing creativity at the heart of our approach.

In an uncertain economic and geopolitical climate, which demands that we act with caution and agility – particularly when it comes to budgetary commitments – our role is therefore to set ever higher standards and deliver ever better results. Beyond advertising KPIs, our responsibility is to make a tangible contribution to the growth of our advertisers’ businesses. This requires finely tuned strategies, rapidly adaptable systems and communication that must be demonstrated as a value-creating investment. Creativity is more central than ever. In a world saturated with messages, it creates differentiation, emotion and memorability. AI makes us more efficient, but it is creativity that makes the difference and enables brands to establish a lasting presence in the daily lives of the French public.

Certain campaigns stood out in 2025 for Le Nouveau Belier, such as the Darty TV and digital campaign, driven by the slogan ‘Who’s that? It’s Darty!’,



**Stéphane Duverger-Nedellec**  
Co-founder



**Antoine Jubert**  
Co-founder

➤ **Le Nouveau Belier is a creative advertising agency specialising in retail. Since 2008, they have been devising ideas that boost sales. As committed partners to brands and retailers, they combine strategy, creativity, digital and data to deliver high-performing campaigns, from branding to drive-to-store.**

objective is clear: to capitalise on our positioning as an agency “the most retail-focused in the market”, to support a new, well-known brand and continue our growth.



which enjoyed exceptional popularity and achieved record approval ratings. We are also very proud of the work we have done with Point Vert – Magasin Vert, which was awarded the Best Retail Chain of the Year 2026 trophy.

**What are your prospects for 2026?**

In 2026, the Darty saga will continue with new adventures, always with a view to building the brand over the long term. We also wish to further strengthen our strategic division, as our advertisers expect us to provide ever greater support for their marketing and communication strategies. They are seeking differentiation, innovation and concrete solutions to their transformation challenges. Our



**25**  
talents, a passion for retail



**6**  
major retailers trust us: Darty, Darty Cuisine, Metro, Euromaster, Supermarché Match, Point Vert Magasin Vert.



**8**  
years average duration of the client relationship



**What is the 2025 review for the Dékuple agency?**

**Claude Charpin:** 2025 confirmed our growth trajectory, with progress made in a challenging market. This performance is underpinned by an integrated model based on creativity, data and technology, as well as teams comprising creatives, data experts and digital marketing specialists. This approach enables us to sustainably balance branding and performance. The Agency's growth has been driven by the strengthening of its core offerings. The 'Drive to Store' initiative has been consolidated around StoreFlow, a dedicated solution designed to optimise targeting, improve campaign effectiveness and maximise the business performance of local and national schemes. Loyalty schemes continued to rely on robust technological capabilities, enabling the rollout of large-scale operations with a high level of reliability and personalisation. The Agency's 360° creative and activation expertise was demonstrated through innovative campaigns. The year was also marked by the launch of Brand Pulse, a suite of tools designed to boost the visibility and presence of our clients' brands and products within generative AI environments. The Agency has also strengthened its strategic planning expertise through the Dékuple Insight offering, which is based on a hybrid consumer



➤ **Together, we orchestrate the development of the brands and campaign performance. We combine strategy, creativity, data and technology to generate a measurable, sustainable and profitable impact at every stage of the customer journey.**

**Claude Charpin**  
Managing Director  
and his management team

intelligence methodology, enabling a better understanding of consumer behaviour, identify emerging trends and activate new growth drivers. At the same time, 2025 was a year of internal transformation, with a reorganisation aimed at integrating new skills and strengthening the synergy between our areas of expertise. This development now enables us to offer more integrated solutions, covering all of a brand's business challenges. Finally, the year was marked by exceptional client recognition. The annual survey conducted with Choose My Company reveals a recommendation rate and innovation capacity both rated at 100%. These achievements have also resulted in several awards, recognising the teams' commitment and operational excellence.

**What are your outlooks for 2026?**

The year 2026 will be characterised by continuity and acceleration. The priority will be to build on the initiatives rolled out in 2025. Agence Dékuple will continue to invest in developing its expertise in data, marketing and technology, while strengthening its creative division. The agency is thus reinforcing its position as a partner capable of delivering results on a large scale, driving sustainable brand growth.



**57 262 000**  
messages (SMS/RCS) sent



**8 billion**  
of data collected and analysed



**100 %** relationship quality according to the Choose My Company survey!

# brainsonic

THE ENGAGEMENT AGENCY

## What is Brainsonic's 2025 review?

**Guillaume Mikowski:** In 2025, despite a highly challenging economic climate, two things stand out for me: firstly, we managed to maintain and build on our positions with our major clients while securing new business. We continued to support clients such as Leroy Merlin, E.Leclerc, Lenovo, Motorola and TUI, while also securing Alstom, Les Furets, Indigo and MSD in social media, Garance in advertising, Believe and IFOP in digital, and Abeille Assurances in events... Our model remains attractive, even in a market under pressure.

While 2024 was the year of AI-driven productivity and the launch of our agency Brainsonic.ai, 2025 is the year in which our transformation has truly driven change in both strategy and creative work. We have expanded, equipped and reorganised our teams. Strategists now work with AI tools to refine insights and speed up analysis. On the creative side, we have strengthened the teams and introduced hybrid team structures, for example pairing a senior copywriter with strong storytelling skills with a Gen Z profile, underpinned by a suite of AI tools at the heart of the process. The result: strategy and creativity move forward hand in hand; ideas emerge more quickly; new territory is explored more extensively, without compromising on creative standards. This year's award-winning campaigns illustrate this milestone. If we look at our award-winning campaigns from 2025 – from Monabanq to Leroy Merlin on TikTok, via LEEM, Lenovo Halloween and Guy Hoquet – the fusion of AI, strategy and creativity has enabled us to reach a new level.



➤ Brainsonic is a multi-disciplinary communications agency with over 130 talented professionals who devise and implement strategies and experiences designed to engage: consumers, employees and partners.

### Guillaume Mikowski

Co-founder and Chairman and his managers

## What are your outlooks for 2026?

Our priority is to continue raising both the strategic and creative bar in tandem. We will be strengthening our expertise in social media and influencer marketing, and further developing our hybrid teams that combine copywriting, strategic planning, platform knowledge and proficiency in AI tools. We will also gain access to more European tenders thanks to the Dékuple Group's creative network, with a collaborative model where each agency contributes its specialism. Despite the current climate, we remain confident.

Our multi-specialist organisation combining the agility of specialist agencies with the strength of an integrated group, all under one roof, we bring together editorial, creative, social media, influencer marketing, AI, events and digital teams, while maintaining a highly integrated approach to managing brand challenges. This is what enables us to support them in the era of "everything conversational", where AI assistants, social search and GEO are redefining the relationship between brands and audiences.



**123**  
talents



**40**  
active clients



**14**  
Creative awards won in 2025



### What is the 2025 review for Dékuple China?

**Benoit Raoult:** In 2025, the Chinese market slowed significantly, with falling consumption, postponed investments and marketing budgets under pressure. In this context, our priority was not growth at any cost, but the stability of the business. In 2025, we achieved a revenue equivalent to that of 2024. In the current climate, this is a true sign of resilience. This stability is based on clear choices, a refocus on our most robust clients, strategic decisions regarding certain activities, and strengthened operational discipline. Beyond the figures, what stands out most to me is the commitment and agility of our teams, who have remained focused on the value delivered to clients and have consolidated our fundamentals. Maintaining business activity is a sound foundation, but it is not an end in itself. The market slowdown has reminded us that we need to invest differently to reignite growth. It is in this context that artificial intelligence has become central to our strategic thinking. We have made AI a priority despite the pressure on budgets. Everyone is talking about AI; many want to get involved, but few really know how to integrate it in a way that is both operationally effective and profitable. This area of uncertainty presents a strategic opportunity.



➤ **Data-driven, powered by AI**  
From strategy to execution. Dékuple China generates qualified leads, uncovers precise insights into personas and competitors, and boosts visibility on WeChat, social media and largescale AI environments (LLMs). The aim: to turn performance into measurable success.

**Benoit Raoult**  
Vice-Président  
Dékuple China

### What are your prospects for 2026?

Our technology offering addresses very specific challenges: creative productivity, impact measurement, and the ability to offer new high-value-added services. Our initial discussions with agencies have been very encouraging, as they reflect a tangible shift: AI is no longer viewed as a promise or theoretical potential, but as a set of specific use cases that generate measurable benefits and

new business models. This maturity is also the result of the economic slowdown, which has taught us rigour, agility and resilience. It now enables us to approach 2026 with a clear and confident competitive advantage, making AI a genuine strategic lever. The challenge is demanding, but it is well within our capabilities.





