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MESSAGE FROM BERTRAND LAURIOZ

Chairman and CEO
of Dékuple



Ladies and Gentlemen, Dear Shareholders,

2021 has been full of unexpected events for our Group as it has been for many companies around the world. The Covid epidemic has continued to impact us, both in our personal lives and in the various activities of our Group. We had to go into lockdown in the spring of 2021 and some clients had to cancel or postpone their campaigns. Like last year, our priority was to ensure the health and safety of our employees. I admire the courage and flexibility they

have shown in adapting to new constraints. It is thanks to the commitment of its employees that the Group has emerged stronger from this difficult year!

Despite the constraints of the epidemic, 2021 has been a great year of growth and transformation for our Group.

◆ Our consolidated net sales increased by 18% over the year, in particular thanks to the very strong growth of digital marketing which, with a 46% increase, now makes up 45% of the Group's net sales, compared to 36% in 2020. 2021 allowed us once again to measure the strength of our diversified model around our data marketing skill, with growth in each of our activities.

◆ Our Consulting and Technology businesses, Converteo and Converteo Technology, continued their very good trend, with a 38% growth of their gross margin.

By the end of 2021, we had 280 experts serving our prestigious clients, including two-thirds of the CAC40. To support this growth, we have reinforced Converteo's structure with the appointment of Partners

in each of the Practices..

◆ We have developed our Marketing Engineering activities in France and Spain and improved their organisation with the acquisition of Reech, a leading influencer-marketing agency, in September, with the creation of a new BtoC agency in October (resulting from the merger of Codes-for-Gifts, e-data and Pschhh), and with the integration of Activis into the BtoB agency (formerly AWE). Despite the impact of the cancellation or postponement of some campaigns, our gross margin rose by 55%, mainly through external growth. We also developed our innovation capabilities to serve our customers, and received a record number of 14 marketing awards for projects managed by our clients (Axa, Macif, Algeco, Neodeal, Enablon, etc.).

◆ In our magazine subscription solutions business, after a very good end to 2020, 2021 began with a higher than expected subscription portfolio, but finding new subscribers proved difficult during our various marketing campaigns. Our teams have been very active in testing and identifying new marketing opportunities and ensuring growth in future years. The year has been stable overall.

◆ We continued to develop our insurance brokerage activities with a 24% growth in net sales. Alongside the development of our historical provident activities, we successfully started our mutual health insurance business, organically, and in November 2021 we acquired Qape, an insurance tech company that brings strong skills and proprietary technology in the fields of health and e-health.

◆ As announced, we launched our remote monitoring service in February, "AvoCotés protection". We made a huge effort in building the offer, launching the marketing and putting it to use. This new offer remains a nascent activity but we are confident in its success.

In April 2021 we published our "Ambition 2025" plan, which forecasts a doubling of our net sales in 5 years. Our planning is designed to generate this growth and this first year, 2021 is in line with the ambition we have set.

◆ For advertisers, we created a new Media inhousing consulting activity (Shift by Converteo). We also launched a new Dékuple Marketing Engineering agency model in France, to address BtoC and BtoB challenges, and we supported the launch of our Marketing Engineering business in China. Our SaaS Customer Data Platform offer, Decide.ai, has started its marketing phase and has won several very encouraging awards. Finally, we launched several offerings designed to help marketing departments with their targeting, such as Family Square, specialised in detailed geo-targeting; Data For Generosity in the charity and non-profit sector; and Influence Senior, an influence marketing firm serving the over-50s.

◆ We continued our external growth with the acquisition of a stake in February in "Intelligence Senior" (a digital media agency for seniors), and with the arrival of Reech and Qape in the Group.

"Despite the constraints of the epidemic, 2021 has been a very good year of growth and transformation for our Group."

MESSAGE FROM BERTRAND LAURIOZ

◆ We hired 185 people on fixed-term contracts and increased our workforce by 168 people during the year.

We now have over 700 employees in the Group, including Intelligence Senior, in France, Spain, Portugal and China.

◆ We have rebranded the Group. Under the name **Dékuple**, our new logo and brand environment, we have significantly increased our visibility and awareness: it is a dynamic brand that has received very positive feedback.

We will continue our communication efforts in the coming years to capitalise on this new image. We are now ranked 13th in Stratégies ranking and we are the no.1 data marketing group in France. We have the expertise, the resources and the clients to progress and become a European leader in data marketing.

◆ We also continued to implement our values: a Spirit of Conquest, Respect and Cooperation, which we want to be integral to our internal and external relations, in recruitment, communication and individual interviews.

◆ In terms of geography: we now have sites in Toucy in Burgundy (Qape), in Rennes (Reech), in Shanghai (BtoB Marketing Management), in Madrid, as well as our existing sites in Chantilly, in Mulhouse and in the Paris region. In addition, this year we have modernised our premises in Montreuil, making it a modern and open site, in the colours of our brand.

◆ Through 2021, we continued our Social and Environmental Responsibility Policy, in line with our membership of the UN Global Compact. In particular, we renewed our ISO 14001 Certification in our loyalty activities, continued our collaboration with My Job Glasses and were named no.1 consultancy (Converteo) in the Happy at Work 2021 ranking.

Thank you to our customers, partners and collaborators for a busy and successful 2021!

“We therefore confirm our commitment to our development as announced in the “Ambition 2025” plan”

The international situation in early 2022 is very uncertain, with the outbreak of war in Ukraine, a resumption of Covid in China and rising energy prices which will put pressure on the purchasing power of many households.

Dékuple has little exposure to Eastern Europe, but we remain very cautious about indirect impacts that could affect the economy and influence our business. Nevertheless, the digitisation and datafication of companies, and in particular their marketing, is a very strong trend in which our Group is perfectly positioned, and our teams remain mobilised to pursue our growth on course.

In this context, we confirm our commitment to continue our development as announced in the “Ambition 2025” plan.

◆ We want to pursue profitable growth in each of our businesses, particularly in digital marketing, which should continue its excellent development and whose weight in the Group will continue to grow strongly. We will achieve this growth organically, but also through acquisitions of companies that can provide us with complementary skills, depending on opportunities.

◆ We aim to recruit 300 new employees in 2022. In the fast-moving data marketing sector, we will continue to work on our employer brand in order to strengthen our



appeal and continue to attract the best talent in the data marketing market.

◆ As part of our 5-year plan, we want to strengthen our innovation capacity and make better use of the Group's many technological skills. To this end, Jérôme Thil joined us on 3 January 2022 as Director of Innovation through Technology. He brings his experience as an entrepreneur in digital marketing in France and Asia, as well as his experience as a digital innovation manager in several sectors, most recently at Singapore Airlines. Our goal is to strengthen our technological leadership in data marketing innovation.

◆ 2022 will be the 50th anniversary of the Group. In 1972, Philippe Vigneron founded France Abonnements, a direct marketing specialist, which has now become a major data marketing group. This anniversary will be an opportunity to celebrate the rich history of our family-owned Group and to look to the future

◆ On the social and environmental front, we can capitalise on the actions we have taken in recent years: employer brand, high-quality education, reduction of our carbon footprint, attention to well-being, and health in the workplace. In 2022, we want to make an even greater commitment, commensurate with the stakes and the impact that a group like ours can have with its 700 employees. In a few months from now, we want to define a detailed ambition for 2025 on this subject so that the Group becomes a leader in CSR and a pioneer in responsible data.

I am very confident in our ability to adapt, to continue to grow, to continuously improve the relevance of our offers and the quality of our deliverables for our clients and partners.

We are fortunate to work in a dynamic sector and to be able to rely on the exceptional skills of our 700 employees. We are a unique group with a stable family

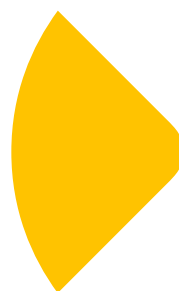
shareholding, a multi-entrepreneurial group organisation, a long-term vision and a wide range of skills. We will make 2022 another successful year. I would like to thank our employees, our partners, our customers and our shareholders for their trust and loyalty.

Bertrand Laurioz

"I am very confident in our ability to adapt and to keep up with our growth. We are committed to making 2022 another successful year."

Our History

50
YEARS



Since the creation of France Abonnements by Philippe Vigneron in 1972, the Group has developed and diversified considerably.

New expertise was created or joined the Group during its 50 years of existence.

Initially an expert in direct marketing, digitalisation and datafication have enabled our Group to develop its skills and offerings for our partners and customers.

The Group, which was renamed Dékuple in 2021, is now 13th in the “Strategies” 2021 ranking and the leading data marketing group in France. Its ambition is to become a leader in European data marketing by 2025.

1972

Creation of the company France Abonnements by Philippe Vigneron

1978 Creation of the first CRM database

1988 Launch of the open-ended magazine subscription

1989 First white label partnerships

1994 Creation of ADLPartner

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

2005 Jean-Marie Vigneron becomes Chairman of the Management Board of ADLPartner
First SMS marketing operation
ADLPartner and France Abonnements merge

2006 First geo-targeting operation

2008 Creation of the ADLPartner data division

2012 Activis joins the Group

2013 Creation of the broker ADLP Assurances

2014 Convertteo joins the Group

2015 Leoo joins the Group

2016 Creation of the commercial brand ADLPerformance

2018 Creation of Convertteo Technology

2019 Bertrand Laurioz takes over as Chairman of the Group's Management Board (3rd family manager)

2020 Ividence, Pschhh and AWE join the Group and ADLPartner becomes a PLC with a Board of Directors, with Bertrand Laurioz as CEO

2021

INTELLIGENCE SENIOR, REECH and QAPE/ KOVERS join the Group. The Group changes its name to DEKUPLE. Launch of Dékuple Marketing Engineering, a new agency model

2022

X DEKUPLE celebrates its 50th anniversary

A new brand to support our growth ambition



Philippe Le Meau

Strategy, Marketing and
Communication Officer of the Group



The reasons for change of the Group's brand

When Bertrand Laurioz took over as Chairman of the Group in 2019, we first worked on the Group's development strategy, Ambition 2025. This 5-year plan aims at development and growth in the sector.

