DÉKUPLE





Annual report 2024

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Message from BERTRAND LAURIOZ

Chairman and Chief Executive Officer, DÉKUPLE

Ladies and Gentlemen,
Dear Shareholders,

With sales of €217.8 million (+9.), net income (Group shareremains solid at €10.1 million and over 1,000 employees, the Group continues to implement its Ambition 2025 plan!

2024 was a positive year for our Group, despite a difficult economic environment. Political and fiscal uncertainty prompted many companies to be even more cautious in their marketing investments, but, thanks to our leadership since early 2023 in Artificial Intelligence and technology, our Group maintained strong differentiation and ensured robust growth trajectory.

Our consolidated sales rose by +9.1% this year, driven mainly by very strong growth in Digital Marketing, which now accounts for 65.6% of the Group's total sales, compared to 36.5% in 2020, and recorded a sustained increase in gross margin of +15. Despite an increase in capital expenditure (offices and technology), our net income (Group share) remains robust at €10.1m (or 6.0% of our gross margin), demonstrating the relevance of our offerings and our transformation.

Our activities

› Despite a consulting market under pressure in France, Converteo is continuing its excellent trajectory, with gross margin growth of +9.8% over the past year. At the end of 2024, we had over 400 expert consultants serving our prestigious customers, including two-thirds of the CAC40 companies. This year was a year of investment and transformation, with the implementation of a new organization to take account of the strong traction of Pricing, Product Management, Technology and AI offerings, and the move to new, larger premises in Bercy village to support future growth. 2024 was also the first year of international development for Converteo, with the opening of offices in the USA and Canada to support our major customers.

› We expanded our Agencies & Marketing Engineering Solutions business in France, with strong growth in technology-based activities (Agence Dékuple, Smart TraffiK and Reech), and with the acquisitions of Ereferer (Netlinking) and Coup de Poing (Loyalty), which strengthen our ability to support brands in high-growth areas. Overall, gross margin rose sharply (+17.9% in France).

› The year was also marked by growth in our Agencies and Solutions business outside France, in line with the Ambition 2025 plan. With a sharp rise in business in China, and the acquisition in October 2024 of the Creative and Strategic Agency GUD.berlin, and despite a decline in Spain, gross margin for International Agencies & Solutions rose by +49.3% in 2024.

Our sales increased by +9.1% this year driven mainly by very growth in marketing



› In early 2025, DÉKUPLE continued its international expansion with the simultaneous acquisition of DotControl (a digital agency based in Rotterdam) and Selmore (a creative agency based in Amsterdam)

› The press market remained difficult in an unfavorable consumer environment. Nonetheless, we maintained significant commercial investments with new, better-segmented offers and new partners, in order to bolster our contract portfolio and consolidate our position in the market, playing a vital role for press publishers. Against this backdrop, sales in our magazine business fell by -6%.

› Insurance sales were down by a limited 2.6% in a complex economic environment. This resilience in sales is based on an innovative marketing strategy, particularly in the health insurance segment, with a strategy aimed at securing the long-term future of the policyholder portfolio.

A stronger capacity innovation thanks to technology and AI

We are convinced that to pursue their development, brands will increasingly need the perfect integration of marketing strategy, creativity, communication, data, performance and technology. This is the choice we announced in our Ambition 2025 plan, and which we are pursuing with determination. This year has been an opportunity for the Group to maintain our leadership in Technology and Artificial Intelligence.

We continued our exceptional internal training plan initiated in 2023 for our more than 1,000 employees, and integrated AI into all our offerings. This sustained effort positions us as recognized experts and has enabled us to support over 130 brands in acculturation and training of their managers in AI.

We have also accelerated the platformization of our offers to equip our services by leveraging our technological strengths and our unique ability to exploit proprietary or partnered data.

Message from BERTRAND LAURIOZ

Chairman and Chief Executive Officer, DÉKUPLE

The DÉKUPLE Group further increases its visibility in France and Europe

As a sign of the growing strength of our creativity in the market, we received over 43 awards in 2024. Awards such as the Grand Prix du Brand Content, the Golden Awards de Montreux, the Grand Prix de la Data and the Trophée Études et Innovations illustrate the recognition of our specific offers, integrating creativity and data. This momentum has also enabled us to reach 13th position in the Stratégies/Altarès rankings.

In 2024, we initiated a close partnership with ESCP Business School, participating in the training of students in Master's or Grandes Écoles courses, via concrete subjects presented to the management of the DÉKUPLE Group on our premises.

We continued our sailing partnership with the sponsorship of William Mathelin-Moreaux's Class 40 boat. In 2024, this sponsorship was a major driving force behind the Group's internal activities, as well as an opportunity for exchange with customers and partners. In 2025, we continue our partnership with William in another form: the boat will bear the name of the «Invincibles», an association fighting Charcot's disease. We're delighted with this new way of working together to benefit this wonderful, unifying cause!

Corporate Social Responsibility

A family-run group for over 50 years, we have always placed the common good at the heart of our concerns. This is the deep conviction of our shareholders and directors, of our management, our employees, and our customers and partners.

In 2024, we pursued our Corporate Social Responsibility policy in line with the following principles with our membership of the UN Global Compact. In particular, we have renewed our ISO 14001 certification for our customer loyalty activities, pursued our partnership with the Office National des Forêts, with Perce-Neige and Cèdre – two entities supporting people with disabilities – and made a commitment to the Ligue contre le cancer.

A new Scope 3 carbon assessment will be carried out in 2025 (based on 2024 data), after the one carried out in 2021, which will enable us to take stock of the results of our actions and define objectives for the coming years.

A sign of the growing strength of our creativity in the market, we received over 43 awards in 2024.

We confirm pursuing our growth plan to 2025 and for the years to come

The economic context of 2025 remains uncertain, but we are convinced that the digitization and datafication of companies, and in particular their marketing, will continue to accelerate. Our Group is ideally positioned to meet these challenges. We enter this new year with confidence, and our teams are fully mobilized to maintain profitable growth, particularly in digital marketing, which will continue to grow significantly as a proportion of the Group. This expansion will be achieved both organically and through strategic acquisitions of companies bringing complementary skills, depending on opportunities in France and Europe.

In 2025, we will further strengthen our capacity for innovation and take full advantage of the Group's extensive technological expertise, with major initiatives to platform our services.

On the social and environmental front, we will capitalize on the actions we have taken in recent years: employer brand, quality training, responsible consumption and production, environmental protection, attention to health and well-being at work, gender equality and promoting diversity, in line with the challenges and impact of a European Group with over 1,000 employees.

At the beginning of 2021, we announced the «Ambition 2025» plan, aimed at becoming a key player in communications and data marketing in Europe. At the same time, we are determined to continue this plan in 2025, and will shortly be announcing the «Horizon 2030» plan, which will project our Group for the next 5 years, confirming our ambition for profitable growth, internationalization, creative and technological leadership in brand transformation. I am fully confident in our ability to adapt, to pursue our growth and continuously improve the relevance of our offers and the quality of our deliverables. We are fortunate to operate in a dynamic sector and to be able to rely on the exceptional skills of our teams, at the service of our customers and partners. Our Group stands out for its stable family shareholding, its multi-entrepreneur network organization, its long-term vision and a wealth of expertise.

We will make 2025 another year of success. My warmest thanks to our employees, partners, customers and shareholders for their trust and loyalty.

Our business model

Our resources

Our diversified ecosystem of expertise underpinned by communications and data marketing
- Complementary entities
- Strategic acquisitions
- Communications and data marketing expertise
- Proprietary technology solutions

Our human capital
- 1,082 committed employees
- 17% workforce outside France
- Average age: 36.1
- 5.5 years average seniority
- Parity between men and women: 52% / 48%.

Our organization / governance
- Family-owned group with a strong entrepreneurial culture
- Balanced, diversified Board of Directors with 10 members
- 65% self-employed, including 4 women
- Anchored in the Paris region 5 other national locations, presence in 8 countries

Our commitments / our values
- Shared values: the spirit of conquest, respect and mutual aid
- New Ethics Charter and Alert
- Global compact member
- Partnership with ESCP and HETIC
- Raising awareness via the CSR platform Vendredi
- RGPD compliance and data security

Our solid financial position
- Shareholders' equity: €54.8 M
- Cash and cash equivalents: €58.0 M
- Cash flow before tax: €24.6m

Our businesses, our strategy

2025 ambition
Become a European leader in communications and data marketing

Our mission
Achieve excellence in consulting, data, creativity and technology to design innovative, high-performance marketing and communication strategies, combining data intelligence, creative activation and advanced technological solutions.

2025 strategy
- Structured development of the BtoB division and optimization of BtoC activities
- Acceleration of digital marketing, supported by organic and external growth
- Technological investment to reinforce differentiation and innovation
- Expanding expertise and strengthening synergies between entities
- Consolidating our European foothold

Our offers

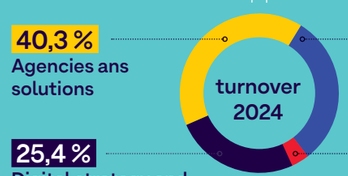
Data marketing consulting and services

Implementation of data marketing systems
(acquisition, activation, retention, enhancement)

Performance and ROI analysis and measurement
(brand, awareness, commitment, business)

Fees/ packages/ licenses

Own financing of customer acquisition and revenue sharing



Our CSR pillars
- Strengthening our ethics and transparency
- Attracting and retaining talent
- Being a social player in line with our values
- Aligning our activities with environmental challenges

Customers and partners
Customers and partners
- Services for more than 500 brands of major groups and ETIs, in Europe and abroad
- Support around our 3 pillars of Creativity, Data and Technology
- Creating and sharing value through long-term partnerships
- A portfolio 1,877,000 active open-ended magazine subscriptions
- 2.5% of sales invested in R&D for innovative solutions

Employees
- 165 permanent hires in 2024
- Total payroll: €81.5 M
- 727 employees in France benefit from the profit-sharing scheme and/ or profit-sharing
- Quality of life at work
- 92% of employees trained (Group training plan on AI).



Planet
- ISO 14001 certification for loyalty activities

State and civil society
Relations with civil society:
- 14 years partnership with ONF,
- 3 years sailing sponsorship
- Donations to various associations

Shareholders and investors
- Dividend proposed to the Annual General Meeting: €0.76 / share
- Share price up by +149.7% over 5 years to 12/31/2024
- 169 M gross margin
- 23.6 million restated EBITDA, or 13.9% of gross margin

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

Contributions



Discover the history of DÉKUPLE Group

Founded in 1972, the DÉKUPLE Group is a European leader in communications and data marketing. Combining expertise in communications, consulting, creativity, data and technology, DÉKUPLE helps brands transform their marketing to optimize their business performance. For our partners and customers, the Group designs acquisition and activation devices, loyalty and promotion, and customer relations across all distribution channels.

Present in Europe, China and North America, DÉKUPLE works for more than 500 brands from major groups and ETI with a strong European and international presence. The Group employs over 1,000 people, all of whom share the same values: spirit of conquest, respect and mutual support.

In 2024, the DÉKUPLE Group generated sales of 218 million euros.

more than **1 000** **employees**

500 **customers, including 150 retail brands**
Retail: the Group's leading sector

13th **in the ranking Strategies/Altarès 2024**
Included in Choiseul's ranking of innovation flagships Conquérants 2024

Years 1970

1972 :
- Philippe Vigneron founds France Abonnements

1978 :
- Creation of the first CRM database

Years 1980

1988 :
- Launch of openended magazine subscriptions

1989 :
- First white-label partnerships

Years 1990

1994 :
- Creation of ADLPartner

1998 :
- First e-mail marketing operation and of ADLPartner (company name)

Years 2000

2005 :
- First SMS marketing operation. Merger ADLPartner and France Abonnements
- Jean-Marie Vigneron appointed Chairman of the Board of ADLPartner

2006 :
- First geo-targeting operation

2008 :
- Creation of the ADLPartner data division

Years 2010

2012 :
- Activis joins the Group

2013 :
- Creation of broker ADLP Assurances

2014 :
- Converteo joins the Group

2015 :
- Leoo joins the Group

2016 :
- Creation of the ADLPerformance trademark

2018 :
- Creation of Converteo Technology

2019 :
- Bertrand Laurioz takes over as Chairman of the Management Board of ADLPerformance Group (3rd family manager)

Years 2020

2020 :
- ADLPartner becomes a SA with a Board of Directors. Bertrand Laurioz appointed Chairman and CEO
- Ividence, Pschhh and AWE join the Group

2021 :
- ADLPerformance becomes DÉKUPLE
- Launch of DÉKUPLE Ingénierie marketing
- DÉKUPLE acquires a majority stake in Reech, influencer marketing agency
- Launch of the Decide AI Customer Data Platform
- Launch in-house media buying : Shift by Converteo
- DÉKUPLE acquires a stake in Grand Mercredi / Intelligence Senior

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

2023 :
- Le Nouveau Bélier, advertising strategy consultancy and retail expert, joins the DÉKUPLE Group
- The Group launches its Generative Artificial Intelligence training courses
- Converteo acquires Synomia's strategic assets
- DÉKUPLE launches ReThink & ReBoost Retail Marketing
- DÉKUPLE acquires a majority stake in Smart TraffiK and strengthens its solutions for retail brands

2024 :
- The DÉKUPLE Group strengthens its position as a benchmark player in the loyalty market thanks to its partnership with Coup de Poing
- DÉKUPLE announces its partnership with GUD.berlin and strengthens its international positioning
- Converteo expands into North America with the opening of offices in New York and Montreal
- RocketMarketing announces the acquisition of Ereferer, automated netlinking platform

2025 :
- Dékuple accelerates its European growth with a new acquisition majority stakes in Selmore (Amsterdam) and DotControl (Rotterdam)

Our expertises

Consulting

With over 400 consultants and experts at your service business, marketing and sales performance, located in France, Spain, the United States and Canada, Converteo helps its customers optimize their offers, products and services through expertise in Data Analysis, Data Science and Data Engineering.