### What is the 2025 review for Selmore and DotControl?

2025 marked the merger between Selmore and DotControl. We shared more clients and collaborated closely on major projects such as Dutch Cinema Card, CBR, Domino's, Just and Škoda. The combination of DotControl's digital and data-driven expertise with Selmore's strategic and creative strengths creates a unique proposition: connecting technology and brand power to our clients' growth ambitions. This combination of digital and branding strengthens our internal and external cohesion, while helping our clients become both more brand-focused and more consumer-centric, both in the Netherlands and internationally, in collaboration with our Spanish, French, German and Chinese teams. We have also launched Guidentity®, our AI-powered branding tool, which enables the production of brandcompliant assets at scale, thanks to a balance between artificial intelligence and human creative curation. What unites us: a pragmatic, positive and demanding culture. DotControl, based in Rotterdam, is digital at its core: nothing is based on assumptions, everything is based on data, driven by digital strategy, creativity and technological innovation. Selmore, based in Amsterdam, specialises in guiding principles, brand identity and sustainable, impactful campaigns. The second half of 2025 marks our evolution into a next-generation agency, with a strengthened role in strategic consulting, helping our clients to focus on their brand in this new era of AI. We have successfully taken a significant step forward by moving from individual projects to strategic programmes with FC Feyenoord, CBR and Verpact.



➤ We guide brands with a proud heritage towards a bright future. In our world, AI and craftsmanship come together, just as technology and creativity, data and strategy do. We help our clients grow sustainably by focusing on both the brand and the customer.

**Anja Froeling**  
Managing Partner

**Mark Landman**  
Managing Partner

### What are your outlook for 2026?

We are living in a world where art and AI collaborate, where strategy is data-driven, and where technological innovation and creative intuition reinforce one another. To remain relevant, we must be a driving force for positive change, bridging the gap between brand and business, customer experience and brand experience, and the short and long term. In 2026, our ambition is clear: to fully merge the worlds of Selmore and DotControl into an integrated offering, designed for this new era. AI significantly broadens our scope of action, from data to production. It brings speed and efficiency, but above all paves the way for new creations. Guidentity®, our AI-based branding tool, is the first example of this.



**2**  
locations: Rotterdam and Amsterdam



**40**  
employees



**8**  
shared clients



**What is the 2025 review for GUD.berlin?**

This year, we have demonstrated our resilience. Despite an unstable market, we have focused on our core business: creative excellence. We have not only run campaigns, but also set strategic benchmarks. By maintaining high standards in consulting, strategy and creativity, we have successfully won 13 tenders. We were forced to keep a close eye on costs and managed to make savings without reducing the size of the team. We succeeded in optimising our profitability without compromising the agency's creative spirit. This stability has allowed us to deepen our relationships with our regular clients. In 2025, we didn't just 'retain' our clients; we grew alongside them. Our operational priority has been personal sustainability, ensuring that our teams have the resources to consistently deliver high-quality work. And the industry has taken notice! Our rankings and awards from last year weren't just a matter of pride; they were proof of our creative calibre. We ranked 18<sup>th</sup> among German creative agencies in both relevant rankings. Our role within the Dékuple Group has become an increasingly important factor. We are now focusing on closer cooperation, both technically and in terms of data strategy. We have also begun to expand our international presence together, notably by leveraging our shared expertise and targeting international clients.



➤ **GUD.berlin wants to change the world through communication. That is why we reject clichés and the culture of ego: only the cause matters. And the results. Driven by a rigorous strategy and bold creativity, we design integrated campaigns that give meaning to brands and make them truly relevant. Campaigns that don't just aim to be seen, but that touch people.**

The agency's management team: **Jens Grüner, Julian Witzel, Alrun Hegele, Christian Artopé and Annelie Deutscher** (from left to right)

**What are your prospects for 2026?**

We're getting back to basics, but with a forward-looking vision. Our guiding principle is creative excellence. In a saturated market, only exceptional campaigns can set trends and win new contracts in the DACH region (Germany, Austria, Switzerland). We don't just react to the market; we shape it. The 'driving force' behind this strategy in 2026 is our AI initiative. We are

integrating artificial intelligence to boost both our efficiency and our creative potential. It is not about replacing humans, but about freeing our creative minds from repetitive tasks so that they can focus on 'big ideas'. By 2026, we will focus on streamlined processes that will allow us to remain profitable while investing in these new technologies.



**70**  
employees



**10** awards  
(ranked 18<sup>th</sup> among in Germany)



**13**  
new clients

# SmartTraffik

## What is the 2025 review for Smart Traffik?

**Laurent Simonin:** Smart Traffik has consolidated its position in the adtech market by setting out a clear vision, based on the use of data and technology as concrete drivers of performance for retailers, while maintaining a deeply human-centred approach. This trajectory is fully in line with the Dékuple Group's momentum, with a strengthened organisational structure and sustained commercial activity. The ramp-up of our solutions was one of the highlights of the year, particularly with oKube, which has become a key tool for measuring the impact of digital campaigns on in-store footfall. The market has seen growing demands for measurement, transparency and efficiency. Advertisers now expect tangible business results and a detailed understanding of the drivers of value creation. Against this backdrop, data and artificial intelligence have become prerequisites, provided they are properly managed and genuinely useful for decision-making. These developments have reinforced Smart Traffik's organisational choices, with a gradual restructuring of teams and the development of collaborative working methods. Technology is viewed as a tool to support expertise and the collective.

## What are your prospects for 2026?

By 2026, AI will enhance human intelligence by supporting data analysis and the understanding of consumer journeys and strategic decision-making. People remain central because listening, sharing knowledge and nurturing talent are essential.



➤ Smart Traffik provides retailers with measurable, data-driven marketing performance data. Through oKube, we link omnichannel media investments to in-store traffic, thereby offering clear attribution, optimised footfall and sustainable value creation across retail networks

**Laurent Simon**  
CEO

**Emmanuel Isnard**  
Managing Director

**Yann Gilquin**  
Deputy Managing Director

Collective intelligence, supported by technology, is at the heart of the pursuit of operational excellence and sustainable performance. The launch of the U.M.M. (Unified Measurement Model) marks a major shift in the approach to measurement. This shift will incorporate more context and transform results into predictive and actionable insights, moving performance from a retrospective analysis to a framework of anticipation and continuous optimisation. We are continuing our international expansion with the roll-out of oKube in Italy and Germany, the preparing for the UK market and strengthening

our presence in Spain. The challenge is to support customers across multiple markets while retaining the agility and personal touch of a smaller organisation.



**35**  
employees



**125**  
active clients



**What is the 2025 review for Dékuple Spain?**

**Rodrigo Serrano:** This year has been exceptional. We have struck a balance between expansion and customer retention. The most significant figure is the addition of 20 new high-profile clients, confirming the competitiveness of our value proposition. Beyond this exciting growth, we are proud to have achieved our objectives and thereby demonstrated to our clients our reliability, precision, technical expertise and ability to deliver the expected results.

The vast majority of our key accounts have chosen to renew and extend their partnership with the agency. This is also the result of our close working relationship with our clients. It is through a number of highly successful strategic events that we have been able to create genuine opportunities for discussion and strengthen our close ties with our clients.

**What are your outlooks for 2026?**

Our roadmap for 2026 is clear: to grow alongside those who already place their trust in us. We prioritise organic growth from within and have the potential to expand our business using our existing portfolio, by helping our clients refine their strategies. The launch of our new data service is the cornerstone of our development. We want to support the client in “information management” to “predictive intelligence activation”, enabling them to anticipate the needs of their own consumers. By 2026, AI will no longer be a tool reserved for ‘specialists’ but will become an integral part of our teams’ daily lives. The aim is for everyone



➤ With 25 years’ experience in the Iberian Peninsula, Dékuple Spain is a leading player in customer acquisition and retention, leveraging data and technology. Through effective full-funnel strategies, we offer scalable, professional and 100% data-driven solutions that deliver tangible results for brands.

**Rodrigo Serrano**  
CEO et ses managers

to Members of Dékuple Spain, from account teams to operations, use AI to automate repetitive and routine tasks, allowing them to devote more time to high-value- added work: strategic consulting and data-driven creativity. This is not just about technology, but an internal cultural shift that will enable us to be more agile, more precise and, above all, more responsive in our client relationships, by removing the daily burden of bureaucracy.