We are already the leader in France and our objective is to become a European leader. It was quite naturally to support this new stage that we wanted to acquire a new brand. After much research, we chose Dékuple as a modern, original, meaningful and attractive name for our commercial targets as well as for all our stakeholders (candidates, entrepreneurs, investors...). The word "decuple" in French, meaning "multiplying tenfold" evokes the idea of strong, accelerated growth. The insertion of the K in the word, instead of the c, reinforces the differentiating,

visible, international aspect. The mathematical meaning of Dékuple (multiplied by 10) echoes the work of data, which is the common DNA of all the Group's entities. It is because we are at the crossroads of data and people that we can help our clients identify prospects, transform them into customers and build loyalty, and therefore grow.

A distinctive brand that can be appropriated by all

After defining the architecture of the Group's brands, we worked on creating an original logotype and a proprietary graphic territory. Very quickly, the idea of a distinctive monogram in the form of a multiplier sign and composed of part of the letters "D" and "K". By symbolically merging people and data, this original proprietary symbol, which illustrates a multiplication of performance, gives the corporate brand and the various activities a strong dynamic. In addition, the visual identity is borne by a dynamic cyan blue, which stands out in the sector, and an intense midnight blue, associated with a lively colour range and outlines representing flows signifying immersion in the world of data and the multiplier impacts of data.



An internal launch that allowed for the appropriation

Rebranding is an important cultural step for a company and its employees. The way in which the company appropriates the new brand is crucial to developing pride in belonging and to making the new brand stand out both internally and externally. This is why, we first of all wanted to reveal the new brand and its visual identity to the 700 employees of the Group. The reception of this new and original brand was very positive and the support of the employees allowed each of them to be a real ambassador of Dékuple with regard to the clients and partners who were informed and in view of the external launch of the new brand.

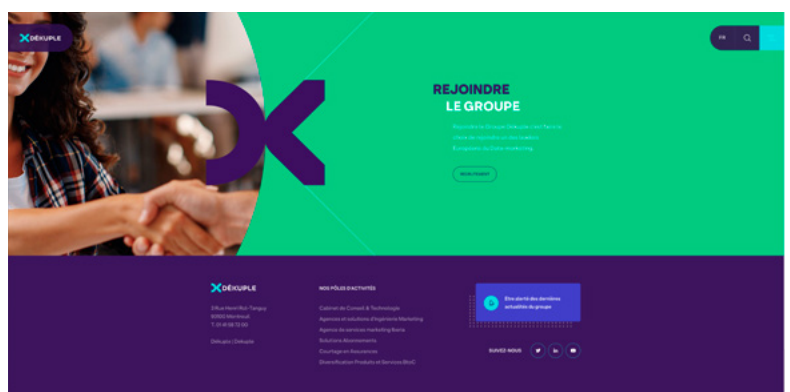
The external launch was a success

We entered the Dékuple era on 28 September 2021. Journalists from the trade press (marketing/communication) and the financial press have widely reported on the change in our brand.

The corporate website was launched. A film revealing the new brand was widely distributed on LinkedIn and Twitter by the Group's employees/ambassadors and in the form of sponsored posts targeting all our stakeholders. A programmatic advertising campaign targeting CEOs and marketing decision-makers was also launched in October. Finally, the issuer name and the mnemonic of the share on Euronext was changed on 4 October 2021 to align all our marketing and financial communications around the new brand.



Announcement film of the brand Dékuple



Dékuple.com
website



And now –

The brand has been launched and must be sustained over the long term to support our growth and develop our reputation. In 2022, we are going to focus on four major dimensions that are crucial for the brand's reputation and attractiveness, but also for our development.

First of all, we are going to communicate on the employer brand because we have to recruit 300 new employees this year.

Secondly, we are going to take advantage of our 50th anniversary to recall our history and our successes, and to relate them to our development prospects and our ambitions. We will obviously supplement this institutional communication with expert communications on all our activities in order to establish our leadership in the field of data marketing and technology. Finally, the financial communication will allow our investors to follow the evolution of our performance over the year.

Our Business Model

Resources

Human

- 658 employees (excluding senior intelligence) of which 611 on permanent contracts at the end of December 2021
- Team training
- Strong culture of health and well-being at work
- Average age: 37 years

Expertise

- European leader in customer loyalty through magazines
- Expertise in cross-channel data marketing
- Proprietary technology platform

Social and environmental footprint

- Member of the Global Compact
- Code of conduct: fair practice
- Values: Spirit of Conquest, Respect and Cooperation,
- GDPR compliance and data security
- Diversity Charter

Organisation

- Balanced and diversified Board of Directors: 11 members, 55% independent
- 6 commercial divisions and 4 central divisions
- Entrepreneurial culture
- Historical territorial base in Chantilly and Montreuil

Finance

- About 2% of net sales invested in R&D
- Shareholders' equity: €30.8m
- Cash position: €38.8m

O U R O

We provide services for more than 500 B2B and B2C brands. BtoC (2/3 of CAC 40 and 1/3 of SBF 120).

We also use these skills for our own benefit to create recurring portfolios.

► Our business

We are a data marketing group.

We help brands with their operational marketing, i.e. identifying leads and prospects, talking to them remotely, engaging them, activating or converting them into customers, building loyalty, improving customer knowledge and leveraging their data.

F F E R S



Digital strategy and data consulting.
21% of 2021 net sales



Marketing engineering agencies and solutions in France, Spain and Portugal. **24% of 2021 net sales**



White-label magazine subscriptions as a means of loyalty.
50% of 2021 net sales



Insurance brokerage under the brand AvoCotés.
5% of 2021 net sales

Value Creation

Human

- 185 permanent hires in 2021
- 18 hours of employee training
- A focus on diversity of profiles and inclusion at work
- 6.1 years of average seniority

Expertise

- Innovation strategy through internal and external growth
- Strong technological component

Social and environmental footprint

- ISO 14001 certification (Loyalty-building activities)
- My Job Glasses Partnership
- 11 years of partnership with the ONF (French Forestry Agency)
- Social inclusion

Organisation

- Gender parity: 53%-47% (men-women).

Finance

- Consolidated net sales: €164.3m (+18%)
- Gross margin: €134.6m (+13%)
- EBITDA margin at 15.1% of gross margin
- Share growth at 31/12/2021: +34% over 5 years
- Dividend proposed to the general meeting of 17 June 2022: €0.88/share

◆ Our mission

Data excellence, marketing engineering & consulting for brand business performance in a context of company digitalisation and datafication.

◆ Our objectives

By 2025, we want to be a European leader in cross-channel data marketing.

Our structure is divided into 6 commercial divisions



Consulting & Technology

Converteo is a data consulting & technology partner with some 280 consultants and experts. We are a performance accelerator, involved from the design stage to implementation, an independent connector between marketing and IT, and we work to transfer skills.



Marketing Engineering Agencies and Solutions

Dékuple Marketing Engineering brings together agencies that combine strategic, creative and data talents to create and implement the most effective marketing tools, and MarTech solutions that interface with the main market platforms to maximise data marketing performance.



Marketing Engineering Agencies and Solutions Iberia

Dékuple Promoción y Fidelización offers marketing services to advertisers in Spain and Portugal, mainly consisting of sales promotions and incentives, customer loyalty and retention.



Subscription Solutions

European leader in customer loyalty-building through the magazine press, the division has been marketing magazine subscriptions for over 40 years. The portfolio at the end of 2021 had 2.6 million managed subscriptions.



Insurance Brokerage

Since 2013, we have been offering insurance products through direct marketing via our BtoC brand AvoCotés Assurances. We also develop loyalty programmes for customers and prospecting of partner brands. Finally, we offer our services to insurers and mutual insurance companies.



BtoC Product and Service Diversification

In keeping with the Group's spirit of conquest, this division's mission is to identify and develop new BtoC activities to accelerate the diversification of the Group's activities.

Our Board of Directors



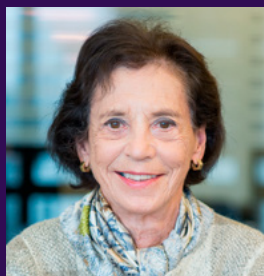
Bertrand Laurioz

Chairman - Chief Executive Officer | Chairman of the Development Committee



Philippe Vigneron

Founder | Vice Chairman and Honorary Chairman Member of the Nomination and Remuneration Committee



Robin Smith

Director
Audit Committee Member | Chair, Nominations and Remuneration Committee | Independent member



Claire Vigneron Brunel

Director



Caroline Desaezgher

Director
Independent member



Roland Massenet

Director
Chairman of the Audit Committee | Development Committee Member | Independent member



Marc Vigneron

Director



Isabelle Vigneron Laurioz

Director



Delphine Grison

Director
Member of the Audit Committee | Independent member



Stéphane Treppoz

Director
Development Committee Member | Independent member



Xavier Gandillot

Director
Nominations and Remuneration Committee Member | Independent member



Dinesh Katiyar

Censor
Member of the Development Committee | Independent member

Ambition 2025

Become a European leader in cross-channel data marketing

- ◆ **Pursue coordinated growth across our 6 business lines** while maintaining our diversified and resilient profile with recurring and growing BtoB and BtoC activities.
- ◆ **Invest in technology** as a vehicle for transformation and differentiation.
- ◆ **Pool** our data marketing **skills**.
- ◆ **Strengthen our European footprint**.
- ◆ **Double our net sales** between 2020 and 2025.
- ◆ **Continue to diversify into data, digital and marketing** through organic and external growth.

Consulting & Technology Division



- **Intensify** the development of the 4 practices - Data & Business Consulting, Analytics & Digital Products, Media & CRM and Technology
- **Develop** new activities: media inhousing, product consulting
- **Build** a technological data asset: subscription-based analytics
- **Diversify** our data expertise for marketing and other departments of the company.