Creative and data marketing agencies

Our agencies in France, Spain, Portugal, Germany, the Netherlands and China embody diversity and complementary expertise to meet the specific needs of each customer. Each entity brings a specialized approach: strategy, data, creativity or digital performance. Our creative and digital marketing agencies are the foundation of our business model, enabling us to stimulate our customers' business objectives. Data and technology provide the precision needed to optimize targeting and maximize impact, while creativity provides the emotion and narrative essential engagement. and sales.

Technological marketing solutions

Our technological solutions combine innovation and performance to optimize every stage of the customer journey. Data, AI and digital tools combine
for precise strategies and measurable results.

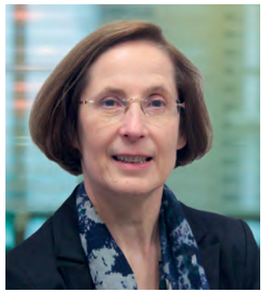
Partnership loyalty

Within the Subscription and Insurance Solutions division, the Partnership Loyalty business creates unique marketing solutions to help partner companies strengthen the loyalty of their own customers. These solutions tailored to each brand, depending on the marketing challenge at hand: developing brand preference, enhancing customer knowledge, or maximizing lifetime value.
Our approach is based on a detailed understanding of consumer expectations and the integration of high value-added services into our partners' loyalty strategies.

Our administrative board



Bertrand Laurioz
Chairman and Chief Executive Officer
Chairman of the Development Committee



Claire Vigneron Brunel
Administrator
President of the CSR Committee



Caroline Desaegher
Administrator Independent member
member of the CSR committee



Roland Massenet
Administrator
Chairman of the Audit
Member of the Development Committee Independent member



Marc Vigneron
Administrator



Isabelle Vigneron Laurioz
Administrator
member of the CSR committee



Delphine Grison
Administrator
Member of the Audit
Independent member



Stéphane Treppoz
Administrator
Member of the Development Committee Independent member



Xavier Gandillot
Administrator
Member of the Nominations and Remuneration Committee
Independent member



Dinesh Katiyar
Censor
Member of the Development Committee Independent member

2025 Ambition

BECOME A EUROPEAN LEADER IN COMMUNICATIONS AND DATA MARKETING

› Pursue coordinated growth in all 4 areas of expertise, maintaining our diversified, resilient profile with recurring, growthoriented activities in BtoB and BtoC.
› Continue to diversify into data, digital and marketing through organic and external growth.

› Investing in technology as a vector for transformation and differentiation.
› Pool our data marketing skills.
› Strengthen our European foothold.

What we did in 2024

› Growth of +9.1% in 2024.

› Digital marketing now accounts for 65.6% of Group sales.
- Acquisition of a stake loyalty agency Coup de Poing
- Expansion of our European presence through partnerships German creative agency GUD.berlin and Dutch agencies Selmore and DotControl, specialized in creative and digital respectively.
- Converteo's consulting business opens offices in the United States and Canada.

› Continuation of our innovation .
- Product Management: implementation of our technology strategy initiated in 2022.
- Artificial Intelligence: deployment of internal and external training courses, as well as the implementation of AI projects, both internally and for our customers.

› 43 awards for marketing projects carried out for our customers.

Consulting

What we did in 2024

• Adaptation in an uncertain context: Converteo has been able to navigate with tighter budgets, favoring pragmatic approaches to maximize return technological investment.
• New premises: Moving to Bercy with a doubled surface area, marking a key stage in our development.
•Major projects in generative AI carried out for Fnac-Darty and Carrefour, demonstrating the relevance of our model combining strategy and deployment technology and business.
• Growth in pricing consultancy: our pricing consultancy business almost doubled, boosted by the arrival of experienced profiles to meet strong demand from our key account customers.

What we plan to do in 2025

Create value: democratize access to data, by helping companies to invest in their data base and overhaul their governance in face of digital acceleration.

Organizational evolution: strengthening our expertise with the arrival a new Partner, Benoit Dugelay. Structuring our practices to respond more agilely to our customers' strategic challenges.

Visibility and leadership: asserting our position as a leader in AI applied to sales and marketing. Organization of the «AI Marketing Roadmap» conference on July 1st 2025 to help decision-makers structure their AI roadmap strategy.
International development: After New York and Montreal in 2024, heading for Europe in 2025 with an opening in Spain. Future expansion into several major European and Asian cities.

Creative and data marketing agencies

What we did in 2024

• Creation of the Brainsonic.ai consulting firm, marking a key stage in the agency's transformation and development.
• Boosting our IA Factories and continuing education, affirming our role as a key player in the digital transformation of brands.
• Strengthening of our multi-skills approach to support marketing communication departments both on a global basis (360°) and in terms of specific expertise.
• Launch of a new Local Marketing activity, strengthening the integration of the DÉKUPLE Group's services in Spain and Portugal.
• 43 awards won by our agencies, illustrating the excellence of our 360° approach, the impact of our strategies and our capacity for innovation.
• Expansion of our network of agencies in Europe, accelerating our support for brands in their international strategies.
• Acquisition of Coup de Poing, significantly strengthening our position in the loyalty market.

What we plan to do in 2025

Develop our network of agencies
Marketing and Communication in Europe to combine local expertise and international vision to support our customers in their global multi-country strategies.

Continue the construction of technological assets and "platformize" our offers to consolidate data and offer innovative and effective solutions that meet our customers' challenges.

Strengthen our 360° approach, integrating creativity, communication and data marketing, to maximize impact of our customers' strategies.

Accelerating the integration AI
in our offers for more refined campaign personalization and enhanced marketing strategies.

To be the essential partner for marketing decision-makers
by transforming each challenge into a measurable success across the entire funnel, from brand awareness to customer loyalty.

Technological marketing solutions

What we did in 2024

• Significant growth in an uncertain economic climate.
• Best SEO Tool Innovation» award awarded by FePSeM to RocketLinks AI.
• Creation of the new RocketLinks Services offering.
• Integration of new features boosted by Artificial Intelligence for Reech Influence Cloud.
• Technological advances, with the launch of «Segment Optimization» for oKube and «Smart SEO» for LoKal Booster.
• International sales growth for our marketing technology solutions.

What we plan to do in 2025

Strengthening our technological assets
and refine the activation of data for more precise, measurable and effective marketing.

Develop advanced functionalities based on generative AI to meet the changing needs of customers and address their business challenges.

Accelerate our international expansion by supporting the brands in their multi-country strategies and developing our international market share.

Partnership loyalty

What we did in 2024

Subscription solutions
• Maintain strong momentum and adaptability to remain competitive in the marketplace.
• France Abonnements voted «Customer Service of the Year» from our very first entry, rewarding our commitment to excellence.
• Advanced customer segmentation and development of new conquest strategies, with the integration of new partners to diversify our customer base.
• Successful digital transformation, with over of orders now placed online.
Insurance
• Launch of five new strategic offers, including automobile cover, daily hospitalization benefit and three individual supplementary health insurance products.
• Expansion of the product portfolio to multi-equipment for customers and meet partners' expectations.
• Redesign of the Avocotés website for a better user experience and increased visibility of offers.
• Deployment innovative digital tools to optimize sales efficiency and customer relations.
• A high loyalty rate: 9 out of 10 customers renew their trust every year.

What we plan to do in 2025

Supporting publishers and insurers in their transformation, by accelerating their digitization and diversifying their sources of income.

Increase the number of our brand partners, by providing them with a service based on affinity to strengthen customer loyalty.

Innovating in marketing mix
and the use of data to optimize customer acquisition and retention.

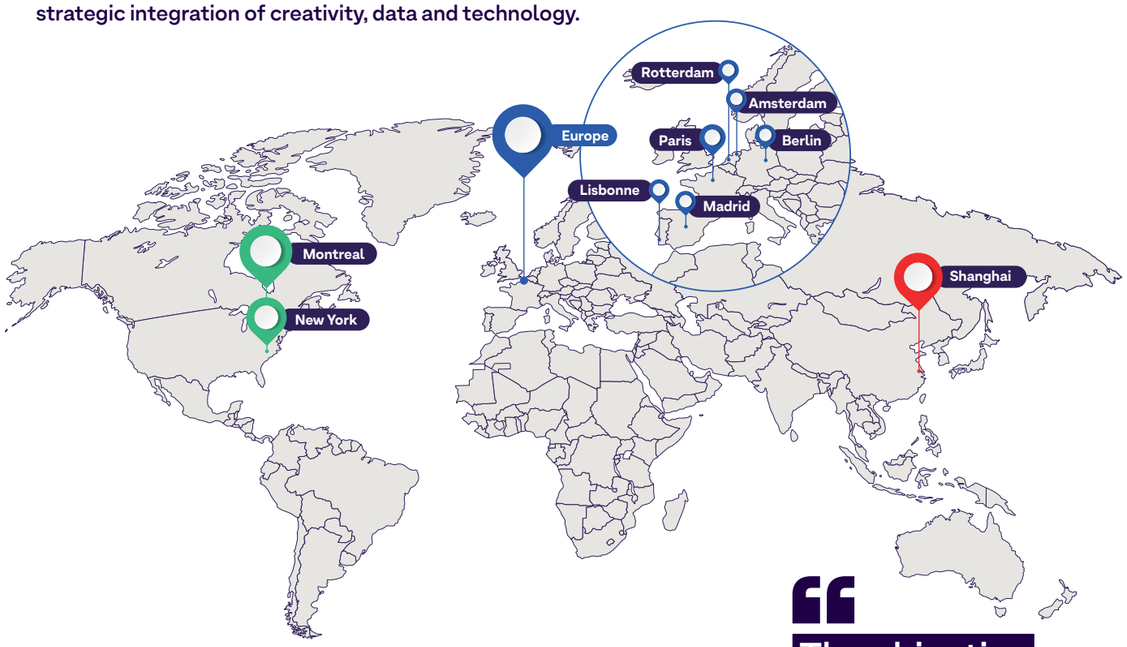
Develop and diversify our offerings
depending on the targets and the evolution of uses.

Retrospective 2024

INTERNATIONAL

The Group's international ambitions

Over the decades, the Group has become a European leader, open to the world, committed to improving the quality of its products and services. business performance through the strategic integration of creativity, data and technology.



Already present in France, Spain, Portugal and China, the Group has continued to broaden its horizons in 2024 with new partnerships in Germany and the Netherlands and new offices in North America.

This dynamic is based on several strategic levers: the strengthening of our existing locations, the consolidation of our international partnerships and the acquisition of new expertise in high-potential markets.

The objective is to accelerate our ability to address multi-country clients while developing tailor-made approaches for each market, adapted to local specificities and meeting their international needs.

> **The objective is to accelerate our ability to address multi-country clients while developing tailor-made approaches for each market.**

Our international technological marketing solutions

RocketLinks

RocketLinks, the DÉKUPLE Group's sponsored article buying platform, has expanded its catalog to include over 15,500 foreign sites and blogs. For the second year running, RocketLinks was also present at BrightonSEO, a worldrenowned trade show bringing together over 4,000 search marketing experts. Finally, its sales international sales were up 20% on 2023.

Reech Influence Cloud

Reech Influence Cloud continues its international expansion, affirming its key role in the optimization of influencer marketing strategies worldwide. In 2024, more than 60% of licenses were purchased with the international option, reflecting the platform's growth across borders. Thanks to a full suite of features, Reech Influence Cloud enables brands and institutions to identify influencers, structure their partnerships, measure campaign ROI, amplify high-performing content and analyze the share of voice of their competitors around the world. At the same time, the platform is strengthening its commitment to more responsible influencer marketing by collaborating with advertising self-regulatory authorities in France, Greece, India and Brazil. This dynamic is accelerating its development and its impact on the global market.

Ividence

Ividence is establishing itself as a key player in the distribution of native ad campaigns in newsletters, offering an effective solution that respects the user experience and optimizes brand visibility in a premium editorial environment.
In 2024, Ividence generated 54% of its revenue internationally, thus consolidating its presence in several European markets. The company collaborates with 15 international clients and relies on a network of 12 media partners, including Börsenmedien in Germany, Roularta Belgium, FragMutti and Knack.be.

Smart TraffiK

Since the end of 2023, DÉKUPLE Iberia and Smart TraffiK have been joining forces to create mutual value. DÉKUPLE Iberia is expanding its offering with LoKal Booster and oKube, while Smart TraffiK is opening up to the Spanish market. This synergy combines technological expertise and innovation, offering the Group's customers high-performance solutions tailored to local markets. By pooling resources and strategies, the two companies are becoming more responsive and optimizing their commercial impact.

RETROSPECTIVE 2024

INTERNATIONAL

Strategic alliances to build a European leader in communication and data marketing

In 2024, the DÉKUPLE Group took a key strategic step by bringing three European agencies into its ecosystem: GUD. berlin, a German creative agency, and the Dutch agencies Selmore and DotControl, specializing in creation and digital respectively. These partnerships mark a new phase of growth, strengthening the presence of the DÉKUPLE Group in Europe and enriching its offer in communication and data marketing. By combining local expertise and an international vision, DÉKUPLE is positioned to offer innovative solutions and support its clients ever more effectively in their global multi-country strategies.



Why this strategic partnership in the Netherlands?

Bertrand Laurioz : We are already present internationally in the United States, China, Germany, Portugal and Spain. Our objective is to further strengthen our European footprint while enriching our expertise to meet the transnational needs of our major clients. We are delighted to welcome Selmore, DotControl and their 50 employees to the DÉKUPLE Group's ecosystem of creative and marketing agencies of the DÉKUPLE Group. This partnership will enable them to expand their offerings together in Europe while offering their clients new data-driven performance solutions. At the same time, it allows DÉKUPLE to better serve its key clients and respond to transnational calls for tenders.

Why is this partnership with DÉKUPLE a milestone for Selmore and DotControl?