**70**  
employees



**20**  
new customers  
by 2025



over  
**100**  
new campaigns



**What is Rocketlinks' review of 2025?**

**Maxime Doki-Thonon:** 2025 has been a busy year for RocketLinks! To support our growing business, new talent has joined our various teams: sales, netlinking project managers and media traders. We have also surpassed the 150 000 international media outlets mark, making RocketLinks the most comprehensive and diverse catalogue on the market. From a technological perspective, this was a year dominated by AI. Our AI assistant, "Sacha AI", was launched to adapt to new search trends now centred around large language models (LLMs). A game-changing solution that is disrupting the SEO landscape in the GEO era. Our B2B influencer strategy has also borne fruit by generating +2.363% increase in leads compared to 2024. With our international operations remaining a cornerstone of our strategy, we have seen a 40% increase in revenue compared to 2024, with +10 000 foreign media outlets added. Finally, we were once again present at the BrightonSEO conference.



➤ **Founded in 2010, RocketLinks is the leading link-building platform, offering a comprehensive SEO and brand strategy solution. We support our clients through innovative features that are unique in the market. With an international presence, we collaborate with over 150 000 media outlets.**

**Maxime Doki-Thonon**  
CEO and his management team

**What are your prospects for 2026?**

Becoming the meta-platform for all SEO professionals worldwide remains our primary objective. To achieve this, we will therefore continue our strong international growth and all the initiatives already undertaken. The marketing of our comprehensive SEO and branding offering meets all our clients' netlinking needs. Our personalized support, which combines both human and technological elements, sets us apart from our competitors. We

continuously develop new features that align with market expectations, including GEO. The addition of new international media to remain ever more competitive and, finally, we will continue to make our mark in the SEO sphere through B2B influence, events and lead generation campaigns.



**200 000**  
international media



**39%**  
growth in turnover



**30**  
employees



**What is the 2025 review for Reech?**

**Guillaume Doki-Thonon:** It has been a particularly formative year. For Reech Agency, this has resulted in strong growth, the acquisition of new clients and significant market recognition, including several awards, amongst them an Effie Award. This accolade is symbolic, as Reech has become the first French influencer marketing agency to win an Effie, cementing the performance and maturity of influencer marketing. For Reech Influence Cloud, this pivotal year provided an opportunity to refine its value proposition and reaffirm a strong product-market fit, in line with brands' expectations and market trends. The year was also marked by an intensification of AI- related projects, particularly with advertising self-regulatory bodies in several countries. These collaborations reinforce Reech's positioning as a leading technology player, committed to more responsible and better-regulated influence.

2025 was also a year of innovation for our B2B training offering, the Reech Learning Programme. In addition to the fourth cohort of the Hackathon, a new course focusing on the fundamentals of influencer marketing was launched. It proved a resounding success, with nearly 30 professionals trained, confirming the market's interest in expert, practical training. Finally, Reech has continued to play an educational role within the sector alongside UMICC, of which the agency is a founding member. This initiative has resulted in several key public statements, notably at the MEDEF's REF (Meeting of French Entrepreneurs), and the production of the first joint influencer marketing



➤ Reech supports organisations throughout the influencer marketing value chain: strategy and activation via its agency, self-service campaign management using the Reech Influence Cloud platform, and skills development through B2B training and integrated in-house experts.

**Guillaume Doki-Thonon**  
CEO and his management team

barometer with the CPA, as well as through engagement with various industry associations.

**What are your prospects for 2026?**

By 2026, the aim is to make access to influencer marketing technologies more widely available. Today, only 47% of companies using influencer marketing have a dedicated platform, which limits the market's ability to effectively demonstrate return on investment. To address this challenge, Reech will launch a new offering aimed at broadening access to influencer

marketing technologies. This role of democratisation is an integral part of Reech's DNA. The year 2026 will also be marked by a shift towards international expansion, building on the Group's geographical growth. Finally, Reech will continue the momentum it has built for the Agency by further strengthening its 360° support, with influencer marketing at the heart of the solutions offered to brands.



**45**  
employees



**Over 350**  
clients worldwide



**8**  
awards won in 2025  
(including 1 Effie Award)



**What are the 2025 results for Dékuple Solutions Abonnements?**

**Nancy Faure:** In a press market undergoing profound change, coupled with a volatile macroeconomic environment, our division has demonstrated strong resilience. Buoyed by a particularly dynamic final quarter, this performance validates the effectiveness of our ability to adapt and execute. Our strength lies in the continuous optimisation of our customer acquisition and retention strategies. By embracing an agile culture, we have been able to fully capitalise on the synergy between our expertise in Sales, Data, Marketing and Technology. This approach enables us to respond in real time to market fluctuations and secure our volumes. The digital transformation is no longer a goal, but an established reality: over 80% of our orders now come through our digital channels. This shift is a key driver of performance, thanks to our ability to manage the customer journey, optimise ARPU, deliver greater personalisation and strategically develop cross-selling. The integration of Artificial Intelligence into the heart of some of our day-to-day processes marks a major turning point in 2025. Beyond the gains in efficiency and effectiveness, AI enables us to optimise our time to market and roll out our campaigns with unprecedented agility. While consolidating our core business, we have accelerated our diversification strategy. The very positive reception of our new offerings in the entertainment sector confirms our ability to expand our scope of operations. Finally, the year was marked by a transformation of our organisation. In a structurally



➤ We are experts in sales and subscription retention, whether to address the marketing challenges of major brands or to meet the needs of the general public.

**Nancy Faure**  
Managing Director of Subscriptions, and her team

declining market, this adaptation was essential. It now enables us to have a business model that is a more robust business model that is ready to seize the opportunities of tomorrow.

**What are your outlooks for 2026?**

Looking ahead to 2026 and guided by the Ambition 2030 plan, our Division is continuing its transformation drive. Our roadmap is built around three strategic pillars: consolidating our position as a market leader in

the subscription sector by making extensive use of digital technology and data, securing new partners to expand our audience, and diversifying our offering. This strategy will be underpinned by rigorous operational discipline to achieve our objectives and by the increasingly systematic integration of Artificial Intelligence, a key driver of agility and performance.



**Nearly 1 million** new press subscriptions acquired each year



**+60%** increase in aided brand awareness



**What is the 2025 review for Dékuple Assurance?**

**Arnaud Delpierre:** The year 2025 was marked by an active drive to modernise our tools and working methods. This drive has resulted in the ongoing enhancement of our systems, with the integration of new features designed to optimise usage, processes and user journeys.

At the same time, several high-impact, strategic projects were launched, focusing in particular on strengthening compliance frameworks and making overall improvements to workflows and processes. These initiatives have helped to consolidate our methodological foundation while delivering tangible gains in efficiency and the quality of our work. The year was also marked by the roll-out of a bespoke health package developed in partnership with Malakoff Humanis.

Finally, 2025 was a year of partnership development, with the launch of new strategic collaborations, including La Redoute.

From an economic and organisational perspective, the year saw an improvement in the profitability of our recurring operations. This performance was accompanied by enhanced support for staff in developing and deepening their knowledge, helping to strengthen collective expertise and the quality of the services delivered.

**What are your prospects for 2026?**

Our ambitions for 2026 build on this trajectory. One of our key priorities will be to continue integrating technological solutions into the heart of our business processes, with the



➤ We combine brokerage and data marketing to boost your turnover. We fully fund and manage turnkey insurance campaigns, turning your customer data into profit with no risk and at no cost. Much more than just a broker, we are your strategic partner for performance.

**Arnaud Delpierre**  
Managing Director

**Yannick Schwob**  
Deputy Managing Director

clear aim of simultaneously improving the employee experience, the customer experience and operational efficiency.

The coming year will be characterised by a two-pronged approach: consolidating our existing partnerships and developing new collaborations. By enhancing the value we deliver to our partners through ever-more detailed customer insights and useful, high-performance tools, we directly support their business objectives while expanding our scope of activity. This approach is underpinned by our expertise and our

ability to design bespoke solutions, making partnerships a key driver of sustainable growth.

Finally, 2026 will see us step up our support for the Group in the insurance sector. Building on the projects we have undertaken in recent years, we intend to strengthen our role as a strategic partner in this market by providing expertise, innovation and strong performance in the face of market changes.