Marketing Management Division France



- **Be** the one-stop-shop marketing services agency for marketing decision-makers on BtoC and BtoB issues
- **Rise to** the level of the major agencies in the market
- **Continue** to build technological assets that allow consolidate our data in order to be ever more relevant and efficient
- **Continue** our acquisitions of specialised and complementary companies

Marketing Management Division Iberia



- **Become** the leader in promotion and loyalty services in Spain and Portugal
- **Develop** new sectors
- **Further** industrialisation and automation of our programmes
- **Extend** our services to Customer
- Experience 360° topics, through organic or external growth
- **Enrich** our catalogue with gifts and experiences.

Subscriptions Division



- **Become** the leader in promotion and loyalty services in Spain and Portugal
- **Develop** new sectors
- Further **industrialisation** and automation of our programmes
- **Extend** our services to Customer
- Experience 360° topics, through organic or external growth
- **Enrich** our catalogue with gifts and experiences.

Insurance Division



- **Continue** our development as a generalist broker, creating insurance products designed for our targets and distributed under the AvoCotés brand
- **Continue** to help our partners by distributing their products on a white label basis
- **Develop** the distribution of more affinity-based insurance, in partnership or for our own account.

BtoC Diversification division



- **Develop** new BtoC activities with a recurring model
- **Test and implement** several initiatives. In 2021, operational tests to determine the economic viability of projects.

What we did in 2021

- ▶ 18% growth in 2021. This means our ambition is on track to double our consolidated net sales between 2020 and 2025
- ▶ 1 acquisition and 2 investments in complementary activities:
 - Acquisition of stakes in Intelligence Senior (Grand Mercredi) and Reech (Influence Marketing)
 - Purchase of assets from Qape/Kovers (Insurance)
- ▶ Recruitment of Jérôme Thil, Director of Innovation through Technology
- ▶ Creation of shared data marketing offers:
 - Family Square (Subscription Solutions Division and Marketing Management Division)
 - Data for Generosity (Dékuple and Intelligence Senior)
 - Influence Senior (Reech and Intelligence Senior)

- ▶ **38% growth in gross margin**
- ▶ **2 offers are developing rapidly:**
 - Shift by Converteo which offers inhousing and transparency in the purchase of digital media)
 - The CRM, both in-house campaign

management and on fixed-price projects.
▶ **A first technological product was launched:** Retail media activation and insights sharing.

- ▶ **Creation of the Dékuple Marketing Management agency**, born from combining the creative talents of the creative agency Pschhh (whose assets were acquired in 2020), the experts of the BtoB digital marketing agency AWE (acquired in 2020) and Dékuple's Acquisition (E-Data) and Reward/Loyalty

(Codes for Gifts) activities.
▶ **Acquisition of a stake in Intelligence Senior**, a media group (Grand Mercredi) and consultancy specialising in marketing to the over-50s.
▶ **Acquisition of a stake in Reech**, the influence marketing expert.

- ▶ **14% growth** in gross margin in 2021.

- ▶ **Continued digitisation of the sales process: 30% of our orders now go through the web boutique.**
 - Innovations linked to our analytical and targeting capabilities using data
 - Returns optimised thanks to our proprietary Family Square tool

- Improved customisation (content segmentation and adaptation) to optimise returns.
- Increase in the value of our operations through OptiMax, our proprietary tool based on a machine-learning method.

- ▶ **24% growth in net sales in 2021**
- ▶ **Product launch**
Loss of autonomy with the insurer Mutuelle Bleue.

- ▶ **Start of the mutual health insurance business, organically**, and acquisition in November 2021 of the insurance tech company Qape/Kovers, helping growth in the health and digital sectors.

- ▶ **Launching, structuring and development of the remote monitoring business**
 - In addition to the initial rental offer, creation of a disruptive plan offering equipment purchase with a monthly subscription

- Extension of the surveillance perimeter (external motion detectors and camera)
- Recognised by 01Net as the best value for money remote monitoring offer
- High customer satisfaction (measured by Avis Vérifiés).





RETRO- SPECTIVE 2021

They have joined the Group

BUSINESS FEEDBACK

◆ In 2021, the Dékuple Group continued to expand through external growth

With 3 new companies joining the Group:

INTELLIGENCE SENIOR De la réflexion à l'action

Intelligence Senior (www.intelligence-senior.com) is the leading media group targeting connected seniors with over 1 million newsletter subscribers and 5 million readers per month. The media published are: Grand Mercredi (www.grand-mercredi.com) on family and intergenerational issues; Projection (projection-demain.com) on retirement planning and living; and PartAge (www.partagemedia.com) on new-generation wellbeing and health. Intelligence Senior is also a partner and advisor to brands, helping them to develop strategies aimed at the over-50s and covering the entire marketing and communication value chain.

Dékuple has a 37.8% stake in Intelligence Senior.

REECH

Reech (www.reech.com) is a pioneering Influence Marketing company that offers advertisers a range of services. Firstly, it develops and deploys, similarly to an agency, the influence strategies of the biggest brands (Kellogg's, Coca Cola, Philips, Carrefour, Boulanger, Nature & Découvertes, Groupe Galeries Lafayette, Spontex, etc.). Since the summer of 2020, the company has also been marketing its SaaS influence solution "Reech Influence Cloud", which enables more than 50 organisations, such as Yves Rocher, to autonomously manage all of their influence actions. Finally, RocketLinks, is a historic part of the company and the leading platform for buying and selling sponsored articles with 25,000 partner blogs and media in France and abroad, enabling 6,000 advertisers to boost their reputation and traffic.

Dékuple owns 59.9% of Reech (Rocket Marketing).

Qape is an innovative Insurance Tech company committed to the fight against medical desertification. It has created a complementary health insurance company called Kovers, labelled "ethical health insurance". It includes an e-health service in all its contracts, a real revolution in usage, including the best offers for pre-diagnosis assistance, online consultation with a second medical opinion if required, as well as digitised medical assistance and home delivery of medicines.

Dékuple has acquired the assets of QAPE.

Sophie Gaillet
CEO - Founder



Since its acquisition by the Dékuple Group in March 2021, Intelligence Senior has consolidated its position as an expert in marketing to the over-50s.

IN 2021, INTELLIGENCE SENIOR HAS BEEN DEVELOPING ITS MEDIA PRESENCE TO AIMED AT SENIORS.

Sophie Gaillet. Grand Mercredi is a newsletter media and leader in the grandparents audience which has passed 1 million subscribers. As specialists in marketing to senior citizens, can employ this data for the benefit of data experts at Dékuple, as we have already begun to do with Data For Generosity, whose objective is to attract new donors for the charity and non-profit sector. With this milestone of 1 million subscribers we have been able to take a second step by creating a new media environment, also based on the newsletter principle. It is called Partage. It is positioned exclusively around health and well-being and includes the opinions of experts and messages from senior patients.

WE HAVE ALSO REINFORCED OUR ROLE IN CONSULTING AND IMPLEMENTATION OF MARKETING CAMPAIGNS FOR BIG BRANDS TO ASSIST THEM IN THEIR COMMUNICATION WITH SENIORS.

SG. In particular, we carry out tailor-made relationship marketing programmes, via editorial content. For example, for Malakoff Humanis, we manage the "60 ans et alors ?" programme, as well as Allianz's relationship marketing programme, and also an editorial programme on the menopause for Vichy.

ALSO, WE HAVE DIVERSIFIED BY DEVELOPING NEW ACTIVITIES FOR BRANDS SPECIALISED IN THE ELDERLY AND DEPENDENCY, IN A MARKET OF 8 MILLION FRAGILE FRENCH SENIORS.

SG. For example, we have designed the digital platform to support life assistants for the Petits-fils

brand. And we have created the Opéra offer, specifically targeting retirement homes and care homes. This is an engagement method of marketing based on specific training on old age issues and which helps development in organisation and activities within these establishments. In this way, staff and residents, with the help of digital tools (mobile application, etc.), all become players in the field of good living and ageing well. As a result, we have seen a drop in staff absenteeism, which is particularly under pressure in this sector, and an improvement for residents. Our offer perfectly meets the needs of these companies whose image, appeal and reputation are closely interlinked, as we have seen recently.

They joined the group

BUSINESS FEEDBACK



Guillaume Doki-Thonon
Founder and CEO of Reech

WHAT MOTIVATED YOU TO JOIN THE DÉKUPLE GROUP?

Guillaume DokiThonon.

Reech has experienced very strong growth for several years, driven by the boom in Influence Marketing, which we specialise in. At this stage of the company's development, there are often two possibilities for the entrepreneur: raise funds to continue to grow, or sell the company. We have chosen a 3rd way to support our growth, by choosing to join the Dékuple Group. Why did we do this? Because we preferred to rely on a group that is an expert in data marketing, which will provide us with operational and financial support, commercial synergies that have already begun, and which will allow us to exchange in confidence with a network of entrepreneurs within the Group while keeping our autonomy. This also coincided with Dékuple's strong interest in Influence Marketing, which is now part of the marketing mix that marketing decision makers expect.

The Dékuple Group has embraced what we have believed in since the beginning of Reech, which is our signature: "Influence at the heart of marketing performance". With this

merger, we aim to place influence at the heart of the marketing strategies of brands.

WHAT WERE THE FIRST SYNERGIES BUILT WITHIN THE DÉKUPLE GROUP?

GDT. Along with Intelligence Senior, we created our Senior Influence offer which, as its name suggests, allows brands to consider running influence campaigns aimed at senior citizens, and to challenge the preconceived idea that Influence Marketing is mainly aimed at a young population, because, in France, 10 million social network users are over 50. More generally, we have started to bring our Influence Marketing expertise to certain client accounts either in agency mode via our Reech Agency

offer or via our SaaS solution Reech Influence Cloud which enables brands to manage their influencer campaigns autonomously.

HOW IS THIS SAAS SOLUTION, REECH INFLUENCE CLOUD, PERCEIVED BY ADVERTISERS?