Anja Froeling, CEO of Selmore, and **Mark Landman,** CEO of DotControl : The strategic partnership between DotControl and Selmore, initiated three years ago, allows us to provide unparalleled added value to our customers. By combining our strategic, creative and digital expertise, we are able to design impactful guiding ideas and deploy them seamlessly across all media and technologies, maximizing brand visibility and effectiveness. Thanks to the support of the DÉKUPLE Group's skills in communication and data marketing, we have a real capacity to develop further and to address multi-country clients. DÉKUPLE's multi-entrepreneurial vision guarantees our autonomy while allowing us to benefit from the Group's resources. We are delighted to join the DÉKUPLE family and to contribute to this ambitious European project.



INTERVIEW

GUD.berlin

Why choose GUD.berlin for this partnership?

Bertrand Laurioz : We are delighted to welcome GUD.berlin and its 65 employees to our ecosystem of multi-entrepreneur creative and marketing agencies. This initiative will enable DÉKUPLE to develop its offering in Europe and offer its clients new data-driven performance levers. GUD. berlin is an agency that stands out for its strategic advice and the quality of its advertising creations. It has won over numerous clients with its 360° campaigns and has won prestigious awards, such as the ADC and the Effie.

Why is this partnership with DÉKUPLE a key step for GUD.berlin?

Jens Grüner : This partnership is a no-brainer for us. DÉKUPLE shares our European vision and our multi-entrepreneurial approach. Thanks to their data and AI resources, we will be able to offer our clients even more innovative solutions while strengthening our creative autonomy. It is a unique opportunity for international growth.

What are the benefits for DÉKUPLE and GUD.berlin customers?

Bertrand Laurioz : With the expansion of our portfolio of skills in engagement marketing. DÉKUPLE's clients will be able to access our know-how in campaigns and branding perfectly adapted to the German market, while GUD.berlin's clients will benefit from the Group's advanced tools and data expertise. Together, we will offer transnational solutions that combine local relevance and technological power.

Christian Artopé : This alliance allows us to create strong commercial synergies by combining our creative know-how with DÉKUPLE's data and digital marketing expertise. Our customers will thus benefit from solutions enriched by data and AI, which will complement our existing offers to optimize their campaigns and marketing performance. Finally, this partnership opens up opportunities for us internationally, enabling us to support our clients in broader markets and respond to global calls for tenders.

How does GUD.berlin plan to evolve in the DÉKUPLE ecosystem?

Annelie Deutscher : Thanks to the multi-entrepreneurial vision of the DÉKUPLE Group, we preserve our autonomy while benefiting from its resources. We will continue to focus on our core expertise: creative and impactful campaigns. At the same time, we will explore synergies with DÉKUPLE to develop offers that combine creativity and data, while retaining our unique DNA.

RETROSPECTIVE 2024

INTERNATIONAL

L'Oréal USA: Analytical excellence on an international scale

As part of a strategic collaboration, L'Oréal USA has chosen Converteo to optimize tracking analytics for all its American sites. Here's a look back at this major partnership, which illustrates our ability to deploy our expertise internationally.



How did this collaboration between Converteo and L'Oréal USA come about?

We were looking for an expert partner to manage the tracking analytics of all our American sites. We had two requirements: to ensure daily monitoring via ServiceNow and to develop strategic areas for improvement. The trust placed in Converteo is based in particular on our proven expertise within several L'Oréal divisions, especially CDMO Paris.

What were the main challenges of this project?

We were facing two major challenges: inconsistencies in our main data for several months and the need to switch to server-side tracking, in accordance with our new requirements.
To meet these challenges, the Converteo team implemented an intensive collaborative approach with the L'Oréal USA teams, with input from the Google teams. The server-side deployment was carried out gradually, site by site, with constant monitoring to guarantee data quality.

What results has this collaboration achieved?

The improvements are significant. For example, we have reduced tracking errors on our landing pages by 70%. This is a major change that finally gives us a clear view of the customer journey. In six months, our teams have processed 370 tickets and updated 45 complete marking plans, demonstrating the intensity and effectiveness of this collaboration.

How do you see the future of this partnership?

Our priority is to harmonize tracking while adapting to new regulations on personal data protection. This vision is perfectly aligned with our ongoing commitment to technical support and innovation in our data collection solutions.

Akshay Pandit Kumar
L'Oreal USA

> **This is a major change that finally allows us to have a clear vision of the customer journey**

International infiuence for Yves Rocher

For the past six years, Yves Rocher has relied on Reech's expertise to structure and optimize its international influencer campaigns.

This long-standing collaboration enables the brand to strengthen the performance of its activations while ensuring that its identity and values are preserved.

In 2024, the partnership reached a new milestone with the organization of a unique influencer trip, bringing together nine content creators from eight countries. The objective? To offer them a complete immersion in the world of Yves Rocher, from the roots of the brand in La Gacilly, its historic cradle, to its scientific expertise in cosmetics, via its Parisian flagship, a true showcase of its commitments.

Yves Rocher relied on the Reech Influence Cloud platform to select the most relevant influencers and obtain real-time monitoring of the performance of the content posted during the event. Thanks to this daily reporting, the team was able to adjust the strategy during the campaign and maximize engagement in each target country.

With more than 45 million impressions generated, the results far exceeded expectations. Beyond the impact on Yves Rocher's reputation, particularly in markets with high development potential, this campaign created a real dynamic within the group of influencers. Their enthusiasm resulted in a surplus of spontaneous and authentic content, illustrating the effectiveness of an immersive and engaging approach to influencer marketing.

The relationship between Reech and Yves Rocher goes far beyond the simple provision of technology. On a daily basis, the Yves Rocher team benefits from personalized support, strategic advice and tailor-made optimizations, thus contributing to the success and sustainability of this exceptional partnership.

ARTIFICIAL INTELLIGENCE

Artificial Intelligence at the heart of the DÉKUPLE Group's strategy

Generative Artificial Intelligence is constantly transforming marketing strategies. A pioneer in this field, the DÉKUPLE Group promotes symbiosis between man and AI, placing this technology at the service of performance and creativity.

more than
10 000
trained people, from managers to operational staff

more than
130
business customers supported in their training needs

more than
40
projects developed in connection with the IAG

Depuis 2023, DÉKUPLE forme l'ensemble de ses collaborateurs à l'IAG et développe des solutions intégrant cette innovation



This proactive approach has enabled us to seamlessly integrate IAG into our businesses and marketing solutions, offering our customers ever more relevant and personalized responses.
The year 2024 also saw the emergence of two AI factories, or experts in data, engineers and marketers design tailor-made AI applications for each project.

Our scope intervention extends familiarization and training of our customers to the production creative campaigns and technological projects including consulting support based our own experience feedback. We support companies in experimentation and industrialization IAG within their ecosystem to accelerate their transformation, optimize their performance and create new opportunities for growth.



Carrefour and AI: Monsieur Noël (Mr. Christmas) reinvents the shopping experience

In recent years, Carrefour has implemented an ambitious omnichannel strategy, notably with the development of the Carrefour app.

The results are there to be seen, since in March 2024, registrations for the Carrefour app jumped by 267% compared to the previous year, while 60% of new loyalty card sign-ups were made via the app. The impact on reducing the carbon footprint is also significant, with an 80% reduction in the paper used for catalogs, which can now mainly be consulted on the application. In this dynamic, to optimize the Christmas shopping experience, the mass retail leader called on Converteo, which designed "Monsieur Noël", a generative artificial intelligence system to assist customers in their quest for the perfect gifts.

Developed in just three months thanks to an agile and pragmatic approach, "Monsieur Noël" mobilized several teams from Carrefour and Converteo, with the aim of integrating this solution into the Carrefour ecosystem, while guaranteeing a smooth and seamless experience between the store, drive-through, e-commerce and mobile application.

Designed to be reusable, "Monsieur Noël" is part of a long-term perspective. Carrefour is planning to adapt this technology to other major commercial events, such as the start of the school year, Black Friday, the Brussels Wine Fair and Mother's Day. Thanks to this innovation, the retailer continues to explore the possibilities offered by AI to improve the customer experience and strengthen its leadership in omnichannel commerce.

Guy Hoquet: AI trains tomorrow's real estate agents

Guy Hoquet l'Immobilier, in collaboration with the Brainsonic agency, has redefined the standards of real estate training methods thanks to artificial intelligence, by launching a revolutionary new pedagogical method for training its franchisees and employees.



Thanks to AI, Brainsonic has created avatars of the trainers, and even of the president Stéphane Fritz himself, capable of delivering content adapted to the needs of learners through a simple script, while making the training more human.
This strategic project, which has been in development for three years, aims to improve employee performance through precise segmentation of know-how by gestures. AI not only makes it possible to produce hundreds of training modules in a reactive and flexible manner to react quickly to developments in the sector, but also to respond to new expectations in terms of content, based on short and didactic video formats, similar to social networks.
With this innovation, Guy Hoquet l'Immobilier produced 200 modules in 2024. This model improves efficiency, allows for more flexible organization and helps make training a real social elevator for real estate agents. The results are clear to see, with staff turnover halved and performance boosted, with 26% additional turnover for an employee who receives regular training through the network.
This initiative strengthens the company's competitiveness while improving the quality and relevance of training for employees, making them more efficient and better prepared to meet the challenges of their profession.

RETROSPECTIVE 2024

ARTIFICIAL INTELLIGENCE

INTERVIEW

Thomas and Avenert, IA Evangelists of the DÉKUPLE Group

What does your role as IA Evangelist within the Group involve?

Thomas : Our role is to evangelize and acculturate all employees to the opportunities offered by AI. As privileged points of contact, we support them in identifying and developing concrete use cases, with the aim of initiating projects for AI assistants capable of improving business processes and automating tasks with low added value. In addition, we are committed to promoting thoughtful adoption and encouraging critical and strategic use of AI tools.

Avenert : We also have an internal facilitation role, whether through training, newsletters or showcases. In 2024, for example, we produced a keynote, two specific training courses and three showcases demonstrating, through concrete internal cases, the possibilities of deploying AI in our business lines.

How do you train employees within the Group?

Avenert : We have designed a comprehensive program combining theoretical and practical sessions. The idea is to go beyond simply learning tools such as ChatGPT, Gemini or Runway ML, to help employees understand their potential and limitations. The training courses lay the foundations: what is AI for? How can we assess whether an AI project can bring concrete benefits?

Thomas : We have also prioritized the creation of specialized agents. It is an exciting development to move from generalist tools to agents designed for specific tasks, such as the automation of campaign reports, for example. And this has been possible thanks to the involvement of our AI Champions, these internal relays who bring the AI culture to life and share it on a daily basis.

Why is it important to train employees in AI in 2024?

Avenert : AI is a powerful lever for transformation, but it is still necessary to know how to use it wisely. Training employees allows them to develop their critical thinking skills in relation to AI news and gives them the keys to assess whether this new technology can really improve a project. It is a way of empowering teams by showing them that AI is a tool, not an end in itself.

Thomas : This is also part of our overall strategy. Thanks to the support of top management, we have been able to free up time for the teams to devote to these training courses and their AI projects. The AI Champions play an essential role in this dynamic, by being relay points in each team.

Was there a project that particularly impressed you in 2024?

Thomas : The project to automate the influence campaign reports, initiated by a Reech employee, was very inspiring. It involved collaboration between Reech, Coup de Point and Converteo, with each contributing its expertise. Seeing the team work with such synergy to transform a time-consuming process into an automated solution was very satisfying.

Avenert : This project is an excellent example of AI at the service of employees. The benefits are clear: time savings, improved accuracy and a reduction in repetitive tasks, allowing employees to focus on high value-added tasks.

What is your assessment of IA training over the past year?

Thomas : 2024 was a pivotal year. We witnessed a shift towards more sophisticated uses of AI, with the emergence of autonomous or semi-autonomous agents. Today's employees are better equipped to judge the value of AI in their projects, and they have acquired a real mastery of the tools.

Avenert : Internally, it's a success! Numerous initiatives have been introduced and employees have become more efficient at performing repetitive tasks. But beyond the tools, it is the mindset that has evolved. An AI culture has truly taken hold in the Group.

What are your plans for 2025?

Avenert : We will continue our efforts on acculturation, particularly with the arrival of new collaborators following new acquisitions in Europe. We plan to focus on more specific projects and to explore the potential of independent agents, who are showing increasing promise.

Thomas : The Group is well ahead of the market, the objective is to improve the efficiency and results of our initiatives. AI is evolving rapidly and we want to stay one step ahead by supporting the Group in this transformation.
And above all, to continue to encourage a responsible and critical use of AI. It is there to serve us, not to replace us.

At the heart of customer loyalty

INTERVIEW

Roland Deponge and Claude Charpin



What is your assessment of the year 2024?

Roland Deponge (Founder of Coup de Poing) : 2024 marks a decisive stage for Coup de Poing, as we have broadened our scope of action by joining the large-scale structure that is DÉKUPLE, which allows us to multiply our impact. Also, our campaigns for major retail brands and e-commerce leaders have demonstrated that creativity can go hand in hand with a performance-oriented approach.

What does the rapprochement between DÉKUPLE and Coup de Poing mean to you?

Roland Deponge : This merger is a unique opportunity and is above all a meeting of values and visions. DÉKUPLE's support and multi-entrepreneur model give us access to exceptional strategic and technological resources, while allowing us to keep our creative DNA and agility. This partnership will enable us to carry out even more ambitious projects and to position ourselves as a key player in the field of loyalty.

Claude Charpin : By combining our expertise in customer loyalty and data marketing and communication with that of Coup de Poing, we are consolidating our significant position in the customer loyalty market in France. This partnership will enable us to accelerate our capacity for innovation, create operational synergies and develop a 360° approach that stands out in the market. Their tailor-made loyalty operation and their sensitivity to the emotional dimension of campaigns perfectly complement our know-how in data-driven marketing.

What are the next steps in this rapprochement?

Claude Charpin : These first few months have been devoted to structuring this collaboration between sharing skills, integrating teams and developing joint offerings. In 2025, we will accelerate with campaigns leveraging our combined expertise. For example, with the creation of more personalized and engaging loyalty programs, thanks to the use of data and behavioral insights of consumers.

