

2015 ANNUAL RESULTS





I. KEY MESSAGES

- II. FINANCIAL PERFORMANCE
- **III. MISSION AND STRATEGY**
- **IV. HIGHLIGHTS**
- V. GUIDANCE



I. KEY MESSAGES

Excellent performance for HighCo's 25th anniversary:

VERY STEEP GROWTH

GROSS PROFIT €75.39m up 5.5% LFL⁽¹⁾

H2: up 9.0% LFL⁽¹⁾

ROCKETING PROFITABILITY

Headline PBIT⁽²⁾: €11.15m, up 17.1%

Operating margin⁽²⁾: 14.8%, up 140 bps

Recurring operating income: €10.48m, up 19.4%

Net attributable income: €6.77m, up 26.0%(3)

2

STRONG CASH CAPABILITY

NET CASH⁽⁴⁾ €40.77m,

up by €9.57m

SHARE PRICE DOUBLED

SHARE PRICE AT 31 DEC. 2015 €9.64

Up 111% on price at 31 December 2014

Steady growth in digital business (up 26.6%):

> Digital business 41.3% of total at end 2015, vs 34.8% at end 2014

- (1) Like-for-like: at constant Group structure and exchange rates (GBP).
- (2) Headline profit before interest & tax: recurring operating income before restructuring costs. Operating margin: headline PBIT/Gross profit.
- (3) 2014 net attributable income adjusted for €2.95m impairment of POS Media goodwill in Central Europe.
- (4) Net cash position: cash and cash equivalents less gross current and non-current debt.

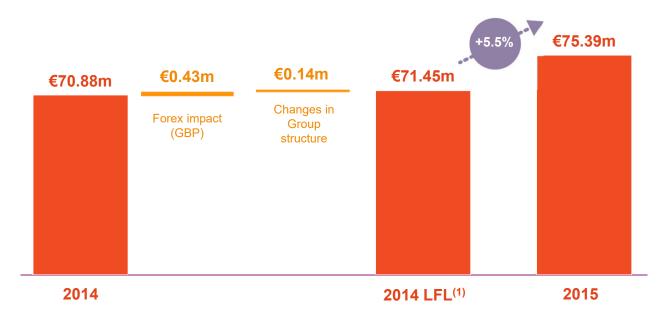




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2015 GROSS PROFIT

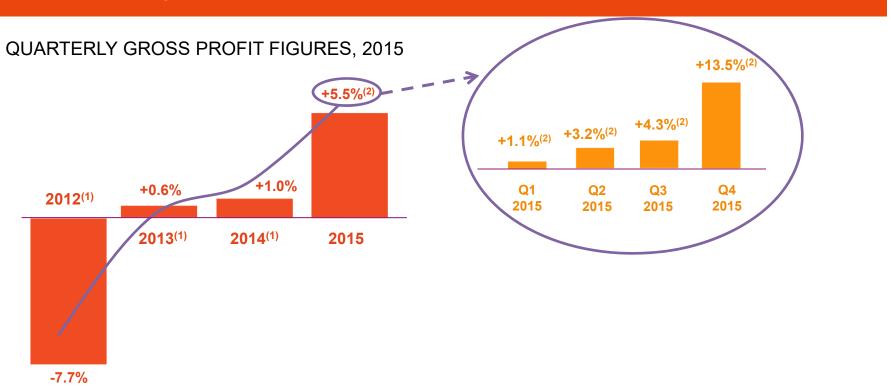


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2015 gross profit came in at €75.39m, a steep rise of 6.4% on a reported basis and 5.5% LFL⁽¹⁾.

(1) LFL: see definition on page 2.

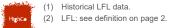




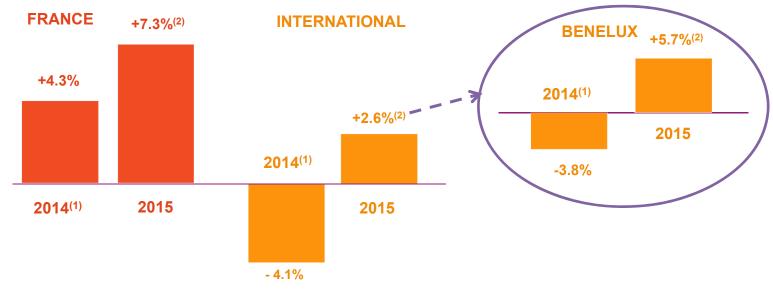
Steep growth in 2015: 5.5% LFL (vs 1.0% in 2014).