**2 million**  
contacts



**+15**  
partners



**260 000**  
calls (incoming and outgoing)



# Thank you to the 750 brands that place their trust in us

Some of Dékuple Group's clients

ABB • Accor • Air Liquide • Allianz • ALD Automotive  
Algeco • ArcelorMittal • AXA • Banque Populaire  
BNP Paribas • Boulanger • Bouygues Immobilier  
Bouygues • Telecom • BUT • Camif • Carrefour  
Caisse d'Épargne • Chanel • Club Med • Conforama  
Croix Rouge Française • Cultura • Dassault Systèmes  
Decathlon • Deezer • Edenred • Engie • Europcar  
Evian • FDJ • Fnac Darty • France TV • Gifas • Harmonie  
Mutuelle • Hermès • Intel • Interfel • Jaeger Lecoultré  
Kering • Kereis • Kronenbourg • La Banque Postale  
LCL • Leclerc • Leroy Merlin • L'Oréal • Louis Vuitton  
MACIF • Malakoff Humanis MAPFRE • Michelin  
Orange • Pelayo • Pierre & Vacances Center Parcs  
Pierre Fabre • Pimkie • Printemps • Renault • Saint  
Laurent • Samsung • SAS • Schneider Electric  
Schenck • Segur Directo • Société Générale • Sodexo  
Suez • Stellantis • St Hubert • TotalEnergies • UIMM  
Unibail-Rodamco-Westfield • Valeo • Vodafone  
Volkswagen VYV • Wakam • Yomoni • Yoplait...

# Awards 2025: the industry recognises our innovations and creations

8

awards for Reech



**3** awards with **Matmut** and the “Debrief de soirée” campaign including Gold at the “Grand Prix Influencia”



**2** awards with **Macif** and the “Reprenez le contrôle” campaign including Gold at the Grand Prix de la Responsabilité de la communication “The Good”



**3** awards with **Santé publique France**, and the “#GênantouPas” campaign including Silver at the “Grand Prix Stratégies Influence”

5

awards for the Agency



**3** awards with **MMV** including Gold at “Grand prix de la data”



**1** award with **Perle de Lait** at “Nuit des Rois”



**1** award with **Bouygues Immobilier**: Gold for advertising innovation

13

awards for Brainsonic



**3** awards with **Leem** and the “Debrief de soirée” campaign including a bronze award at the “GP Stratégies de la com d’engagement”



**3** awards with **La Monabanq** including Gold at “Top/Com Consumer”



**2** awards with **Lenovo** including Gold at “Grand Prix des communicants”



**2** awards with **Guy Hoquet** including Gold at “Grand Prix de la créativité IA et data”



**1** award with **Leroy Merlin**: Gold at “Grand Prix stratégie du Brand content”



**1** award with **Play-Doh**: Gold at “Grand Prix des communicants”



**1** award with **Tout Le Monde Contre le cancer**: Gold at “Grand Prix Stratégies de la com d’entreprise”

10

awards for  
GUD.berlin

**BVG**

**7** awards with **BVG (public transport)** as part of the “The BVG puppet show” campaign, which won gold at the “MAX Awards”

**DB** **BAHN**

**1** award with **Deutsche Bahn**: Silver at the “MAX Awards” in the Sustainability category



**1** award with **Kleinanzeigen**, Silver for the “How to Hack Pop Culture (Fast)” campaign at the Epica Awards in the Online & Mobile Services category.

**KINDERGÄRTEN CITY**  
EIGENBETRIEB VON BERLIN

**1** award with **Kindergärten City**, for the “Berlin braucht Erziehung” campaign (Berlin needs education)

3

awards for  
Smart Traffik



**1** award with **Feu Vert** and Fill Up Media, gold at the Cas d'Or Digiloca

**366**  
COMMUNITIES

**1** award with **366 and First ID**, gold at the Cas d'Or Digilocal



**1** award with **Maison du Monde** at the “Étoiles du retail et de l'IA”

2

awards for  
After

**MediaMarkt**

**Best Digital Campaign**,  
MediaMarkt,  
Ctrl Awards



**Best Account Manager at the agency**, Marc Ros,  
After, Impacte Awards

# Converteo x Leroy Merlin

As part of its strategic review of the role and potential of AI for its customers and employees, Leroy Merlin France's Omncommerce department sought to define its strategic roadmap.

### Converteo's response

Converteo guided the company through a series of interviews, co-creation workshops and benchmarking exercises. This process enabled the identification of three main areas of application for AI and agentic:

- Transforming the experience and enriching the omnichannel customer journey.
- Provide all teams with natural language access to company data.
- Create relevant content at scale for highly targeted audiences.

### Results

The resulting roadmap lays the foundations for an ambitious transformation of the company's digital (websites, apps) and physical (shops) touchpoints. It aims to equip employees with tools to automate tedious tasks and better track performance. Customers will be the main beneficiaries.



a shopping journey

**+ seamless**



offers

**+ relevant**



sales staff

**+ available**

# Smart Traffik x Gamm Vert

Gamm Vert, France's leading chain of local garden centres with nearly 900 stores, is rolling out multi- local national media campaigns to drive footfall in-store. In a highly seasonal context, the challenge is twofold: to generate in-store visits at a local level and to accurately measure the effectiveness of each marketing channel deployed in order to optimise media spend.

## Smart Traffik's Solution

With support from Cospirit and Smart Traffik's oKube solution, Gamm Vert is implementing an omnichannel strategy combining brand awareness and performance. The campaigns (Display, Social, Search, Audio, SMS, segmented TV...) are managed using a deterministic omnichannel measurement approach that enables the analysis of each channel's role in driving traffic and the continuous optimisation of the media mix.



**2.6  
million**

extrapolated visits in-store  
in the first half of the  
year, including 834 000  
incremental visits



**32%**  
average uplift



Cost per in-store visit reached  
**€1** for extrapolated visits and  
**€2.3** for incremental visits

# Reech x La Macif

Since 2021, Macif has been publishing an annual survey in collaboration with Ipsos on addiction and its consequences among young people. To make these findings more accessible, each edition is accompanied by a communication initiative aimed at raising awareness among young people. In 2025, for the 5th consecutive year, the campaign is being rolled out with a major new feature: an unprecedented focus on social media use and its impacts. The challenge: to talk about prevention in a different way, capture the attention of a young audience, offer an original format that goes beyond simply presenting figures, and raise awareness.

### REECH's response

The chosen strategy is to make the addictive mechanisms of these platforms tangible. Co-written and hosted by mentalist Fabien Olicard, "Take Back Control" takes the form of an immersive game on YouTube, inspired by popular formats, to tackle a serious subject with a light-hearted tone. Six participants take on three interactive challenges: Balloon Rush (endless scrolling and reward-seeking), The FOMO Box (fear of missing out), The Bubble

(algorithmic confinement). A "spy" announced from the outset... who doesn't exist, to illustrate the impact of fake news and conspiracy theories.

The campaign is amplified through a multi-channel strategy: long-form YouTube video, vertical teasers (TikTok, Instagram, Snap, Shorts), a dedicated section on macif.fr, newsletters, digital displays in branches, and behind-the-scenes content shared by Fabien Olicard.

### Results

The campaign generated 20.8 million views, a YouTube view-through rate of 59.89%, and 6.6 million minutes of watch time for the long-form content, confirming the ability of an entertaining and educational format to deliver a prevention message on a large scale.

In 2025, this campaign won gold at the Grand Prix de la Responsabilité de la "The Good" (Prevention and Public Health category) and silver at the Marketing Awards (Brand Content category).



**20.8**

million views



**59.9%**

YouTube view rate



**6.6**

million minutes watched

# Agence Dékuple x Sultan

For the French launch of its first sparkling iced tea, Sultan, the leading brand in Morocco, needed to make its mark in a highly competitive market while capitalizing on its strong reputation within the Moroccan community.

## Agence Dékuple's response

Agence Dékuple developed the launch strategy and creative identity. A concept that embodies the product's cultural roots and modernity, underpinned by the tagline 'Sultan, and my heart sparkles!'. Rollout of a 360° ecosystem: influencer marketing

with Reech (Moroccan creators), viral FOOH campaign in Paris, metro and train station advertising (12m<sup>2</sup>, 3m<sup>2</sup>, DOOH), in-store promotional displays, and tasting events. The key visuals, created using generative AI, have optimized both production and impact.

## Results

- A launch with strong community resonance
- Massive visibility and rapid emergence at the point of sale
- The nationwide expansion of Sultan Ice Tea.