GDT. Very positively! Especially by brands that are mature in influencer marketing. 2021 was truly the year that Reech Influence Cloud took off commercially. Loyal clients such as Yves Rocher have renewed their trust in us for a 3rd year, while we also served major brands such as Décathlon, Boulanger, Cultura, Cdiscount, Deezer and Handicap International, proof that all brands and sectors are putting Influence Marketing at the heart of their marketing performance!



◆ Purchase of QAPE/KOVERS assets

Arnaud Delpierre

Managing Director of Dékuple Assurance

WHAT MOTIVATED YOU TO BUY THE ASSETS OF QAPE/KOVERS?

Arnaud Delpierre. This acquisition is a logical part of our "Ambition 2025" development strategy. The assets of this Insurance Tech company will help boost our growth in the sale of complementary health insurance thanks to the technological tools and to the management and

marketing skills of QAPE as well as its complementary health insurance KOVERS, which has the "Ethical Health Insurance" label, at the crossroads of digital and human support.

WHAT ARE THE SPECIFIC PERKS OF YOUR HEALTH OFFERS?

AD. We will capitalise on the features of the KOVERS offer, in particular by relying on the KOVERS e-health app, which enables people to manage their health on a daily basis and facilitates access to a doctor as quickly as possible. In addition, this digital platform will be able to provide the most efficient offers for insurance companies and policyholders. KOVERS e-health offers the best pre-diagnosis assistance,

online consultation and, if required, a second medical opinion, as well as digitised medical assistance and home delivery of medicines. All of these services are included in a mobile application, and others will be added. In addition, Dékuple Assurance will capitalise on another technological innovation in e-simulation: a digital app for policyholders to help them manage and anticipate their health expenses with information on the real cost of health services in their geographical area. This innovation will soon be included in the Kovers e-health app and will rely on the power of Big Data.

WHAT OTHER BENEFITS DOES DÉKUPLE INSURANCE OFFER?

AD. Using the best of the data and digital revolution in creating services and relying on its advisors and its operational efficiency, Dékuple Assurance will be able to create new insurance models where the policyholder-advisor relationship is at the heart of all the issues at stake in order to meet the needs of the insured customer. We will diversify the portfolio of policyholders to other customer categories (e.g. working, self-employed, students) and new products, distributed either directly or bundled within loyalty marketing operations carried out for partner brands as we already do with our other insurance products.



Business units development

MANAGERS' FEEDBACK



◆ 38% growth in gross margin

Thomas Faivre-Duboz
Co-founder and Partner

Raphaël Fétique
Co-founder and Partner

HOW DO YOU EXPLAIN THIS PERFORMANCE?

As was the case in 2020, the strong growth in 2021 was driven by the retail sector, which is continuing its profound transformation with the emergence of "digital retail companies", as Alexandre Bompard says of Carrefour.

This movement involves the datafication of all processes and interactions with the customer, in compliance with GDPR. Loyalty programmes, generosity management, data sharing with suppliers and the growth of digital in the sales mix are driving this transformation as well as the need for strategic and operational support. The retail sector is also seeking to evolve in local marketing with digital alternatives to leafleting. Omnichannel performance measurement is at the heart of these issues to assist management in their

strategic decision-making. On all of these projects, Converteo has developed methods, tools and, above all, experience, which it now puts into supporting dozens of companies in the food retail and specialised retail sectors.

ARE THERE ANY OTHER OFFERS THAT HAVE DEVELOPED WELL IN 2021?

The development of D2C (Direct to Consumer) for electronic brands, in the luxury and beauty sector and in telecoms also brings us many ambitious projects around customer data and the creation of data lakes with multiple use cases. The CRM practice is also developing rapidly, in the area of in-house campaign management and on fixed-price projects. Planning, selection and implementation of Campaign Management and Customer Data



THOMAS FAIVRE-DUBOZ

At the beginning of 2022 and having worked his way up through the organisation, Pierre-Eric Beneteau was appointed partner in the Analytics x Digital Products practice, alongside Julien Ribourt.

We now have 9 Partners including the 2 co-founders.



Jérémie Lévy and Emilie Gariel
Data x Business Consulting Partners



Pierre-Eric Beneteau and Julien Ribourt
Analytics x Digital Products Partners



Guilhem Bodin and Grégoire Michel
Media x CRM Partners



Rémi Poulet
Converteo Technology Partner



RAPHAËL FÉTIQUE

platforms are also relevant issues here.

Our "Shift By Converteo" offer of inhousing and transparency in digital media buying continues to develop well, enabling us to support more and more clients in reappropriating search, social media and programmatic levers. Our training organisation, Converteo Institute, has obtained Qualiopi certification, enabling us to certify the skills of the advertisers we train. Finally, we have launched our first product, Retail Media Activation and Insights Sharing, and we are finalising our Marketing Mix Modeling tool, which will enable us to distribute a highly competitive and relevant subscription offer at a time when measurement is being called into question (post-cookie/RGPD/

Adblocker/ITP2.1, etc.)

WHAT IS YOUR OUTLOOK FOR 2022?

As the business is developing well, we are still recruiting. Converteo had more than 280 staff at the end of 2021. We welcomed more than 130 new employees in 2021 and we will welcome 200 in 2022. The fact that we are the leading French consultancy in HappyAtWork ranking contributes to the attractiveness of our employer brand. In addition to our organic growth, as part of our Ambition 2025 programme, we are keeping an eye on potential acquisitions that would enable us to consolidate our leadership in data marketing and support other business departments with data, in France and in Europe.

The development of clusters

WHAT THE LEADERS SAY



◆ Launch of Dékuple Marketing Engineering

Claude Charpin

Managing Director of the Dékuple Marketing Engineering agency

2021 WAS THE YEAR DÉKUPLE MARKETING ENGINEERING WAS LAUNCHED. CAN YOU RETRACE THE HISTORY OF THIS BIRTH?

Claude Charpin. We had observed for several years that marketing departments work with a host of players (consultants, agencies, publishers, ESNs, advertising agencies, GAFA, etc.), which makes it difficult to implement and manage homogeneous programmes, so our ambition was to create a "one-stop-shop" of data marketing services for marketing decision-makers. In 2020, we made two key acquisitions. One was the Pschhh agency, which enabled us to enrich our offerings with branding, strategic planning and creation coupled with our historical know-how.

The other was AWE, specialised in BtoB digital marketing, because we are convinced that the digitisation of BtoB marketing is still in its infancy. The addition of these two activities has enabled us to broaden our skills and value proposition to address both the BtoC

and BtoB markets simultaneously and we have therefore brought together in a single entity all the talents and solutions to offer marketing decision-makers a new type of agile agency. This is how a new model of Brand & MarTech agency was born to serve the business development of brands: DÉKUPLE MARKETING ENGINEERING.

CAN YOU EXPLAIN THIS NEW BRAND & MARTECH AGENCY MODEL?

CC. We are a creative data marketing agency that works across the entire marketing funnel, offering solutions from brand strategy to operational campaign implementation. Our aim is to help brands design, execute, manage and optimise effective cross-channel marketing devices. We work with nearly 140 clients, in BtoB and BtoC contexts, and on issues covering the major challenges of acquisition, activation and loyalty. Our clients benefit from global support for their marketing and sales systems, both in terms of

"We work with nearly 140 clients, in BtoB and BtoC, and on issues covering the major challenges of acquisition, activation and loyalty."

CLAUDE CHARPIN

advice and execution. Our data expertise enables us to design projects with a clear understanding of our clients' business issues. Our ability to build creative solutions, combined with our ability to target different channels, our operational control of the tools (market platforms or proprietary solutions) and the rigour we apply in the design and management of projects allow us to deliver scalable and reliable turnkey systems in the long term. In this way, we meet the expectations of our clients who want innovative recommendations and agile, reliable, measurable and effective cross-channel systems.



◆ Focus on the rise of BtoB Marketing

Alexandre Garnier

CEO Dékuple B2B Marketing Engineering (ex AWE)

HOW HAS THE BTOB MARKETING OFFER BEEN INTEGRATED SINCE THE ACQUISITION OF AWE?

A. Garnier. AWE joined the Dékuple Group in September 2020 and brought its specific expertise in BtoB marketing, notably in BtoB lead generation and the digitisation of marketing-sales processes. The Covid crisis has considerably accelerated this transition towards data-driven, increasingly automated BtoB marketing that allows companies to increase their impact in terms of prospecting and leads generated. When Claude Charpin and I thought about creating a "one-stop shop" for marketing decision-makers, BtoB marketing offered a natural complement to the BtoC marketing offer, enabling us to meet all the marketing needs of companies.

WHAT EXACTLY DO YOU OFFER?

AG. We help our BtoB customers to design, implement and optimise their lead generation

systems, via search marketing (SEO/SEA), social-selling on social networks, marketing automation (with Hubspot for example), account-based marketing (specific targeting of contacts within the same company). In 2021, we brought together the search marketing activities of AWE and Activis in a service centre called Dékuple Search Marketing to serve all brands (BtoB and BtoC) on traffic visibility and generation contributing to lead generation. Our subsidiary #NoComment continues to develop social selling tools on LinkedIn as well as on social networks such as Facebook. We have also launched the marketing of our intelligent Customer Data Platform, Decide AI, which enables us to connect all data sources and to score prospects and customers to maximise the ROI of our systems, the number of leads generated and to measure sales attributed to digital channels. With our specificities and the

breadth of our BtoB offer, Dékuple B2B marketing engineering is clearly the leader on the French market. This year again, we have received several awards, including the Grand Prix du Marketing BtoB for our projects carried out with Algeco.

"With our specificities and the breadth of our BtoB offer, Dékuple B2B Marketing Engineering is a clear leader in the French market."

ALEXANDRE
GARNIER



The development of clusters

WHAT LEADERS SAY



Rodrigo Serrano

Managing Director of Dékuple Iberia

On its 20th anniversary, Dékuple Iberia achieved a historic net sales of €17 million in 2021, an increase of +27.4% compared to 2020.