What are your ambitions for 2025?

Claude Charpin : Our ambition for 2025 is clear: to establish our position as the benchmark in the customer loyalty market. This will involve major innovations, particularly in the use of generative AI, and the implementation of new models of collaboration with our customers. The objective is to design customer experiences that combine emotional impact and measurable performance.

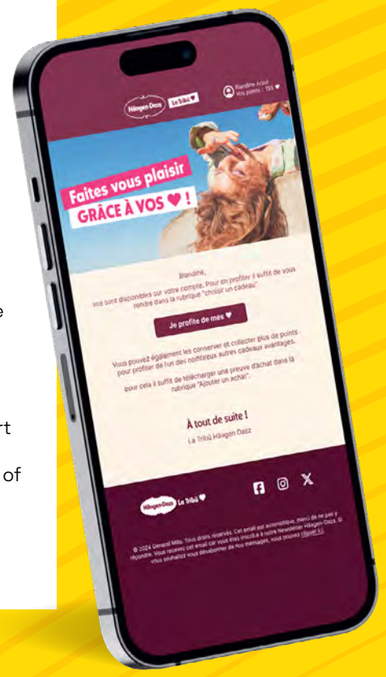
Roland Deponge : For us, 2025 will be the year when this partnership comes into its own. We want to increase the number of bold, creative collaborations and strengthen our synergies in the field, while exploiting the immense potential of data and technologies developed by DÉKUPLE. The ambition is clear: to reinvent customer loyalty standards and become a benchmark for companies seeking to create strong and lasting relationships with their customers.

Häagen-Dazs

Häagen-Dazs and La Tribü: loyalty that makes customers melt

Wishing to develop a special relationship with its customers and encourage repeat purchases, the Häagen-Dazs brand called on the DÉKUPLE agency to design a customized omnichannel loyalty program.

This, designed to reward the commitment of the brand's fans while ensuring a smooth and enjoyable experience, took the form of a digital platform developed specifically for Häagen-Dazs called La Tribü. The Agency orchestrated the entire operation, from defining the membership mechanics to the animation operations. Consumers were invited to register to earn points through their proof of purchase, in supermarkets, franchise stores or even at the cinema, to receive vouchers, collector's gifts or even exclusive offers and competitions, thus creating a real ecosystem conducive to increasing the average shopping basket and long-term loyalty.
With this initiative, Häagen-Dazs has been able to strengthen its customer knowledge by exploiting the collected data and personalizing communications.
The analysis of preferences and purchasing behavior has made it possible to refine targeting and offer tailor-made benefits, helping to strengthen the emotional bond between the brand and its consumers.
By drawing on the CRM expertise of the agency DÉKUPLE, this program, recognized as the leading omnichannel loyalty program in the food sector, has generated not only an increase in the frequency of purchases, but also a notable improvement in the brand image. Today, the Häagen-Dazs Tribü has a community of 140,000 loyal customers who are actively involved, which illustrates the relevance of a smart loyalty program tailored to the expectations of a public in search of differentiating experiences.





In an era where marketing is driven by data and AI, brands must also arouse emotions in theircustomers to build loyalty. It is essential to offer personalized experiencesand communications that reflect the brand's identity, while demonstrating real attention tothe customer. The DÉKUPLE Agency helps brands build this emotional loyalty, with innovative solutions such as Codes For Gifts, a platform of digital and local experiences tailored to each brand.

NICOLAS BRUCHET - ASSOCIATE DIRECTOR IN CHARGE OF THE CONSULTING DÉKUPLE AGENCY

THE DEVELOPMENT OF ACTIVITIES

CONVERTEO



Raphaël Fétique
Co-founder



Thomas Faivre-Duboz
Co-founder



Jéremie Levy
Managing Director

What is your assessment of 2024?

Raphaël Fétique : The economy slowed down in 2024 and we had to deal with tighter budgets, despite the fact that our clients remained highly ambitious in their desire to meet the challenges of transformation through data and AI. We had to use our imagination and favor pragmatic approaches, which, in the tense economic context of 2024, means more than ever providing a return on investment for the use of technology.

Thomas Faivre-Duboz : If we have outperformed the rest of the market, it is thanks to our hybrid consulting model, from strategy to deployment, from technology to business lines, which has demonstrated its full relevance, particularly in the field of generative AI, where we have moved from the experimentation phase to that of concrete impact. Our AI Agents for major retail players are among the major projects of the year in this area.

Jérémie Lévy : Our consulting activity on corporate pricing issues has also grown strongly, almost doubling in size. This growth has been accompanied by the arrival of experienced profiles, enabling us to meet strong demand from our key account customers, who see the subject of prices as remaining or returning to being a major issue in the attempt to reconcile the maintenance of their margins and the improvement of purchasing power in the population.

> **More than ever, our mission is to democratize access to data, by helping companies invest in their data base and rethink their governance in a context of digital acceleration.**
>
> RAPHAËL FÉTIQUE - CO-FOUNDER

What are your prospects for 2025?

Raphaël Fétique : As is the case in many sectors, we do not anticipate a rapid restart of economic activity in France in 2025. We must therefore continue to carry out projects that create value for our customers. More than ever, our mission is to democratize access to data, helping companies invest in their data base and rethink their governance in a context of digital acceleration.

Thomas Faivre-Duboz : We have also changed the way we are organized in order to respond more quickly and effectively to the areas in which we see the greatest potential for growth in the short and medium term. In particular, we are convinced that 2025 will be a crucial year for the structuring of customer data. Companies that have not started work on their Customer Data Platform risk falling significantly behind.

Jérémie Lévy : We also aim to increase our visibility in the ecosystem and assert our position as a leader on key topics, such as artificial intelligence applied to sales and marketing. To this end, we will be organizing “Roadmap AI Marketing”, a one-day conference with a simple promise: to help marketing decision-makers build their AI roadmap.

What are your strategic development priorities?

Thomas Faivre-Duboz : International development is one of the key focuses of our strategy for the coming years. After opening offices in New York and Montreal in 2024, we have development prospects in several major cities in Europe as well as in Asia. Loyal clients of the firm are increasingly asking us to manage perimeters in these new areas, which facilitates our establishment and puts us in the best position to conquer the local economic fabric.

Jérémie Lévy : The other pillar of our development lies in the diversification of our expertise beyond the fields of marketing and sales. Our expertise in data, AI and measurement for decision-making already allows us to discuss with general management, financial management, human resources, etc.

Raphaël Fétique : The firm has also just moved into new premises in the Bercy district, doubling our surface area and marking a new stage in the history of Converteo.

le nouveau bélier
GROUPE DÉKUPLE

One year after your integration into the DÉKUPLE Group, what is your assessment of this collaboration?

Stéphane Duverger-Nedellec : This first year has been very rewarding and confirms our strategic choice. We have been able to develop new synergies with other companies in the DÉKUPLE Group to offer our clients an even more personalized approach. DÉKUPLE's expertise in data marketing has really been an asset in strengthening our impact and increasing the performance of the systems we set up for our retail advertisers.
Artificial intelligence occupies a central place in our strategy. We make sure to train all of our employees so that they remain at the cutting edge of innovation and can fully seize the new opportunities offered by AI, thus guaranteeing ever more efficient support that is adapted to the needs of our customers. At the same time, we are actively pursuing our role as strategic advisor to advertisers, supporting them in the development of ever more effective strategies, not only in terms of advertising performance, but also in a more global business logic, enabling them to optimize their growth and their impact on their market.

Can you give us a concrete example of a project that illustrates this evolution?

Antoine Jubert : A striking example is the TV saga for the Darty Cuisine brand. Thanks to a powerful communication strategy and effective orchestration across different channels, we achieved exceptional results: in one year, the brand rose from 6th to 3rd place in the market in terms of unaided brand awareness among the French. This is a remarkable performance in a sector where competition and advertising noise are extremely high. But what is most striking is the emotional commitment it has generated: the French are not just familiar with the brand, they are attached to it. They have been touched by the message and have memorized it, creating a lasting connection with the brand.

AI is taking on an increasingly important role in your approach. How do you use it in concrete terms to serve your advertisers?

Stéphane Duverger-Nedellec : We use AI to improve several key aspects of our advertising campaigns. It allows us to analyze market trends in depth, anticipate consumer expectations and optimize our advertising creations in real time. AI offers us the possibility to perfect targeting, evaluate the effectiveness of our actions in real time and adjust our creative strategy. This means that every interaction with our audience becomes not only more relevant, but also more emotionally impactful. The real challenge is to make a deep and memorable impression on the consumer's mind, and that makes all the difference in an information-saturated environment.

What are the major challenges for retail in the coming years and how is Le Nouveau Bélier preparing for them?

Antoine Jubert : Retail is facing huge challenges: ever-increasing digitization, greater demands for transparency and environmental responsibility, and the need to create ever more immersive customer experiences. But beyond these issues, the real challenge for brands will be not to simply capture the attention of their audience, but to touch them deeply. It's about delivering messages that are not simply seen or heard, but that arouse emotions and leave a lasting impression on consumers. At Nouveau Bélier, we focus on optimizing omnichannel journeys, integrating AI to refine personalization, and always creativity to emerge. We are convinced that this is how we build strong and sustainable, capable of making an impression and responding to the vision of more responsible and sustainable business.



Stéphane Duverger-Nedellec
Co-founder



Antoine Jubert
Co-founder

DÉKUPLE
L'AGENCE



Claude Charpin
Managing Director Dékuple Agency

What is your assessment of the year 2024?

Claude Charpin : 2024 was a pivotal year for us. When we created the DÉKUPLE Agency three years ago with the vision that branding and performance marketing should no longer be separated, there was a strong risk that the market would not be ready to entrust these elements to the same agency. Our organic growth of 30% in 2024 compared to 2023, in a market that will be complicated for agencies in 2024, allows us to fully validate our vision and our model based on creativity, technology and data. We have focused our efforts on three key strategic areas: first, strengthening customer knowledge through artificial intelligence, which allows us to develop a detailed knowledge of our advertisers' customers and to further personalize our marketing actions. Second, continuous innovation in our loyalty offers, where we have integrated creative and data-driven solutions to engage customers in the long term. Finally, we have consolidated our integrated approach to all aspects of generating traffic at the point of sale to provide comprehensive support to retailers with a very positive ROI. These elements reinforce our conviction that marketing performance is inseparable from a solid and coherent brand strategy, and advertisers are realizing this.

What are the prospects for 2025?

Claude Charpin : For 2025, we have several key challenges and opportunities that will guide our strategy. The first challenge is to further strengthen the synergies between our different agencies to maximize the effectiveness of our integrated approaches. This dynamic has already demonstrated its potential, particularly in sectors with long sales cycles such as insurance and real estate, where the alliance between digital skills and brand strategies makes it possible to significantly accelerate the customer journey.
Another major challenge will be the "platformization" of our services, through even more advanced AI integration, with the aim of improving the overall performance of our campaigns across all digital channels and giving our customers a detailed and clear view of their performance.

Finally, the international aspect will take on an even more strategic dimension. We are looking to leverage our now international network by targeting clients in Europe and Asia. This global expansion is essential to support our clients wherever they develop, providing them with in-depth knowledge of data and the ability to deploy marketing strategies adapted to various cultural and economic contexts.

THE DEVELOPMENT OF ACTIVITIES

DÉKUPLE
Ingénierie marketing **B2B**

What is your assessment of the year 2024?

Alexandre Garnier : In 2024, we continued our innovation drive by positioning ourselves in the modern selling market. We have developed new automated prospecting methods, boosted by artificial intelligence, to support companies in customer acquisition.

A key moment of the year was the signing of a strategic partnership with the scale-up Humanliker. This partnership allows us to automate prospecting on LinkedIn, with, thanks to AI, impactful and ultra-personalized messages, by directly exploiting the sales representatives' accounts. We have successfully tested this approach with several clients and the results have confirmed the relevance of our solution.



Alexandre Garnier
CEO Dékuple Ingénierie Marketing B2B

> Thanks to our platform, we harness the power of AI to personalize the way we make contact with potential customers online.

What is the outlook for 2025?

Alexandre Garnier : On the strength of these initial successes, we will be rolling out this service to a large number of players in 2025. Thanks to our platform, we harness the power of AI to personalize online contact with prospects. Messages and scenarios are constructed from information collected on LinkedIn, company websites and the media to closely match the expectations and needs of each prospect. This approach optimizes conversion rates by offering highly relevant and contextualized interactions. In a tense economic climate, companies need high-performance, cost-effective solutions to acquire new customers at a lower cost more than ever. We are convinced that AI is an essential lever for transforming prospecting into a more efficient, targeted and engaging experience and that this offer will be a great success in 2025.

THE DEVELOPMENT OF ACTIVITIES

DÉKUPLE
CHINA

What is your assessment of the year 2024?

Benoit Raoult : 2024 was a year of validation and strategic expansion for DÉKUPLE China. We have reached major milestones that confirm the relevance of our positioning as a strategic gateway between Europe and China.

Among the highlights, we have recorded significant growth in our turnover, driven by a diversification of our activities and an increase in the strength of our offerings in both markets. We have also validated new strategic sectors by entering into a model of consulting carried out at the client's premises, with successful collaborations with players such as Sinodis, Lesaffre and Ethypharm.

We have also strengthened our ability to support Chinese brands in Europe, particularly with the launch of projects such as Chagee tea. Finally, 2024 marked the beginning of our first strategic partnerships with local agencies and media groups, laying the foundations for a rise in power in the coming years.



Benoit Raoult
Co-fondateur Dékuple China

What is the outlook for 2025?

Benoît Raoult : In 2025, we are committed to consolidating our achievements while continuing our growth in a structured and ambitious manner.

We will continue to strengthen our presence in our current markets, supporting European companies in China and Asia, while developing a specific training program for teams based in Europe to improve their understanding of the Chinese digital ecosystem.