# Dékuple Espagne x Bridgestone

In a highly competitive automotive aftermarket, Bridgestone faced a dual strategic challenge: unifying its B2B loyalty programmes (partner network) and B2C (end consumers) within a single ecosystem, while managing complex incentive schemes. Cashback via bank transfer for businesses, digital vouchers for individuals: the coexistence of hybrid models required a robust architecture. Added to this was a lack of visibility on sell-out data, manual validation processes causing friction, and the need to design a scalable platform compliant with international reporting standards.

### Dékuple Spain's response

- Deployment of a multi-country white-label platform digitising the entire customer loyalty cycle
- Integration of B2B and B2C customer journeys within a single system
- Implementation of an OCR engine validating invoices within 72 hours, cross-referenced with stock data
- End-to-end approach: technology, asset creation, legal compliance, user support
- Scalable model deployed in Spain and Portugal, then extended to Italy and Romania



**19 428**

invoices  
validated



**62 360**

funds  
distributed



**€1.85**

million redistributed  
to the market



**4**

markets activated  
between 2023 and  
2026

# Brainsonic x Tui

## TUI's support took the form of two campaigns.

- The summer campaign took a multi-disciplinary approach, ranging from influencer marketing to in-hotel events... for Club Lookéa, inspired by the cult game Les Loups-Garous de Thiercelieux. In partnership with Asmodee, Brainsonic transformed around thirty clubs into a life-size mystery investigation. Holidaymakers could follow the fictional disappearance of a participant, discover clues on Instagram, and then experience the investigation first-hand in the clubs.
- The “No Adults” campaign, designed as a counterpoint to the growing number of “No Kids” offers in the tourism sector. Rather than excluding children, TUI chose to reawaken the inner child in adults. With the tagline “Be a child again”, the brand reaffirmed its DNA: friendly, accessible clubs. Rolled out across billboards, digital and social media, the campaign enabled TUI to reposition itself on a simple, clear and distinctive emotional terrain.



# Selmore DotControl x Škoda

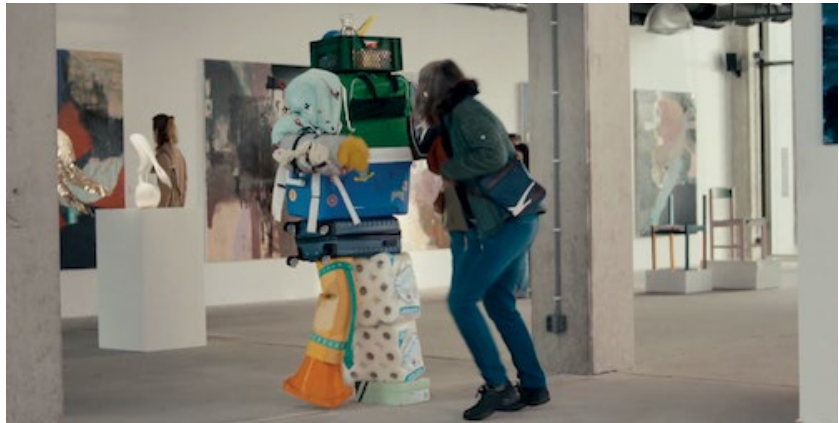
Škoda’s ambition to continue growing and strengthen its position in the Netherlands has prompted us to give the brand a fresh impetus. Over the past few years, we have consistently strengthened Škoda’s positioning. It is now time to take the next step: staying one step ahead of the competition.

### Selmore DotControl’s response

An original, integrated brand campaign showing how to get even more out of your Saturday with the campaign’s hero, “Saturdave”: a distinctive character based on the Saturday essentials found in the boot of your car. Together with his family, Saturdave discovers the enjoyable activities we all love to do on Saturdays.

### Results

- The renewal and refresh of the brand image, while remaining true to its fundamentals.
- The brand’s successful claim and ownership of the “Saturday” domain over the past 8 years,
- Driving growth across all the brand’s key performance indicators. With the highest preference among professional drivers (on lease).



7%

market share



3<sup>e</sup>

car brand  
in the Netherlands

# Dékuple China x Sinodis

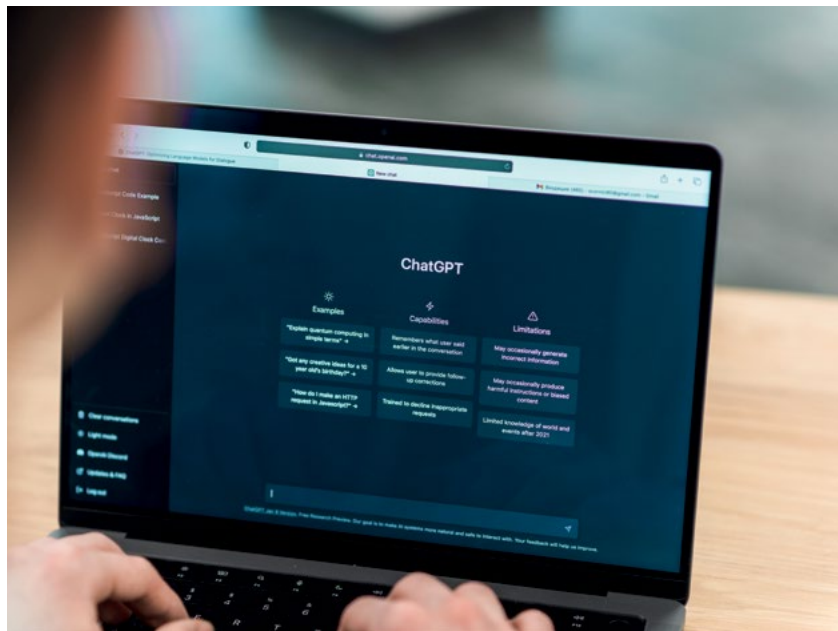
Sinodis is the specialist in bakery, patisserie and desserts for the foodservice sector in China. The company has recognised a fundamental shift in the way brands are discovered. With the rise of large language models (LLMs) such as DeepSeek and Doubao, traditional search engine optimisation is no longer sufficient. The brands in Sinodis' portfolio needed to be visible and properly indexed by generative AI engines.

## Dékuple China's response

A comprehensive GEO audit to assess the current perception of LLMs, identify gaps and compare competitors. The selection of 40 high-impact search terms and enabled the development of over 40 bespoke pieces of content, semantically structured to align with LLM search models and strengthen the brand's authority.

## Results

Sinodis brands now top the AI-generated results, becoming authoritative benchmarks in their sector, and consistently outperform their competitors.



**60%**

Improvement  
the brand's  
presence on 3 AI  
platforms



**20%**

of queries  
display a CTA  
to the WeChat  
mini-programme



**15%**

display direct  
links to the  
website



**20%**

increase in  
overall website  
traffic

# Kleinanzeigen x GUD.berlin

As Germany's leading secondhand marketplace, Kleinanzeigen needed to strengthen its position among Gen Z, a strategic target audience that is particularly attuned to cultural trends and digital fads. With the launch of the Netflix series *How to Sell Drugs Online (Fast)*, whose protagonist is a young online business prodigy, a natural opportunity arose: to capture the attention of the show's fans and transform this cultural craze into qualified traffic and actual use of the platform. The challenge was clear: to convert a pop culture moment into measurable business engagement.

## GUD.berlin's response

Kleinanzeigen partnered with Netflix and Maximilian Mundt, the series' lead actor, to create an integrated campaign rooted in the show's universe.

The idea: to reimagine the series' iconic character as a credible ambassador for second-hand goods and demonstrate, in a playful and contextually relevant way, the value of the platform.

The campaign was based on:

- An official collaboration with Netflix to lend legitimacy to the campaign
- The staging of the hero's "legal return" on Kleinanzeigen
- A product demonstration integrated into the narrative
- A seamless funnel linking entertainment and conversion

The campaign thus transformed a fictional universe into a showcase for the service, capitalising on Gen Z's strong identification with the character.

## Results

The campaign succeeded in converting cultural engagement into tangible business performance. By cleverly linking entertainment with product usage, Kleinanzeigen demonstrated that a well-executed pop culture campaign can become a real growth accelerator.



**94.3**

million impressions



**+43%**

increase in social engagement

(vs previous campaigns)



**33%**

increase in visits on the platform





# **HR and CSR Challenges & Ambitions**

# International growth aligned with our CSR commitments



**Marie-Laure RICARD,**  
Group Director of Human Resources and Corporate Social Responsibility

## The year 2025 marks a decisive turning point in the Group's international expansion. How has this affected your HR challenges?

