DÉKUPLE



Annual Report 2023

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MESSAGE FROM BERTRAND LAURIOZ

Chief Executive Officer of DÉKUPLE



Dear Shareholders,

With revenue of €199.7m (+10%), net income Group share of €12.4m (+14%) and more than 1,000 employees, the Group reached a major milestone in its Ambition 2025 plan in 2023!

Our Group enjoyed a very positive year in 2023. Following the economic crises that began in 2022 in relation to energy, purchasing power and Ukraine, the global geopolitical situation remained very unstable, but the Group successfully withstood these new challenges. The rapid rise of generative artificial intelligence has increased our clients' awareness of the need to strengthen the digitisation of their marketing and sales operations, which is the DÉKUPLE Group's core business. Although many companies have faced cash pressures, resulting in increased caution in their marketing investments, our Group has maintained a robust growth trajectory and continued its transformation.

Our consolidated revenue increased by 10% this year, driven mainly by the very strong growth in Digital Marketing, which now accounts for 60% of the Group's total revenue, compared with 36% in 2020, and recorded a sustained increase in its gross margin of +39%. Our net income (Group share) increased by 14% to €12.4m, demonstrating the relevance of our solutions and improved efficiency of our operations.

Our activities

- Our consulting firm Converteo continued its strong performance, with gross margin growth of **19.9% over the past year**. At the end of 2023, it had nearly 430 expert consultants serving our prestigious clients, including two-thirds of CAC 40 companies. To support this growth, we continued to structure Converteo by appointing new Partners and creating new activities focused on Pricing and Product Management. In addition, the purchase of Synomia's strategic assets by Converteo reinforced our pioneering position in AI.

- We expanded our Marketing Engineering Agencies & Solutions activities in France, Spain and China. Despite the impact of the reduction or postponement of certain campaigns affecting the entire market, gross margin increased significantly **(+76.6% in France and +11% in Spain)**, mainly thanks to external growth, with the successful integration of Nouveau Bélier and Smart Traffik. Brainsonic and Reech continued their excellent growth, strengthening their position as leaders in their field thanks to their differentiating product ranges.

- The print media market remained very difficult in a context of unfavourable consumption. Nevertheless, we maintained significant commercial investments, with new offers and new partners, in order to support our contract portfolio and consolidate our vital role for print media publishers. Against this backdrop, the revenue of our magazine business fell by 7.8%.



- The insurance business remained stable (-1.1%, compared with a high base that was up 14.7% in 2022) and continued to diversify with the development of the supplementary health insurance range.

Increased capacity for innovation thanks to technology and AI

We believe that to continue to grow, brands will increasingly need a seamless integration between marketing strategy, creativity, communication, data, performance and technology. This is the choice that we announced in our Ambition 2025 plan and which we are pursuing with determination.

This year was an opportunity for the Group to make considerable progress in the field of artificial intelligence. In January 2023, we implemented an internal training plan aimed at familiarising our 1,000 employees with the uses and constraints of these new tools in order to feed into all our activities. Thanks to numerous in-person and online training sessions, as well as bi-monthly internal newsletters and the appointment of a Group "AI Evangelist" tasked with leading the 30 "AI champions" appointed in each of the Group's departments, we have profoundly transformed our operations and a large part of our offerings. This unprecedented effort will continue in 2024.

This core expertise has benefited our clients and partners through the adaptation and creation of new solutions, the formation of more than 50 executive committees at our clients' premises and

MESSAGE FROM BERTRAND LAURIOZ

the establishment of "AI Factories" at Converteo and Brainsonic to support the transformation of brands and organisations.

We are also continuing to platformise our solutions in order to equip our services by harnessing our technological strengths and our unique ability to exploit proprietary and partner data. Major progress in this area is planned for 2024.

The DÉKUPLE Group is becoming increasingly visible in France and Europe

Thanks to the relevance and expertise of our 1,000 experts, we won a record 61 awards in 2023, a sign of our growing creativity in the market. The Group was ranked 12th in the Stratégies/Altarès ranking.

We continued our sailing partnership by sponsoring William Mathelin-Moreaux's Class 40 boat, which we are renewing in 2024 for the third year running, with an initial transatlantic race starting in April from Belle-Île-en-Mer. This sponsorship is a driving force for the Group internally, as well as a talking point with clients and partners.

We increased our visibility in Europe by participating in trade fairs, strengthening our digital communications and commercially developing the export of several of our technological solutions. Discussions are under way at European level to develop close partnerships with leading agencies in their countries in order to strengthen the European leadership of the DÉKUPLE Group.

"We are fortunate to work in a dynamic industry and to have access to the exceptional skills of our 1,000 employees."



Social and environmental responsibility

As a family group established more than 50 years ago, we have always focused on our integration into our ecosystems in support of the common good. This is the deep conviction of our shareholders, our management, our employees, and our clients and partners.

In 2023, we pursued our corporate social responsibility policy in line with our membership of the UN Global Compact. In particular, we renewed our ISO 14001 certification for our client retention activities and continued our collaboration with My Job Glasses. For the third consecutive year, Converteo is in the Top 10 in the consulting sector of the Happy Index®AtWork ranking, in second place.

We also implemented the action plans developed in 2022 following the assessment of our scope 3 carbon footprint in our various activities. Within our main subsidiaries, we have developed climate awareness workshops, called “Fresques du Climat”, while the “Vendredi” platform, deployed at the Group level, has strengthened our employees’ commitment to crucial CSR issues.

CSR governance was also strengthened in 2023, with the creation of a dedicated committee within the Board of Directors and the creation of a committee at Group level and for our main businesses.

We are confirming the continuation of our growth plan in 2024 and for the coming years

The general economic situation remains uncertain at the start of 2024, but we are convinced that the digitisation and datafication of companies, in particular their marketing, will continue to accelerate.

Our Group is perfectly positioned to meet these challenges. We are entering 2024 with confidence, and our teams are ready to continue the profitable growth trajectory of our activities, particularly our digital marketing activities, whose weight in the Group will continue to grow strongly.

We will carry out this growth organically, and also through acquisitions of companies that can provide us with complementary skills, as opportunities arise, in France and in Europe.

As part of our 2025 plan, we will strengthen our innovation capacity and make better use of the Group’s many technological skills. From a social and environmental perspective, we can capitalise on the actions taken in recent years: employer brand, quality training, responsible consumption and production, attention to well-being and health at work, gender equality and, more broadly, employee diversity. In 2024, we want to make an even greater commitment, commensurate with the challenge and impact that a Group like ours can have with its 1,000 employees.

I am very confident in our ability to adapt, to continue our growth, to constantly improve the relevance of our solutions and the quality of our deliverables.

We are fortunate to work in a dynamic industry and to have access to the exceptional skills of our 1,000 employees to serve our clients and partners. The Group is unique, thanks to its stable family shareholding structure, its organisation as a group of multi-entrepreneurs, its long-term vision and the diversity of its skills. We will make 2024 another successful year.

I would like to thank our employees, partners, clients and shareholders for their trust and loyalty.

Bertrand Laurioz
Chairman and CEO

Our business model

Our resources

Our diversified ecosystem of expertise based on data marketing
- Complementary entities
- Strategic acquisitions
- Cross-channel data marketing expertise
- Proprietary technology solutions

Our human capital
- 7.5% of the international workforce outside France
- Average age: 35.7 years
- Average length of service: 5.3 years
- Gender parity: 53% men/47% women

Our organisation/ governance
- Family group with a strong entrepreneurial culture
- Balanced and diversified Board of Directors with 10 members – 65% independent – four of whom are women

Our business lines/our strategy

Ambition 2025
Become a European leader in cross-channel data marketing.

Our mission
Achieve excellence in data, marketing engineering & consulting for the business performance of brands in a context of digitisation and datafication for companies.

Our solutions

Data marketing consulting and services

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

Performance and ROI analysis and measurement (image, reputation, commitment, business)

Sharing the value created

Clients and partners
- Development of digital and data assets
- Contribution and sharing of value in a sustainable partnership relationship
- Services provided to more than 500 BtoB and BtoC brands (two-thirds of the CAC 40 and one-third of the SBF 120)
- A portfolio of 2.2 million active, open-ended print magazine subscriptions
- 2.5% of revenue invested in R&D for innovative solutions

Suppliers
- Growing vigilance regarding CSR commitments
- Evaluation and monitoring

Employees
- 233 employees hired on permanent contracts in 2023
- Total payroll: €51.85m
- 664 employees in France benefiting from profit-sharing and/or incentive schemes
- Quality of life at work
- 87% of employees underwent training (Group AI training plan)

Shareholders and investors
- Dividend proposed to the Shareholders' Meeting: €1.04 per share
- Share price up by 133.2% over five years as at 31/12/2023
- €161.2m in gross margin
- €24.9m in restated EBITDA, i.e. 15.5% of gross margin

Planet
- ISO 14001 certification for client retention

- Roots in Montreuil and Chantilly + eight other national and three international locations

Our commitments/ our values
- DÉKUPLE Values and Code of Conduct
- Member of the Global Compact
- Diversity Charter
- My Job Glasses partnership
- GDPR compliance and data security

Our solid financial position
- Equity: €51.1m
- Cash: €63.6m
- Cash flow before tax: €26.4m

Remuneration through fees/packages/ acquisitions

Digital strategy and data consulting (25% of 2023 revenue)

Agencies and solutions (35% of 2023 revenue)

Proprietary financing of client acquisition and revenue sharing

Client retention through print magazines (35.8% of 2023 revenue)

Insurance brokerage (4.2% of 2023 revenue)

Our CSR pillars
- Strengthen our ethics and transparency
- Attract and retain talent
- Be a social player in line with our values
- Align our activities with environmental issues

- Reduction of GHG emissions and carbon footprint
- Eco-design of offline and online marketing campaigns and systems
- Controlled energy consumption

State and civil society
- Relations with civil society: 13 years of partnership with the French National Forestry Office, sailing sponsorship

Contributions



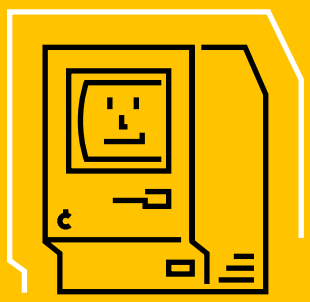
The history of the DÉKUPLE Group

THE 1970S

1972 Creation of France Abonnements by Philippe Vigneron

1978 Creation of the first CRM database





THE 1980S

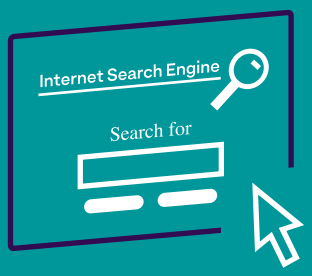
1988 Launch of the open-ended magazine subscription

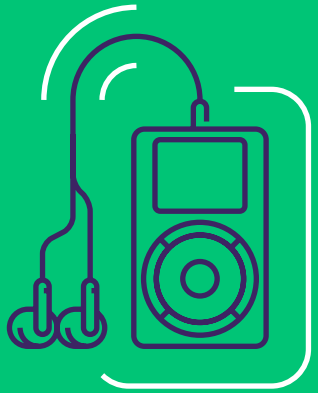
1989 First white-label partnerships

THE 1990S

1994 Creation of ADLPartner

1998 First email marketing operation and IPO of ADLPartner (company name)





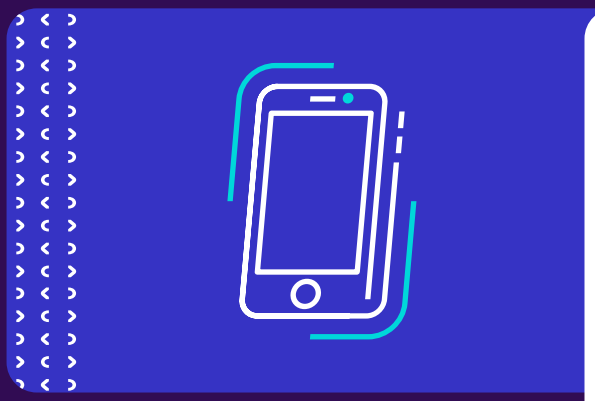
THE 2000S

2005 First SMS marketing operation. Merger of ADLPartner and France Subscriptions

Jean-Marie Vigneron takes over as Chairman of the ADLPartner Management Board

2006 First geo-targeting operation

2008 Creation of the ADLPartner data division



2010S

2012 Activis joins the Group

2013 Creation of the broker, ADLP Assurances

2014 Converteo joins the Group

2015 Leoo joins the Group

2016 Creation of the ADLPerformance brand

2018 Creation of Converteo Technology

2019 Bertrand Laurioz takes over as Chairman of the ADLPerformance Group Management Board (third family director)



2020S

2020 ADLPartner becomes a French public company with a board of directors. Bertrand Laurioz is 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, an influence marketing agency

Launch of the Decide AI customer data platform

Launch of the in-house media purchase solution: Shift by Converteo

DÉKUPLE takes a stake in the Grand-Mercredi Group

InsurTech Qape/KOVERS joins DÉKUPLE

2022 DÉKUPLE celebrates its 50th anniversary

DÉKUPLE sponsors skipper William Mathelin-Moreaux for the 2022 Route du Rhum

DÉKUPLE acquires a majority stake in Brainsonic, an engagement marketing agency

DÉKUPLE acquires a majority stake in Smart Traffik and strengthens its solutions for retail brands

2023 Le Nouveau Bélier, an advertising strategy consulting agency and retail expert, joins the DÉKUPLE Group

The Group launches its training in generative artificial intelligence

Converteo acquires Synomia's strategic assets

DÉKUPLE launches ReThink & ReBoost Retail Marketing

Group of multi-entrepreneurs



more than
1,000
employees

DÉKUPLE is a major European player in cross-channel data marketing. Its expertise, combining consultancy, creativity, data and technology, enables it to support brands in transforming their marketing to drive business performance. The Group designs and implements client acquisition, retention and relationship management systems for its partners and clients across all distribution channels. The Group currently works with more than 500 brands from large groups and mid-caps, in Europe and internationally.