Very steep growth in Q4 2015 (up 13.5% LFL), especially in digital business (up 32.5%), with offline business holding firm (up 1.5%).

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GROSS PROFIT BY GEOGRAPHIC AREA



Excellent performance in France (up 7.3% to €48.04m in 2015, with Q4 2015 up 11.1% to €13.05m). Return to growth in international business (up 2.6% at €27.35m in 2015):

- > Very good performance in Benelux (up 5.7% in 2015);
- > Performance in Southern Europe (Spain & Italy) on the rise in 2015;
- > Decline in the UK owing to decrease in business with domestic clients.

OPERATING PROFITABILITY

(€m)	2015	2014	CHANGE	LFL CHANGE ⁽¹⁾
GROSS PROFIT (€m)	75.39	70.88	+6.4%	+5.5%
OPERATING OVERHEADS	(64.24)	(61.36)	+4.7%	
Headline PBIT ⁽²⁾	11.15	9.52	+17.1%	
OPERATING MARGIN (Headline PBIT/Gross profit)	14.8%	13.4%	up 140 bps	

Two-digit growth in headline PBIT for second year running: up 17.1% in 2015 (10.4% in 2014).

Steep rise in operating margin, up 140 bps at 14.8% in 2015 (vs 90 bps in 2014).

⁽²⁾ Headline PBIT: see definition on page 2.



⁽¹⁾ LFL: see definition on page 2.

PROFITABILITY BY GEOGRAPHIC AREA

(€m)	2015	2014	CHANGE
Headline PBIT France	8.71	7.20	+20.8%
Headline PBIT International	2.44	2.32	+5.3%
Headline PBIT Group	11.15	9.52	+17.1%
OPERATING MARGIN France	18.1%	16.1%	up 200 bps
OPERATING MARGIN International	8.9%	8.8%	up 10 bps
OPERATING MARGIN Group	14.8%	13.4%	up 140 bps

Further rise in headline PBIT in France, up 20.8% in 2015 (vs 15.9% in 2014).

Return to rise in headline PBIT in international business: up 5.3% in 2015 (vs 3.7% decrease in 2014).



NET INCOME

(€m)	2015	2014	CHANGE
Headline PBIT ⁽¹⁾	11.15	9.52	+17.1%
Restructuring costs	(0.67)	(0.74)	
Recurring operating income	10.48	8.78	+19.4%
Other operating income and expenses	0.07	0.09	
Operating income	10.55	8.87	
Cost of net debt	(0.09)	0.06	
Other financial income and expenses	0.15	0.07	
Tax expense	(3.85)	(3.06)	
Share in associates	0.06	(3.48)	
Net income	6.81	2.46	x2.8
Net income attributable to owners of the parent	6.77	2.43	
Adjusted net income attributable to owners of the parent ⁽²⁾	6.77	5.38	+26.0%

The 17.1% rise in headline PBIT and the fall in restructuring costs powered a 19.4% rise in recurring operating income to €10.48m. Net attributable income rose faster (26.0%(2)) than recurring operating income because of return to break-even in Central Europe (share in associates).

EARNINGS PER SHARE



In 2015, HighCo posted adjusted EPS of €0.65, up 26.1% (diluted EPS up 26.2%).

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22 MARCH 2016

Diluted EPS(3)

€0.65

2015

€0.52

2014

^{(1) 2014} EPS adjusted for €2.95m impairment of POS Media goodwill in Central Europe.

⁽²⁾ Net attributable income per share based on an average number of shares of 10,378,189 at 31 December 2015 and 10,388,461 at 31 December 2014.

⁽³⁾ Diluted net attributable income per share based on an average number of shares of 10,378,189 at 31 December 2015 and 10,391,808 at 31 December 2014.



Steep rise in 2015 dividend, at €0.19 per share (proposed to AGM 23 May 2016).