THIS GROWTH IS THE RESULT OF STRATEGIC AND ORGANISATIONAL CHANGES:

- ◆ Improved positioning of our offerings, enabling brands to maximise sales development.
- ◆ Implementation of a marketing plan to attract new key accounts.
- ◆ New organisation, redefinition of functions and improvement of the individual performance assessment process.
- ◆ Creation of a committee bringing together directors and managers, enabling strong team cohesion and faster implementation of strategies and projects.

2021 WAS ALSO AN OPPORTUNITY TO IMPROVE THE EFFICIENCY OF OUR SALES PROCESSES:

- ◆ Specialisation of Sales team members by sector, to better respond to the needs of each of our clients.
- ◆ Implementation and configuration of Hubspot which facilitates the understanding, monitoring and optimisation of metrics for each phase of the sales funnel
- ◆ Involvement of the operational teams in the sale of new offers or ongoing projects with our current clients.

All these actions have enabled us to gain the trust of new customers, but also to maintain and increase the volume of business for our strategic customers (AXA, L'Oréal, PSA, Vodafone, etc.).



◆ Maintaining our leading position in magazine subscription sales

Nancy Faure

Managing Director of the
Subscription Solutions division



WHAT WERE THE HIGHLIGHTS OF BUSINESS IN 2021?

The year 2021 was a difficult year for recruiting new subscribers, both for us and for the entire magazine sector. Nevertheless, we continued to invest heavily in marketing, testing many changes in our marketing methods. In this context, we maintained our position as the leading magazine subscription retailer in the French market. As in 2020, we saw a digitisation of orders, 30% of which now go through the web ordering channel. This is a rapid and major change that the teams have been following to optimise performance on this channel, by carrying out numerous marketing mix or mechanics tests.

WHAT INNOVATIONS WERE CARRIED OUT IN 2021?

To improve the efficiency of our marketing campaigns, we strengthened our analysis and targeting capacity thanks to data. Our proprietary Family

Square tool allows us to geo-target (anonymously and statistically) the consumers most likely to be interested in the offers and services we provide. We also improved the personalisation of messages, premiums and offers with a segmented approach that allows us to adapt content according to age and interests. Finally, we rely on a proprietary machine learning tool, which, by analysing the sales history, allows us to increase the value of our operations at the end of the life cycle, by proposing the optimal magazine offer.

WHAT ARE THE PROSPECTS FOR 2022?

For many years, we have been offering our partners solutions for enriching customer relations and optimising loyalty, using magazine subscription services. While continuing to capitalise on our expertise in cross-channel marketing data, our

partnership know-how, customer relationship management and subscription management, in 2022 we want to expand the type of services we offer our partners by proposing new affinity services. We continue to integrate CSR into each of our developments, and in 2021 we renewed our ISO 14001 certification, which we have held for more than 11 years and which is expected by our partners. In 2020, we pioneered the use of vegetable-based inks, well ahead of the legal obligation set for 2023. This year, we created the first carbon calculator in our profession for direct marketing campaigns. To do this, we have brought together the paper industry, printers and distributors. This way, we can calculate CO2 emissions from manufacture of our mail-outs and thus to adjust our process to optimise our impact.

The development of clusters

WHAT LEADERS SAY



◆ Dékuple Assurance: 24% growth in net sales in 2021

Arnaud Delpierre

Managing Director of Dékuple Assurance



**WHAT WERE THE ELEMENTS
THAT ENABLED THIS INCREASE
IN NET SALES?**

Arnaud Delpierre.

We continued to develop our historical life insurance business with good commercial results on our marketing operations. In order to

support our customers in the event of the onset of dependency we launched a loss of autonomy product with the insurer Mutuelle Bleue. Finally, we also successfully started the mutual health insurance business, organically, followed by

the acquisition in November 2021 of the insurance tech company Qape/Kovers, which has allowed us to expand our portfolio of policyholders.

**IN RELATION TO YOUR
DEVELOPMENT STRATEGY,
WHERE DO YOU STAND?**

AD. We are in line with Ambition 2025. We have accelerated our focus on health, digital solutions and technology, in particular thanks to the technological assets of Qape/Kovers, which have provided us with strong skills and proprietary technology in the fields of health and e-health, embodied in a mobile application. In addition, we are in the process of modernising our information system to increase our digital presence, continue to use data, improve our customer knowledge and enable us to offer our policyholders better experiences.





◆ BtoC diversification: 2021 was a year of launch and structuring of the remote surveillance business.

Marie Le Corguillé

Director of BtoC Business Development



Votre foyer est
protégé 24h/24

Système d'alarme connecté

dès **14** €90
/mois

JE VEUX EN SAVOIR PLUS

In the growing remote surveillance market (5% per year between 2016 and 2019 before Covid according to an MSI study in May 2021), which is a major security concern for French people (93% according to a CSA survey in November 2021), we have created, with a leading industrial partner, a very high-level remote surveillance offer at an affordable price thanks to technical and operational innovations, which is marketed under the brand name AvoCotés Protection.



Together, we structured and validated all aspects of this new business (financial, operational, customer service, ease of implementation).

Our efforts have enabled us to offer a remote surveillance service recognised by the press (01 Net) as the best value for money, and which generates high customer satisfaction (measured by Avis Vérifiés). Today, we have two types of offers that include remote surveillance services: rental or purchase of equipment at unbeatable prices. Since December 2021, we have also been offering outdoor motion detectors with cameras, allowing us to detect intruders before they even attempt to break into the home.

Our offers and the structuring of the business should allow us to build it through 2022.



Innovations 2021

NEW OFFERS
NEW SOLUTIONS
LAUNCHES

◆ Family Square

Based on a postal or e-mail address, and thanks to its unrivalled geographical targeting, Family Square offers a 15% to 60% improvement in the profitability of marketing campaigns for the acquisition of new customers, their loyalty or for the development of new sales outlets.

This unique solution classifies French households into 9 groups and 23 sub-groups based on the 'carroyage' or grid approach, a statistical division of France into 2.3 million 200mx200m squares enriched with INSEE data. This makes it possible to implement fine geomarketing targeting and more precise profile targeting. This makes it possible to help companies focus their efforts on the populations that are most receptive to their offer, or to adapt their messaging according to target profiles.

◆ Reech influence Cloud

Reech Influence Cloud technology is a solution for detecting, activating, monitoring and measuring Influence. It is particularly aimed at advertisers who wish to internalise Influence Marketing and work more closely with their partner agency, as well as communication agencies wishing to support their clients in their Influence campaigns. Marketed in SaaS mode and completely modular, this technology adapts to the needs

of users – Marketing Directors, PR Managers, Influence Managers, Project Managers, etc. – within the same company. The interface, data and functionalities are modular and adapted to each employee of the organisation. With Reech Influence Cloud, advertisers can get a real-time snapshot of their influencer ecosystem and that of their competitors.

► Data For Generosity



Décuple and Intelligence Senior have launched DataForGenerosity, a new offer for the charity and non-profit sectors.

The aim is to help these organisations acquire and retain new donors, particularly senior citizens, thanks to a geomarketing solution with unparalleled precision in terms of geographical targeting and donor profiles. In fact, the over-50s represent 47% of the French population, 52% of whom are donors. DataForGenerosity allows a 20% to 45% improvement on average in marketing campaigns.

► Influence Senior

Intelligence Senior and Reech have joined forces to create the first dedicated influence offer for the senior target group. This offer is based on the creation of a pool of senior influencers in France, stepping-up influence campaigns via the media of the Intelligence Senior group or the use of Reech Influence Cloud technology to drive, roll out, and transparently monitor devices for the partner.



► DECIDE AI

Decide AI helps large BtoB companies to improve the commercial performance of their online prospecting initiatives. Even in B2B, more than 60% of the customer experience takes place online. B2B companies are building huge data warehouses to centralise online and offline customer experience data. Decide AI leverages this big data to measure the profitability of digital activity, evaluate digital investments

and increase the rate of conversion of leads into contracts. Decide AI is an artificial intelligence-based database of algorithms that turns digital data into revenue. We develop algorithms based on big data and artificial intelligence to evaluate prospects, marketing programmes and customers. The Decide AI solution received several awards in 2021 for its marketing and business solution through its technology.

The brands that trust in us

◆ A plethora of awards



2 awards

were won by the campaign "Help me to dismantle a cartel" carried out by Reech for MACIF:

- ◆ Marketing Award, Influence category
- ◆ Stratégies Grand Prize for Health Communication



2 awards

won by the use-case "Leads are almost nothing" produced by Dékuple, B2B marketing engineering for Algeco France:

- ◆ Grand Prize of the Cas d'Or B2B
- ◆ Cas d'Or B2B for optimisation and qualification



Decide AI

AI for CDP



3 awards

won by Decide AI for its technological excellence:

- ◆ Award for CDP Strategy at the Cas d'Or Data Festival
- ◆ Cas d'Or B2B in Analytics and Data Visualisation
- ◆ CMIT Martech Start-Up Trophy



3 prizes

won for the ReBons
and Relance Pro
campaigns produced
by Dékuple Agency |
Creative Marketing
Engineering for AXA:

- ◆ Marketing Award,
CSR category
- ◆ Insurance Award,
Marketing Innovation
category
- ◆ Insurance Award,
Communication
Innovation category



2 prizes

won by #NoComment
for its support of LG:

- ◆ Special Jury Award for
Cas d'Or B2B
- ◆ Cas d'Or B2B of social
media prospecting

OFFER

Family Square

Grand Prize

Data & Creativity:
SILVER – Family Square



The brands that trust us

► Axa



As part of AXA's business recovery campaign, DÉKUPLE ran the ReBons campaign to help revitalise local business.

Under this campaign, AXA agents would offer gift vouchers to private customers to be used locally at professional customers.

THE RESULTS :

Over 200,000
vouchers distributed

1200
agencies involved

6300
participating stores

Building on its success, the campaign is continuing in 2022.

► Algeco

Dékuple B2B Marketing Engineering (ex-AWE) assisted Algeco in its transformation from a cost per lead model to a cost

per contract model. To do this, we consolidated data drawn from the prospect/ customer journey, from the first click

through to the contract. This is the main difficulty in B2B, where customer track data is siloed. Consolidated data is displayed and analysed within the Customer Data Platform (CDP): Decide AI. It measures the digital ROI and the value contributed per acquisition channel. It is also on this platform that the artificial intelligence algorithms run, which are capable of scoring leads, content or customer segments.