The "Brand + Performance" offer will also be rolled out more systematically, combining brand image and digital performance to meet the expectations of Chinese brands seeking to expand in Europe. Finally, we will accelerate our strategic partnerships with agencies, marketing tools and media groups, with a view to preparing our development for 2026 and 2027.

Our ambition is clear: to become the partner of choice for European and Chinese companies in their international development. Thanks to rigorous structuring, tailored offers and strategic alliances, we are already laying the foundations for sustainable and ambitious growth.

brainsonic
THE ENGAGEMENT AGENCY

What is your assessment of the year 2024?

Guillaume Mikowski : Our assessment is very positive. We had anticipated that 2024 would be a year of transition, with a lot of investment and changes in several structural areas. First, we created the consulting firm Brainsonic.ai, which marked a crucial stage in the transformation and development of the agency. We then strengthened our transformation by capitalizing on our multi-business approach: an agency capable of supporting communications departments both globally, at 360°, and on specific subjects, with the guarantee of mobilizing the best in each respective field and universe. Brainsonic is now made up of several "pure players" in the communications field who really work without silos, with a common goal: to engage our clients' audiences. With these transformations, we have made major changes in certain directions. For example, Thomas Audouin and Sébastien Combemale have taken over the creative direction of the agency, and Morgane Bamba has taken the reins of Brainsonic Live, our events entity. Although our growth stagnated in 2024, we have been able to maintain our profitability and prepare ourselves to meet the challenges of tomorrow.

What is the outlook for 2025?

Guillaume Mikowski : We are going to move faster in the transformation of the brands we support. Most of them have already started the AI shift with us, but they are operating in a world that is changing faster than expected. Our duty is to help them reach key milestones in this era dominated by AI and the all-conversational, which involves huge projects: in Digital, the shift from search engines to answer engines; in Social, the fragmentation of platforms and audiences; in Brand Content, with the all-embracing video, etc.

You created Brainsonic.ai this year: what are the results of these first months of existence? How do you see the future of this branch of Brainsonic?

Guillaume Mikowski : The results are very positive! In fact, more than forty of our clients called on us in 2024 for highly effective continuing education programs, taking the form of dedicated TV shows, escape games or events. Of these, we have largely moved beyond the stage of awareness-raising and acculturation, as 19 projects have been or are being rolled out.



Guillaume Mikowski
Co-founder and President of Brainsonic

To be more precise, 6 of them were launched in December. All means are good for supporting teams, but also their transformation. We have deployed some very fine projects with real case studies, such as Guy Hoquet, which has revolutionized its training methods thanks in particular to the avatarization of its trainers. Today, in terms of AI, Brainsonic is positioned in three promising and profitable segments: business transformation consulting, the production of new AI-generated content that did not previously exist, and of course continuing education, which to date represents more than 10,000 people trained with more than a hundred hours of training provided.
Finally, this firm, which already has 6 consultants, led by the agency's Managing Director Mathieu Crucq, has enabled all our business lines to move even faster in the appropriation of these tools. I can say today that we are almost twice as efficient as we were in 2023, across all our business lines and services.

> **Today, Brainsonic is made up of several "pure players" in the field of communication who really work together without silos, with a common goal: to engage our clients' audiences.**
>
> GUILLAUME MIKOWSKI - CO-FOUNDER AND PRESIDENT OF BRAINSONIC

THE DEVELOPMENT OF ACTIVITIES

SmartTraffik



Laurent Simonin
Co-founder and CEO of Smart Traffik

2024 seems to have been a dynamic year for Smart TraffiK. What are the highlights

Laurent Simonin : 2024 was a year rich in achievements. We reached 87% of our overall objective, which is a great performance in a demanding context. Our solutions, oKube and LoKal Booster, have undergone major developments. In particular, we launched the "segment optimization" functionality for oKube and "Smart SEO" for LoKal Booster, two technological advances that strengthen our positioning. We have brought five new talents into our team and acquired more than 30 new clients, bringing the total number of active clients who place their trust in us today to over 100. These results have enabled us to achieve significant growth: +22% in turnover and +39% in EBITDA, demonstrating the strength of our model.

We want to develop more synergies with DÉKUPLE and begin international expansion, in particular thanks to the investments made by the Group.

What are your objectives for 2025?

Laurent Simonin : For 2025, our ambition is clear: to convert this strong growth dynamic into profitability. This involves consolidating LoKal Booster's turnover, developing oKube by integrating it into the leading DSPs/SSPs, strengthening AI in our businesses and continuing to industrialize our customer data processing procedures via graph ID. We also plan to consolidate our current teams and move the sales team strategically to Montreuil to optimize synergies with the DÉKUPLE Group. Finally, we will simplify our technical roadmap by adopting a business-oriented approach: the goal is to sell what we have already developed better and more effectively.

What is your vision for the medium-term future?

Laurent Simonin : In the medium term, Smart TraffiK aims to strengthen its leading position in data and web-to-store solutions. We want to develop more synergies with DÉKUPLE and begin international expansion, thanks in particular to the investments made by the Group. 2025 will be a year of strategic transition where every decision will be geared towards increased profitability and optimal customer satisfaction.

THE DEVELOPMENT OF ACTIVITIES

DÉKUPLE
PROMOCIÓN Y FIDELIZACIÓN



Rodrigo Serrano
CEO Dékuple Espagne

What are the strengths of DÉKUPLE Iberia in 2024?

Rodrigo Serrano : One of the highlights for DÉKUPLE Iberia in 2024 was the launch of a new Local Marketing activity. Together with the launch of our Influencer Marketing activity in 2023, we are continuing to integrate services already offered by the Group in other countries into Spain and Portugal.

On the other hand, winning the Endesa tender as sole incentive provider for the next few years was a major highlight of our year. This achievement not only strengthens our position as a leader in the incentives market, but also allows us to collaborate with one of the most influential companies in the energy sector, providing innovative and personalized solutions for the loyalty and engagement of their customers and employees.

Furthermore, 2024 has been marked by the continued trust of our current clients, such as Clarel, who not only renew their campaigns with us every year, but also expand their collaboration by increasing the number of annual actions. Our relationship with Clarel illustrates DÉKUPLE Iberia's commitment to building strong, long-term relationships based on consistent results and constant adaptation to customer needs.

What is the outlook for 2025?

Rodrigo Serrano : The outlook for 2025 in Spain and Portugal focuses on sustained and strategic growth, consolidating our traditional promotional campaigns, loyalty and incentives activities, while developing those launched in recent years - Influencer Marketing and Local Marketing - by strengthening our collaboration with other Group companies. In addition, we intend to continue to expand our catalogue of activities by incorporating skills already present within the Group, mainly in the field of digital marketing and data marketing.

THE DEVELOPMENT OF ACTIVITIES

RocketLinks



Maxime Doki-Thonon
CEO of Rocketlinks

What is your assessment of the year 2024?

Maxime Doki-Thonon : 2024 has been a busy year for RocketLinks! To support our growing business, new talent has joined our various departments: sales, netlinking project managers, media project managers, customer support and IT team, all of whom are essential to achieving our goals.
We have also surpassed the 110,000 international media mark, making RocketLinks the most comprehensive and diverse catalog on the market. In addition, always with a view to meeting the needs of our customers, several features have been introduced, making our search engine even more powerful with increased optimization of the user experience.
We are proud to have won the award for "best innovation in an SEO tool" from FePSeM thanks to RocketLinks AI. This is the ultimate recognition from this long-standing French association of thousands of SEO experts. In line with this, a new offering has been created: RocketLinks Services. This now allows us to cover all of our clients' netlinking needs, from sponsored articles to relinking strategies and sector audits. 2024 was also the year of BtoB influence in France and internationally. Partnerships with media and SEO influencers began then and are continuing this year, to support our positioning as an expert and netlinking assistant.
Finally, 2024 marked a major milestone in our development with our first external growth: the acquisition of eReferer. This platform, based on a 100% self-service model, complements our offer and strengthens our market leadership.

> **We are proud to have won the award for "best innovation in an SEO tool" awarded by FePSeM thanks to RocketLinks AI. This is the ultimate recognition from this long-standing French association bringing together thousands of SEO experts.**

What are the prospects for 2025?

Maxime Doki-Thonon : We want to become the meta-platform for all SEO professionals worldwide, and this remains our main objective this year. To this end, we will therefore continue with all the actions already undertaken, such as the marketing of our SEO offer, which meets all our customers' netlinking needs, the tailor-made support, both human and technological, which sets us apart from our competitors, the continuous development of new features in line with market expectations, the addition of new international media to be ever more competitive and, finally, we will continue to shine in the SEO sphere, online and offline, through BtoB influence, events and lead generation campaigns.

THE DEVELOPMENT OF ACTIVITIES

REECH



Guillaume Doki-Thonon
CEO of Reech

What is your assessment of the year 2024?

Guillaume Doki-Thonon :
2024 was a year marked by strong growth momentum. Our turnover increased by 10% compared to the previous year on a like-for-like basis, demonstrating the strength of our activities.
Internationally, our expansion is accelerating: more than 60% of Reech Influence Cloud licenses have been purchased with the international option and we have continued our commitment alongside advertising self-regulatory authorities in France, Greece, India and Brazil with the aim of promoting more responsible influencer marketing. Innovation remains at the heart of our strategy, with significant advances on Reech Influence Cloud, thanks in particular to the integration of new features boosted by Artificial Intelligence.
Finally, we have placed particular emphasis on the commitment of our employees. Thanks to an anonymous survey carried out every month, we have been able to measure and improve fulfillment within the company, which today has a rating of 4.3/5.

What are the prospects for 2025?

Guillaume Doki-Thonon :
2025 begins with a significant change: we are moving to the offices of the DÉKUPLE Group in Montreuil. This move gives us a more spacious environment to support our growth and promote synergies with the Group's other entities, both commercially and on a human level.
Our international ambition remains strong, particularly by capitalizing on the Group's recent acquisitions in Germany and the Netherlands. We are aiming for an ever-increasing share of our turnover to come from international business, with the objective that three-quarters of our licenses are taken out with the international option.
The year will also be marked by the release of the 9th edition of our annual study on Influencer Marketing, which this time stands out by focusing on consumer perception. In its first week of publication, it generated more than 20 press reports, with media outlets such as BFMTV, Les Échos and Stratégies.
For the first time, we will present the results not only in Paris, but also in Lille and Lyon.
Finally, with the "new agency" project, we intend to demonstrate that influencers can play an even more strategic role in brand marketing campaigns. We are also continuing the technological development of our solutions, offering ever more advanced features to respond to market developments.

> **Internationally, our expansion is accelerating: more than 60% of Reech Influence Cloud licenses have been purchased with the international option.**

DÉKUPLE
SOLUTIONS ABONNEMENTS



Nancy Faure
Managing Director of Dékuple Solutions Abonnements

What is your assessment of the year 2024?

Nancy Faure : The year 2024 was complex, with political and economic challenges, including the decline in the purchasing power of the French. These challenges directly influenced the consumption of the press, which was already under pressure. Despite these obstacles, our team showed great dynamism and a remarkable ability to adapt, which allowed us to remain competitive and proactive throughout the year.
Among our successes, I would like to highlight the "Customer Service of the Year" award for the France Abonnements brand, for the first time we have ever entered. We are very proud! Beyond that, it is a fine testament to our long-standing commitment to excellence and the quality of our service.
We have continued to adopt increasingly data-oriented approaches to improve our performance. For example, we have segmented our customers and developed personalized approaches in our contact centers.
We have also been very proactive in winning new partners, which strengthens our position in our market and helps diversify our customer base. This strategic development is essential for our future growth.
In terms of digitization, we have reached an important milestone: more than 3 out of 4 orders are now placed online, which testifies to our successful transformation towards digital commerce and our ability to keep up with market trends and our customers' preferences.
Finally, we have made great strides forward in artificial intelligence by training all the teams, driven by a test & learn dynamic implemented at Group level, in which our Division is very active. We are starting to integrate it into our processes, with the implementation of content generation tools, which frees up time for our teams, and the testing of a pricing monitoring tool.

What are the prospects for 2025?

Nancy Faure : In 2025, we are positioning ourselves with optimism, determination and ambition.
We firmly believe that our customers' desire for information, education and entertainment will remain intact. Our challenge will be to continue to innovate and adapt our offerings to meet these changing needs.
We will continue to strengthen our activities in the promotion and sale of press subscriptions, exploring other complementary forms of digital entertainment that would enrich the customer relationship. To this end, excellence in e-commerce, data-driven approaches to performance, and the search for new partners will remain our guiding principle.
One of the priorities will also be to work on customer value, particularly through loyalty and up-selling.
For 2025, our objective is simple: to maintain our position as a leader in the short and medium term, thanks to our innovations, our agility and our constant quest for excellence.

> **In terms of digitization, we have reached an important milestone: more than 3 out of 4 orders are now placed online.**

DÉKUPLE
ASSURANCE



Arnaud Delpierre
Managing Director of Dékuple Assurance

> **Exemplary customer satisfaction, as 9 out of 10 customers reaffirm their trust in us every year, a true marker of our performance and reliability.**

What is your assessment of the year 2024?

Arnaud Delpierre : In 2024, we reached an important milestone in our history: the 10th anniversary of DÉKUPLE Assurance. This decade has been marked by our ongoing commitment to anticipating the expectations of our customers and partners, and this year has been no exception.
We have launched five new strategic offers, aimed at meeting the diverse needs of our partners and encouraging our customers to take out multiple policies. Among these new products, we are offering one dedicated to the automotive sector, a segment in which we are continuing to develop our expertise. A daily allowance offer in the event of hospitalization, to support our customers in the face of life's unforeseen events, and three individual supplementary health offers, responding to the diversity of expectations in terms of personalized health coverage.
These launches have enriched our portfolio and strengthened our positioning in high-potential markets.
We have also innovated in terms of tools and communication, with the redesign of our Avocotés website, which now offers a better user experience and increased visibility for our products. In addition, new digital tools have been implemented for our sales teams, enhancing their efficiency and their ability to meet the expectations of our customers and partners.
All these efforts have resulted in exemplary customer satisfaction, with 9 out of 10 customers renewing their trust in us every year, a true marker of our performance and reliability.