The year has indeed been transformative, with the integration of major new European entities: GUD.berlin in Germany, Selmore and DotControl in the Netherlands, and more recently the creative agency After in Spain. With 25% of our workforce now based outside France and a presence in eight countries, we have had to adapt our culture and our ways of working.

The main challenge was to standardise our internal communication in order to bring these multicultural teams together. To achieve this, we rolled out Sociabble (known internally as Talks by Dékuple), a new tool shared across all our entities. This platform enables seamless communication via channels and topics, encouraging every employee to respond and share their initiatives. Thanks to the integrated machine translation, we have broken down language barriers, thereby strengthening our shared sense of belonging.

## How are you supporting this transformation in terms of skills development?

Adapting our training programmes is a top priority. On the one hand, we have continued to place artificial intelligence at the heart of our development, relying on our 'AI Champions' to train teams in new generative applications and, now, in agentic technologies. On the other hand, the Group's global expansion makes proficiency in English essential. We have therefore given priority to English language learning in our training plans to facilitate day-to-day communication between countries. In 2026, the roll-out of new tools will continue to support an ever-smoother flow of information. Our objective is clear: to get to know one another better so we can work together more effectively, capitalising on the richness of our diversity.

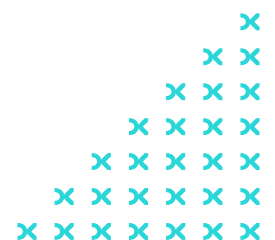
## In terms of CSR, 2025 looks set to be a year of structuring. What is the Group's roadmap for these issues?

This year has been focused on developing our plan to set goals that are fully aligned with the Group's new strategic plan, "Ambition 2030." We have worked to define quantifiable and measurable targets for each of our CSR pillars: social, environmental and governance.

This approach remains deeply rooted in our DNA: our values of a pioneering spirit, respect and mutual support, our commitment to the UN Global Compact and the UN Sustainable Development Goals, as well as the principles set out in our manifesto.

## Where do you stand on environmental issues and measuring your impact?

We have reached a key milestone with the completion of our second carbon footprint assessment, following the one from 2021. This new audit, which covers our expanded scope, is crucial as it allows us to measure our initial results in concrete terms and, above all, to refine our reduction trajectory. This data enables us to steer our climate strategy with precision for the years to come, involving all our stakeholders in a process of continuous improvement.



# CSR

For over fifteen years, the Dékuple Group has been firmly committed to a Corporate Social Responsibility (CSR) approach, aligned with its strategic objectives and the expectations of its stakeholders.

This initiative aims to effectively anticipate the needs of our employees, partners, customers, suppliers and shareholders, while incorporating new regulatory requirements in social, societal and environmental matters.

The Dékuple Group is deeply committed to building, over the long term, a network of multi-entrepreneurs by bringing together companies with complementary skills, led by entrepreneurs who share its values, while remaining autonomous in their management. Long-standing commitment to the nine Sustainable Development Goals

As a signatory to the UN Global Compact, the Dékuple Group incorporated the requirements of the Corporate Sustainability Reporting Directive (CSRD) into its CSR strategy in 2024. This approach enables us to position our commitments more clearly as a strategic lever, promoting both better risk management and the emergence of new opportunities for sustainable growth.

As a result, customers can easily identify responsible products and services, while investors see this transparency as a mark of trust and financial strength.

**186**  
permanent hires

**36**  
average age

**701** employees benefiting from profit-sharing or incentive schemes

**92%**  
permanent contracts

**92%**  
of staff trained

**6**  
years' service average

**93** employees have changed roles or department

**25%**  
of the workforce abroad

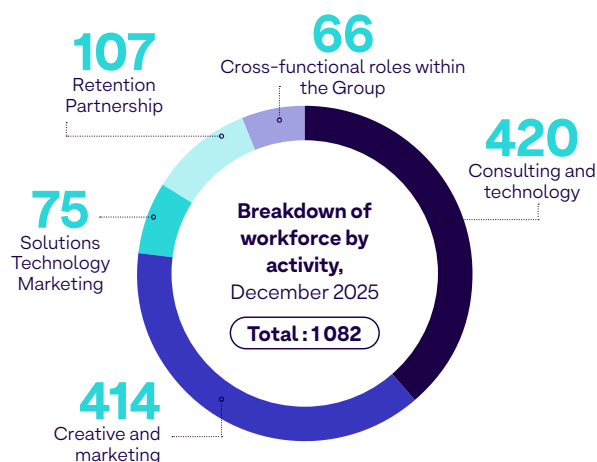
**33**  
work-study students

**30**  
trainees

**9 110**  
training hours delivered

**52%**  
of men

**48%**  
of women



# Our environmental initiatives

## ► The Group's 2025 Carbon Footprint Report: an encouraging path towards far-reaching transformation

In 2025, the Dékuple Group reached a key milestone in its climate strategy. Our latest report reveals a significant reduction in our overall emissions: from 60 000 tonnes CO2 equivalent in 2021 to 47 000 in 2024, representing a 21% reduction over four years. And this, despite an expanded scope.



## ► Understanding our carbon footprint to reduce it

We measure all of our emissions, including Scope 3 emissions—that is, indirect emissions (those across our entire value chain)—including those from our employees and suppliers, freight transport, meals, and end-of-life processes... 98% of our carbon footprint consists of indirect emissions from the products and services we purchase. While the current decline can be partly explained by changes in the press market and the updating of ADEME data, it above all confirms that our desirable future requires a fundamental change in our business practices.

## ► 2025: the year of practical experimentation in reducing carbon impact

This year, our “Subscription” division has launched major initiatives to reduce the impact of acquisition bonuses through:

- **More responsible purchasing:** smaller electronic devices, and promoting more environmentally friendly incentives to our customers (discounts, gift cards, etc.).
- **Greater circularity:** establishment of a system for returning end-of-life electronic products to our suppliers for repair or recycling (WEEE), in order to extend their useful life.





# Social: our partnerships

## ➤ A renewed partnership with ESCP

In 2025, the Dékuple Group strengthened its ties with the academic world by partnering with ESCP Business School for the second consecutive year. As part of this partnership, several of the Group's experts spoke to students to share their vision and experience on key topics such as data, performance marketing, innovation, artificial intelligence and new uses of communication.

These briefing sessions provided an opportunity to compare theoretical approaches with the realities on the ground, to highlight the practical challenges faced by businesses, and to encourage strategic thinking rooted in the current transformations of the professions.

Through this collaboration, the Dékuple Group reaffirms its commitment to sharing its expertise, contributing to the development of tomorrow's talent, and fostering a lasting dialogue between the business world and higher education.



## ➤ “Run and Give” – a wonderful blend of human connection and sport

For the second year running, the Dékuple Group has partnered with Smart Traffik as part of the charity initiative “Run, you'll give”.

Launched in 2020 by Laurent Simonin, this event combines sport with charitable engagement, where every kilometre covered by participants is converted into a donation to benefit a charity working in the fields of health, social welfare or the environment.

This year, our fundraising efforts supported the charity Les Invincibles, which is dedicated to fighting motor neurone disease (ALS) and supporting those affected, as well as their loved ones. It is a worthy cause that is fully in line with our commitments.

For this latest edition, the teams at the Dékuple Group once again stepped up to the plate.

Thanks to this collective effort, €6 000 was raised for the charity.

## ➤ CAFÉ & TRI: A strengthened partnership with a committed Group

At the Dékuple Group, sustainability starts with the coffee break. In 2026, we renewed our contract with the Cèdre Group for the management of our office waste and the provision of refreshments for our communal areas.

As a social enterprise, Cèdre enables people with disabilities to integrate sustainably into the world of work. At our sites in Montreuil and Chantilly, they handle the collection of certain waste streams: paper, cardboard, paper cups, cans, plastic bottles and, soon, coffee grounds.

This year, we have extended our

partnership with Cèdre to include our coffee cups through Good Daily, the Group's coffee brand. By choosing organic products, roasted in France, and sustainable snacks for our staff, we are turning every coffee break into an act of support for inclusive employment. This partnership with Good Daily has enabled the Montreuil site to almost completely phase out paper cups in favor of reusable mugs and glasses. This is a significant step that will lead to a considerable reduction in the weight of waste generated by 2026.