THE RESULTS :

+ 150%
in net sales

55%
share of new customers

+ 15%
Google Ads performance

35% to 50%
commercial efficiency

◆ Macif

As a risk insurer committed to young people, Macif launched the 1st barometer on addictions and their consequences among 16–30 year olds with Ipsos. The results of this annual study have led the insurer to propose appropriate prevention solutions.

Macif decided to emphasise this subject by amplifying the message through an influence marketing campaign entrusted to Reech.

Ludovik, a YouTuber with over 1 million subscribers, took part in the exercise with an interactive video that quickly became one of the top 3 YouTube trends upon its release.



1 interactive video
created with LUDOVIK, YouTuber
with 1.3 million subscribers Ludovik

Over 6 million
views on YouTube

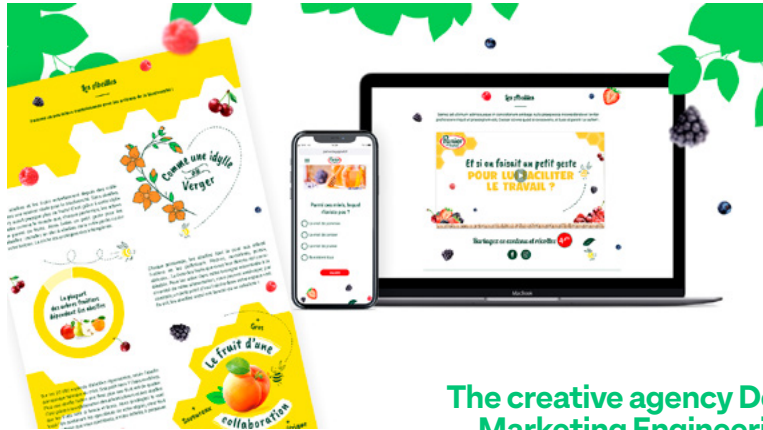
Over 3 million
screenprints on Instagram

Ranked in the
TOP 3
in YouTube trends



The brands that trust us

► Panier de Yoplait (yoghurt)



The creative agency Dékuple Marketing Engineering has accompanied the brand Panier de Yoplait to encourage customer acquisition and loyalty building through a biodiversity scheme

THE PRINCIPLE?

Create a virtuous circle favouring consumer commitment: thanks to Panier de Yoplait, the more they act, the more the brand will allow them to earn gifts related to biodiversity, and the more it will be committed itself.

1. Creation of the site panierdeyoplait.fr, a real consumer commitment scheme, proposing several actions in favour of biodiversity (reading and sharing content, ordering melliferous flower seeds, sponsorship, etc.).

2. A rich and comprehensive content strategy using both static (infographics), animated (videos) and fun (quiz) to promote awareness of biodiversity.

3. The gamification approach draws the visitor to our message: the more participants read and share content, the more likely they are to earn prizes related to biodiversity (honey from French beekeepers, insect houses, etc.).

4. The "reap what you sow" campaign is part of a global strategy: a focus on the circular approach (no good fruit without flowers, no bees without respect for biodiversity, etc.), a commitment by the brand and consumers, and a focus on the partnership with the OFA (Observatoire Français d'Apidologie) to provide quality content.



◆ Launch of MyRetailink for Fnac Darty

Converteo worked with Fnac Darty in the planning and development of its MyRetailink platform from Insight Sharing and Retail Media for the company's suppliers.

Released in September 2021 in a record time of 7 months, this platform is the result of multi-disciplinary work on the Converteo side, involving our skills in IT development, data

engineering, data analysis and visualisation, product ownership, media and retail expertise, and collaboration with the Fnac-Darty Retailink teams as well as the Fnac-Darty group's DOSI. By bringing together nearly 35 collaborators in a team dedicated to the project, MyRetailink is an illustration of performance in agile method. The ambition of the MyRetailink platform confirms the position of the Fnac-Darty group as a major player in

the market Fnac-Darty is a major player in advertising in France and an innovative player in European retail with a unique offer. Converteo is proud to support Fnac-Darty in these achievements. It is also an opportunity to affirm Converteo's legitimacy in the field of IT products via a Retail Solutions offer that aims to support retailers in their ambitions to enhance and monetize their data through Insight and Retail Media.

◆ Launch of the Klépierre shopping centre loyalty programme

Converteo Technology is helping the Klépierre group, the European leader in shopping centres, to develop its loyalty programme.

Through native iOS and Android mobile applications, shopping centre customers benefit from exclusive offers and privileged services. They can also take part in weekly and monthly events and prize draws by simply scanning their receipts. In addition to mobile applications, the loyalty programme is intrinsically linked to the group's CMS

and CRM and enables sharing of content (application, website, emailing) as well as the consolidation of customer and editorial data. With 25 applications released since September 2021 and nearly 250,000 subscribers to the loyalty programme, Klépierre has been able to build on its customer knowledge and develop its

links with the brands hosted in its shopping centres. Already available in seven European countries (France, Belgium, Spain, Portugal, Italy, the Netherlands and the Czech Republic), the plan is to expand the loyalty programme to Denmark and Germany in 2022 and 22 new applications will be released with a target of 1.3M signed up by the end of 2022.



The brands that trust us

◆ Burger King – Rakuten TV

Burger King wanted to continue its positioning strategy linked to the world of entertainment and highlight home delivery with ordering via the app or the website.



Dékuple was responsible for finding the most appropriate partner to serve Burger King's objectives and negotiating with both parties to accommodate Burger King's conditions and requirements.

As part of a partnership with the VOD platform, Rakuten TV, for every online order of the Rakuten TV menu, the consumer was given a promotional code, giving them access to a VOD film preview.

The communication strategy included a classic media buying campaign with a TV advert supported by a digital campaign with

display advertising and online video.

In addition, Dékuple offered a unique and personalised web platform for customers to use their promotional code.

The advantages of this exchange platform are based on:

- ◆ a rapid implementation of the promotion mechanism.
- ◆ code exchange that is easy and quick.
- ◆ compliance with all security requirements.

Dékuple ran the campaign and provided customer service for the programme and the code exchange.

This operation resulted in:

- ◆ an increase in sales.
- ◆ increased loyalty from Burger King customers.
- ◆ reinforced link between the Burger King brand and entertainment.



► Clients who trust us

Telecom



High Tech



Banks



Energy



Health



Retail



Mass consumption



Distribution



Industry



Media



Automobile



Insurance



Travel



Luxury



Charity



The main HR and CSR challenges for 2022

Marie-Laure Ricard

Group Human Resources
and CSR Officer



WHAT ARE THE RECRUITMENT CHALLENGES FOR 2022?

Marie-Laure Ricard. We have gone from 500 employees at the end of 2020 to 700 at the end of 2021 because new businesses have joined the Group and we have also recruited 185 new permanent employees. Our digital and data sector is under great pressure because the number of young students and trainees is much lower than the demand from companies, so recruitment is a real challenge for our growth. We have to innovate to attract new talent. We have therefore developed our co-option policy and communicated more about our employer brand.

Secondly, we are committed to developing the careers of our employees and building their loyalty. We have a permanent training policy with 7,620 hours of training given over the year, while our internal surveys allow us to regularly measure the development of our teams. Furthermore, our values (spirit of conquest, respect and cooperation) are also widely shared within our teams. And the sense of pride is expressed in particular by the commitment of our 50 My Job Glasses ambassadors who support young people in their focus and in the first steps in their careers.

WHAT FACILITIES HAVE BEEN PUT IN PLACE?

MLR. We could not imagine returning to a 100% face-to-face office when everyone had made the effort to adapt to remote working and still maintaining quality in serving our external and internal clients. Remote working has certainly demonstrated its advantages: efficiency and savings in travel time, more flexibility for everyone and good personal work-life balance. But it has also shown its limits in terms of creativity, collaboration, the feeling of belonging and the collective. For our Chantilly and Montreuil sites, in agreement with the social partners, we have opted for two days of remote working per week, plus one flexible day per month. This seemed to us to be a good balance. For our other sites, Convertéo, Dékuple

► Our 4 sustainability goals:



Health & well-being:

Empowering people to live a healthy life;



Consumption and responsible production:

Establishing sustainable consumption and production patterns;



Gender equality:

Achieve gender equality and empower all women; promote well-being at all ages;



Quality education:

Ensure equitable access to quality education for all and promote lifelong learning opportunities.

The pandemic has profoundly changed the way we work. It was unthinkable to go back to "the way things were".

BtoB marketing engineering, etc., as remote working is very flexible, it is adapted to the teams' activities and can vary between one day to full-time remote working, with in-person meetings to maintain the link between the company and the employees, thus enhancing team spirit.

WHAT WERE THE BIG CHANGES IN 2021?

MLR. The pandemic has profoundly changed the way we work. The way we use the office has changed. People are looking for a collective, collaborative, shared environment. In Montreuil, our workspaces have been reorganised to meet the new expectations of employees. We have opened up the spaces, added more meeting rooms and videoconferencing areas, and created an "agora" which has become a friendly meeting place for our teams.

WHAT ARE THE GROUP'S CSR COMMITMENTS?