Founded in 1972, DÉKUPLE generated revenue of €199.7m in 2023. Operating in Europe and China, the Group employs more than 1,000 people driven by shared values: the spirit of conquest, respect and mutual assistance.

more than
500
clients including
150
retail brands



Retail:
1st
sector for
the Group

12th
in the 2023
Stratégies/
Altarès ranking

Our six commercial divisions

Digital marketing consulting and services

Consulting & Technology

CONVERTEO

Converteo is a data & technology consulting partner with more than 400 consultants and experts. As a performance accelerator, from scoping to implementation, an independent connector between marketing and IT, the firm works to support skills transfer.

Engagement Marketing

brainsonic
THE ENGAGEMENT AGENCY

Brainsonic is a blended agency with more than 120 talents from all walks of life, combining editorial, creative and technical skills. The agency designs mechanisms intended to engage audiences (BtoC, BtoB and employees).

Marketing Agencies and Solutions France

DÉKUPLE
INGÉNIERIE MARKETING

DÉKUPLE Marketing Engineering brings together agencies combining strategic, creative and data talent to create and implement the most effective marketing tools, as well as MarTech solutions that can be interfaced with the main market platforms to maximise data marketing performance.

Marketing Agencies and Solutions Iberia

DÉKUPLE
PROMOCIÓN Y FIDELIZACIÓN

DÉKUPLE Promoción y Fidelización offers marketing services to advertisers in Spain and Portugal, mainly consisting of sales promotion, incentives, influence marketing, client loyalty and retention.

Marketing activities with a BtoC portfolio

Insurance Brokerage

DÉKUPLE
ASSURANCE

DÉKUPLE Assurance offers direct marketing insurance products via the BtoC AvoCotés Assurances brand. The division also develops client loyalty for clients and prospects of partner brands.

It also offers our services to insurers, mutual insurers, etc.

Subscription Solutions

DÉKUPLE
SOLUTIONS ABONNEMENTS

European leader in client loyalty through print magazines, the division has been selling magazine subscriptions for more than 40 years.

The division also sells a range of fun educational services for families.

Our Board of Directors



Bertrand Laurioz
Chairman and CEO
Chairman of the Development Committee



Claire Vigneron Brunel
Director
Chairwoman of the CSR Committee



Caroline Desaegher
Director
Member of the CSR Committee
Independent Member



Roland Massenet
Director
Chairman of the Audit Committee Member of the Development Committee
Independent Member



Marc Vigneron
Director



Isabelle Vigneron Laurioz
Director
Member of the CSR Committee



Delphine Grison
Director
Member of the Audit Committee
Member of the Appointments and Remuneration Committee
Independent Member



Stéphane Treppoz
Director
Member of the Development Committee
Independent Member



Xavier Gandillot
Director
Chairman of the Appointments and Remuneration Committee
Independent Member



Dinesh Katiyar
Non-voting Member
Member of the Development Committee
Independent Member

Ambition 2025

Become a European leader in cross-channel data marketing

- **Pursue coordinated growth across the six divisions** while maintaining our diversified and resilient profile with recurring growth activities in BtoB and BtoC.
- **Continue to diversify around data, digital and marketing** through organic external growth.
- **Invest in technology** as a vector for transformation and differentiation.
- **Pool our data marketing** skills.
- **Strengthen our European roots.**
- **Double our revenue** between 2020 and 2025.

 **Consulting & Technology division (Converteo)**	• **Step up** the development of the six practices: Data & Business Consulting, Analytics & Conversion, Media, Data Technologies, Product Management and CRM. • **Develop** new activities: media internalisation, Product Management consulting. • **Acquire** a technological data asset: subscription-based analytics. • **Diversify** our data expertise for marketing and other departments of the company.
 **Engagement Marketing division (Brainsonic)**	• **Continue to develop** our five areas of expertise: Brand, Corp, Content, Social and Event to feed into our 360° approaches. • **Develop our data-driven approaches** based on the Group's expertise and solutions. • **Become** one of the market's leading 360° agencies to be chosen as "lead agency" by major brands for their engagement marketing strategies (BtoC, BtoB and employees) using our full range of expertise.
 **Agencies and Solutions France**	• **Be the marketing services agency** and one-stop shop for marketing decision-makers on BtoC and BtoB issues. • **Grow** to become one of the major market agencies. • **Continue** building technological assets to consolidate our data in order to be ever more relevant and efficient. • **Continue** our acquisitions of specialised and complementary companies.
 **Agencies and Solutions Iberia**	• **Become** the leader in promotion and loyalty services in Spain and Portugal. • **Develop** new sectors. • **Further industrialise** and automate our programmes. • **Extend** our services to cover 360° Customer Experience, through organic or external growth. • **Enrich** our catalogue of gifts and experiences.
 **Subscription Solutions division**	• **Continue** to support publishers in their digitisation and diversification challenges. • **Increase** the number of our partner brands by providing them with affinity and loyalty services. • **Innovate** in terms of marketing mix and data marketing. • **Develop and diversify** our solutions according to targets and changing behaviour.
 **Insurance division**	• **Continue** to grow as a generalist broker, creating insurance products designed for our targets and distributed under the AvoCotés brand. • **Continue** to help our insurance partners by distributing their products on a white-label basis. • **Develop** the distribution of more affinity insurance, in partnership or on our own behalf.

What we did in 2023

- **Growth of 10.2% in 2023,** enabling us to maintain our ambition of doubling consolidated revenue between 2020 and 2025.
- **Digital marketing** now accounts for 60% of the Group's revenue.
- Acquisition of a stake in Le Nouveau Bélier, an advertising strategy consulting agency and retail expert
- Acquisition of the assets of Synomia, a pioneering company in the field of artificial intelligence and semantic analysis.
- **Development of our retail solutions,** through ReThink & ReBoost, bringing together all the Group's solutions in a single approach.
- **Continuation of our innovation programme.**
- Product Management: implementation of our technological solutions strategy initiated in 2022.
- Artificial intelligence: internal and external training programmes and implementation of internal and client projects incorporating AI.
- **61 awards** for marketing projects carried out for our clients.

- **Gross margin growth of 19.9% in 2023.**
- **Acquisition of Synomia,** a pioneering company in the field of artificial intelligence and semantic analysis.
- **Organisation of the firm into six main practices** (Data x Business Consulting, Analytics x Conversion, Product Management, Media, CRM, Data Technologies).
- **Launch of a new Pricing Strategy,** Operations & Solutions offering.
- **Development of AI topics** around projects to create personalised content at scale, manage client relations, improve data quality, knowledge management, data analysis, process optimisation, etc.
- **For the third consecutive year, Converteo is in the Top 10** in the consulting sector of the Happy Index®AtWork ranking, in second place.

- **Gross margin growth of 9.5% in 2023.**
- **Eleven new clients won** including Céréal Bio, Yomoni, Tediber and UGC, for which Brainsonic is the lead agency.
- **Launch of the NO TREND offering** to support brands in building sustainable and effective content strategies on TikTok.
- **Branch transformation around GenAI,** making Brainsonic the market's "AI Centric" communication agency.
- **Winning of 45 creative awards.**

- **Gross margin growth of 33.3%** thanks in particular to the full integration of Smart Traffik and the Le Nouveau Bélier branch.
- **Launch of the Reech Learning Program,** offering training to professionals in influence marketing. Reech was also certified by Meta, becoming a Meta Business Partner.
- **Strong growth of DÉKUPLE Ingénierie Marketing BtoB activities in China (+63%)** where we support the market development of large French companies.
- **15 awards** attesting to its agencies' expertise.

- **Reorganisation of the team and adaptation of the workforce** to the volume of activity with a significant improvement in the gross margin despite the reduction in business volumes.
- **Consolidation of our influence marketing activity in synergy with Reech,** by developing campaigns with major brands. In 2023, we carried out a number of campaigns with DECIMAS, Burger King, Alain Afflelou and AEG-Electrolux.
- **Allocation of resources and staff** in order to achieve commercial and operational synergies with the Group.

- **Relaunch of the France Abonnements brand** with a new offering to attract young people.
- **Launch of the first fun educational portal – "A Vos Kids".**
- **Increasing sophistication of our data models** to support the acceleration of our precision marketing.
- **Strong development of e-commerce in our approaches.**
- **First AI tests** (verification of magazine cover updates, content generation).

- **Improvement in the division's profitability.**
- **Increase in healthcare operations** and the existing portfolio.
- **Launch of the MaTension app** in the test phase in 2023.
- **Increased use of data and digital technology.**
- **Launch of an affinity partnership.**
- **Partner of FG2A and Assur'nCo** to strengthen our position as a player in the insurance sector.





LOOKING BACK AT 2023

A considerable advance in the retail sector in 2023

In March 2023, DÉKUPLE launched "Rethink & Reboost", its innovative solution to transform retail marketing. Faced with a changing market, marked by digitisation and new consumer behaviours, this solution responds to current challenges by integrating data and digital strategies. It aims to maximise ROI, redefine the marketing mix and enhance client capital. Adapted to the post-Covid era, it effectively combines digital drive-to-store, client loyalty and omnichannel activation, while optimising marketing investments for increased performance.



Le Nouveau Bélier

The DÉKUPLE Group acquired a majority stake in the Le Nouveau Bélier agency, thereby strengthening its expertise in advertising strategy for retail. This acquisition creates a unique synergy between the data-driven skills of DÉKUPLE and the advertising creativity of Le Nouveau Bélier, offering comprehensive marketing solutions to retail players.

Le Nouveau Bélier, known for its expertise in building brands and developing innovative advertising strategies, perfectly complements DÉKUPLE's data and digital approach. This merger will result in integrated and personalised marketing and advertising strategies, responding to the current challenges of the evolving market.

This strategic association positions the DÉKUPLE Group as a key player, capable of effectively meeting distributors' branding and marketing needs thanks to an optimal combination of creativity, data and technology.

Catalogue Booster

Catalogue Booster enables an efficient digitisation of catalogues for optimal distribution and accurate performance measurement. The importance of digitisation is underlined by many brands' discontinuation of printed catalogues in response to the OUI Pub mailbox opt-in scheme as well as economic and ecological constraints. The proposed solution converts catalogues to HTML5 for accessibility on all devices, enriched with interactive features. It also ensures wide dissemination through an extensive database and diversified media strategies, ensuring excellent KPIs and ROIs. The omnichannel measurement of the performance of digital catalogues optimises marketing budgets and justifies campaigns' return on investment.

Drive-To-Store monitor

Drive-To-Store monitor is an integrated tool that optimises local marketing for retailers. It offers in-depth measurement and understanding of campaign performance for each store. By requesting a demo and freemium access, users can use this tool to analyse the impacts of marketing levers, evaluate the performance of stores individually, and effectively adjust the media budget based on the results obtained. The solution provides a clear vision of the main KPIs, visits, and in-store conversions, thereby enabling each store to be optimised in a specific manner.

GeoTARGET

GeoTARGET is revolutionising geomarketing with a drive-to-store approach, leveraging a wide range of geographic and socio-demographic data. It offers decisive support in the development of marketing strategies thanks to the precise analysis of IRIS zones. GeoTARGET helps to avoid advertising waste, effectively target broadcast areas, deepen customer knowledge and analyse competition. The integration of artificial intelligence ensures optimisation of the return on investment. Key features include customer provenance analysis, customer journey monitoring, ad targeting optimisation and full access to performance indicators via a dashboard. With GeoTARGET, companies can refine their communication and marketing strategies for maximum efficiency.

We support retailers

BUT

Acquiring new clients via SMS with full-funnel management.

As part of the digitisation of its catalogue, BUT has since 2021 successfully identified a new replacement lever with DÉKUPLE: SMS. With visit performances approved by the brand, this lever has become a very useful tool for BUT in acquiring new clients. In 2023, the brand wanted to apply this strategy throughout the funnel. DÉKUPLE's response:

Provide performance measurement at five levels:
- 1. SMS click performance
- 2. In-store visits: rate and cost of visits to points of sale
- 3. Conversion rate of visits
- 4. ROI (with the repetition rate)
- 5. Value of the average shopping basket

RESULTS:

BUT manages its acquisition strategy at different levels. Prospects' attention, interest in coming to the store, intention to buy, follow-up of sales and repeat business per client.

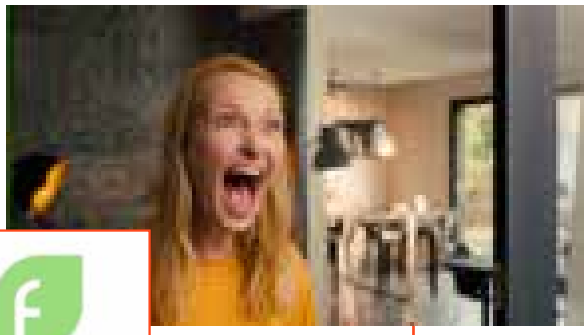
15
DTS campaigns at national level, more than eight million SMS messages sent with a return on investment above the targets expected by the brand.

Bigmat

BigMat, a major player in the distribution of renovation materials, targeted the retail market in collaboration with the DÉKUPLE Agency.

The aim was to energise the brand, attract the public's attention and stimulate visits to its 289 points of sale. To achieve this, the DÉKUPLE Agency launched a one-month brand campaign focused on renovation and supported by a competition and a multi-lever strategy (social ads, native ads, newsletters, in-app displays and geo-linked SMS).

This approach was used to measure efficiency through a significant increase in retail purchases, which increased from 20% to more than 50%, and reach more than five million people.



florajet
Livraison de fleurs

Florajet

Le Nouveau Bélier was selected by Florajet, the flower delivery brand with more than 5,000 designer florists, to define its new brand platform and deploy its communications.

Le Nouveau Bélier signed an initial campaign aimed at boosting Florajet's brand awareness over a very short period of time and developing brand sense around the territory of emotions: "Much more than delivering florists' bouquets, Florajet delivers emotions!"
With quirky and humorous communication cues and resolutely contemporary writing, the films (a 22-second film and a 15-second film, produced by Ganache Studio and directed by Remy Cayuela) aim to create an even more desirable brand to create preference and establish an automatic association: flower delivery = Florajet.

CASH& REPAIR

Cash and Repair

Cash and Repair, a French electronic repair company, wanted to increase its local visibility, especially for its workshops located in shopping centres.

The aim was to raise awareness among a wider audience, beyond regular visitors to shopping centres, and to improve visibility on search engines, given that the majority of local searches result in a store visit on the same day. For this, Cash and Repair opted for the Smart Traffik Store Locator, a specialised solution that replaced their internal system. This solution was used to create optimised local pages, both in terms of natural SEO and user experience, simplifying the purchasing process and reducing the number of clicks required. The Store Locator also made it easier to update point-of-sale information in real time on all digital platforms, providing potential clients with reliable and up-to-date information.

