DEKUPLE GROUP CONTINUES TO ROLL OUT ITS AMBITION 2030 STRATEGIC ROADMAP AND DELIVERS SOLID GROWTH IN THE FIRST HALF OF 2026

→ Revenue: €121.9m (+3.9%)
→ Net revenue: €90.3m (+2.2%)
→ Net revenue growth driven by Digital Marketing (+8.4%) and International (+37.1%)

Paris, August 31, 2026 – 7:00 a.m. **DEKUPLE Group, a European leader in Communication and Data Marketing, generated revenue of €121.9m in the first half of 2026, up 3.9%, and net revenue of €90.3m, up 2.2%. Driven by the strong momentum in Digital Marketing, the acceleration of international expansion and continued organic growth, this performance confirms the strength of the Group's integrated Communication and Data Marketing model. By bringing together its three business pillars - Consulting, Agencies and Data & MarTech Solutions - the Group supports its clients' growth across the entire marketing funnel.**

Bertrand Laurioz, Chairman and Chief Executive Officer of Dekuple Group, stated:
""The first half confirms the relevance of our Ambition 2030 strategic roadmap. In a demanding macroeconomic environment, we are continuing to deliver solid growth, underpinned by the diversification of our expertise and geographic footprint, driven by the ramp-up of Digital Marketing, the acceleration of our international development and the increasing integration of our areas of expertise.

During the period, we continued to build a distinctive integrated model, connecting our Consulting and Agency activities with our Data and MarTech technology solutions. The integration and effective use of artificial intelligence across our entire value chain has been a key enabler of this acceleration. Our targeted acquisitions have further strengthened the capabilities of our global ecosystem. Our ambition is to bring together our expertise and solutions around our clients, acting as a true integrated growth platform capable of supporting brands throughout the entire consumer journey, from insight to conversion.

The integration of AI at the heart of marketing and communication activities will further increase the proliferation of high-quality content and intensify the use of activation channels. Our clients' end-to-end marketing journey will require *strategic and creative excellence, seamlessly integrating customer knowledge, Data and performance levers. This highly personalized, real-time and location-based marketing will be key to building brand awareness and preference. Our "Boost" platform for Data Elevation and local marketing is a perfect example of successful integration. It supports retailers from data enrichment through to in-store conversion, including the measurement of channel effectiveness. Bringing these levers together within a single Group platform delivers highly attractive returns on investment. Many agencies and competing companies also use our solutions on a white-label basis.*

At the same time, we are continuing to optimize our historical self-financed marketing activities developed in partnership with press publishers. We are focusing our investments and commercial efforts on the levers that create the greatest value, in order to preserve the quality and recurring nature of our revenues. Regarding the Insurance business, the strategic review currently under way should enable us to identify the best options to support its long-term development as part of our Ambition 2030 plan.

Our growing scale in Europe, supported by our strong geographic footprint, now positions us as a major European player in Communication and Data Marketing."

Key figures for the first half

In the first half of 2026, DEKUPLE Group generated **revenue**[1] of €121.9m, up 3.9%. The breakdown of revenue by business line is as follows:

€m	H1 2026	H1 2025	Change
Digital Marketing	88,6	81,7	+8,5%
Magazines	29,5	31,8	-7,2%
Insurance	3,8	3,9	-3,8%
Revenue	**121,9**	**117,4**	**+3,9%**

The Group's net revenue[2] reached €90.3m, up 2.2%, mainly driven by the momentum of Digital Marketing and the strong growth of international activities. The breakdown by business line is as follows:

[1] Revenue (determined in line with the French professional status for subscription sales) only includes the amount of remuneration paid by magazine publishers; for subscription sales, revenue therefore corresponds to a net revenue (formerly gross margin), deducting the cost of magazines sold from the amount of sales recorded. For acquisition and management commissions linked to sales of insurance policies, revenue comprises current and future commissions issued, acquired by the accounting reporting date, net of cancellations.

[2] For the digital marketing business, the net revenue (formerly gross margin) represents the total amount of revenue (total invoices issued: fees, commissions and purchases charged back to customers) less the total amount of costs for external purchases made on behalf of customers. It is equal to revenue for the magazine and insurance business lines.

€m	H1 2026	H1 2025	Change
Digital Marketing	57,0	52,6	+8,4%
Magazines	29,5	31,8	-7,2%
Insurance	3,8	3,9	-3,8%
Net revenue	**90,3**	**88,3**	**+2,2%**

Breakdown of net revenue by geographic region

The contribution from international activities continued to grow and now represents 15.3% of the Group's net revenue, compared with 11.4% one year earlier. This reflects the change of scale achieved by DEKUPLE Group in Europe, supported by both organic growth at its locations and acquisitions completed in recent months.