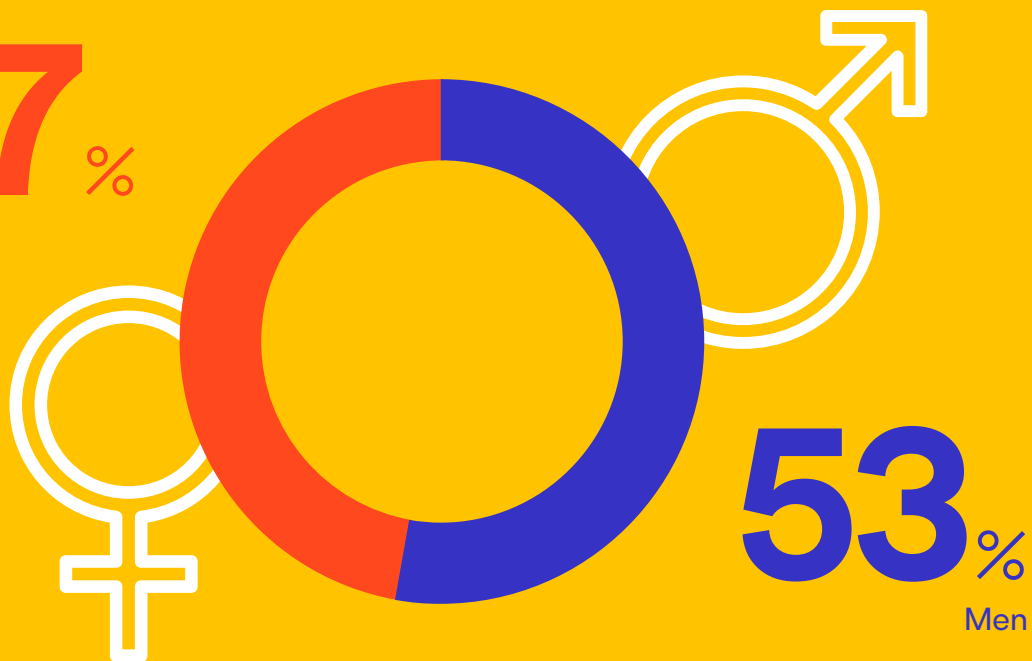
MLR. The Group's CSR strategy, which was defined in 2020, has been implemented via membership of the Global Compact, initially around four main Sustainable Development Goals. These goals, whether environmental, social or ethical, are exercised at all levels of the company and respond to the values and corporate vision of the Group and its subsidiaries, as well as to the aspirations of our employees, who are committed themselves to tangible action.

The HR year in a few figures

185 hires
on permanent contracts

Average age:
37 years

47 %
Women



700 employees
(including Intelligence Senior)

93 %
permanent contracts

7620 hours
in training provided

70 %
trained employees

Breakdown of employees by commercial branch

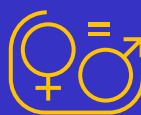


Dékuple is committed to the **4 Sustainable Development Goals** of the UN Global Compact

Historically based on the ISO 14001 certification of the "industrial" activity of the Group, the structuring of this approach took a new step in 2020 with the establishment of a common framework within the Group in order to articulate the various initiatives already in place in its different entities: waste sorting, responsible purchasing, signing of the Diversity Charter, etc. In order to pursue this CSR approach in an ambitious and pragmatic way, the Group wanted to make it part of an even more collective project, and in November 2020 it joined the United Nations Global Compact, the world's largest voluntary corporate citizenship initiative. Through its 10 principles, the Global Compact calls on companies to embrace, support and apply a set of core values in the areas of human rights, international labour and environmental standards and anti-corruption, within their sphere of influence. This membership is a visible and recognised mark of our commitments to our stakeholders: customers, suppliers, partner schools and associations, media, etc.



Health & well-being



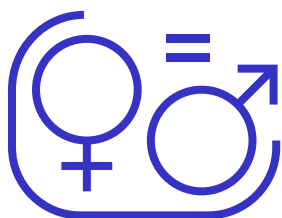
Gender equality



Responsible consumption and production



Quality education



◆ Gender equality

Flora Herbet. At Convertéo, equality between men and women is a subject that is close to our hearts, which is why we advocate equality in all our internal HR policies and systems.

In addition, we have a challenge to attract more women to our teams. In order for female candidates to be better prepared, we ensure

that a female manager is present in the recruitment process.

Lastly, we do our best to support our employees' work-life balance with, for example, a flexible remote working policy and extensive support for employees returning from maternity and paternity leave.



Flora Herbet
Human Resources Officer
at Convertéo



Thomas Catty
Chief Information Officer
Dékuple



◆ Health & well-being

CONVERTEO NO.1 CONSULTING FIRM IN THE HAPPY AT WORK INDEX

Flora Herbet. It is important for us to regularly survey our employees about their feelings about the company and their team. For this reason, we have set up satisfaction questionnaires that enable us to regulate our HR policy. We have been part of the "Choose My Company" survey for 5 years. In 2021, we came 4th, and 1st in the Consulting Firm category.

THOMAS CATTY, CIO OF DÉKUPLE, GIVES US HIS IMPRESSIONS ON THE

MANAGEMENT INITIATIVES TAKEN USING OUR WORK-LIFE QUALITY MEASUREMENT TOOL

Thomas Catty. "Bloom at Work" is an excellent tool that helps to stimulate discussion on certain topics that are we don't always get to talk about during the year. It helps me identify, for example, aspects concerning management or hierarchy that I was not necessarily aware of, so that I can give comprehensive feedback to my teams. At the beginning of each month, I try to offer my vision on how to remove any blockages or obstacles.



► Quality education

Since February 2021, Dékuple has partnered with My Job Glasses, a platform that offers young people between 18 and 30 years old the possibility of connecting with a very large community of professionals. In 2021, our 50 Dékuple ambassadors took turns in accompanying them through college and into their future professional careers. This project is continuing in 2022 with new ambassadors.

**SOME KEY
FIGURES
FOR 2021 :**



AMBASSADORS' FEEDBACK :

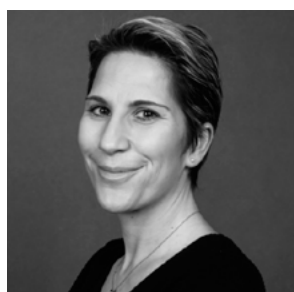
"It's important to pass on our know-how to future professionals in our sector"

Thomas ZAVROSA
Associate Director, in charge
of the Strategic Planning
Agency Dékuple Marketing
Engineering



50
ambassadors
in 2021

540
interviews in 1 year



"It's important to be close to young people, to encourage them and to tell them about the jobs they're interested in"

Ophélie SAUVÉE
Client Manager
Dékuple Marketing Engineering Agency

84%
coverage in
the sector

"Sharing experience is the best way to measure the reality of a profession"

Sarina CONTI
Dékuple Cross-Functional
Management Controller

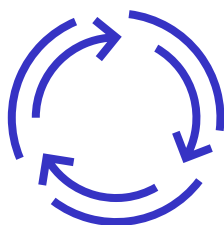


**Renewal of the
partnership in
2022**



"Passing on my experience in the digital sector is a real source of satisfaction"

Anthony TOUTAIN
COO of Leoo Dékuple



◆ Responsible consumption and production

The carbon calculator

Thierry Chaulet,
Manufacturing Manager

Sophie Ramus,
Partner Marketing Manager

To enhance and strengthen our environmental commitments to our customers, Dékuple has committed to a plan to reduce the impact of its carbon emissions. As a result, in 2021 we set up a tool to calculate CO2 emissions in the manufacture of our paper mail-outs. An analysis of the mail-out life cycle involves responsible purchasing

procedures, a preference for internal eco-design and good management of the end of life of the mail-out and how it is recycled. Until now, our only indicator was a declaration to Citéo, a state-approved eco-organisation, of tonnages placed on the market, and the write-up of a CSR report of the impact of our recycling disruptors. With the CO2 calculator, the Dékuple Group is going further in controlling its carbon emissions, by identifying the main sources of emissions, prioritising specific action to be taken by the Group and better

controlling its purchases. This calculator was developed with the help of ECOGRAF, a consultancy specialising in environmental solutions for the graphic arts chain, in a perimeter that takes into account the manufacture of pulp and paper, the transport of paper to the printers, the transformation of the paper into a finished product and the transport from the printer to the distributor. Mail distribution is not included in the calculation because La Poste, the French Post Office, ensures that its distribution is carbon neutral.

11 years of partnership with the Office National des Forêts

Par Romain Gava,
Environmental Officer

Dékuple has long been committed to the environment. The Group is committed to preserving nature for future generations by limiting and recycling waste, as well as preserving energy and natural resources. Dékuple has been involved with the Office National des Forêts for 11 years now, and, more recently, with its fund, ONF-Agir Pour la Forêt,



both major players in the energy transition and France's leading manager of green spaces. The Group works alongside them with several types of initiative: the reforestation of the two forests of Montmorency

and Ermenonville, the financing of forest outings for schoolchildren from the Ile-de-France and Oise department, and the preservation of wetlands and moors in the Compiègne state forest.

Financial analysis and investment strategy

Emmanuel Gougeon

Deputy Chief Executive in charge of Finance,
M&A, CIO of the Dékuple Group



THE DÉKUPLE GROUP IS FINANCIALLY STRONG ENOUGH TO FINANCE ITS ORGANIC AND EXTERNAL GROWTH.

Emmanuel Gougeon. The good results of the 2021 financial year once again reflect the strength of the Dékuple Group in general, and the resilience of its diversified model. This is particularly true in 2021 when the Covid crisis continued to negatively impact certain businesses. Driven by digital marketing and insurance, our net sales grew by 18% to €164.3m. The Group's profitability is improving: Net income (group share) was €8.5 million, equivalent to 6.3% of gross margin, compared with 5.4% in 2020. The Group's solid balance sheet and strong cash position will enable us to continue our development, either organically or through targeted acquisitions.

A net
profitability
at

6,3%

of the gross
margin

with a net income,
Group share of

€8,5 M

IT IS THE RECURRENCE OF THE GROUP'S BUSINESS MODELS THAT BUILDS ITS RESILIENCE, AND THEIR DIVERSITY THAT ENABLES ITS GROWTH.

EG. As we have already seen in 2020, the recurrence of portfolio business models such as the sale of magazine subscriptions and insurance policies ensure our financial resilience. In parallel, we have been investing for several years in BtoB activities that also operate on subscription principles or in SaaS (Software as a Service) such as Leoo (loyalty solution), Ividence, (native advertising solution whose assets were acquired in 2020), Decide (Intelligent Customer Data Platform for BtoB customers) and Reech Influence Cloud (Reech subsidiary acquired in 2021).