RESULTS:

20%
increase in local visibility on mobiles within three months of implementation of the Store Locator solution.

10%
increase in visibility on Google pages

2023 – a year of generative artificial intelligence

In 2023, DÉKUPLE reached a decisive milestone in the field of artificial intelligence, marking a year of remarkable transformation and innovation. We fully involved our employees in this adventure, offering them training, enabling them to master AI and incorporate it into their day-to-day lives. This strategy ensured a seamless integration of AI into our marketing solutions, offering our clients increasingly relevant and personalised responses. In addition, aware of the importance of using generative artificial intelligence (GenAI), we developed training programmes for company managers and their teams, providing them with the tools and knowledge needed to understand and integrate these new tools into their processes.

DÉKUPLE

The DÉKUPLE Group has launched expert training courses in generative artificial intelligence for managers



The DÉKUPLE Group, whose diversity of skills is based on creativity, data and technology, is at the heart of GenAI applications. We have created specialised training aimed at raising awareness and training management committees, executive committees and their managers in the key issues associated with GenAI. These training courses are delivered through four entities: Brainsonic, Converteo, the DÉKUPLE Agency and DÉKUPLE Ingénierie Marketing BtoB, each offering a unique and complementary approach covering a wide range of knowledge and use cases.

more than 4,000 people trained

nearly 50 companies in all sectors

4 expert training courses at the Group

Use of AI at Yoplait

Although artificial intelligence is not yet central to Yoplait's activities, an increasing number of employees are starting to use it in their area of expertise.
It is also a subject of major interest for management teams, who are considering the way in which this technology might contribute to corporate strategy.

I believe that artificial intelligence is an essential driver of our digital transformation and that is why we are starting to explore how AI can optimise our processes and operations and improve the experience of our clients and consumers.

BEAUVAL ARNAUD – E-COMMERCE DIRECTOR FRANCE & UK – YOPLAIT

Deployment strategy

An increasing number of employees at Yoplait were asking for AI training. Since artificial intelligence training is easy to implement, the main challenge was essentially to support this change and provide the teams with training on understanding what it is and how to use it.

As part of a digital roadmap, the first step was to train the Executive Committee. Yoplait opted for a practical approach based on use cases. This provided them with a better understanding of what AI could offer and how it could be used both within the company and in the day-to-day lives of their clients and consumers. It was also an opportunity to address issues relating to data privacy, the impact on organisations, and even ethical areas.

After this initial phase, the programme was opened to a dozen employees representing the diversity of the company's business lines, i.e. a community of Digital Champions from the marketing, sales, human resources, R&D and communication teams. The objective was to rely on these "Champions" to identify use cases within their respective functions. They then went on to promote the use of AI within their teams and support their colleagues in this transformation process.

Objectives of the training

The Yoplait culture is based on everyone's commitment to their strategic ambitions. This programme aims to train and inspire the Digital Champions so that they can be ambassadors and therefore offer as many use cases as possible. The objective is to encourage them to submit numerous ideas, which will then be reviewed by the Executive Committee with a view to selecting projects to be implemented, with the aim of improving the operational efficiency of the teams or accelerating the Yoplait Group's growth strategy, by granting the necessary resources to deploy the best ideas during 2024.

The DÉKUPLE Group trains its employees in generative artificial intelligence



The Group has developed a GenAI approach corresponding to its values, by aiming to maximise the employability of all employees in the light of changes created by the emergence and rapid deployment of GenAI technology in the world of work.

This approach by the DÉKUPLE Group has three key pillars:

- **Supporting and involving all employees**
- **Enabling them to improve their expertise and skills**
- **Maintaining their motivation intact in a changing world**

Internal training

At DÉKUPLE, artificial intelligence is seen as a valuable opportunity to improve our skills and expand our activities. It is in this spirit that an internal training programme dedicated to GenAI was launched in March 2023, aimed at training all Group employees. Following a general introduction to tools such as MidJourney and ChatGPT, it became clear that we needed to accelerate the adoption of this technology by all our employees. Our aim is to transform this development into a major asset for the Group and for each individual.

To facilitate the rapid implementation and use of GenAI technology within the Group, we have created the position of "AI Evangelist". The main responsibility of the AI Evangelis is to lead employee awareness-raising, communication and training efforts, and then to assist each division, entity and department in adopting AI and developing related projects.

As part of this initiative, "AI Champions" have been appointed within each division, entity and department. Their role is to disseminate this innovation and assist in its implementation in close liaison with the businesses. These champions are coordinated by the AI Evangelist.

"As an AI Evangelist, I facilitate the cultural adoption of GenAI within our Group, by making this technology accessible to everyone. I organise training, create educational content and support AI integration projects. My goal is to demystify AI and encourage its innovative use, to transform our approach to work and to stimulate creativity. My role is essential to ensure that AI becomes a core competency and a driver of innovation within our company."

THOMAS GERVASONI



In 2023, we launched "AI Showcases", where our artificial intelligence champions, guided by the AI Evangelist, share their projects with employees. These sessions aim to present concrete AI use cases, providing practical examples of its application in our activities. The aim is to provide a better understanding of GenAI and to encourage its integration into our work processes.

What our employees have to say

Sandrine Hassan

"I created a benchmarking system that uses AI to analyse the performance of marketing campaigns across different sectors. This provides valuable comparative insights. This tool can also generate recommendations on how to improve campaigns, based on data analysis.
I have also developed a virtual marketing assistant. This automates content creation for emails and SMS. What is fascinating is that it offers different versions of content adapted to the current campaign, using API calls to diversify responses. Optimising content to increase recipient engagement is another key feature of this tool."

SANDRINE HASSAN
DEVELOPER, DÉKUPLE IS DEPARTMENT

Clarisse Cortés

"AI has moved from an experimental tool to an integral part of my daily workflow. I mainly use it to create written content, which has significantly changed the way I work. I can produce content faster and with more diverse ideas. It has also allowed me to go beyond some of my creative limits by proposing concepts and word plays that I would not have considered myself."

CLARISSE CORTES
HUMAN RESOURCES OFFICER AND CONVERTEO EMPLOYER BRAND

The Group moves into Europe

The DÉKUPLE Group's ambition to become a leader in data marketing in Europe is reflected in its commitment to supporting French and European companies in various international markets. The Group aims to offer innovative and tailored solutions based on an in-depth understanding of market dynamics.

As part of our internationalisation approach, we have stepped up our presence in Europe by committing to several strategic actions. We have increased our visibility by actively participating in international trade fairs, while strengthening our digital communication to reach a global audience. At the same time, we have commercially developed the export of several of our technological solutions, tailored to the needs of European markets.

IVIDENCE

Ividence is a platform that provides brands with crucial assistance in increasing their visibility in media newsletters. Its power lies in its extensive network and the efficiency of its newsletters and native advertising solutions, making it a must-have platform for brands looking to reach media readers and increase their reach.

With more than 50 leading publishers and 325 newsletters, Ividence generates 1.5 billion prints per month. These impressive numbers translate into more than two million visits to the sites each month, demonstrating the effectiveness of the platform.

For advertisers, the solution offered by Ividence allows them to reach their target audience within a high-quality editorial environment. For publishers, it allows them to broaden their audience and increase their brand awareness through creative and non-intrusive advertising formats. In addition, arrival rates are improved, time spent on sites is extended, and visits are of a high quality.

Ividence also stands out for its state-of-the-art technology, which optimises every email opening in real time, ensuring an enriching reading experience, with campaigns tailored to subscribers. The variety of advertising formats available, from standard IAB banners to custom native experiences, ensures seamless integration into newsletters.

In 2023, Ividence generated 46% of its revenue internationally, underlining its reach and success in the international market.

In 2023, Ividence achieved

46%

of its revenue outside France

Revenue achieved internationally increased

2.4

times compared with 2022

RocketLinks

For RocketLinks, the DÉKUPLE Group's platform for buying sponsored articles and netlinking, 2023 was a year of internationalisation.
International revenue increased by 2.4 times compared with 2022.
Several English-speaking profiles were recruited to develop the client portfolio and boost the media catalogue.
RocketLinks continues to offer a comprehensive range of solutions, combining SEO performance and branding, to help its clients achieve their marketing goals.

REECH INFLUENCE CLOUD™

In 2023, Reech Influence Cloud continued its international expansion by helping major brands and institutions to internalise and streamline their marketing influence strategies on a global scale.

The platform offers a full range of capabilities to search for influencers around the world, monitor competitor campaigns, manage campaigns from start to finish, align brand campaigns, drive investments, and more. A total of 60% of Reech Influence Cloud licences are used with the international option.

Reech Influence Cloud stands out for its compliance with social media rules and GDPR, and its recognition by regulatory bodies such as the ARPP and the EASA. The platform is used by well-known brands such as Club Med, Yves Rocher and ID Kids.

To support its growth, Reech Influence Cloud plans to increase its international workforce in Paris and continue to rely on the support of the DÉKUPLE Group to extend its influence in European and local markets.

60%

of Reech Influence Cloud licences are used with the international option

Group innovations in 2023

A new practice created by Converteo

Converteo announced the appointment of David Spire as partner to lead a new practice dedicated to Product Management. This initiative aims to structure and develop solutions around the challenges of product management, including discovery, delivery, UX/UI design, user research and organisation. David Spire, a well-known expert, has join Converteo to strengthen its data-driven product management consulting services. An entrepreneur and recognised leader in product management, he has led numerous innovation and digital transformation projects and digital product launches, notably at one of the world's leading tourism companies, TUI, and then at B&B Hotels Group, where he led the product teams.

CONVERTEO

CRM as a Service

Designed by Ividence, "CRM as a Service" enables media brands to implement performance-based audience acquisition strategies, in response to lower audiences on Google Explorer and the decline in SEO.
Currently with a base of more than 1.7 million contacts, this CRM facilitated the sending of more than 200 million emails this year, generating four million clicks on media sites. This solution stands out for its performance-based payment model, aligned with the concrete results generated for its clients. In addition, its innovative algorithm automates profile selection and content customisation in real time, paving the way for promising prospects in terms of personalised content for 2024.

IVIDENCE

Influence Hackathon

Reech launched its Reech Learning Program, a pioneering initiative in influencing marketing training, leveraging more than ten years of experience and innovation in the field. The programme's flagship event, the Influence Hackathon, is a three-day immersion in which theory meets practice in a dynamic and interactive setting. Participants benefit from privileged access to industry experts and leaders, enabling them to develop effective and real-world influence marketing strategies.

For its first edition, the Influence Hackathon was a real success, with more than 180 pre-registrations, 20 participants drawn at random, nine Reech coaches, five speakers and 14 training courses provided.

Smart Traffik measures the impact of TV campaigns on in-store traffic

Smart Traffik announced its ability to measure the impact of TV campaigns on in-store traffic in real time with its oKube solution. This offering combines instant measurement, omni-channel marketing and advanced technology to analyse the impact of media investments. It provides accurate data the day after the first visit, covering visit volume, print efficiency and cost effectiveness. oKube aims to provide a detailed assessment of campaign performance, facilitating the generation of automatic reports that can be used to adjust marketing strategies.

Development of the divisions

A WORD FROM THE DIRECTORS

CONVERTEO

Raphaël Fétique
Thomas Faivre-Duboz
Co-founders

Jéremie Levy
Managing Director







WHAT IS YOUR ASSESSMENT OF 2023?

Raphaël Fétique, Thomas Faivre-Duboz, Jéremie Levy.

2023 was a key year for Converteo. The firm posted strong growth of 20% despite a high-pressure economic environment marked by a sharp slowdown in the consulting market. However, Converteo confirmed its position as a key partner in data consulting with key accounts such as L'Oréal, Carrefour, Samsung and LVMH. These accounts posted very strong performances in 2023, ranging from 40% to 70% growth. Despite the uncertainties, our clients continued to place their trust in us to successfully complete their data and AI transformation in direct contact with their general management.

At a sectoral level, the year marked a significant change in our growth sectors: the luxury-beauty sector outperformed retail, with growth increasing from 22% to 27% of our revenue, compared with 24% to 20% for retail. We also note the rise of BtoB groups, which have begun structuring projects on distribution and pricing.

Despite an uncertain macroeconomic environment (inflation, increase in interest rates, etc.), Converteo accelerated its diversification in 2023 by continuing to launch new activities to support our current and future clients with all their data issues.

The firm acquired Synomia, a pioneering company in the field of artificial intelligence and semantic analysis.

The Data Technologies team, whose activities are the essential technological extension of our business support, has evolved to implement large-scale integration projects. Examples include the global roll-out of pricing solutions and next-generation data platform projects that bring together all of a company's data in one place, with appropriate governance to then activate different use cases.

Solutions launched in recent months also produced concrete results in 2023, including Marketing Mix Modeling (MMM), an essential tool for measuring the return on investment of marketing in a world marked by profound changes in data availability and advertisers' ability to understand the performance of their acquisition channels. The certification by Google and Meta of MMM confirms our methodological approach and positions us as one of the most credible players in this area today.

Our new Pricing Strategy, Operations & Solutions offering, deployed in a context of high inflation, also recorded a significant increase in revenue, with bright prospects in 2024.

The launch of our Product Management practice, and the hire of David Spire as a partner to manage it, are the logical continuation of our historical expertise in optimising conversion and digital journeys. We are now in a position to support more clients in the realisation of their product strategy, by placing data and AI at the heart of our approach. The first hires carried out in 2023 will enable the practice to develop its activity in 2024.

Lastly, the threshold of 400 employees was crossed and, to support this growth, a major effort was made to structure the support functions, notably with the arrival of a Chief Financial Officer, Marine Bertrand, a

"We are fully aware of the impact AI will have on our businesses and its potential to bring significant value to our clients."

Staffing Director, Lan Florentin, and a Marketing Director, Laurent Nicolas-Guennoc.

ONE KEY DEVELOPMENT IN 2023 WAS THE EMERGENCE OF GENAI TECHNOLOGIES – HOW DID CONVERTEO ADAPT TO THIS NEW SITUATION?