### Results

**Social:** the Dékuple Group has directly contributed to the employment of people with disabilities.

**Environment:** over 17 tonnes of waste were collected and recycled at our sites.

These sustainable initiatives, rolled out at our Montreuil and Chantilly sites through our long-standing partnership with the Cèdre Group, perfectly illustrate our commitment to improving our social and environmental impact.



# Our social initiatives

## ► Talks by Dékuple: the Group's new internal social network

In February, the Group launched Sociabble, its new internal communication platform. Initially rolled out to a panel of 200 employees, our internal social network was extended to the entire Group in October 2025.

Designed as a genuine catalyst for connection, this platform promotes the flow of information, the sharing of news and the highlighting of successes achieved by all entities. It thus strengthens cohesion and fosters a shared sense of belonging.

Beyond simply relaying information, Talks by Dékuple encourages employees to speak up, promotes the sharing of best practices and raises the profile of projects, whether collective or individual.

By supporting each individual in developing their personal brand, the platform also helps to enhance the Group's external reputation. It plays an active role in promoting the Dékuple employer brand, highlighting the expertise, innovation and culture of commitment that are our strengths.



Initially rolled out to a panel of **200** employees, our new communication platform was rolled out to the entire Group in October 2025

# Governance



## Bronze medal among the Top 23

In 2025, the Group reached a key milestone in sustainability by achieving the EcoVadis Bronze Medal. With an overall score of 67/100, we now rank in the top 35% of companies assessed by the organisation worldwide. This distinction demonstrates the deep-rooted nature of our rating process, which was launched two years ago. This result reflects our ability to unify our processes to meet the highest standards of our stakeholders.



## 2025 marks a significant step forward across our three fundamental pillars

**Environment:** driven by a rigorous climate policy, the Group has measured its carbon footprint and set targets to reduce its carbon impact.

**Social & Human Rights:** our best performance to date. It illustrates our commitment to employee well-being and recognises, amongst other things, our HR and talent management policies, as well as our adherence to the United Nations Global Compact.

**Ethics:** the ethics charter, developed jointly with all our entities, and our information security programmes ensure a framework of trust for all our partners.



## Our roadmap: Continuous improvement

The Group is committed to a process of continuous improvement. We therefore see responsible procurement as our next growth driver and aim to strengthen our supplier assessment criteria.

This issue is all the more crucial given that our procurement accounts for the bulk of our indirect carbon footprint.

# Governance



## ECO-DESIGN: Balancing the growth of our digital business with the imperatives of the green transition

### 2030 Ambition: towards ever more responsible technology

As a major player in communications and data marketing, the Dékuple Group places technological innovation at the heart of its model. Indeed, by its very nature, digital technology contributes significantly to our carbon footprint. Our ambition is clear: to integrate eco-design into 100% of our solutions by 2030.

### An initiative under development, at the heart of our business

Becoming a responsible digital enterprise is both important and a new challenge.

We are currently in the process of developing our methodologies to translate our ambitions into. This period of reflection is necessary to establish a realistic yet challenging roadmap, developed collaboratively and shared by all our entities. Our vision of eco-design is not limited to our technical infrastructure but permeates our entire value chain:

#### › Development and Tech:

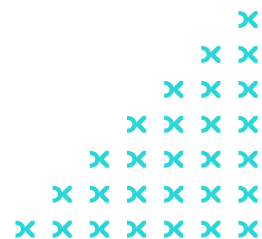
optimising our proprietary platforms and software to reduce their resource and energy consumption.

#### › Design and UX: designing accessible and minimalist interfaces.

› **Responsible Marketing:** improving our activation strategies and selecting technology partners aligned with our commitments, wherever possible.

It is also about engaging our customers in this responsible approach and raising their awareness of digital issues.

By embarking on this transformation, the Dékuple Group is striving to grow its business in a way that respects planetary boundaries, thereby guaranteeing its customers and partners solutions that are as effective as they are responsible.



# Sponsorship



## ➤ Since 2022, the Dékuple Group has been a committed sponsor of skipper William Mathelin-Moreaux.

This partnership fully embodies the Group's values: a pioneering spirit, respect and mutual support. Through this partnership, and alongside William, the Dékuple Group is proud to support the charity Les Invincibles.

These sporting challenges also provide an opportunity for a wonderful human adventure, which has greatly inspired our employees.

"A loyal partner since 2022, the Dékuple Group has reaffirmed its commitment to me as part of the Class40 Les Invincibles partner club! I am proud to be able to count on the Dékuple Group's support for the fifth consecutive year, and proud of the bond we have forged with the teams.

Originally a partner from 2022 to 2024, the Dékuple Group has been supporting me since 2025 as a "Club" partner in my offshore racing projects! Together, we sail with the aim of giving a stronger voice and greater visibility to the charity Les Invincibles. THANK YOU.  
**William**

### ➤ William Mathelin-Moreaux

A French sailor and former architect, he left his initial career at the age of 24 to devote himself to ocean racing, notably in Class40, with the aim of competing in the 2028 Vendée Globe. He is known for his participation in the Route du Rhum (2018, 2022) and the Transat Jacques Vabre.

### ➤ Les Invincibles

A non-profit organisation established under the 1901 Act, supporting research into Charcot's disease and all initiatives aimed at combating this condition and the disabilities it causes.  
[www.les-invincibles.com](http://www.les-invincibles.com)



## WILLIAM'S RESULTS, 2025 RACES:

- Spi Ouest France - **12<sup>th</sup>**
- Les Sables - Horta (leg 1) - **13<sup>th</sup>**
- Les Sables - Horta (leg 2) - **2<sup>nd</sup>**
- Transat Café L'Or Normandie Le Havre - **3<sup>rd</sup>**

# A trajectory of sustained growth



**Emmanuel Gougeon,**  
Group executive Vice Président  
Finance & M&A

Emmanuel Gougeon shares his vision, the challenges he faces and his approach to his activities, particularly the M&A side of the business, one of the two pillars of growth for the Dékuple Group.

**In recent years, the Group has undergone a genuine of transformation in its positioning and the refocusing of its activities, of which the acquisition strategy is a key component. Tell us more.**

Indeed, 2025 marks the culmination of our plan, which has profoundly transformed the positioning and model of the Dékuple Group, with a strategic refocusing on communications and data marketing.

The transformation has been underpinned by an active acquisition policy, with 15 deals in Europe over the last five years. The arrival of new data solutions and players—Digital agencies such as Reech, Smart TraffiK, Brainsonic, Coup de Poing, GUD.berlin, DotControl, Selmore and After... have enabled the Group to take its business to the next level.

Between 2020 and 2025, the Dékuple Group recorded average annual revenue growth of 12%, doubled its workforce and transformed its business mix. Net revenue from B2B digital marketing activities tripled over the period and now accounts for 71% of the Group's total, compared with 37% in 2020.

**Despite a challenging economic climate, the Dékuple Group appears to have had a successful year.**

Indeed, our 2025 results are positive, with a clear recovery in profitability in the second half of the year and continued solid growth. Revenue reached €242.6 million, up by 11.4%, while net revenue stood at €180.5 million, an increase of 6.8%. This performance is driven by the momentum of our digital marketing activities, the growing contribution from international operations, as well as sustained organic growth in our main markets in continental Europe, which outperformed the competition.

Restated EBITDA stood at €23.7 million, representing 13.2% of net revenue. Year-on-year growth compared with 2024 remained modest (+0.8%), but masks a very clear improvement in the second half of the year.

The first half of the year was marked by continued significant investment in our technological expertise and our European expansion, as well as by the implementation of optimisation measures designed to capture productivity gains linked to artificial intelligence, resulting in restructuring costs higher than those in 2024.

These efforts bore fruit in the second half of the year, with a marked recovery in profitability, reflecting the ramp-up of our higher value-added activities, the strong momentum of our Agencies & Solutions business and the effects of the transformation initiatives undertaken. EBITDA for the second half of the year thus stood at 14.3% of net revenue, up 38.4% compared with the first half of 2025.

Our financial structure remains robust, against a backdrop of sustained investment activity. As at 31<sup>st</sup> December 2025, equity stood at €54.7 million and cash at €55.0 million. The net cash position is now slightly negative, with a very controlled leverage ratio of 0.3x.

**Your Ambition 2030 plan is ambitious; has the roadmap to achieve it already been established?**

Indeed, by 2030, the Dékuple Group has announced that it aims for revenue in excess of €400 million, net revenue of €320 million, a 30% share of international business, and an EBITDA margin between 13% and 15%.