Payout rate steady at around 30%.

- (1) Payout rate: dividend per share/net attributable income per share.
- (2) Payout rate: dividend per share/adjusted net attributable income per share.



FINANCIAL POSITION

(€m)	31 Dec. 2015	31 Dec. 2014	CHANGE
Cash and cash equivalents	55.26	46.55	8.71
Gross debt	14.49	15.35	(0.86)
Net cash position ⁽¹⁾	40.77	31.21	9.57
Operating working capital	46.70	41.41	5.29
Net debt excluding operating working capital	5.93	10.20	(4.27)

HighCo's financial position remains robust, with net cash of €40.77m, up €9.57m compared to end-2014.

Excluding operating working capital, net debt is €5.93m, down by €4.27m with respect to 31 December 2014.

(1) Net cash position: see definition on page 2.



FINANCIAL POSITION



The €9.57m increase in net cash position in 2015 was fuelled by operating cash flow of €8.07m and the €5.12m change in working capital.

(1) Net cash position: see definition on page 2.



SHARE PERFORMANCE



The HighCo share price (€8.49 at close of trading on 17 March) has gained 86.2% since 1 January 2015, compared to gains of 21.8% and 13.4% for the CAC Small and CAC Mid & Small indices, respectively.



TREASURY SHARES

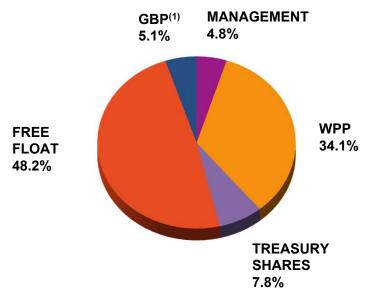
	17 March 2016	31 Dec. 2015	31 Dec. 2014
Number of existing shares	11,210,666	11,210,666	11,210,666
Maximum number of potential free shares	-		10,000
Number of treasury shares	(872,315)	(862,454)	(809,801)
Proportion of treasury shares	7.8%	7.7%	7.1%

The proportion of treasury shares rose from 7.1% at 31 December 2014 to 7.8% at 17 March 2016.

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OWNERSHIP STRUCTURE AT 17 MARCH 2016



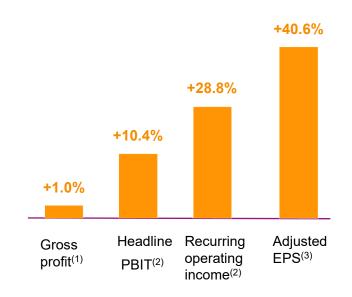
HighCo continues to benefit from a stable ownership structure.

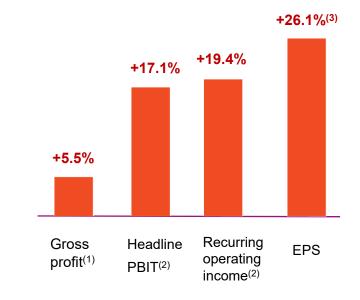
(1) GBP: Gérard de Bartillat Participations, member of the Supervisory Board.



FOLLOWING GOOD PERFORMANCE IN 2014...

...EXCELLENT FINANCIAL PERFORMANCE IN 2015



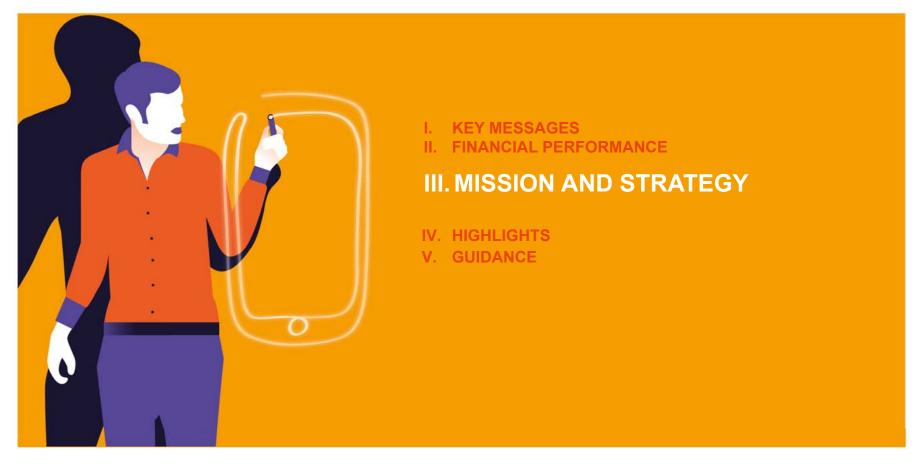


(2) See definition on page 2.