RTJ. We are fully aware of the impact AI will have on our businesses and its potential to bring significant value to our clients.
Charles Letaillieur joined us to lead GenAI initiatives at Converteo, creating a community of experts around him.
A paradigm shift has taken place for our clients. AI opens up vast opportunities to automate and improve the productivity of various needs, whether through acculturation, experimentation or industrial projects. These projects cover a number of use cases: creation of personalised content at scale, management of client relations, improvement of data quality, knowledge management, data analysis and process optimisation, etc.
Converteo is consolidating its visibility in these areas, particularly with the launch of our specialised newsletter, Filter.IA. The certification of our teams on Google Cloud Platform (GCP) and our partnership with Amazon Web Services (AWS), entered into in 2023 and announced in early January 2024, demonstrate our ongoing commitment in this area.
Internally, GenAI is already improving our efficiency by allowing us to capitalise on the knowledge accumulated over the course of our assignments, facilitating our ability to respond quickly to our clients' needs.

WHAT ARE THE FIRM'S AMBITIONS FOR 2024?

RTJ. We are confident in our positioning and reaffirm our ambition to become the European leader in data and AI to support sustainable performance by 2030.
With this in mind, international development is an essential step, with the ambition of opening at least two offices outside Europe before 2025 to support our global clients.
Converteo has planned to diversify its activities into new verticals in order to share our data expertise with all business lines, such as supply chain, human resources and finance.
Lastly, Converteo is continuing its Data For Sustainability consulting service to help large companies define, deploy and manage impact projects that are compatible with a low-carbon strategy and new regulatory obligations: responsible e-commerce, circular economy, and CSR data collection and structuring.

Development of the divisions

A WORD FROM THE DIRECTORS

brainsonic
THE ENGAGEMENT AGENCY

Guillaume Mikowski

Co-founder and Chairman of Brainsonic



WHAT IS YOUR ASSESSMENT OF 2023?

Guillaume Mikowski. Brainsonic's performance was extremely positive in 2023. We were able to consolidate our positions with our major clients and were very visible, with 45 creative awards, particularly for our campaigns for Bescherelle, Lenovo and RATP Group. This success underscores our continued commitment to creativity, which remains at the heart of our value proposition. The year was also marked by the arrival of Jean-François Goize (formerly of Publicis) as the new creative director. Jean-François' career is marked by numerous awards in France and abroad, and we are very lucky to have him working with us.

ONE KEY DEVELOPMENT IN 2023 WAS THE EMERGENCE OF GENAI TECHNOLOGIES – HOW DID BRAINSONIC ADAPT TO THIS NEW SITUATION?

GM. Generative artificial intelligence technologies were a daily reality within our teams in 2023, and we can now say that we are a fully "AI Centric" agency. If I can go a little further back, we started in January 2023 with the deployment of a training policy that has become continuous for all our teams. Each month, we roll out new tools to intensify our uses and transform our businesses.
Their use has been remarkable in inspiring new ideas, as in the case of the La Maison Peugeot campaign, the redesign of UGC's visual identity, and the management of social media on behalf of our various clients.

WHAT IS THE OUTLOOK FOR 2024?

GM. In 2024, the agency's ambition is to strengthen our commitment to our clients. They are operating in a new world and our duty is to help them seize all the opportunities offered by GenAI. There are already advertisers with whom we have reinvented the way we work together, with the training of in-house teams, optimised production methods, more time for ideas, etc. To make all this a reality, this year we are launching a transformation firm, Brainsonic.AI, dedicated to generative artificial intelligence and focused on the contemporary issues of corporate communication and marketing.



DÉKUPLE
L'AGENCE

Claude Charpin

Managing Director of the DÉKUPLE Agency

THE AGENCY CELEBRATED ITS SECOND ANNIVERSARY IN 2023. WHAT DO YOU TAKE AWAY FROM THE YEAR?

Claude Charpin. Our agency reached a crucial milestone in 2023, which marked our second anniversary. As we know, there is a strong expectation on the part of advertisers for an integrated approach to branding and marketing performance. We have acquired some great client references, with fantastic campaigns combining these two aspects of marketing, which have actually won us 11 marketing awards, with BUT, Yoplait, MMV and Lipton. These successes illustrate our unique positioning on the market, a kind of hybridisation symbolised by our mascot, the "rabbit/tortoise", which represents the combination of short-term and long-term actions. Another key element was the strengthening of our retail offering, "Rethink and Reboost". We developed comprehensive solutions to support retailers in their advertising strategies, integrating services ranging from precise targeting to performance measurement, through multi-channel activation including SMS, digital and print channels.
A particularly important aspect was the launch of our new drive-to-store solutions, including "Drive-to-Store Monitor", "Catalogue Booster", "GeoTarget", and "Multitouch". These tools have been designed to optimise the effectiveness of our clients' drive-to-store campaigns by providing them with more sophisticated means of targeting and tracking.
In terms of branding, we considerably strengthened our strategic planning capabilities, enriched by data analysis. Using tools such as Listen & Watch, we were able to refine our understanding of our clients' targets, feeding into our strategies in a more efficient and personalised way.
These efforts were complemented by impressive client satisfaction results, with 100% of our clients expressing appreciation for our relationships and 91.7% willing to recommend us.

WHAT IS THE OUTLOOK FOR 2024?

CC. In 2024, we will continue to develop and enhance our retail offerings. We are also looking to expand our reach by offering innovative solutions for other sectors, such as consumer staples (FMCG) and the wine and spirits sector. These markets present unique opportunities and specific challenges and we are convinced that our expertise in digital marketing and branding can bring tremendous value. We are also increasing the integration of artificial intelligence into our recommendations and tools, in order to offer our clients more personalised and efficient solutions.
We will also strengthen our client retention and CRM solutions. This is a key area to support our clients with today's challenges, especially in uncertain economic times. We aim to build bespoke client retention strategies that meet the specific needs of each client, using insights and data to strengthen their relationships with their audience.

Development of the divisions

A WORD FROM THE DIRECTORS

DÉKUPLE
Ingénierie marketing B2B

Alexandre Garnier
Founder and CEO of DÉKUPLE
BtoB Marketing Engineering

IN 2024, YOUR MAIN INDUSTRIAL CLIENTS REMAINED LOYAL TO THE COMPANY. WHAT DO YOU THINK WAS KEY TO THEIR LOYALTY?

Alexandre Garnier. Our clients' loyalty is mainly explained by the measurable results we achieve for them, including an increase in the number of qualified leads and an increase in the number of digital-based commercial opportunities.



A professional buyer's decision-making process is now 80% online. We support our clients in their transformation to capture this demand. This opportunity is all the more important given that manufacturers generate 70% of their revenue from exports. Digital is therefore a strategic lever for them, more efficient and cheaper than traditional business models.
Our methodology is based on three areas: client knowledge, automation and the measurement of return on investment.

IN 2023, YOU ALSO PUBLISHED A STUDY WITH YOUR CLIENTS ON THE TRANSFORMATION OF BUSINESS PROCESSES IN INDUSTRY. WHAT ARE THE MAIN LESSONS YOU LEARNED?

AG. The study, based on client testimonials, highlights the main challenges addressed by digital technology: prospecting and acquiring clients in new markets, client development via account-based marketing, and retention and upselling based on client databases in CRM systems. It also reveals the first initiatives involving the use of AI to automate certain processes in lead generation processes.

YOU HAVE ALSO EXPANDED YOUR OPERATIONS INTERNATIONALLY, PARTICULARLY IN CHINA. WHAT WERE THE REASONS FOR AND THE RESULTS OF THAT EXPANSION?

AG. Three years ago, we opened an office in Shanghai to meet the commercial challenges of French industrial groups in the Chinese market. Our goal is to provide strong expertise in a radically different digital ecosystem. We have developed a strong partnership with Business France in China, which now allows Chinese brands to engage DÉKUPLE's services in setting up their business in Europe.

WHAT ARE THE NEXT STEPS FOR DÉKUPLE BTOB MARKETING ENGINEERING IN THIS EVER-CHANGING INDUSTRIAL LANDSCAPE?

AG. We will continue to innovate and develop our products and services to meet our clients' expectations: making digital a lever for accelerating sales. The Chinese market offers new opportunities that we are ready to seize, in the industrial sector, but also in pharma, education and luxury, where we already support major players such as Sinodis, Laboratoires Ethypharm, the Ecole Hôtelière de Lausanne and the Kering group's Boucheron brand.

DÉKUPLE
CHINA

Benoit Raoult

Vice-President of DÉKUPLE China



WHAT IS YOUR ASSESSMENT OF 2023?

Benoit Raoult. As 2023 was the year in which China emerged from Covid, we needed to undertake a significant transformation. We therefore launched our new identity, "DÉKUPLE China", and redesigned our workspaces to align them with a management approach adapted to the post-pandemic era. This has strengthened our positioning and allowed us to explore new horizons and business models.
This period also allowed us to consolidate our main business sectors, namely industry with Elkem, food service with Sinodis, and higher education with the Ecole Hôtelière de Lausanne. The healthcare sector, particularly with Ethypharm, is proving very promising. Cyril Nawawi's arrival as General Manager has played a key role in our success, thanks to his effective leadership of our team of 30 professionals and the structuring of our three divisions: consulting, strategy and agency. His contribution has been particularly significant in the success of our new ESN offering, confirming our company's growth and innovation potential.

WHAT IS THE OUTLOOK FOR 2024?

BR. For 2024, our strategic focus is to position ourselves as a pillar for companies based in China, aiming to protect their assets while guiding them through the challenges of digital transformation. Our mission is to provide specialised support during the key stages of this transformation, with a focus on cost control and human resource optimisation. We position our teams to provide rapid and effective support in the implementation of appropriate technology solutions, in order to increase efficiency and maximise our clients' return on investments.
Being aware of the uniqueness of the Chinese digital ecosystem, encapsulated by its own digital "Great Wall", DÉKUPLE China excels in supporting brands to help them meet challenges and identify opportunities in China. Our expertise extends to advising brands, particularly French and European brands, to enable them to adapt to the specific nature of the Chinese digital landscape. The importance of intercultural digital expertise is at the heart of our approach, as the differences in tools, platforms and legal frameworks between Europe and China require in-depth knowledge to build a nuanced and effective strategy.
Finally, DÉKUPLE China plays a crucial role in understanding and adapting to legal frameworks, such as the GDPR in Europe and PIPL in China, providing essential advice to ensure the compliance and success of digital initiatives globally. Our aim is to ensure a smooth and efficient digital transition for our clients, taking into account both European and Chinese perspectives.

Development of the divisions

A WORD FROM THE DIRECTORS

le nouveau bélier
GROUPE DĒKUPLE

Stéphane Duverger-Nedellec
Antoine Jubert

Co-founders





WHAT WERE THE HIGHLIGHTS FOR LE NOUVEAU BÉLIER IN 2023?

Stéphane Duverger-Nedellec. The highlight of 2023 was our merger with the DÉKUPLE Group. This association represents a strategic development, enabling us to create a unique global support offering, enriched by the Group's data-driven skills. Together, we can now offer a more comprehensive and integrated approach, combining advertising strategy, creativity and data analytics, enabling us to provide our advertisers with more personalised and efficient solutions.

Antoine Jubert. In addition, we are convinced that artificial intelligence has the power not only to revolutionise, but also, and above all, to humanise the retail sector. Our approach is to use AI as a tool to deepen our understanding of consumer expectations, allowing us to design truly personalised experiences. By proactively anticipating their needs, we can create more empathetic and enriching touchpoints, strengthening the connection between brands and their clients.

WHAT ARE THE MAIN SYNERGIES WITH THE GROUP AND HOW DOES THIS IMPROVE YOUR OFFERING?

AJ. The synergies between our branding and advertising expertise and DÉKUPLE's data-driven skills are considerable. We can now integrate cross-channel marketing strategies based on digital and data, which significantly increases our ability to support brands in their marketing transformation. Access to DÉKUPLE's advanced data marketing solutions allows us to refine our campaigns with unprecedented precision, improving performance and impact for our clients.

WHAT IS THE OUTLOOK FOR 2024?

SDN. The future of communication in retail is incredibly dynamic. Retailers must not only adapt to new technologies and changes in consumer behaviour, but also incorporate societal and environmental issues into their communications. Le Nouveau Bélier, with the support of DÉKUPLE, is ideally positioned to guide retailers through these challenges. Our ambition is to continue to innovate and deliver strategies that not only meet today's consumer needs but anticipate them, creating memorable and meaningful brand experiences.

GROUPE grand mercredi

Sophie Gaillet

CEO Grand-Mercredi Group



WHAT WERE THE HIGHLIGHTS OF 2023?

Sophie Gaillet. In 2023, our team was very busy on two major fronts. First of all, we had to deal with problems with the performance of our media platforms, striving to maintain consistent quality to meet the expectations of our growing audience. At the same time, we paid considerable attention to our clients' concerns, seeking to improve their overall satisfaction in order to strengthen our position in the market.

With the seniors market growing steadily, it is crucial for us to remain relevant and attractive to our existing audience while attracting new grandparents. In addition, we have become aware of the growing challenges associated with the increasing age of our readership, which has led us to develop content and services that are more tailored to their specific needs.

Our clients have expressed an increasing need to save time in their interactions with our platforms. This reinforced our commitment to providing a high level of service, in-depth industry knowledge and a creative approach to meet their expectations in an often underestimated market.

WHAT IS THE OUTLOOK FOR 2024?

SG. We continue to do a lot of work on growing our media and are making significant changes to our content, since we will begin to deliver real surveys on the seniors market.

The ambition is to move the silver economy forward at our level through our data and our feedback from readers.

We will spend 48 hours in senior residences, test hearing check-ups, visit organisations active in the seniors market, and even test SNCF services for senior citizens and the call centres of health insurance companies.

The idea is to bring an authentic, new, and sometimes even critical eye, to advance the seniors market in France, in which we all have a stake.

Development of the divisions

A WORD FROM THE DIRECTORS

SmartTraffik

Laurent Simonin

Co-founder and CEO of Smart Traffik

WHAT WERE THE HIGHLIGHTS FOR SMART TRAFFIK IN 2023?