What are the prospects for 2025?

Arnaud Delpierre : The year 2025 will be one of continuity and innovation.
We will consolidate our long-standing partnerships by offering new subscription approaches based on the data skills of the DÉKUPLE Group. These advances will enable us to better anticipate customer needs while optimizing acquisition processes.
We also aim to continue our development in the healthcare sector. This area, which is at the heart of our priorities, will continue to benefit from strategic investments to offer even more tailored and effective products.
Finally, the integration of Generative Artificial Intelligence into our business processes will be a key lever for 2025. This technology will enable us to automate certain processes, personalize our offers even more and strengthen our capacity for innovation.
These initiatives are part of our long-term vision: to build an agile, data-driven insurance offering in order to develop the client capital of our partners, relying on technology to shape the future of the sector.

Our rewards in 2024





10 awards for the DÉKUPLE Agency

2 awards for **Marathon des Sables** including the GOLD at the Data Grand Prix in the Insight category.

2 awards for **Yoplait** including GOLD and the Jury's Coup de Cœur at the Data Grand Prix.

2 awards for Häagen-Dazs including GOLD at the Marketing Trophies in the Loyalty category.

2 awards forr **BigMat** including the Gold at the TOP/COM in the Promotional Marketing category.

2 awards **at the Studies and Innovations Awards:** it was voted Insight Actor of the Year and won the GOLD Data & Market Intelligence Award.

4 awards for **Tout le monde contre le cancer** including the Special Jury Prize at «Cas d'or» of DOOH and the Jury Prize at TOP/COM Grand Prix Consumer.

6 awards for Hasbro including the GOLD at the Victories of Communication and Marketing awards in the Experience category.

33 awards for Brainsonic

1 award for Tediber with the silver medal at the TOP/COM Grand Prix Consumer in the TV Advertising category.

9 awards for Yomoni and the campaign **"On ira tous chez Yomoni"** including the Special Jury Prize in the Television Ads category

7 awards for BPCE Group including GOLD at the Communication Grands Prix and the Golden Awards of Montreux in the Advertising Campaign category.

2 awards for Bescherelle including GOLD at the Data Grand Prix.

3 awards for Peugeot including GOLD at the Advertising Innovation «Cas d'OR» in the Display Storytelling category.

1 award for Lenovo with the Silver at TOP/COM for "30 years of the ThinkPad".

The brands that trust us

Janneau : segmented TV boosts in-store traffic

The Janneau chain has chosen TF1 Pub and the omnichannel measurement solution oKube by Smart TraffiK to implement segmented TV campaigns and determine their performance.

Offering more precise targeting possibilities than linear TV, segmented TV requires the use of reliable multisource consumer data and sophisticated targeting technologies. In addition, the creations must be adapted to the different segments activated.

The use of the OKube solution made it possible to meet the needs by addressing several issues:
- Measuring the performance of segmented TV on in-store traffic
- Defining the minimum repetition rate in order to maximize impact and thus optimize the Cost Per Incremental Visit (CPIV) of future campaigns

4,35 M
views

1 488
incremental visits, i.e. an uplift of +59%

1 140
expected to generate a visit to the store

Maisons du Monde : impactful campaigns for increased traffic tenfold

Maisons du Monde, a committed omnichannel brand, optimizes its TV and digital campaigns thanks to the oKube by Smart TraffiK solution, with several objectives:

Generate traffic in-store and online
- Compare the performance of activated levers (IPTV, Meta, SEO) in real time
- Effectively manage media investments.

Thanks to an algorithmic attribution model and advanced tracking, oKube measures the contribution of each lever to conversion, allowing for strategic adjustments in real time.

Results:
+34% Drive to Store uplift and up to 5 times more store visits.
This data-driven approach revolutionizes omnichannel measurement, offering better profitability and more effective marketing.

+34 %
Drive to Store Uplift

The Fnac Darty Group, in collaboration with Le Nouveau Bélier

The Fnac Darty group has decided to entrust Nouveau Bélier with the advertising strategy for Darty Max, its repair subscription service.

A new TV and digital campaign, “Et la réparation, c’est qui???” (And who does the repair???) was launched at the end of 2024, integrating this offer into Darty Concepteur Cuisine’s TV advertising saga, which began in 2022.
A campaign with a very high impact and exceptional results.

With a creative and humorous approach, Le Nouveau Bélier makes this campaign part of an effective and engaging communication strategy. More than one in two French people recognized the campaign after it was first broadcast, a score well above the norm. Rooted in the daily life of young people in their thirties, the film presents a simple and practical solution for repairing household appliances and multimedia devices. It also emphasizes the ease of access to the offer and its contribution to more responsible consumption. After the omnichannel campaign, more than a third of French people said they were ready to subscribe to Darty Max.

This campaign also generated a significant impact in terms of brand awareness and image for the offer and also for the Darty brand.

Monabanq : people before money with a moving campaign

Monabanq, in collaboration with Brainsonic, has launched a bold advertising campaign centered on people, true to its slogan « les gens avant l'argent » (people before money).

The originality lies in the plasticine characters, hand-created by the artist Inès Pagniez in Brittany. These vulnerable and expressive figures reflect the financial questions with tenderness and lightness, in contrast to the seriousness of the subject.





The campaign, broadcast on TV, digital and posters, rejects artificial intelligence in favor of a human voiceover, reinforcing authenticity. The results are impressive: spontaneous awareness on the rise (+9%), increased web traffic (+33%) and account openings doubled (+110%).

Monabanq thus reaffirms its commitment to accessible and award-winning customer service ("Voted Customer Service of the Year" 7 times), setting itself apart from traditional banking codes. This empathetic and innovative initiative reflects its ambition to place people at the heart of its concerns, regardless of its customers' income.

+9 %
spontaneous awareness

+33 %
increased web traffic

+110 %
account openings

LEEM : a shock campaign against overmedication

LEEM (Les Entreprises du Médicament/ The Medicines Companies) has launched a national campaign entitled "Réduisons le volume" (Let's reduce the volume), aimed at raising awareness among the over-65s of the risks of overmedication and drug interactions.

Designed by Brainsonic and Haïku, this campaign is based on a strong idea: increasing the volume of the television symbolizes the increase in medication consumed with age. This message is illustrated by a pictogram representing a decreasing volume of sound made up of pills.

The slogan, "Less medication is better medication", simple and memorable, targets seniors, their caregivers and healthcare professionals, promoting collective awareness for sensible consumption. The media plan, deployed on TV, in the press, on social networks and via influencers, generated 205 million contacts and more than 100,000 clicks to the LEEM website.

This initiative illustrates the LEEM's commitment to better public health and encourages a dialogue with healthcare professionals to reduce daily medication. A powerful and sustainable campaign to address a crucial issue.



205
millions of contacts

100 000
click to go to the LEEM website

L'Oréal : revolutionary training and loyalty program in pharmacies

L'ORÉAL

To strengthen the loyalty of its distribution network and stimulate prescriptive sales in dermocosmetics, DÉKUPLE Ibéria has piloted an online learning program tailored to L'Oréal.

This BtoB and BtoC scheme aims to train pharmacists in the laboratory's brands, ranges and products, while encouraging them to recommend these products to their customers. Thanks to an intuitive platform, professionals have access to educational modules detailing the characteristics of the products as well as suitable recommendations.

At the same time, the program incorporates a rewards system to encourage commitment. By reaching their training and sales targets, pharmacies benefit from exclusive advantages, while consumers accumulate points when purchasing certain products, which can be exchanged for attractive gifts, such as Skinceuticals treatments.

+25 k
registered users

+27
million points exchanged in 2024

Clarel : loyalty through exclusivity

clarel

In order to boost in-store footfall and increase the average shopping basket, DÉKUPLE Ibéria orchestrated a promotional campaign for Clarel, with the aim of encouraging customers to make purchases while offering them an exclusive and engaging experience.

The concept is based on an attractive offer where for any purchase of a minimum amount of €20 for Club DIA members or €25 for non-members, in-store or online, customers are rewarded with a leisure experience of their choice.

The operation is designed to be fluid and accessible. The customer makes a purchase at Clarel, then uploads their receipt to the dedicated website. Once the receipt has been validated, they receive a gift code by email to use to book their experience.

Results:
An engaging campaign that combines incentives to buy with customer rewards, thus enhancing the attractiveness of the stores and building loyalty.

+120 000
downloaded tickets

+100 000
experiences on offer

BigMat : conquering individuals

BigMat

Faced with the slowdown in activity among construction professionals, impacted by the decline in housing starts and sales of new homes, BigMat has chosen to expand its market by targeting a new strategic audience: private individuals.

To accelerate this transformation and emerge in the buoyant energy renovation market, estimated at more than 30 billion euros per year (source: ADEME), the brand drew on the expertise of the DÉKUPLE Agency to deploy a national customer acquisition system.

DÉKUPLE Agency implemented a massive marketing campaign by activating the most relevant channels to capture the attention of individuals. Using insights data and advanced geomarketing targeting, the agency structured a media mix device combining Native Ads, Social Ads, Display In-App, Rich SMS and emailing, reinforced by point-of-sale media (POS advertising on shelves and at the checkout).

Activation was continuously optimized thanks to real-time performance measurement, allowing for the adjustment of targeting and creations to maximize impact and generate in-store traffic. An analysis of geographic movements also made it possible to identify primary, secondary and tertiary catchment areas, thus improving the precision of targeting and the performance of the campaigns.





33 385 079
impressions

5 236 891
coverage

76 903
Clicks

33 555
in-store visits

Deezer : a top-level partnership with Inoxtag

DEEZER

Following the selection of influencer Inoxtag as an ambassador for the Deezer brand in 2023, Reech supported the brand in the continuation of its partnership with Kayzen, the young creator's documentary about his ascent of Everest.



In close collaboration with Inoxtag and his team, Reech devised various ways of speaking in order to integrate the music streaming application around the values of surpassing oneself and motivation, and into the documentary's storytelling.

Thus, through its preparation, training and various content (Instagram and YouTube), Inoxtag shared its playlists, the various experiential features of Deezer and promotional codes with its subscribers in order to inspire them to surpass themselves and achieve their goals.

Results
- 10 content items (stories, teaser video, YouTube documentary, YouTube live)
- +77 million views (including nearly 42 million views of the 2.5-hour documentary)
- Nearly 5 million engagements
- +19 consideration points earned for Deezer (Top 1 of Kayzen's most appreciated partners) through activation with Inoxtag (Figure Kantar x Kayzen 2024 study)
- +10 points of notoriety for Deezer (Figure Kantar x Kayzen 2024 study)

+77 M
views (including nearly 42 million views of the 2.5-hour documentary)

Close to
5 M
commitments

More than 500 brands place their trust in us

Banking and insurance

Allianz · AXA · Banque Populaire · BNP Paribas · Caisse d'Epargne · Harmonie mutuelle · Kereis · La Banque Postale · LCL · MACIF · malakoff humanis · MAPFRE · Ocidental · pelayo · santalucía · Segurcaixa Directo · Societe Generale · Groupe VYV · wakam · yomoni

Retail

boulanger · BUT · camif · Carrefour · Conforama · Cultura · DECATHLON · FNAC DARTY · E.Leclerc · Leroy Merlin · Optic 2000 · pimkie · PRINTEMPS · Unibail-Rodamco-Westfield

Industry

ABB · Air Liquide · algeco · ArcelorMittal · endesa · GIFAS · Pierre Fabre · Schneider Electric · suez · TotalEnergies · UIMM

Luxury

BOUCHERON · CHANEL · HERMÈS PARIS · Jaeger-LeCoultre · KERING · L'ORÉAL · Louis Vuitton · SAINT LAURENT PARIS

Food and beverages

evian · Interfel · Kronenbourg · SCHENK · St Hubert · yoplait

Services

Edenred · Petits-fils · sodexo

High tech and software

Dassault Systèmes · intel · Lenovo · SAS · septeo

Medias

france tv · M6 · UGC

Leisure and tourism

ACCOR · Club Med · DEEZER · Europcar · FDJ · Groupe Pierre & Vacances Center Parcs · SNCF

Automo

ALD Automotive · MICHELIN · Stellantis · Valeo

Real estate

Bouygues Immobilier · COGEDIM

Telecom

bouygues · orange · SAMSUNG · vodafone

Charity

Croix-Rouge française

The main issues HR and CSR

by Marie-Laure RICARD,
Group Human Resources and CSR Director

What's new in HR in 2024?

In 2024, our growth was based on two axes: on the one hand, through organic recruitment within the Group and, on the other hand, through the integration of new companies such as Coup de Poing and GUD.berlin. Our subsidiaries also continued to expand, such as Converteo, which opened new offices in New York and Montreal.

While respecting the identity and autonomy of the entities that have joined us, we have strengthened our Group cohesion through continuous and engaging internal communication: newsletters, webinars, sponsorships, and the creation of a shared history. Our workshops and synergy meetings have enabled us to share our successes, our strategic orientations, our results and our values, particularly those enshrined in our new ethics charter and whistleblowing policy, adopted by 100% of our employees.

Finally, we have launched cross-functional projects promoting collaboration and the sharing of best practices. Our commitment to artificial intelligence perfectly illustrates this dynamic, demonstrating our desire to pool resources and expertise in order to remain at the cutting edge of innovation.

What are the prospects for 2025?

In 2025, our priority is to continue our international development while supporting our employees in this dynamic. This will involve targeted training and appropriate communication.
Recruitment remains a key issue, with particular attention paid to the integration of new talent, but also to welcoming interns and work-study trainees in our various professions.
We will continue to strengthen our presence at renowned schools, such as ESCP Business School, to increase our visibility among young talent.
To attract and retain employees, the influence of our employer brand will be a key lever. This includes a careful onboarding policy, internal and external communication initiatives, as well as training programs, particularly on artificial intelligence, to support the Group's growth.