⁽³⁾ Adjusted EPS: see definition on page 10.



⁽¹⁾ LFL: see definition on page 2.







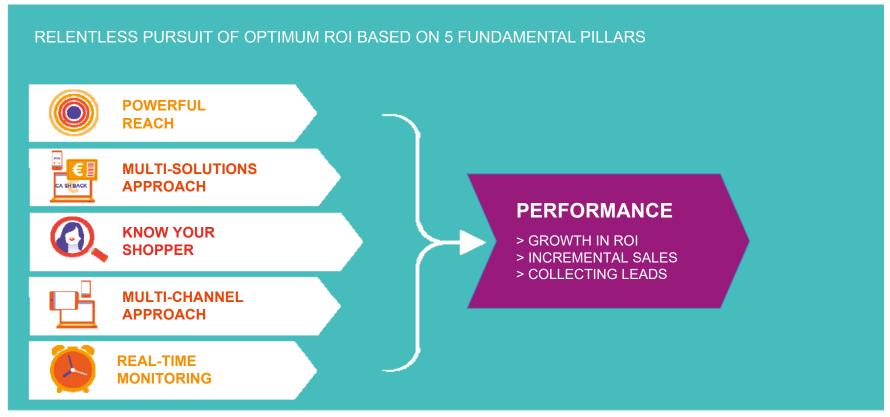
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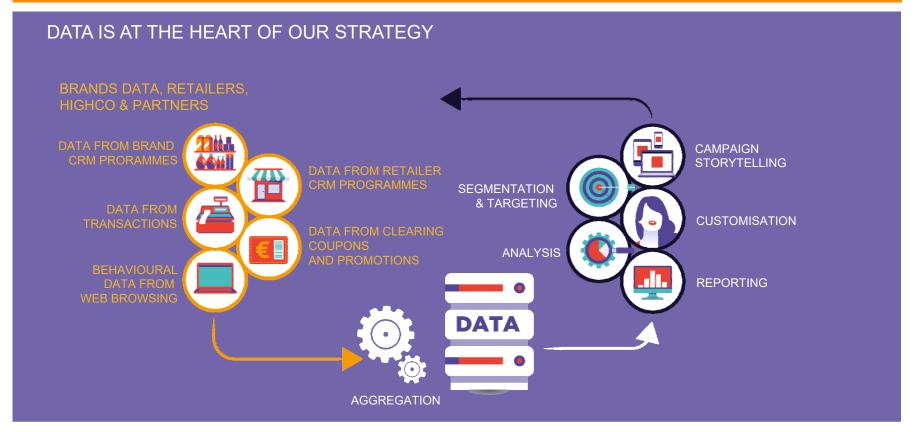
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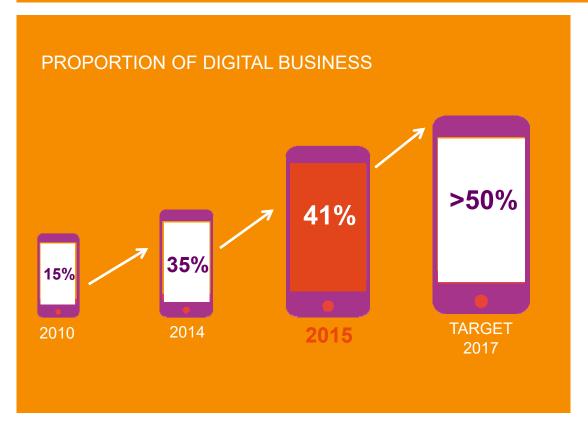