Laurent Simonin. Joining a group is a complex process that requires effective communication, proactive change management and the identification of synergies. We were able to be flexible in dealing with the challenges posed by this integration and I believe that we have managed to derive a number of mutual benefits from it. As a director of Smart Traffik, I can state that our company is now stronger and more competitive. This is reflected in an increase in our revenue, which grew by 7% in 2022, and by 14% in 2023, confirming the trend seen since the end of Covid-19. This growth is partly driven by our new measurement solution, oKube. Our sales activity in 2023 was also very dynamic, with a 51% increase in the volume of transactions signed. This result confirms my earlier statement, namely that our company is today, within the DÉKUPLE Group, stronger and more competitive.



WHAT IS THE OUTLOOK FOR 2024?

LS. In 2024, we will continue to develop the drive-to-store measurement business. The objective is to double its revenue. We will continue to stabilise the web-to-store activity and, over the year, precisely analyse the extent to which this solution meets market expectations. Of course, we will continue to implement synergies within the DÉKUPLE Group and step up our communication/ marketing actions. Finally, in anticipation of the expansion of the oKube activity to new countries, investments will be made to extend the scope of the ID graph.

REECH

Guillaume Doki-Thonon
Maxime Doki-Thonon

Co-founders of Reech

DID 2023 MARK A TURNING POINT IN INFLUENCE MARKETING, PARTICULARLY IN TERMS OF THE REGULATION AND PROFESSIONALISATION OF THE SECTOR, AND WHAT ROLE DID REECH PLAY IN THESE CHANGES?

Guillaume & Maxime Doki-Thonon. 2023 was a pivotal year for influence marketing. The start of the year saw significant media coverage of a certain type of influencer, which helped to create a feeling of mistrust around influence marketing. It was important to restore trust between advertisers, influencers and consumers. The so-called "Influence" law, enacted on 9 June 2023, contributed significantly to this.

The period over which this law was drafted also highlighted the need to unite the sector. Reech was a driving force in co-founding the first union of industry players: UMICC, the Union des Métiers de l'Influence et des Créateurs de Contenu.

This new framework has helped to clean up the market and restore confidence – a necessary condition for the growth of influence marketing. The year was also marked by an unstable economic and geopolitical situation, leading to budgetary constraints for some advertisers. This context, coupled with a greater maturity of influence



marketing among advertisers, accelerated the trend towards internalisation. This development is very favourable for Reech Influence Cloud, our technology solution for internalising influence, which grew rapidly in 2023.
This was true across all markets: 60% of our licences have the "International" option activated.
Finally, the creation of dedicated influence teams at advertisers implies a very strong need for training.
With ten years' experience in influence marketing, Reech has made this skill widely accessible by creating the Reech Learning Program, a new branch that takes the logical next step in supporting all operators in influence marketing, across its entire value chain.

WHAT IS THE OUTLOOK FOR 2024?

GDT & MDT. We began 2024 by publishing the eighth edition of our annual study. In 2022, the study surveyed brands, then consumers in 2023. In 2024, we decided to give content creators a voice again. Around 1,300 creators responded against the backdrop of a very tumultuous environment for the sector.
To provide broader insight, we added data from our proprietary Reech Influence Cloud technology as well as media processing analysis by Synomia, recently acquired by Converteo.
In an environment in which economic and industrial developments can make advertisers hesitant, brands are adopting rational, data-based decisions, which is at the heart of Reech's positioning.
We expect a very strong year of growth for Reech Influence Cloud. Artificial intelligence opens up new potential for unprecedented developments. Some have already been deployed recently, such as "Brand Safety" and "Speech2Text", analysing what is said in influencer videos. Growth is accelerating in France and internationally, particularly in Europe.
Moreover, the French Influence law is the first in Europe and is likely to be emulated elsewhere. Just as the Autorité de Régulation Professionnelle de la Publicité (Professional Advertising Regulatory Authority) uses Reech Influence Cloud in France to monitor influencers' compliance with advertising rules, European equivalents could follow in their footsteps, as Reech is one of the two technology players shortlisted by the EASA (European Advertising Standards Alliance).
In 2024, we also intend to significantly accelerate the communication and development of our Reech Learning Program, with the aim of becoming the leading Influence Marketing training course for advertisers in France. The second Influence Hackathon was held on 20-22 March.
Finally, Reech benefits from strong synergies with the DÉKUPLE Group, since a number of subsidiaries collaborate with Reech Agency and benefit from our Reech Influence Cloud platform. The arrival of new players within the Group points to fruitful future collaborations.

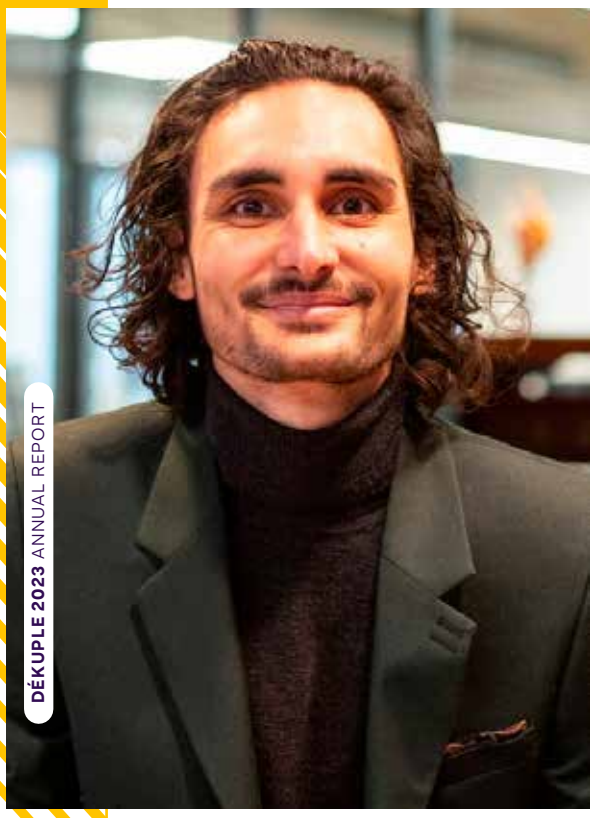
Development of the divisions

A WORD FROM THE DIRECTORS

RocketLinks

Maxime Doki-Thonon

Managing Director of Rocketlinks



WHAT WERE THE HIGHLIGHTS OF 2023?

Maxime Doki-Thonon. In the face of a rapidly growing netlinking market and the growing needs of its clients, RocketLinks launched a recruitment plan to support its business. Around ten employees joined us in 2023, i.e. +50% in one year, to strengthen our various core businesses, all of which are essential to achieving our objectives: sales, netlinking project managers, media project managers, media traders, marketing, client support and IT team. These recruitments support the "human assistance" component that we promote. Our role as a netlinking assistant has also been supported by technological contributions. To help our clients outperform their competitors, we have also developed a new solution called RocketLinks Benchmark. This is the only solution on the market that aggregates data from the main SEO tools and allows a brand to identify its competitors' most effective netlinking strategies. This solution is a game-changer. Our SEO expert clients have reported their satisfaction with the time saved and the relevance of the data reported!
Finally, 2023 was also the year of internationalisation. A number of English-speaking employees were hired, both to develop our client portfolio and to boost our media catalogue. In terms of marketing and communication, efforts were also made in terms of visibility and lead generation: participation in BrightonSEO, creation of English-language content, digital acquisition campaigns, etc. The international business meanwhile saw its revenue increase by 138% compared with 2022.

WHAT IS THE OUTLOOK FOR 2024?

MDT. Becoming the meta-platform for all SEO professionals worldwide remains our main objective by 2025. We will therefore continue all the actions implemented so far in order to achieve this objective, i.e. the bespoke support, both human and technological, that we offer our clients and which sets us apart from our competitors. Being able to offer a complete netlinking and branding offer is also essential. At RocketLinks, we offer our expertise in all the actions complementary to sponsored articles in order to meet our clients' SEO and branding needs. This represents real added value that we will continue to highlight in our commercial offering. The international market remains a major challenge this year if we want to be a global benchmark. This includes adding new, high-quality international media to our catalogue, prospecting new clients in target markets, and BtoB influencing to collaborate with recognised local SEO experts. Finally, our product roadmap remains a priority in meeting our clients' needs. Recently, the RocketLinks Plug-In, RocketLinks AI and RocketLinks Benchmark were launched... we are proud of them, but they're just the start!

DÉKUPLE
PROMOCIÓN Y FIDELIZACIÓN

Rodrigo Serrano

Managing Director of DÉKUPLE Iberia

WHAT WERE THE HIGHLIGHTS OF 2023?

Rodrigo Serrano. The highlights of 2023 included the consolidation and maturation of the structural changes we adopted at the end of 2022. The Key Account team focused on managing existing clients and increasing the work carried out for them. We remained the leading agency for retention in the insurance industry and made progress in developing campaigns in the consumer goods sector, which was one of our objectives for the year. The separation of the prospecting activity from client portfolio management was one of the decisions we made. This proved to be a success as we won a total of 40 new clients, including major brands such as Bridgestone, BigMat, Northgate and Clarel. Added to our existing clients, we reached a total of 78 clients in 2023. Another important milestone was the start of our work with Reech to consolidate the influence marketing activity in Spain, developing a number of campaigns with brands such as DECIMAS, Alain Afflelou, Burger King and Dobel.

WHAT IS THE OUTLOOK FOR 2024?

RS. The outlook for 2024 is to grow the accounts of clients we already work with. We also want to continue to strengthen our influence marketing business. Finally, we want to explore new sustainable business lines with long-term profitability. In 2023, we created a department dedicated to strategies and the exploration of new business lines and created even more synergies within the Group.



Development of the divisions

A WORD FROM THE DIRECTORS

DÉKUPLE
SOLUTIONS ABONNEMENTS

Nancy Faure

Managing Director of DÉKUPLE Solutions Subscriptions



WHAT IS YOUR ASSESSMENT OF 2023?

Nancy Faure. The economic environment was unfavourable to our activity in 2023, in particular as a result of persistent inflation, which affected French consumers' purchasing power and, by extension, their consumption of print media. Despite this challenge, we continued to invest in our media subscription promotion activities and continued our multi-channel transformation, with a focus on several strategic areas.
Firstly, we strengthened our approach to client segmentation and personalised journeys, adopting what we call "precision marketing".
Secondly, we continued to digitise: more than 60% of our orders are now placed online, representing an improvement of more than 20 points. This trend is largely due to initiatives we launched previously, such as print-to-web, which improves the customer experience and adapts to new consumer habits.
Finally, we are continuing of course to capitalise on data, with for example the France Abonnements brand, a new value-creating model that allows us to target clients at the right time and reach those who are most receptive to our solutions.
In 2023, we also consolidated our partner portfolio by welcoming new players, such as Conforama, reflecting our continued attractiveness on the market.
We also stepped up our efforts in eco-design and carbon footprint reduction, recording a 30% reduction in our carbon footprint linked to mailings. These initiatives reflect our commitment to protecting the environment.
On the other hand, we are delighted with the success of the relaunch of the France Abonnements brand, with a new split payment solution designed to attract younger clients.
Finally, 2023 marks our first steps in the world of A Vos Kids, a solution that aims to introduce more children to the pleasures of learning. This year was a learning period, during which we gained valuable knowledge about our clients and their specific expectations. The initial results of this initiative are encouraging and we are confident in its future growth potential.

WHAT IS THE OUTLOOK FOR 2024?

NF. In 2024, we are continuing to invest in promoting print media subscriptions. We have a two-fold challenge: to succeed in acquiring new subscriptions in a context that remains uncertain, while continuing to increase client retention.
In terms of acquisition, we are focusing on a number of areas. The first is to continue with our multi-channel approach and to continue to grow in terms of e-commerce expertise.
Secondly, we want to develop our model to better meet our clients' expectations, for example by giving a stronger share to the regional press.
Retention is also a key area for us. Our clients are generally very satisfied, as shown by the trend in our subscription cancellation rate. Our goal is to further improve this retention by developing differentiated models, segmenting our clients by age, subscription duration, etc., to offer them tailor-made experiences.
Lastly, AI is a major lever in accelerating our time-to-market. We want to launch campaigns faster and even more efficiently, and AI plays a key role in this acceleration.
We continue to take advantage of the opportunities offered by this technological revolution to remain at the cutting edge.

DÉKUPLE ASSURANCE

Arnaud Delpierre

Chief Executive Officer of DÉKUPLE Assurance



WHAT IS YOUR ASSESSMENT OF 2023?

Arnaud Delpierre. We saw an increase in activity in the healthcare sector, reflecting our growing involvement in this area. We also consolidated and strengthened the skills of our teams, allowing us to be better prepared for future challenges. In addition, we focused our efforts on implementing alternative solutions with healthcare players, to enable advisers to defend the client portfolio. The launch of the MaTension app for testing was promising in 2023 and we intend to continue developing it in 2024.

With regard to our activity based on our historical model, we worked continuously on the exploitation of data to improve our scoring, contributing to an improvement in profitability. We also repositioned our creations, which was beneficial for our brand image. The launch of the partnership with MisterAuto and our first steps in the automotive sector also represent a new growth opportunity for DÉKUPLE Assurance.

In terms of the legal environment, we faced challenges relating to the regulation of outgoing calls, although we were able to adapt and find solutions in line with legal requirements. Lastly, the overhaul of our information system was a major focus of our strategy. We increased the use of data and digital technology, enabling us to better understand and respond to our clients' needs. In addition, this redesign gives us the ability to quickly integrate AI into our environment, opening up new opportunities for innovation and market differentiation.

WHAT IS THE OUTLOOK FOR 2024?

AD. First of all, we want to continue growing with a focus on partnerships. We have plans to develop new products, particularly those aimed at automotive players, as well as other sector-related products. The tests we carried out at the end of 2023 were encouraging, and we are excited about venturing into this new area. Next, we intend to launch our brand-new healthcare offering. This initiative follows on from our BtoC experience in this area following the takeover of Kovers.

We also plan to diversify our distribution channels, with an increasing focus on digital marketing. We are drawing on the Group's skills and resources and building on the data analysis tools already in place, including Family Square. This ensures we remain focused on profitable operations and optimise our efficiency.

We will therefore carefully manage our growth, ambitious investments and profitability.