WE WILL CONTINUE TO INVEST IN R&D AND TECHNOLOGY

EG. Our R&D investments represent about 2% of our consolidated net sales each year. We will continue this strategy of innovation and transformation through technology, in particular with the arrival of Jérôme Thil, chief technology innovation officer.

WE WILL ALSO CONTINUE TO INVEST IN EXTERNAL GROWTH.

EG. In order to become a leader in data marketing in Europe, we are looking to strengthen our expertise or data marketing levers that complement our skills, as we have done with Intelligence Senior and Reech in 2021 in our marketing engineering



activities for advertisers, or with the acquisition of the assets of Qape/Kovers, an insurance tech company that will be part of the Group's strategy in insurance for the future.

In addition to expanding our expertise, we are seeking to build a group of multi-entrepreneurs, by associating ourselves in the long term with entrepreneurs who would like to join us, to share our project and to enhance the value of the business they have created over time.

WE ARE LOOKING TO STRENGTHEN OUR EUROPEAN FOOTPRINT AND EXPAND INTERNATIONALLY.

EG. We are now present in France, Spain, Portugal and China. We want to further strengthen our international presence in a reasoned but determined way, particularly for our digital marketing activities. From France, we will accelerate the internationalisation of our technology

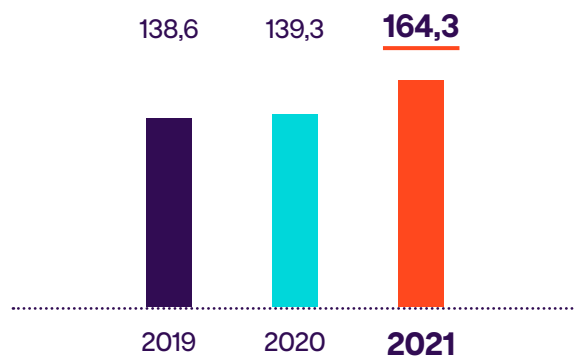
activities in SaaS mode, and we are looking carefully at companies to partner with in European countries where we plan to expand, in digital and data marketing consulting and engineering.

“We want to further strengthen our international footprint in a reasoned but determined way, especially for our digital marketing activities.”

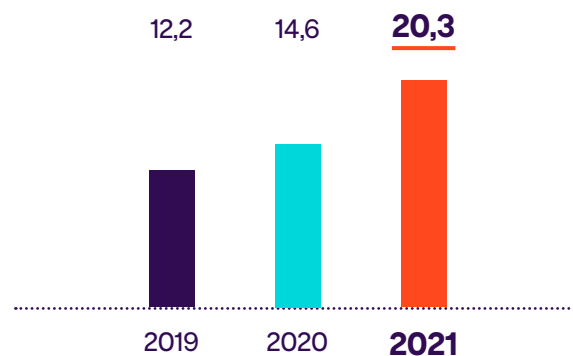
Our key annual figures

in euros millions

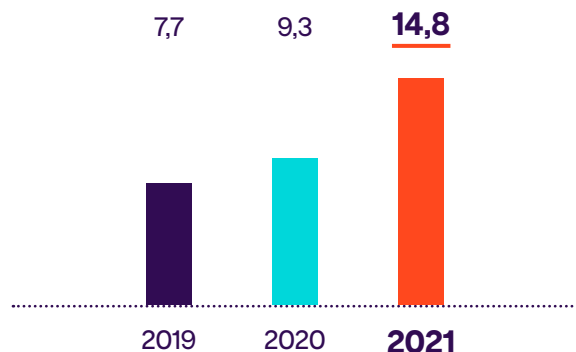
Net sales



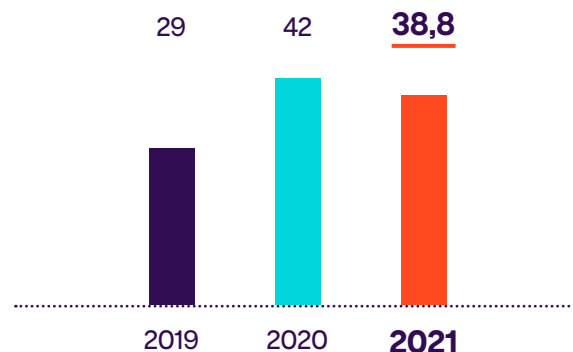
Restated EBITDA*



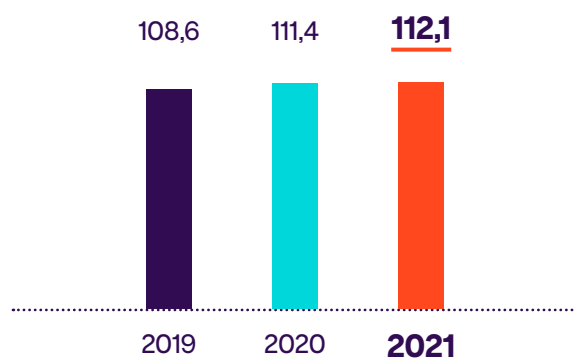
Operating income



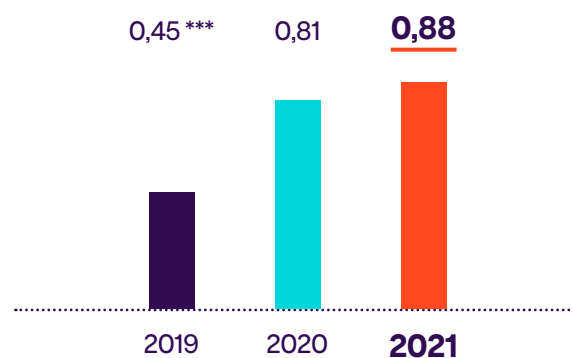
Cash



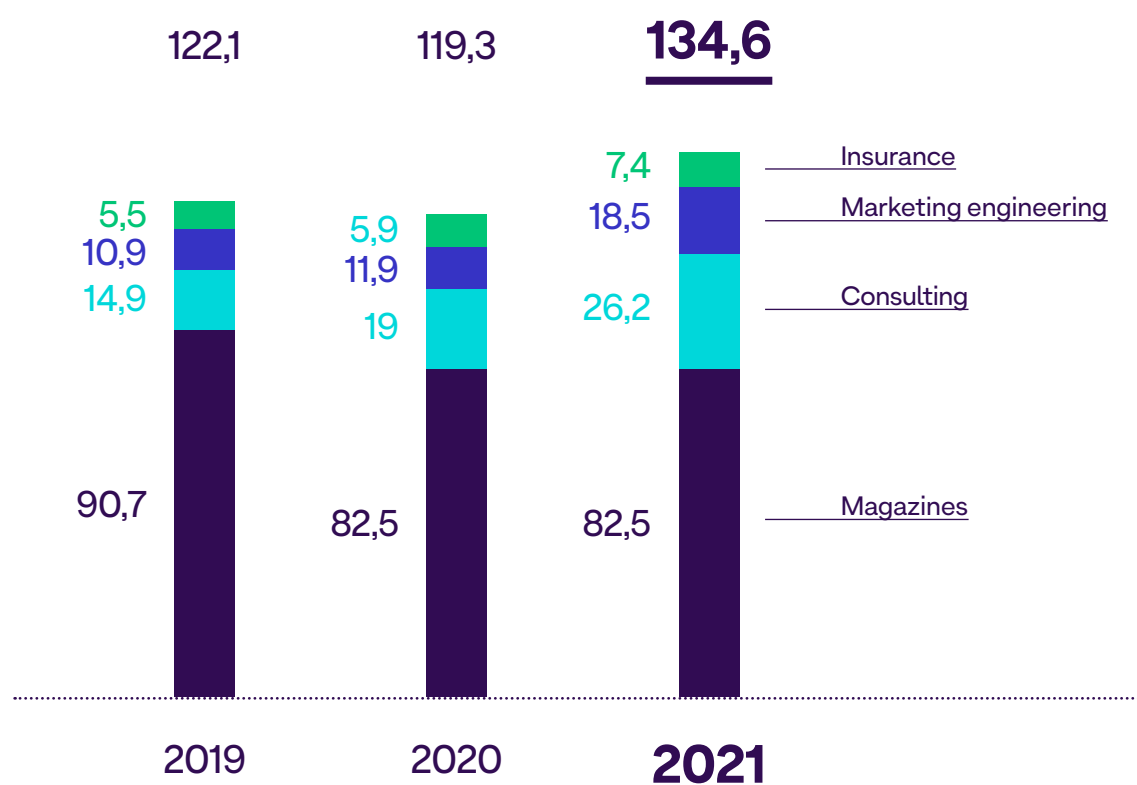
Value of the ADL portfolio ** (excluding insurance)



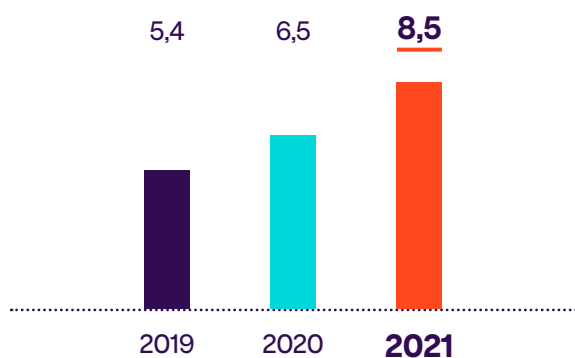
Dividend/share (in euro)



Gross margin by business line



Net income (group share)



* Restated for the IFRS2 impact of bonus share awards and the IFRS 16 impact of relating to the restatement of lease charges.

** ADL: Open-ended Subscriptions.

*** Exceptional dividend decided by the AGM of 11 December 2020 after the OGM of 12 June 2020 had decided not to pay an ordinary dividend.

DÉKUPLE

Trade mark of ADLPartner (Company name)
Public limited company with a Board of
Directors and a capital of 6,478,836 euros
RCS Compiègne B 393 376 801

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Seminar Between Team Leaders in modern
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Vanessa Vansteelandt & Gabriel Pommier

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CALYPTUS