> **Our workshops and synergy meetings have enabled us to share our successes, our strategic directions, our results and our values, particularly those set out in our new ethical charter and whistleblowing policy, adopted by 100% of our employees.**



What are the CSR issues?

We are continuing to roll out our CSR policy around the three pillars We are continuing to roll out our CSR policy based on three pillars: Environment, Social and Governance.
In 2025, the Group will continue to invest in structuring partnerships, such as with the ONF or Cèdre, while pursuing our Carbon Impact action plans, with a new measurement in 2025 on the activities of 2024, extended to the new scope.
We want to make our employees active participants in these initiatives, particularly via the Komeet (formerly Vendredi) platform, which offers ideas, concrete actions and the opportunity to connect with associations.

In 2024, more than 550 employees have already registered, demonstrating their commitment. In addition, each Group company contributes to this dynamic through specific initiatives. For example, Smart TraffiK organizes the annual charity event "Run, you'll give", which this year supported the association Coup de Pouce, a partner for success at school.

In addition, many of our employees have invested in our running team, an initiative that combines well-being and social commitment. This group participates in sporting events, not only to promote a healthy and active lifestyle, but also sometimes to support important causes. The running team program will continue to develop in 2025, with new initiatives and events to further strengthen our collective impact.

We are convinced that these commitments not only strengthen our societal impact, but also the commitment of our employees to our shared vision.

The RH year in a few figures

165
permanent recruitments

727
employees benefiting from profit-sharing or participation

93%
permanent contracts

36,1
average age

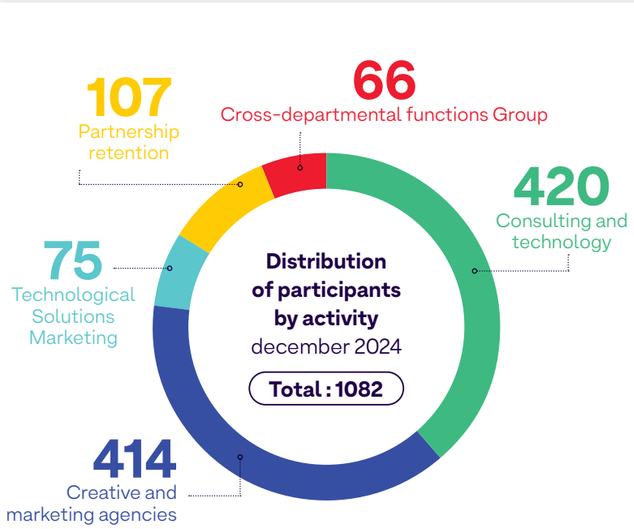
92%
trained staff

5,5 years of average seniority

87 employees have changed position or department

17%
international membership





10 561
hours of training provided

CSR



For more than 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 integrating new regulatory requirements in social, societal and environmental matters.

The DÉKUPLE Group is very committed to the long-term construction of a group of multi-entrepreneurs by integrating companies with complementary skills, led by entrepreneurs who share its values, while remaining autonomous in their management. Having long been committed to nine of the Sustainable Development Goals of the UN Global Compact, in 2024 the DÉKUPLE Group incorporated the requirements of the Corporate Sustainability Reporting Directive (CSRD) into its CSR strategy. This approach makes it possible to position its commitments more clearly as a strategic lever, promoting both better risk management and the emergence of new opportunities for sustainable growth. Customers can thus easily identify responsible products and services, while investors find this transparency a guarantee of confidence and solidity.

> **Long committed to nine Sustainable Development Goals of the UN Global Compact, the DÉKUPLE Group integrated the requirements of the Corporate Sustainability Reporting Directive (CSRD) into its CSR strategy in 2024.**

Environment

14 years of collaboration with the ONF

For 14 years, the DÉKUPLE Group has been working with the ONF to promote the sustainable management of French forests and raise awareness among younger generations about their preservation.

In 2024, this commitment took the form of several major initiatives, such as:
- educational days that allowed 135 students to discover biodiversity and the challenges associated with forest preservation.
- A test project in the forest of Compiègne explored alternatives to plastic protections with 300 bio-based solutions.
- Oak and fruit trees were planted with bamboo stakes to facilitate ecological maintenance.

These initiatives illustrate the Group's desire to combine awareness raising, innovation and sustainable reforestation, reaffirming its values of responsibility and innovation.





A tree for each member of staff

Committed to the environment, through the TreeNation platform, DÉKUPLE Ibéria has offered a tree to each employee with the aim of taking part in reforestation and contributing to the fight against climate change. Since the beginning of this commitment, 103 trees have been planted in Tanzania and Madagascar.



An ambitious carbon plan

The carbon strategy of the DÉKUPLE Group is based on a simple but ambitious principle: measuring and transforming our practices in order to significantly reduce our environmental impact. Carried out in 2021, our carbon footprint highlighted four main sources of greenhouse gas emissions: activities related to subscriptions (63% of total emissions), operations in Spain (23%), customer communications, and internal operations (travel, building consumption, purchasing). These analyses have guided our strategy towards concrete actions, structured around four carbon workshops led by the CSR team and business experts.

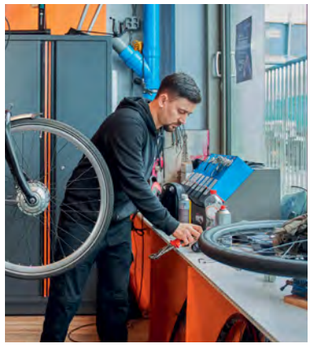
The aim of these workshops is to make lasting changes to our practices, while ensuring the sustainability of our activities. Among the results obtained, a responsible purchasing charter has been drawn up, including a supplier scoring system introduced in 2024 to assess their environmental performance. At the same time, tests on the rewards offered in our subscription activities have made it possible to explore alternatives to electronic products, which remain very popular despite their carbon impact. To mitigate this impact, we work with suppliers that use 100% recyclable packaging and we encourage the recycling of electronic waste, in particular through free take-back schemes for end-of-life products. These initiatives reflect the Group's desire to combine emissions reduction with quality of service. We plan to conduct a new carbon audit in 2025 to measure the effects of the actions taken and to extend our analysis to all of the Group's activities. This audit will serve as a basis for defining an ambitious carbon trajectory for 2030 and setting specific objectives in line with our commitment to a more sustainable future.

A stronger CSR commitment: Converteo and DÉKUPLE Iberia recognized by EcoVadis

The year 2024 marked a turning point for Converteo and DÉKUPLE Iberia, two companies committed to an ambitious CSR approach. Converteo was awarded the EcoVadis silver medal, in recognition of its continuous investment in responsible and sustainable development. DÉKUPLE Iberia, for its part, has distinguished itself through its exceptional performance in terms of ethical practices, environmental responsibility and sustainable purchasing, thus joining the 5% of companies with the highest EcoVadis rating with the gold medal.

In 2025, Converteo intends to capitalize on this momentum by structuring its CSR policy around four strategic axes: environmental impact, business ethics, social commitment and responsible procurement. In particular, the company aims to significantly reduce its carbon footprint and to involve its employees even more in this transformation. At the same time, convinced that diversity is a lever for success, Converteo is continuing its efforts to promote inclusion and professional equality through committed HR policies. This commitment is part of a desire to make CSR a driver of transformation and innovation, far beyond a simple compliance approach.





Brainsonic strengthens its commitment to sustainable mobility

In support of ecological mobility, Brainsonic is continuing to set up a bicycle repair workshop. Adjusting brakes and gears, checking and inflating tires, cleaning and lubricating the chain, and checking and tightening safety points. Employees have had their bicycles, whether electric, muscle-powered or cargo bikes, completely overhauled. Promoting an awareness of the importance of keeping one's vehicle in good condition, these safety checks were paid for by the CSE.

A carbon approach for sustainable growth

The environmental commitment of the DÉKUPLE Group is also reflected in the actions of our subsidiaries, in particular DÉKUPLE Ibéria and Converteo, which have strengthened their approach by measuring their carbon footprint and laying the foundations for a path to reducing their impact.

In 2024, with EKODEV, DÉKUPLE Ibéria began calculating its carbon footprint on scopes 1, 2 and 3. This is an essential step in estimating its greenhouse gas emissions and better anticipating future environmental challenges.
For its part, Converteo is pursuing its commitment by updating its carbon footprint with EKODEV. Despite the company's sustained growth, the carbon intensity per employee has remained stable. In addition, this measurement has made it possible to identify the main emission sources and refine the actions to be taken. In 2025, Converteo will intensify its efforts to optimize its practices and accelerate the reduction of its impact.



Social

DÉKUPLE Running Team: a year combining performance and community involvement

From 29 in 2022 and 63 in 2023, the now 95 members of the DÉKUPLE Running Team have once again upheld the Group's values by combining sporting performance with a spirit of solidarity.

On several occasions, employees have shown great commitment during charity races. Blandine Callier, executive assistant, distinguished herself in the Triathlon des Roses, organized in support of the ARC Foundation for breast cancer research, by collecting the second-highest amount of donations with the strong support of the Group. No sooner had this event finished than fifteen of our runners set off on the 10 km MEMORUN to support France Alzheimer, an association that actively contributes to research and support for sufferers and their loved ones. The Group also joined forces with Smart TraffiK as part of the "Run, you'll give" initiative. The principle was simple: each participant ran a distance of up to 10 km, and for each kilometer covered, 2 euros were donated. Thanks to everyone's efforts, a check for €6,000 was presented to the Coup de Pouce Association, which aims to help students succeed in school and fight against social inequalities.

This combination confirms the strength of commitment of the DÉKUPLE Running Team, which is proud to wear the Group's colors and to illustrate, with every stride, our desire to combine sporting performance and solidarity. Buoyed by this momentum, the Team then shone at the 20 km de Paris. With 36 employees finishing, our team came 15th out of 146 in the corporate challenge, significantly improving on its previous 37th position. This achievement, the result of the spirit of mutual support and conquest that drives all our runners, will fuel the shared ambition of reaching the Top 10 in 2025 while mobilizing more than 50 participants.





Sustainable mobility and flexibility for Reech

In 2024, Reech and RocketLinks are taking advantage of the relocation of their Paris site to Montreuil to help their teams switch to new modes of transportation, in line with their environmental and quality of life at work.

In this context, the Sustainable Mobility Package scheme has been extended to allow all employees to accumulate several reimbursements for purchases or transport contributions at the same time. The maximum reimbursement amount has also been increased, so as to encourage the development of plural mobility that respects the environment and the health of all. For day trips, a fleet of electric bicycles and scooters has been made available to the teams.

Finally, the company has strengthened its teleworking and flexibility policy, in particular by opening it up to a wider audience and granting an equipment allowance, thus limiting the impact of daily commuting on health and improving the work-life balance. This move is fully in line with its commitment to sustainable mobility and a more fulfilling work environment.

A stronger societal commitment for a lasting impact

Already involved in meaningful CSR initiatives, the DÉKUPLE Group has strengthened its impact by joining Converteo in the skills sponsorship program Komeet (formerly Vendredi). Thus, the 39% of employees registered on the platform (+27% over the year 2024) can get involved in social and environmental projects while developing their skills. Over the year, 16% of them have committed to 150 hours dedicated to actions, missions and awareness-raising during Mentoring Month, Earth Day and the European Week for the Employment of People with Disabilities.



Within Converteo, where each employee can devote one day per year of their professional time to get involved with associations, societal commitment is also embodied through Komeet. Thus, in 2024, 68.5 days (including 59 days of personal time and 9.5 days of professional time) were invested in concrete actions, with a strong mobilization around health, the environment and the fight against discrimination.

Beyond these internal initiatives, Converteo has strengthened its commitment to the Label Emmaüs by joining its endowment fund and its board of directors, represented by Raphaël Fétique, co-founder and senior partner, and Laurent Nicolas-Guennoc, Chief Marketing Officer. This partnership extends the pro bono missions carried out since 2023 to support the Label's digital transition. This commitment, born of an inspiring intervention by Maud Sarda, co-founder of the Emmaüs Label, illustrates Converteo's desire to put its expertise at the service of a more inclusive economy.



Converteo's societal commitment has also been reflected in its support for the "10,000 boxes for Christmas" initiative, led by Plume, a company that seeks to develop writing skills in children through artificial intelligence. By financing the purchase of writing sets distributed to children by associations such as Agir pour l'Ecole, the Ronald McDonald Foundation and the Ligue de l'Enseignement, Converteo has helped to provide wider access to culture and education.

Influence hackathon for Perce Neige and Entourage

In 2024, the Fondation Perce-Neige and the Association Entourage sponsored the 2nd and 3rd classes of the Hackathon de l'Influence Marketing, Reech's 3-day inter-company training course.

The two associations were thus able to propose fictitious cases based on their daily challenges, serving as a basis for the practical workshops and enabling the twenty or so participants to learn how to construct a strategic recommendation for marketing influence. This teaching method, reinforced by the presence of the sponsors during the final presentations at the end of the training course, is part of Reech's DNA, combining expertise, concrete contributions and a desire to share its know-how with as many people as possible.



Social

Partnership of choice with ESCP



In line with our SDG Quality Education, the DÉKUPLE Group has entered into a strategic partnership with the ESCP Business School, illustrating its commitment to fostering a symbiosis between technological innovation and academic excellence. The Group has trained ESCP Business School staff, both in the school's support functions and among the teaching staff, in the use of Generative Artificial Intelligence in their jobs. By providing them with concrete and adapted tools, we enable them to exploit the full potential of AI to optimize their practices and enrich their educational approach.

This partnership illustrates our commitment to supporting the digital transformation of organizations through innovative and tailor-made training courses designed to meet the specific needs of administrative and teaching staff. A new strategic step that confirms our position as a visionary leader in AI applied to the world of education and beyond.