# Solid results showing improvement in the second half of the year

## Revenue

€242.6 million

+ 11.4%

## Net revenue (gross margin)

€180.5 million

+ 6.8%

## Revenue digital marketing

71.1%

of total revenue  
(vs 37% in 2020)

## Net revenue

14.1%

generated internationally  
(vs 5.9% in 2024)

## Restated EBITDA

€23.7 million

+0.8%

## Restated EBITDA

+ 38.4%

in H2 vs H1 2025

## Net income Group share

€9.6 million

5.3% of net revenue

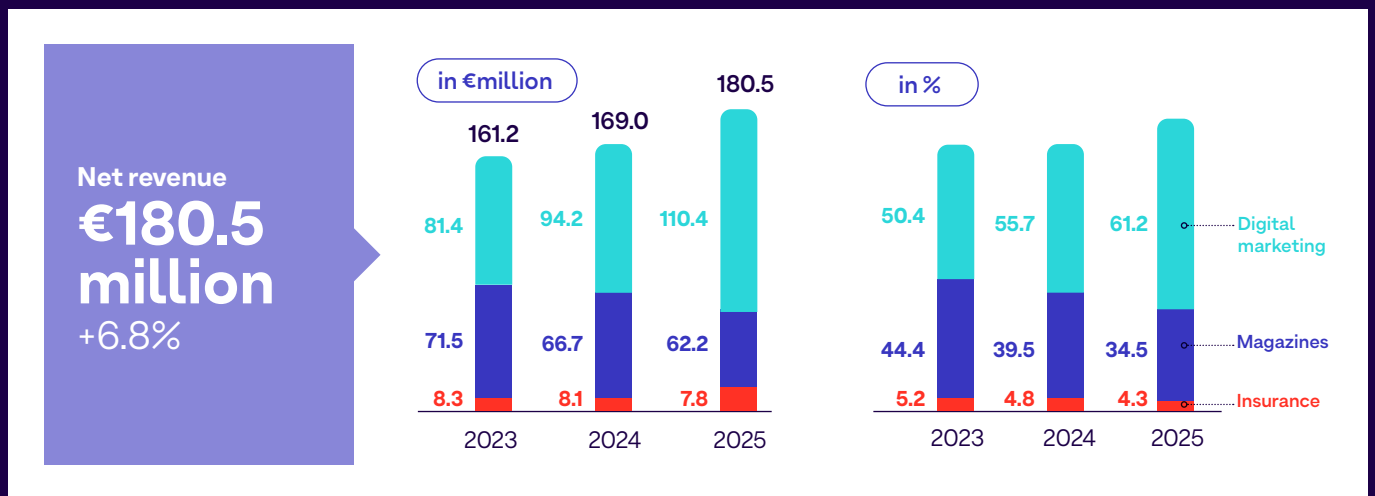
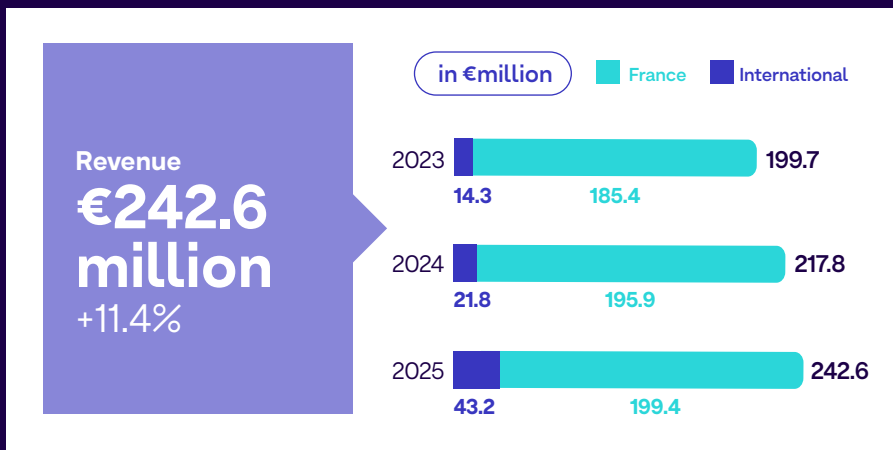
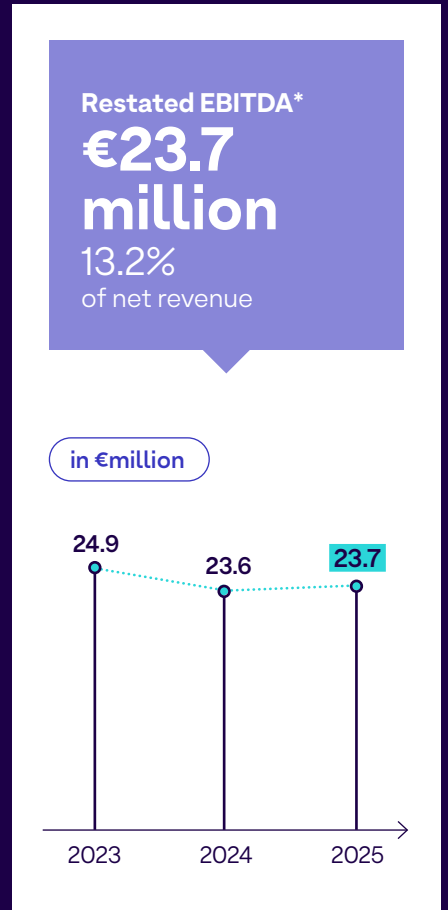
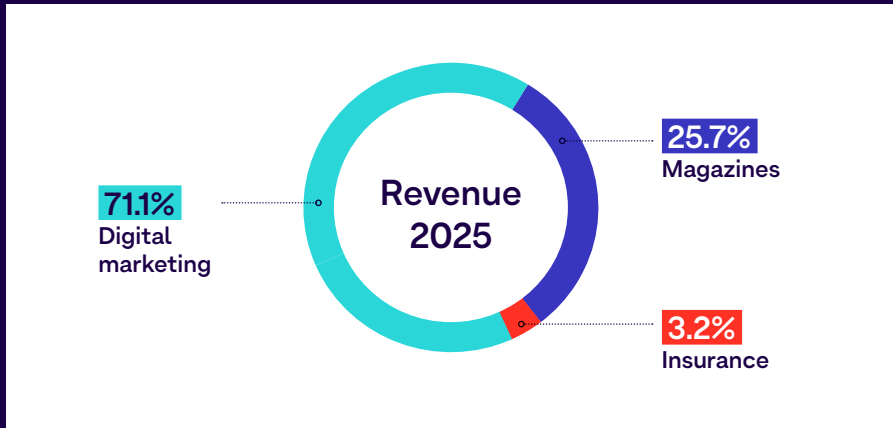
## Cash

€55 million

as at 31 December 2025

By 2030, the Dékuple Group aims to achieve revenue in excess of €400 million, net revenue of €320 million, a 30% share of international business, and an EBITDA margin between 13% and 15%.

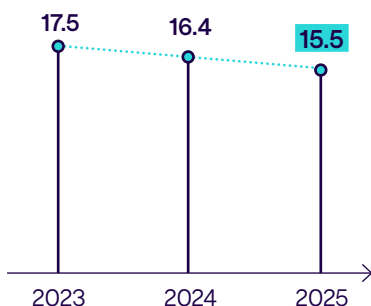
# Our key annual figures



\*EBITDA adjusted for the IFRS 2 impact of bonus share awards and the IFRS 16 impact relating to the restatement of rental expenses

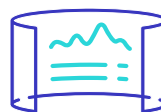
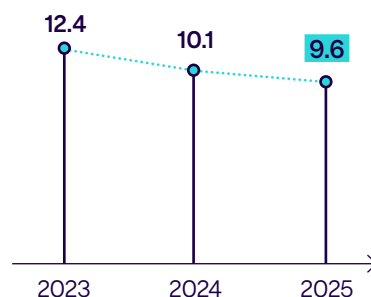
Income from ordinary operations  
**€15.5 million**  
 8.6% of net revenue

in €million



Net income (Group share)  
**€9.6 million**  
 5.3% of net revenue

in €million



Dividend per share

**1.04**  
in 2023

**0.76**  
in 2024

**0.76**  
in 2025



Financial position

in €million



## Dékuple

Trademark of ADLPartner (Company name)  
Public limited company with a board of directors and a share capital of €6 478 836  
Compiègne Trade and Companies Register B 393 376 801

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emendo

## Financial communications



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