Our awards

The DÉKUPLE Agency: 11 awards

3 AWARDS
for BUT, including GOLD at the Trophées Marketing awards

2 AWARDS
for La Banque Postale, including the "Grand Prix" at the Cas d'Or Client Experience awards

1 GOLD AWARD
for Lipton, at the TOP/COM Grands Prix Consumer awards

2 AWARDS
for Yoplait, including Silver at the Grand Prix de la Data awards

2 AWARDS
for HMDS, including the Special Jury Prize at the Cas d'Or Marketing awards

1 GOLD AWARD
for MMV at the TOP/COM Grands Prix Consumer awards

DÉKUPLE BtoB Marketing Engineering: 5 awards

3 AWARDS
with Septeo, including Gold at the BtoB Leaders awards

2 AWARDS
with Mersen, including Gold at the Cas d'Or Digital awards

Brainsonic: 45 awards

Bescherelle

21 AWARDS
with the Bescherelle "Bad Prompt" campaign, including Gold at the La Nuit des Rois awards

RATP

7 AWARDS
with the campaign to raise awareness of gender-based and sexual violence for RATP, including Gold at the Grand Prix Stratégies de la Communication d'Engagement awards

Play-Doh

4 AWARDS
with Hasbro and the "Fanny Herpin x Play Doh" campaign, including the "Grand Prix" at the Cas d'Or Social Media Influence awards

Lenovo

6 AWARDS
for the Thinkpad 30th anniversary video campaign with Lenovo, including Gold at the TOP/COM Grands Prix Consumer awards

believe. CAREERS

1 BRONZE AWARD
with Believe and the redesign of the career site, at the TOP/COM Corporate Business awards

UIMM LA FABRIQUE DE L'AVENIR

1 GOLD AWARD
for UIMM with the #FiersDeFaire campaign, at the Grand Prix Com-Ent awards

WARNER BROS. DISCOVERY

1 SILVER AWARD
with Le Mois Batman, for WARNER BROS DISCOVERY, at the Heavent awards

orange bank

1 GOLD AWARD
for Orange Bank's "Paf le Prêt" campaign at the Cas d'Or Advertising Innovation awards

Microsoft

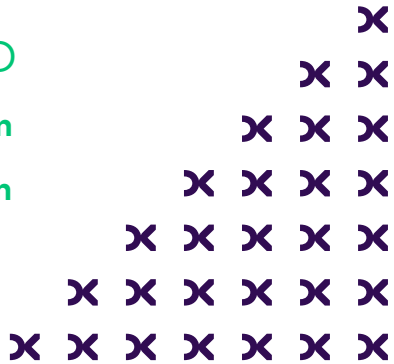
1 GOLD AWARD
for Microsoft's "Blue Screen Lands" campaign at the Heavent awards

CROIX-ROUGE FRANÇAISE

1 GOLD AWARD
for the Red Cross's "Journées Nationales" at the Marketing Content First awards

Groupe Pierre & Vacances CenterParcs

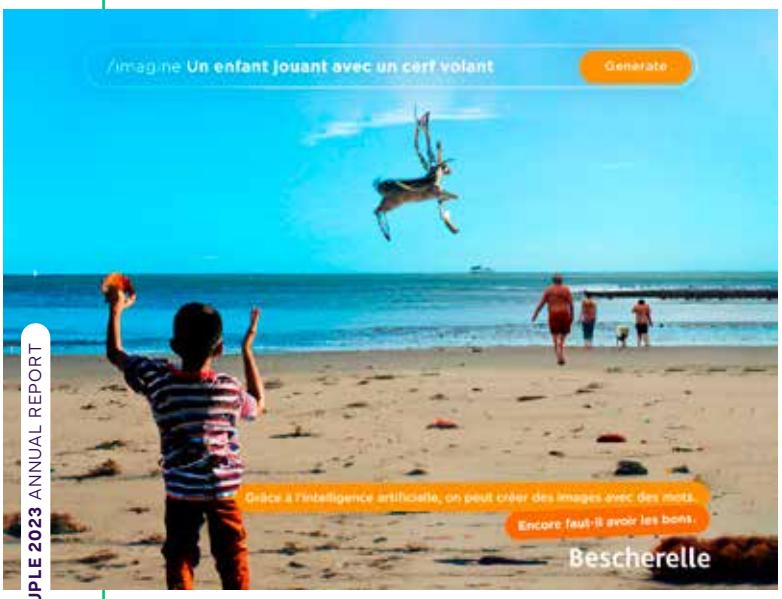
1 GOLD AWARD
for Center Parcs, YouTube channel, at the Cas d'Or Social Media Influence awards



Brands that trust us

Bescherelle x Artificial Intelligence

Bescherelle engaged Brainsonic to remind everyone of the importance of French: without French, it is impossible to use artificial intelligence and show that, behind every AI, there is a human being.





Artificial intelligence will become a permanent part of our lives and business activities, so we must be able to use the "prompt" (command text that goes through a series of algorithms to produce an AI creation). But before using it, you need to know how to write this prompt correctly. The Brainsonic agency therefore chose to have fun with the prompt by filling in sentences including spelling and syntax errors.
The outcome?
AI generated visuals that had nothing to do with the expected result. Quirky and absurd, these visuals perfectly illustrate the importance of language proficiency!

RESULTS:

> 25
million views in earned media (media and social media references)

> 130
LinkedIn posts in France and internationally

and nearly 14,000
positive reactions

Around 20
articles in France and abroad and two TV appearances (BFM and M6)

Success in France and abroad

ThinkPad 30th Anniversary

To celebrate 30 years of innovation, technological boldness and legendary reliability, Brainsonic designed the first edible ThinkPad X1 Carbon in collaboration with 22-year-old pastry chef Daniel Martins, an Instagram and TikTok influencer.

This Thinkpad is the first not made to last or go into space... but to melt in the mouth. It has all the characteristics of a high-end computer: a low-sugar storage disk, a triple-layer processor with a gooey core... The ThinkPad anniversary campaign was a teaser and a means of presenting this special ThinkPad as a true limited edition, entitled ThinkPad 30th Anniversary, on the brand's social media accounts.
The campaign also included a presentation film – with a touch of humour and gourmet indulgence – disseminated on social media (Instagram, Twitter and LinkedIn), with the participation of influencers, a social media plan and a PR presentation to unveil the operation to the press and to lifestyle and gaming influencers.



RESULTS:

8 million social media impressions thanks to various posts by influencers and the brand

1.66 million views of the film, organically

25,500 social media reactions

ThinkPad **PCs** won by the biggest, and smartest, fans who found the 1992 Easter egg

Brands that trust us

L'Oréal and GenAI achieve SEO optimisation

L'Oréal, the world leader in the cosmetics industry, distinguished itself by exploiting generative artificial intelligence to revolutionise its natural referencing (SEO) operations.

The huge challenge of managing 780 websites, 800,000 pages, on 135 different markets and with 36 brands prompted L'Oréal to add AI to its SEO arsenal. L'Oréal's approach was not to generate content via AI, but rather to use AI to better understand traffic and manage its vast online content.
In collaboration with Converteo, L'Oréal designed a "dissonance score" to sort high-quality content from "digital noise", thereby optimising visibility on the main search engines, primarily Google. This selective strategy resulted in the indexing of high-quality content, reinforcing the overall SEO performance. Tackling content cannibalisation was a priority for L'Oréal. Generative AI was used to analyse page content and identify keywords and semantic fields where multiple pages compete. This approach succeeded in optimising overall site traffic by reducing internal competition, while maximising the relevance of each page. Some 2,000 pages are analysed per hour: "The aim was to improve SEO to obtain the most accurate response to a request, in human language," explains Charles Letaillieur, AI Lead at Converteo. "Given the volume of the content involved, a team would not be able to manage this amount of material manually."
To measure the practical impact of these initiatives, L'Oréal adopted Google's "Cal Impact" framework, assessing the incremental effect of SEO actions over a 28-day period in terms of impressions and clicks. This rigorous analytical approach ensured that each action taken had a measurable and significant effect on site performance.

IN SUMMARY:

Management of 780 websites, 800,000 pages, on 135 different markets with 36 brands.

Approximately 2,000 pages analysed per hour.

Lacoste: excelling in modern marketing

Lacoste incorporates Marketing Mix Modeling (MMM) into the heart of its marketing strategy.

With customer journeys from acquisition to conversion and then to retention are becoming increasingly complex, MMM is a powerful, omnichannel measurement tool that respects consumers' privacy. Through statistical analysis of CRM and media investment data as well as performance data (online traffic, offline traffic, revenue) over a long period, MMM can be used to develop a holistic view of the impacts of marketing and to identify the real increments generated by each lever activated.
Converteo proposed a "cascading" MMM approach to Lacoste. Unlike traditional MMM, which measures the contributions of online and offline marketing levers on a performance indicator, cascading MMM also measures cross-channel effects such as drive-to-web-to-store. The Lacoste teams are therefore able to understand the role played by digital in store conversions, a key omnichannel driver.

Heurus – ageing happily

The Grand-Mercredi Group supported Heurus (a provider of serviced residences for new-generation seniors) in the creation of its new brand identity. The aim was to create an advertising strategy validated by a panel of senior citizens who would support the sales strategy.



THE GRAND-MERCREDI GROUP THEREFORE DEVELOPED A THREE-STEP CAMPAIGN:

- Editorial and graphic creation via three concept proposals
- Test involving a panel of five seniors in the form of qualitative interviews on creative intentions to co-develop the final strategy
- Validation of the final concept and its implementation into a package of communication assets (logos/landing page/ press announcements, etc.)

Brands that trust us

Caisse d'Épargne

Gaining recognition among young people means listening and taking concrete action!

That is why the DÉKUPLE Agency proposed designing new banking services specifically for 18-25 year olds that will be developed in 2024 "for real"!

The DÉKUPLE Agency created the "Reinvent Your Bank" campaign for Caisse d'Épargne des Hauts de France with the slogan "With 'ifs', you can reinvent your bank".

At the heart of the operation: a call for ideas on three topics that resonate with students' concerns: housing, health and solidarity initiatives.

The three winners of the competition will develop their ideas for innovative services in collaboration with Caisse d'Épargne des Hauts de France.
By expressing its desire to give clients a voice, and listen to and collaborate with them, the bank is forging closer relationships with the new generation of clients who are sensitive to the customisation of services.

The overall system aims to engage young workers reached by a social media and video campaign accompanied by the deployment of dedicated promotional materials: in-branch posters, targeted emails and a media partnership with the L'Etudiant student media outlet.





IN SUMMARY:

pragmatic insights

1 360° campaign

1 competition

1,200 projects received

6 pitches to a panel of judges

3 winners with 3 projects developed with the bank in 2024

300 euros per month for 1 year for each of the winners

MMV

MMV offers hotels and club residences in 16 resorts in the Alps.



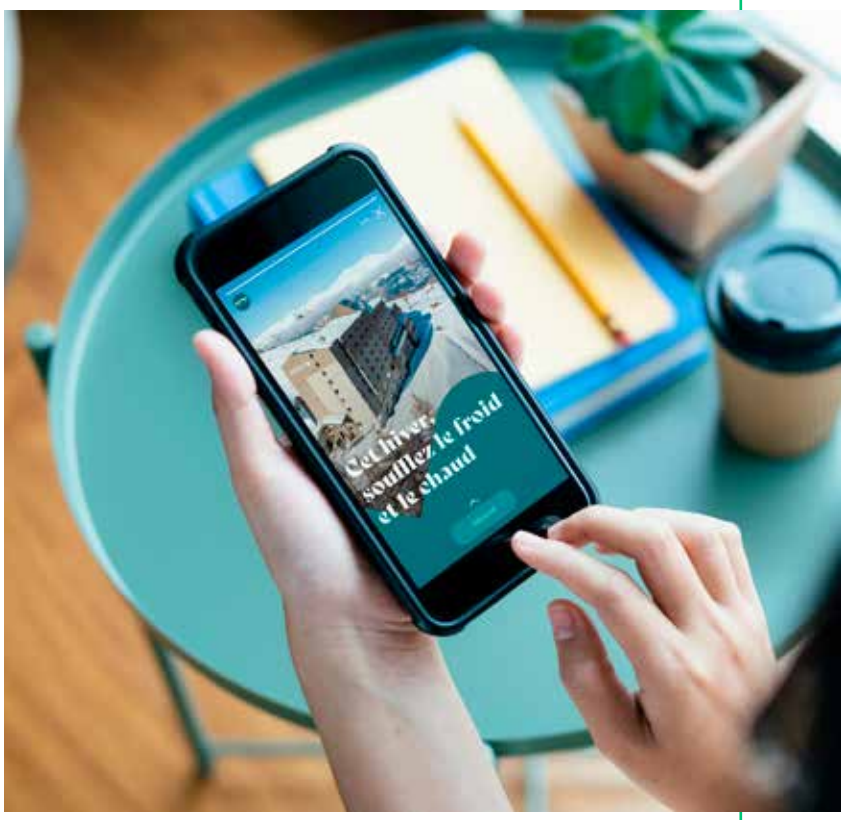
To modernise its image and anchor its positioning as an expert in mountain activities, the brand entrusted the DÉKUPLE Agency with a visual and editorial overhaul of its identity.
The redesign included a major challenge: maintaining the brand name but moving past the meaning of the acronym MMV ("Mer, Montagne, Vacances" – Sea, Mountain, Holiday), as the group now solely offers mountain-based activities.

The mountain landscape at the heart of the brand's identity:

- Visually, through the logo and graphic grammar
- Semantically, through the expressions and vocabulary used in the editorial approach
- Symbolically, by playing on myths and legends such as the dahu or the yeti.

The new identity was used on all points of contact, from brochures to banners, as well as in a website and social media facelift.

MMV then consulted the agency to optimise its commercial strategy: new guidelines were defined to optimise the business impact of the campaigns and a kit was produced by the agency to facilitate the implementation of the new guidelines by MMV's employees.
The campaign won a Gold award at the TOP/COM Grands Prix Consumer in 2023.



Brands that trust us

CAMIF #TourduMIF

Camif called on Reech to help promote its know-how and eco-responsible values.





Working alongside a profile exhibiting strong values, the Made-in-France Tour was created. As part of a road trip in a van (fuelled by cooking oil!), the designer stopped off at Camif workshops to meet and promote the craftsmen and experts who produce Camif furniture.
She produced episodes from her encounters in the form of a micro-series, while aligning them with social media trends.

RESULTS:

1
influencer profile

28
varied content items (Reels, posts, YouTube video, YouTube shorts, blog article, Facebook shares, etc.)