In France, net revenue reached €76.5m, down -2.3% on a reported basis (-2.0% organically, linked to the decline in the magazine business). It includes a €0.2m negative impact from changes in scope[3] following the deconsolidation of Groupe Grand Mercredi in April 2025

Internationally, net revenue reached €13.8m, up sharply by +37.1% (+24.0% organically). This includes a €1.5m positive impact from changes in scope related to the consolidation of the After agency in Spain since May 2025. It does not include the creation of Das Kapital Dekuple Group in the Middle East or the acquisition of Subko & Co in Poland, which will be consolidated from July 1, 2026.

€m	H1 2026	H1 2025	Change
France	76,5	78,2	-2,3%
International	13,8	10,1	+37,1%
Net revenue	**90,3**	**88,3**	**+2,2%**

Digital Marketing, the driver of Dekuple Group's integrated model

Digital Marketing forms the foundation of the integrated Communication and Data Marketing model developed by the Group. By bringing together Consulting & Technology expertise, specialist Agencies and MarTech solutions within a single ecosystem, the Group supports its clients across the entire marketing value chain. This organization promotes the development of increasingly integrated solutions, combining strategy, creation, data, artificial intelligence and activation to sustainably improve advertisers' marketing performance.

In the first half, net revenue reached €57.0m, up 8.4%, including €1.3m related to changes in scope. On a like-for-like basis, growth came to +6.0%, outperforming the market and illustrating the positive momentum of the Consulting & Technology businesses as well as Agencies & Solutions.

- **Consulting and Technology:** net revenue at Converteo, a leading consulting firm in data and digital strategy and an expert in AI and agentic transformation, reached €24.2m (+6.9%). In a still selective market environment, the subsidiary is strengthening its positioning as a strategic

[3] The scope effect is calculated (i) by eliminating the net revenue of companies acquired during the period or the comparable period and (ii) by eliminating the net revenue of companies sold during the period or the comparable period. As a result, the like-for-like business does not take into account this scope effect for the period concerned.

partner to major brands on data, artificial intelligence, agentic and digital transformation issues, supported by its 450 consultants across Europe and North America.

- **Agencies and Solutions:** net revenue reached €32.8m, up 9.4%, including a positive €1.3m impact from changes in scope. On a like-for-like basis, it increased by +5.3%, driven by the development of the Group's MarTech platforms, growth in specialist agencies and the expansion of European activities.

€m	H1 2026	H1 2025	Change
Consulting and Technology	24,2	22,6	+6,9%
Agencies and Solutions	32,8	30,0	+9,4%
Digital Marketing net revenue	**57,0**	**52,6**	**+8,4%**

Magazines and insurance: optimizing investments

In a structurally declining press market, net revenue from the Magazines business reached €29.5m (-7.2%) for gross business volume[4] of €81.1m (-6.2%). The portfolio of open-ended active subscriptions stood at 1.639 million at June 30, 2026 (-8.3%). The Group continues to manage its investments rigorously, focusing its efforts on the most profitable segments and the most effective marketing programs in order to support recurring revenues and maintain its leading position among publishers

The Insurance business, which specializes in affinity insurance brokerage through Data Marketing, generated net revenue of €3.8m (-3.8%). After a solid first quarter, the second quarter was marked by the seasonality of operations. As part of its Ambition 2030 plan, the Group is also continuing the strategic review initiated for this business in order to examine the best options to support its long-term development.

Outlook

Building on the momentum recorded in the first half, DEKUPLE Group is continuing to execute its Ambition 2030 strategic plan to accelerate its development in Digital Marketing and internationally, while strengthening synergies across its areas of expertise.

The Group is actively pursuing the development of its digital and international activities, continuing to industrialize marketing performance around the convergence of data, technologies, artificial intelligence and creativity, and developing high-value recurring revenues.

Supported by a solid financial structure, DEKUPLE Group will also pursue an active policy of investment in technology and targeted external growth, in line with its ambition and strategy, to strengthen its European leadership in Communication and Data Marketing.

[4] Gross sales volume represents the value of subscriptions sold.

Next event

First-half 2026 results, September 28, 2026 (before market opening)

About Dekuple Group

Dekuple Group is an international player in communication, marketing and data, driven by a unique multi-entrepreneurship model. Its integrated growth platform is built around three interconnected and complementary pillars:

- ➔ **Advise,** with Converteo and its 450 expert consultants
- ➔ **Create,** with its multi-expertise agencies in France and internationally
- ➔ **Boost,** with its Boost Factory bringing together its Data and MarTech solutions

With nearly 70 areas of expertise covering the entire communication and data marketing value chain, the Group supports brands in their differentiation and growth challenges. Its integrated approach, through a full-funnel ecosystem, makes it possible to optimize marketing investments and increase their impact.

Founded in 1972, Dekuple Group is present in Europe, North America, China and the Middle East. Its 1,200 employees support more than 750 major accounts and international mid-sized companies every day. Dekuple is listed on the regulated market of Euronext Paris.

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