Moreover, this collaboration goes beyond the simple framework of training, as DÉKUPLE is committed to actively participating in events organized by ESCP, helping to strengthen the dialogue between the academic world and the operational realities of companies. At the same time, this partnership offers ESCP students concrete opportunities for internships and work-study programs that facilitate their professional integration while enriching the Group's talent pool.

This partnership is part of the strategic dynamic of the DÉKUPLE Group, which aims to accelerate innovation and build bridges between technological expertise and the training of tomorrow's communication and marketing professionals. By collaborating with an internationally renowned institution such as ESCP Business School, DÉKUPLE affirms its desire to build the world of tomorrow, where technology combines artificial intelligence and human intelligence, enabling its future talents, through workshops, to be directly connected to the business issues of companies, while contributing to the development of the skills necessary to meet the challenges of marketing and data.





DÉKUPLE Iberia solidaire: donations and activities for children in need

During the end-of-year celebrations, DÉKUPLE Ibéria donated several bags of food, organized a toy collection for socially vulnerable children living in the Madrid area (toy that were too damaged were recycled to protect the environment) and made a financial donation to the Adelias Foundation.

This non-profit organization is dedicated to improving the quality of life of children and families facing social difficulties.
This collaboration is based on 4 points:

- Improving the quality of life of vulnerable minors.
- Reducing inequalities and promoting fairness and respect for rights.
- Putting people first.
- Responsible and transparent management of the funds provided by their partners and contributors.

Gouvernance

> Chaque année, de nouveaux jalons sont posés afin d'assurer un cadre de travail plus inclusif et en phase avec les réglementations en vigueur.

News Ethical Charter and Alert Policy

This year, the DÉKUPLE Group has strengthened its commitment to a healthy and respectful working environment by transforming its Code of Conduct into an Ethics Charter. This unites employees and stakeholders around the Group's values: a spirit of conquest, respect and mutual assistance. It emphasizes health and safety and the fight against all forms of discrimination and harassment.

The Alert Policy has also been revised to better adapt to the structure of the Group, introducing specifically trained referents in each team to identify and deal with inappropriate behavior.

In addition to adhering to the new Ethics Charter and the Whistleblowing Policy, all Group employees undergo awareness training on harassment and discrimination, in order to promote a safe and respectful working environment.

Diversity, Inclusion and Sustainable Development, the strong commitment of the DÉKUPLE Group

As a signatory of the Diversity Charter, the DÉKUPLE Group reaffirms its commitment to inclusion and diversity.
Through this initiative, the Group bans all forms of discrimination, promotes a managerial culture that respects differences and encourages a more inclusive representation of society within its workforce, at all levels of responsibility.
These principles are integrated into its HR and managerial practices in order to strengthen cohesion and well-being at work.
By raising awareness of these issues among its employees, partners and customers, DÉKUPLE actively contributes to a more equitable and open professional environment.
In line with this, DÉKUPLE Ibéria is implementing an ambitious plan for equality and integration for the period 2023-2027.
Each year, new milestones are set to ensure a more inclusive working environment that is in line with current regulations. In 2024, this plan enabled significant progress to be made and areas for improvement to be identified to strengthen gender equality. The agency also supports the LGBTQIA+ community by integrating a non-discrimination policy into its Code of Ethics and Conduct. At the same time, since 2021 DÉKUPLE Ibéria has adhered to the Code of Good Practice of the Spanish Association of Executives and Directors (EJE&CON), promoting access of talent to all management positions without distinction of gender.
Through these actions, DÉKUPLE and its entities are part of a sustainable transformation approach, where performance and social responsibility move forward together towards a more inclusive and equitable future.

Well-being and commitment

The well-being and commitment of employees are at the heart of the DÉKUPLE Group's concerns. For example, our subsidiaries Reech and Converteo illustrate this ambition by achieving significant results in terms of satisfaction and quality of life at work.

This year, Reech and RocketLinks have integrated the Poplee Engagement tool, already present within the Group, in order to measure and reinforce the commitment of its teams. This approach has resulted in a satisfaction rate of 4.3 out of 5, reflecting an appreciated and meaningful work environment.

Converteo, for its part, has once again distinguished itself by appearing in the Top 3 of ChooseMyCompany's HappyIndex®AtWork ranking for the third consecutive year. With an overall score of 4.43/5 and 86% of employees willing to recommend the company, this recognition confirms the impact of the initiatives put in place to foster a fulfilling and inclusive work environment.
These results illustrate the commitment of the DÉKUPLE Group to collaborative, innovative and fulfilling environments.

Sponsoring

Three years alongside William Mathelin-Moreaux

Since 2022, the DÉKUPLE Group has been involved as title sponsor with skipper William Mathelin-Moreaux, a partnership that fully embodies the Group's values, which are the spirit of conquest, respect and mutual aid.

Starting out with a Class40 in the DÉKUPLE colors, symbolizing the alliance between performance and innovation, this adventure is marked by a noteworthy participation in the 2022 Route du Rhum. One race followed another, whether it was the Rolex Fastnet Race or the 40 Malouines Lamotte, as did the involvement of our employees, customers and partners, who were able to sail on board the boat or visit the start and finish villages of certain races.

2024 was a busy year, with the construction of a new Class40 DÉKUPLE, William's participation in several races, including the Transat Québec Saint-Malo, and above all his participation in the Paris Olympic Games as torchbearer.
After three years of an exceptional partnership, marked by sporting challenges and a wonderful human adventure that mobilized our employees, our logo is being reduced on the sail in favor of the association Les Invincibles, which fights against Charcot's disease, founded by Olivier Goy, entrepreneur at heart and founder of several companies. The latter continues to innovate and carry out ambitious projects despite the ALS (Amyotrophic Lateral Sclerosis) that struck him in 2020. The Group is honored to take part in this meaningful transformation, which echoes our Group of multi-entrepreneurs alongside William and the Invincibles in order to promote this fight, raise awareness and mobilize.



Financial analysis and investment strategy

by Emmanuel Gougeon,
Deputy General Manager, Finance, M&A & IT Department

The DÉKUPLE Group is financially sound and has the necessary resources to finance its growth

The results for the 2024 financial year attest to the financial robustness of the DÉKUPLE Group and the resilience of its diversified model despite a difficult environment.

The economic situation, marked by economic uncertainty and increased caution on the part of advertisers, has impacted some of our activities. However, our leadership in Artificial Intelligence and our technological expertise have enabled us to continue on our growth trajectory. We recorded a 9.1% increase in turnover, reaching 217.8 million euros, and a 4.8% increase in gross margin, amounting to 169 million euros.
Furthermore, despite the intensity of our investments, we have consolidated our profitability with an EBITDA of 23.6 million euros, representing 13.9% of the gross margin, and a net result Group share of 10.1 million euros. Although the latter is down compared to 2023, it demonstrates our ability to maintain strong profitability despite the challenges of the market.

Our financial strength remains a key asset, with gross cash flow of 58 million euros and rigorous management of our investments. The acceleration of our external growth strategy is part of a controlled financial approach, enabling us to finance our acquisitions while maintaining a positive net cash flow.

A successful transformation towards communication and data marketing

Digital marketing is now the main driver of our development, accounting for 65.6% of our consolidated turnover. The growth of these activities was driven in 2024 by the steady development of our consulting activities and the expansion of our agency and solutions activities, reinforced by strategic acquisitions such as those of Le Nouveau Bélier, Ereferer, Coup de Poing, GUD.Berlin in Germany, Selmore and Dotcontrol in the Netherlands. These operations have enabled us to increase our presence in key markets and strengthen our offering in communication, data marketing and digital activation.

Une stratégie d'acquisitions ciblée en France et en Europe pour devenir un leader européen de la communication et du data marketing

We have accelerated our international development by integrating complementary expertise through several strategic acquisitions.
Our approach is based on a "multi-entrepreneur" model, in which we support managers in their growth while preserving their identity and dynamism. The gradual increase in the capital of these companies allows for integration over time and limits risks, while maximizing synergies with our existing activities.
We are also continuing to strengthen our European foothold by actively exploring new acquisition opportunities, particularly in data marketing and digital communication. At the same time, our SaaS technology activities - Reech Influence Cloud, RocketLinks and Ividence - are gradually being exported beyond the national market, with the aim of deploying them on a larger scale.

Innovation and technology, drivers of our profitability

Artificial Intelligence is now at the heart of our business, generating significant productivity gains. In 2024, we stepped up its integration by rolling out large-scale training, promoting its adoption in all areas of the company. In concrete terms, these advances optimize our processes, from data analysis to content production, thus strengthening our efficiency and our capacity for innovation in the service of our customers.
Overall, our investments in R&D, which exceeded 5 million euros in 2024, are largely oriented towards AI and automation. A major part of these funds has been devoted to the platformization of our offers, accelerating the transformation of our economic models. Our technological solutions, particularly in SaaS mode, are more profitable than traditional agency models and contribute directly to the improvement of our margin.
Our innovation strategy is based on an ambitious roadmap, aimed at developing high-performance and differentiating solutions, while optimizing our internal costs.
Convinced that technology is a key lever of our competitiveness, we are pursuing this dynamic with the ambition of strengthening our leadership and anticipating market developments.



Strong organic growth and diversification of our activities

On a like-for-like basis, we recorded organic growth of +7.4% in gross margin, outperforming the market, confirming the relevance of our positioning and strategy. Our BtoB activities thus offset the slowdown in BtoC, which nevertheless continued to make significant commercial investments to acquire new recurring customers despite an unfavorable consumption environment.
In a changing market, our organic growth stands out for its strong momentum, particularly in our consulting activities, which continues to outpace the market. Some new offerings were very successful in 2024, such as the new solutions offered by Reech or Smart TraffiK.

Profitability, a key focus for the Group

Our ambition is to optimize our profitability and bring it up to market benchmarks, particularly in our Consulting and Agencies & Solutions activities, while maintaining their growth momentum.
On the one hand, we have strengthened the revenue synergies between our four activities (Consulting, Agencies & Solutions, Magazines and Insurance), in particular by maximizing their sectoral and geographical complementarities.
On the other hand, when our tests do not meet their market, we quickly adjust our investments in order to reallocate our resources to the most promising segments. It is in this spirit that we have carried out a targeted restructuring of certain loss-making activities. This has also resulted in the consolidation of several sub-critical entities, such as the Coup de Poing and Leoo agencies, to strengthen their operational efficiency.
At the same time, we are increasingly adopting an industrial approach to cross-functional support functions by pooling and automating them.

Outperformance of the stock DÉKUPLE in 2024

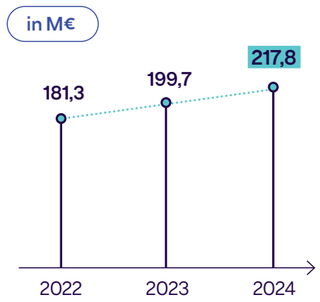
In 2024, we continued our communication with investors and the financial press, in order to better anchor the understanding of our growth model in the markets.

In a mixed stock market environment, DÉKUPLE shares recorded a rise of +21% over one year, far outperforming the benchmark indices and the sector's performances. This reflects investor confidence in our strategy and our ability to combine growth, innovation and profitability.
Our financial strength, unique positioning and agile model allow us to face the future with confidence. We remain fully committed to creating value for our shareholders and to pursuing our sustainable development trajectory, capitalizing on our expertise in communication, data marketing and technology.

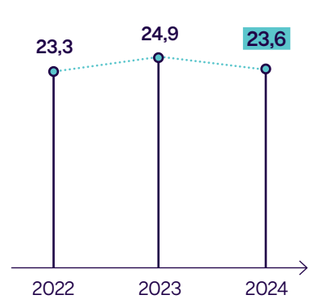
Our annual key figures



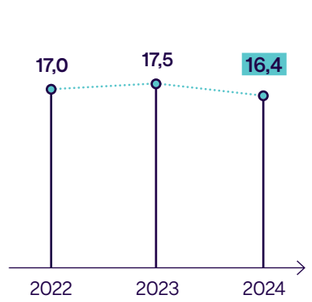
Turnover
217,8 M€
+ 9,1 %



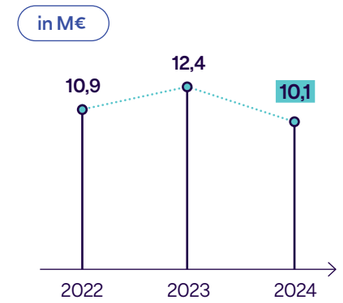
Restated EBITDA*
23,6 M€
13,9 %
of the gross margin



Current operating profit
16,4 M€



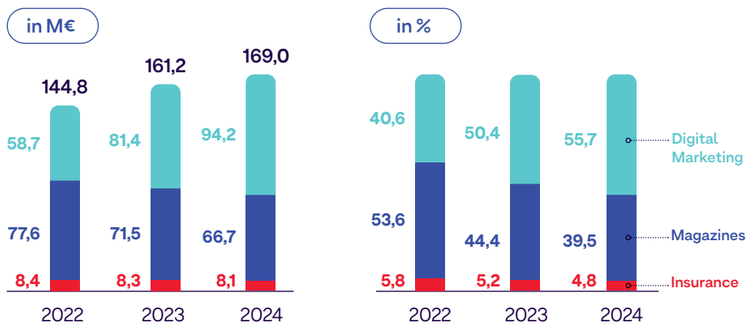
Net result share of the group
10,1 M€
6,0 %
of the gross margin



Dividend per share in M€

0,88 in 2022
1,04 in 2023
0,76 in 2024

Gross margin
169,0 M€
+4,8 %



Financial structure



*EBITDA retraité de l'impact IFRS2 des attributions d'actions gratuites et de l'impact IFRS 16 lié au retraitement des charges de loyer

DÉKUPLE
Trade name of ADLPartner (Company name)
Limited company with a board of directors
with capital of 6,478,836 euros
Compiegne Trade and Companies Register B 393
376 801

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Artistic direction & creation
emendo

Financial communication
ACTUS
finance & communication

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B-2340 Beerse

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