4
networks activated

5 million
prints

MAPFRE

ConVENCER is a web content platform for the MAPFRE sales network, bringing together all the products to be marketed on a quarterly basis.

The platform is divided into two catalogues, one for the MAPFRE internal sales network and the other called “Brokers”, i.e. external sales agents. More than 50 pages are available to sales agents on which they can find complete information about all the products they can offer to their clients.
DÉKUPLE divided the work into two stages, each lasting one and a half months.

The first stage began with analysis of the previous quarter (creativity, developments and browsing analysis), proposing improvements in terms of the development of the platform (new buttons, improved browsing, new models) as well as at a creative level (images, videos and texts) for the next quarter and their implementation.

The second stage involved implementation of enhancements to the platform and, in parallel, the receipt of raw information on all MAPFRE products, their analysis, the production of and search for videos and images, transfer to templates and uploading of information to form the final catalogue.

More than 500 brands trust us

Banking and insurance

Caisse d'Épargne
Harmonie mutuelle
Société Générale
La Banque Postale
MACIF
LCL
AXA
santalucia
wakam
Adeslas SegurCaixa
Groupe VYV
malakoff humanis
MAPFRE
Kereis
Allianz
OCIDENTAL grupo agesa
SEGURCAIXA DIRECTO
pelayo
BANQUE POPULAIRE
yomoni
BNP PARIBAS

Industry

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

High-tech and software

Lenovo
DASSAULT SYSTEMES
intel.
septeo
sas

Real estate

Bouygues Immobilier
COGEDIM

Automotive

Valeo
MICHELIN
ALD Automotive
STELLANTIS

Food and drink

Kronenbourg
SCHENK
Interfel
St Hubert
Yoplait
Céréal Bio
evian
Bonduelle

Telecoms

SAMSUNG
bouygues
orange
vodafone

Retail

LEROY MERLIN
pimkie
Carrefour
Conforama
PRINTEMPS
boulanger
camif
E.Leclerc
FNAC DARTY
BUT
Cultura
DECATHLON
Optic 2000
UNIBAIL-RODAMCO-WESTFIELD

Luxury

HERMÈS PARIS
CHANEL
L'ORÉAL
SAINT LAURENT PARIS
JAEGER-LECOULTRE
BOUCHERON
KERING

Leisure and tourism

ACCOR
FDJ
DEEZER
Club Med
Europcar
Groupe Pierre & Vacances CenterParcs
SNCF

Services

sodexo
petits-fils
Edenred

Media

M6
UGC
france tv

Charities

Croix-Rouge française

The main HR and CSR challenges of 2024

Marie-Laure Ricard
Group Human Resources
and CSR Director



WHAT WERE THE NEW HR FEATURES IN 2023?

Marie-Laure Ricard. In 2023, we passed the symbolic threshold of 1,000 employees, a tangible sign of our growth. This growth was organic, with employees hired by the Group and all our subsidiaries, as well as through the acquisition of new companies, such as Le Nouveau Bélier, Smart Traffik and Synomia. The various subsidiaries also continued to grow, including Converteo, which passed the 400-employee mark in 2023. We continued our efforts to strengthen our group identity while respecting the autonomy and identity of each of the entities that have joined us. This is reflected in effective and continuous internal communications, with weekly newsletters, webinars and the construction of a common story through sponsorship. Our workshops and synergy meetings allow us to share our values, successes, strategic orientations, objectives and results. Finally, we are working together on cross-functional projects aimed at promoting collaboration and the sharing of best practices within the Group. Our commitment to artificial intelligence is a concrete example of this, demonstrating our desire to pool our resources and expertise to remain at the forefront of innovation.

“We are working together on cross-functional projects aimed at promoting collaboration and the sharing of best practices within the Group.”



WHAT IS THE OUTLOOK FOR 2024?

MLR. This year’s objective is to continue supporting the Group in its growth. We also want to support our various companies in their search for talent and to continue to welcome an exponential number of interns and work-study trainees looking to work in the profession, while boosting our reputation among schools and colleges. We will continue to work to promote our employer brand both to retain our existing employees and attract new talent. This commitment involves an onboarding policy, training and the importance placed on communication, both internal and external. A major new objective has been defined for 2024 – our international growth.

WHAT ARE THE CSR CHALLENGES?

MLR. We will continue to implement our CSR policy in the three social, environmental and governance areas. We want to involve our employees more in these areas, and even make them active stakeholders, particularly with the arrival of the Vendredi platform. Already present at Converteo, and recently rolled out more widely within DÉKUPLE, this platform enables our employees to find information, propose ideas and actions, learn about associations and contribute to their work. It is important for DÉKUPLE to offer our employees suggested actions to raise their awareness of societal, social and environmental issues. Each of our companies also stands out in this CSR dynamic through its own actions, such as Smart Traffik with “Marche pour les Femmes” (Walk for Women).

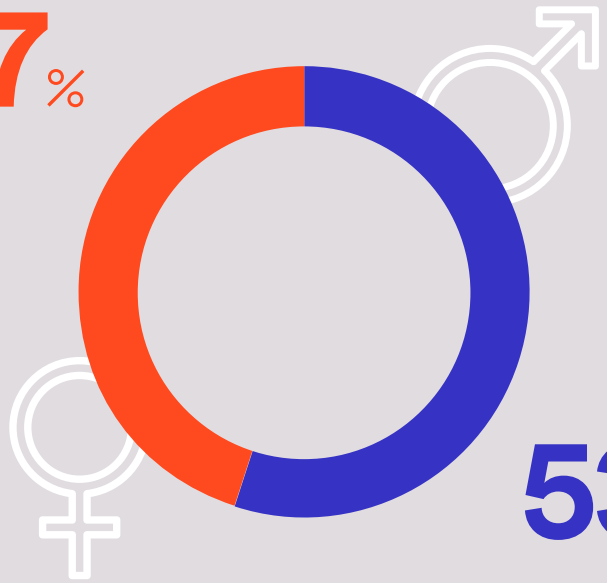
The HR year in a few figures

233
hires on permanent contracts

81
employees changed roles or department

35.7
years (average age)

47%
Women



53%
Men

5.3
years (average length of service)

7.5%
of the workforce outside France

664
employees benefiting from profit-sharing or incentive schemes

92%
on permanent contracts

87%
of employees received training

9,587
hours of training provided

Significant social dialogue with
75
meetings with employee representative bodies

Breakdown of workforce by commercial division



DÉKUPLE is committed to nine of the UN's Sustainable Development Goals

Three strong commitments underlie the nine SDGs adopted by DÉKUPLE

- Environment
- Social
- Governance

Since 2020, we have been a member of the UN Global Compact and have been working on nine Sustainable Development Goals:



Environment

The DÉKUPLE Group is committed to the environment and is seeking to reduce its ecological impact and incorporate eco-responsible practices into its activities. By launching an analysis of its carbon emissions in 2021, the Group laid the foundations for ambitious environmental targets for 2024. These take the form of a dedicated action plan focusing on the considered use of paper, reducing waste generation, adopting environmentally-friendly printing materials and recycling waste electrical and electronic equipment. The Group also promotes soft mobility to its employees, particularly through mobility packages within Converteo, Reech and the teams in Montreuil, Chantilly and Toucy, reinforcing its commitment to a healthier environment.

Here are some of our actions that we are proud to highlight:





French National Forestry Office

Since 2011, the DÉKUPLE Group has supported the French National Forestry Office's initiatives to promote wood resources, protect the environment and biodiversity, prevent and manage natural risks and welcome everyone to forest environments. Over the course of 12 years, the DÉKUPLE Group has financed various restoration and maintenance actions, planting trees on 11.85 hectares that will, among other things, absorb thousands of tonnes of CO_2 and organising educational school trips to forests for more than 2,200 children.

In 2023, the DÉKUPLE Group supported a number of major projects, starting with the restoration of the Ru du Bern river, thereby helping to enrich local biodiversity. In response to a fire, the Group enabled trees to be planted on an area of 1.35 hectares within the Sénart state forest. More than 100 children, divided into four classes, were also welcomed for educational nature-based activities.

Underlining our commitment to sustainability, the preservation of biodiversity and the fight against climate change, our partnership with the French National Forestry Office will continue in 2024, with significant new actions in favour of the environment.

DÉKUPLE is committed to nine of the UN's Sustainable Development Goals

ENVIRONMENT



Fresque du Climat

Since 2018, the Fresque du Climat, initiated by Cédric Ringenbach, has become an essential tool for raising awareness of climate issues at the DÉKUPLE Group and Converteo. Combining games and education, it enabled 164 employees to take part in 17 workshops in 2023, with six employees being trained to run these sessions. In addition, the Group and Converteo held six Fresques du Numérique (digital workshops), attended by 76 participants, highlighting our active commitment to environmental challenges.

Cèdre

The DÉKUPLE Group has been collaborating since 2007 with Cèdre, a company that recycles office waste such as paper, plastic bottles and cardboard cups. Cèdre is an adapted company, mainly employing people with disabilities, in accordance with the requirements of the French Labour Code, which requires a minimum share of 55% of employees with disabilities. In 2023, this collaboration resulted in 102 kg of cardboard cups and 31 kg of plastic bottles being recycled.

Mobility

In support of ecological mobility, this year Brainsonic organised its first Bicycle Repair Workshop. Employees' bikes (whether electric, pedal-powered or cargo) were fully serviced, while brakes and gears were adjusted, tyres and pressure were checked, chains were cleaned and lubricated and safety nuts were checked and tightened. These safety reviews, promoting awareness of the importance of keeping your bike in good condition, were provided by the Works Council.

Strengthening employee well-being and encouraging employees to think about the environmental impact of their mobility choices, this initiative highlighted the inclusiveness and diversity of the means of transport promoted by the agency. Brainsonic thereby demonstrated its commitment to change for a sustainable future, affirming its commitment to a greener way of life.

Social

The DÉKUPLE Group is firmly committed to equality, inclusion and diversity in its working environment. By adopting the Diversity Charter and implementing inclusive recruitment policies, the Group aims to attract and retain talent in a respectful and fair environment. Respect for labour rights, social dialogue and work-life balance are therefore at the heart of our priorities, aiming to promote the well-being and development of our employees through various initiatives, such as satisfaction surveys, social events, access to remote working and DÉKUPLE Talent initiatives (the Vincennes and Paris 20 km events). Professional development is also a major concern, with a focus on developing employability through continuous training and support for managers, including the integration of artificial intelligence as a learning tool accessible to all. The DÉKUPLE Group is also positioned as a responsible social player, actively involved in supporting social initiatives and organisations such as UNICEF, Fondation de France, the French National Forestry Office, Perce-Neige and the United Nations Refugee Agency, reflecting our deep values through practical commitments to society.

Here are some of our key initiatives:

Running

1 With a firm commitment to running, 64 runners from the DÉKUPLE Group participated in four races in 2023: the Paris Marathon, the Paris 20 km, the Semi de Vincennes and the Foulée Montreuilloise, which is sponsored by DÉKUPLE.
The Foulée Montreuilloise – the leading race in Montreuil, socially responsible and open to all – is organised by the À Petits Pas pour Lina, an association governed by the law of 1901, in collaboration with the Town Hall of Montreuil.
The objective for 2024 is for more runners to participate in even more races.

2 Since 2021, Smart Traffik has been organising the "Courez, Vous Donnerez" (Giving through running) charity run, which aims to unite companies of various sizes around a common goal: supporting a noble cause. This initiative commits employees to running or walking up to 10 km over a period of 10 days, transforming each kilometre into a €10 donation from their employer to a beneficiary charity chosen annually. Having previously supported the Cassandra Association and the Noé Association, as well as providing visibility and recognition for their work, the chosen beneficiary in 2023 was the Du Côté des Femmes association. "Courez, Vous Donnerez" emphasises the importance of community engagement by businesses and demonstrates how collective actions can make a significant contribution to social well-being, while promoting the well-being and health of employees through physical activity.



DÉKUPLE is committed to nine of the UN's Sustainable Development Goals

SOCIAL

Inclusivity

Seeking to combat workplace discrimination based on sexual orientation, in 2023 the Brainsonic agency teamed up with the Autre Cercle collective, a leading French player in LGBT+ inclusion in the workplace. As part of this collaboration, training was provided to all Brainsonic employees to equip them with the knowledge and sensitivity needed to create a respectful and welcoming work environment for all, regardless of their sexual orientation. With Autre Cercle, the agency works to develop inclusive practices that are not only beneficial internally, but also exemplary for the entire industry. In this way, Brainsonic reflects its belief that diversity is a strength that stimulates creativity, promotes innovation and contributes to a more fulfilling working environment.

Education

Committed to the UN's Sustainable Development Goals, the DÉKUPLE Group has been supporting high-quality education since 2021 through the MyJobGlasses mentoring platform. More than 80 ambassadors have guided and advised more than 1,390 young people and professionals in retraining. In 2023, 25 ambassadors organised more than 300 meetings, highlighting the DÉKUPLE Group's deep commitment to career guidance and the development of young people.
In order to diversify and enrich the mentoring initiatives offered to employees after three rewarding years on the MyJobGlasses platform, the Group joined Converteo in the "Vendredi" skills sponsorship programme. This initiative, which offers its employees an annual volunteering day, led to the completion of 114 volunteer assignments at Converteo this year. With the support of the entire Group, we want to strengthen our social commitment and our positive impact on the community.

Ethics

For Reech, 2023 was a year marked by dialogue with all Influence Marketing stakeholders, particularly through its participation in consultations on the law aimed at regulating commercial influence and combating abusive practices of influencers on social media, and its active participation in the creation of the Union des Métiers de l'Influence et des Créateurs de Contenu (UMICC). While the UMICC provides for the creation of an Ethics Charter for all its members or training courses for parents of child influencers, Reech also continues to support its clients with the creation of a Charter on more responsible influencing, to which all Reech Agency teams have contributed, included in the training programmes for its new solution, the Reech Learning Program. The DÉKUPLE Group is very proud of Reech's contribution, enabling UMICC to promote an ethical approach for the influencing industry in France.

Authenticity

Brainsonic is innovating in the fight against fake news in France by launching a new production format, in collaboration with journalist Thomas Huchon. This system combines artificial intelligence and human expertise to deconstruct fake news. The process begins with the identification of fake news, followed by the creation of a script by AI technology and a team at SciencesPo Paris, and the production of a video by the HeyGen platform using an avatar of Thomas Huchon. The Brainsonic content factory finalises the video, which is then published on social media in less than two hours. This initiative marks a major step forward against disinformation using technology.

Governance

To strengthen its corporate social responsibility (CSR) approach, the DÉKUPLE Group promotes constructive dialogue with its internal and external stakeholders. By mobilising its employees in the CSR approach using the Vendredi platform and identifying common priorities, the Group aims to actively integrate all its divisions through the creation of three levels of CSR Committees.
The first CSR Committee is made up of three directors from the Board of Directors, who meet once a year to present CSR projects. The second CSR Committee, which also meets once a year, involves the whole Group, i.e. all entities outside China and Le Nouveau Bélier. At the third level, the Local CSR Committees (formerly known as the Economic and Social Unit CSR Committees), meet three times a year. Through these committees, the Group steers management towards specific incentive objectives and aligns CSR actions with the expectations of all stakeholders, including employees, clients, partners and directors, with a view to achieving the 2024 targets.
At the same time, the protection of personal data continues to be at the heart of our concerns, with monitoring by our Data Protection Officer (DPO) and all our rigorous security measures for data passing through the company.
Strengthening our ethics and transparency is also a priority, with the fight against corruption and anti-competitive practices through the implementation of a code of conduct, a whistleblowing procedure and continuously raising employees' awareness of ethical issues.

Here are some actions we are proud of:

1 In 2023, the DÉKUPLE Agency was recognised for its commitment to social and environmental responsibility with the award of the prestigious CSR Agences Actives e-label, with two stars, indicating a "confirmed" level. This distinction highlights the commitments of the DÉKUPLE Agency in terms of vision and governance, delivery of services, management of human resources and social aspects, as well as environmental impact. The DÉKUPLE Agency has thereby positioned itself as a leader in the communication consulting sector thanks to its concrete actions in favour of sustainability and social responsibility.

2 In 2023, DÉKUPLE Iberia was awarded the prestigious gold medal by EcoVadis, confirming its leadership in ESG. This recognition illustrates its unwavering commitment to ethical practices, environmental responsibility and sustainable procurement, reflecting the incorporation of sustainable values into strategies and campaigns.
Only 5% of the companies assessed by EcoVadis, the global benchmark in sustainability assessments, receive this distinction, highlighting DÉKUPLE Iberia's outstanding performance in these areas.
This remarkable achievement demonstrates the long-term vision and high level of responsibility with which the entire team approaches its work, marking a significant milestone in its pursuit of sustainability excellence.

Financial analysis and investment strategy

Emmanuel Gougeon
Deputy Chief Financial Officer,
M&A, IS Director at the DÉKUPLE Group



THE DÉKUPLE GROUP IS FINANCIALLY SOUND AND HAS THE NECESSARY CAPACITY TO FINANCE ITS ORGANIC AND EXTERNAL GROWTH.

EG. The 2023 results demonstrate the robustness of the DÉKUPLE Group and the resilience of its diversified model, despite the challenges it faced during this difficult year. The economic crisis, characterised by a fall in consumers' purchasing power and a reduction in companies' marketing investments, has directly impacted some of our activities. Our revenue nevertheless grew by 10.2% to €199.7m, while the Group's gross margin stood at €161.2m, recording growth of 11.4%. At the same time, we increased our profitability with EBITDA of €24.9m, representing 15.5% of the gross margin, and net income Group share up 14.2% to €12.4m. In addition, the Group's balance sheet remains strong, with a cash position of €63.4m, giving us the resources to finance our development in line with our strategic plan.

THE DÉKUPLE GROUP CONTINUES ITS SHIFT TOWARDS DATA MARKETING.

EG. Digital Marketing activities are the main drivers of our growth. They now account for 60% of consolidated revenue, with a gross margin up 39% this year. This expansion was fuelled by the continued development of Consulting activities and the expansion of the scope of the Marketing Agencies and Solutions business activities. In particular, the full-year contribution of Brainsonic and Smart Traffik, as well as the integration of Le Nouveau Bélier in July 2023, contributed significantly to this growth. This favourable change in service and consulting solutions to businesses offset the cyclical slowdown in BtoC solutions. Despite an unfavourable consumer environment, these maintained significant commercial investments to support their portfolios, generating future recurring income.

WE WILL CONTINUE TO CARRY OUT ACQUISITIONS TO BECOME A LEADER IN EUROPEAN DATA MARKETING.

EG. We continue to strengthen our capabilities in the field of data marketing by supplementing our expertise, as we did in 2023 by acquiring Synomia, a French company that was a pioneer of semantic analysis using artificial intelligence, and Le Nouveau Bélier, a leading advertising strategy consultancy specialising in the retail sector. In addition to expanding our skills, our development strategy is based on the creation of a group of multi-entrepreneurs. We make long-term commitments to entrepreneurs who share our vision, in order to serve our clients by creating value, while preserving and enhancing the company they have created.

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

EG. We are currently present in France, Spain, Portugal and China. Some of our digital marketing activities are involved in pan-European or international projects, particularly in China, where we recorded remarkable growth in 2023. We intend to



strengthen our international presence in a considered but determined manner. Initially launched from France to the European markets, our internationalisation currently concerns three technological activities in SaaS mode: Reech Influence Cloud, RocketLinks and Ividence. We plan to extend this approach to other Group technology solutions. In addition, for our digital marketing and data marketing consulting and services activities, we are reviewing possible acquisitions in European countries where we plan to operate by 2025.

IN TERMS OF ORGANIC GROWTH, WE ARE EXPERIMENTING WITH NEW BUSINESS MODELS TO DIVERSIFY OUR ACTIVITIES IN LINE WITH OUR PROFITABILITY OBJECTIVES.

EG. Among our values, the spirit of conquest drives us to explore different business models and develop new activities. Some have achieved significant success, such as new offerings at Converteo, Brainsonic and Reech. Where our tests do not find a market, however, we react quickly by reducing our investments, as we have done in some BtoC offerings in the past. In our BtoB activities, we also include in our service offerings technologies initially developed within autonomous structures. This approach allows us to broaden the range of services offered to our clients while optimising our investments in their development. In 2023, we made significant progress in the field of artificial intelligence, opening up new prospects for efficiency and creativity in our operations to serve our clients and partners. At the same time, we continued to optimise the Group's organisational structure to reach critical thresholds and achieve cost savings.

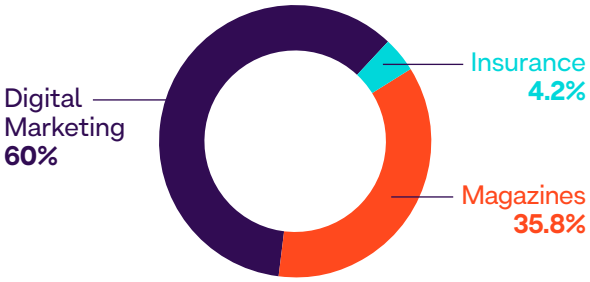
WE WILL CONTINUE TO INVEST IN R&D AND TECHNOLOGY.

EG. Our R&D investments represent approximately 2.5% of our consolidated revenue annually.
In 2023, we decided to step up these investments, bringing them to an overall level of more than €5m. This substantial increase in our R&D resources reflects our renewed commitment to remaining at the forefront of innovation. These additional funds were mainly directed towards developing our AI capabilities, underlining our commitment to harnessing emerging technologies to create tangible competitive advantages in digital marketing. Our strategy of innovation and transformation through technology remains at the heart of our development, guided by a clear roadmap and aligned with the needs of our businesses and our clients. We remain firmly committed to continuing our efforts in these strategic areas to ensure our market leadership and respond to future challenges with agility.

Our annual key figures

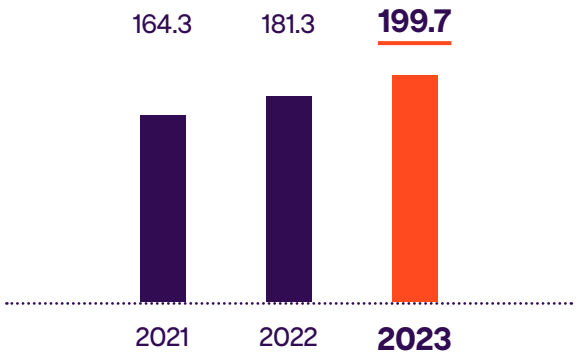
Breakdown of revenue by business

%



Revenue

In €m



Revenue

+10.2% **€199.7m**

Gross margin

+11.4% **€161.2m**

Restated EBITDA*

15.5% of gross margin **€24.9m**

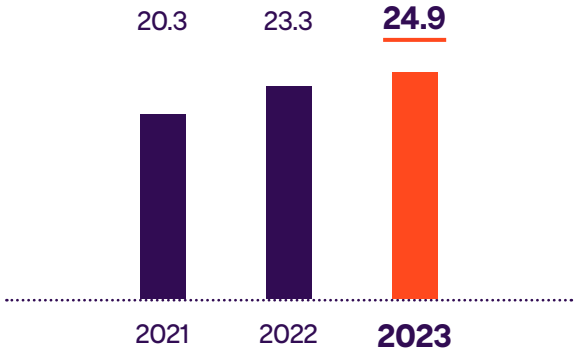
Net income, Group share

7.7% of gross margin **€12.4m**

*EBITDA restated for the IFRS2 impact of awards of bonus shares and the IFRS 16 impact relating to the restatement of rental expenses

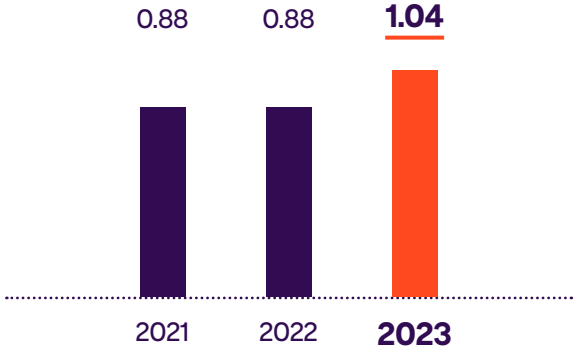
Restated EBITDA*

In €m



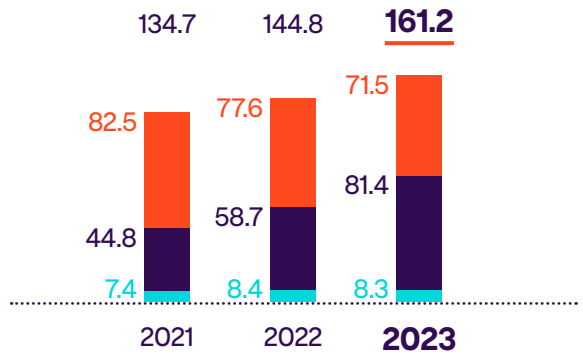
Dividend per share

In €

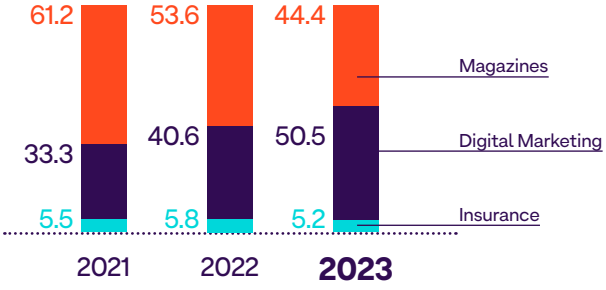


Gross margin by business

In €m

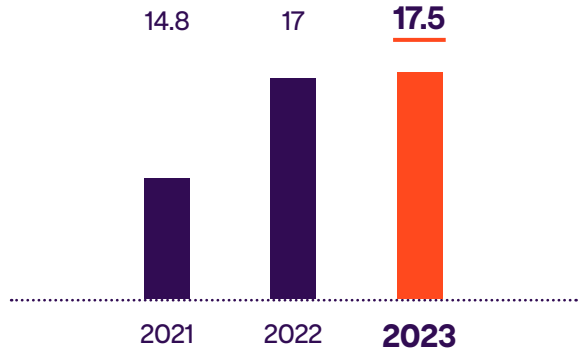


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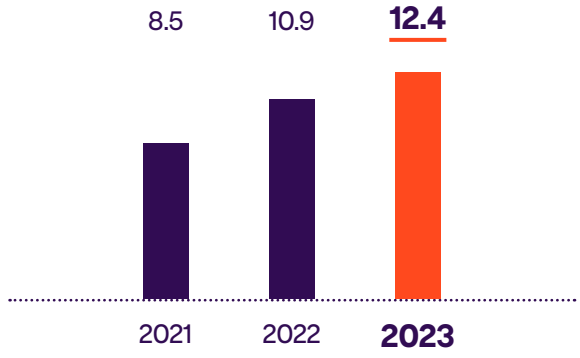
Recurring operating income

In €m



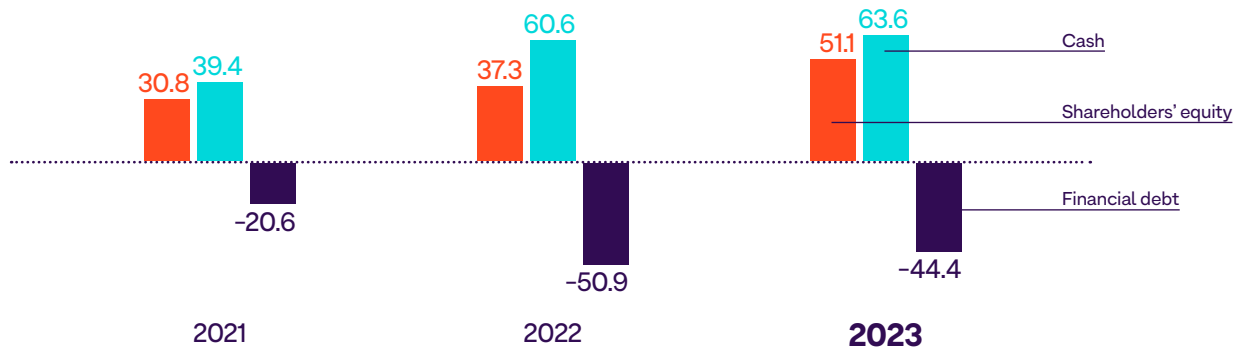
Net income, Group share

In €m



Financial structure

In €m



DÉKUPLE
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(Company name)
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Register B 393 376 801

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