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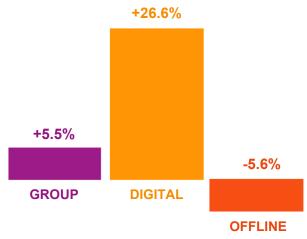








2015 GROSS PROFIT







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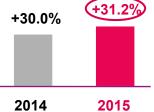


FRANCE: OUR DIGITAL STRATEGY IS PRODUCING RESULTS

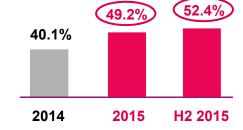
> Faster growth

+4.3%

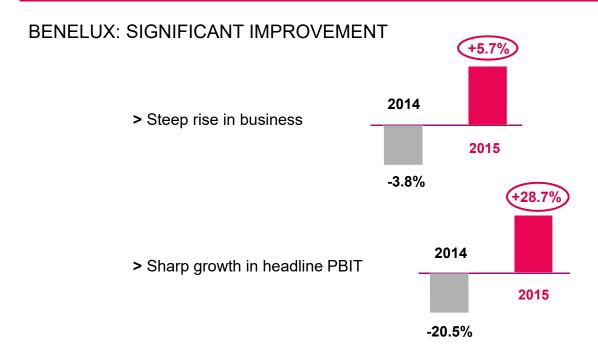
> Very strong growth in digital business



> 50% target for proportion of digital business reached in H2 2015





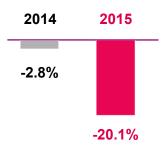


Strong growth in headline PBIT reflects reorganisational measures combined with a tight rein on costs and a return to growth

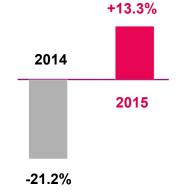


OTHER COUNTRIES

> UK: significant fallback owing to drop in business with domestic clients, but decline less significant in H2 (down 10.2%)



> Spain: swing back to growth thanks to strong performance of Digital



- > Italy: launch of mobile activities with the creation of a 70%-owned subsidiary
- > Central Europe: return to break-even for equity-accounted companies





Solutions for guiding traffic to point of sale

- > MOBILE: PUSH SMS, NOTIFICATIONS, MCOUPONS
- > DESKTOP: MEDIA & PROMOTIONS, WEBCOUPONS, E-MAILING
- > SOCIAL NETWORKS: MEDIA & ACTIVATIONS, COMMUNITY MANAGEMENT





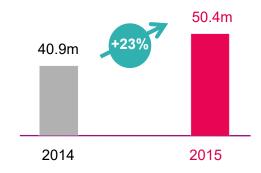


DRIVE-TO-STORE SOLUTIONS

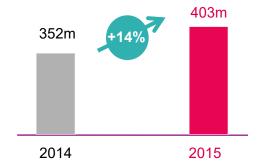
> STRONG GROWTH IN 100% DIGITAL SOLUTIONS

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Key digitisation indicators



Digital coupon issuance volume



Push SMS volume/notifications sent





> SHARP GROWTH IN MOBILE MARKETING (GROSS PROFIT UP 51%)

> SMS AND NOTIFICATIONS





> PRIXING

Leading price comparison app, key tool for brands' multichannel strategies and CRM programmes:

















FIRST PROGRAMMATIC MOBILE DISPLAY CAMPAIGN



> INFORM ON SPECIAL PRODUCT OFFERS LISTED ON FRANPRIX FLYERS
BY MEANS OF BANNERS ON MORE THAN 500 MOBILE APPS, GEO-TARGETED
IN CATCHMENT AREA OF FRANPRIX STORES

MORE THAN 20 MILLION PRINTS IN 12 DAYS





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BRAND CONTENT & MEDIA TARGETED TO SOCIAL NETWORKS (GROSS PROFIT UP 18%)



COMMUNITY MANAGEMENT TRAFFIC & ACTIVATION SPACE BUYING ON SOCIAL NETWORKS

TGV POP

FIRST COLLABORATIVE PLATFORM for deciding on train departure



600,000 VISITS 27,000 VOTES 45,000 RESERVATIONS

NUXE

PHOTO COMPETITION ON SOCIAL NETWORK

+ STREET MARKETING



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LES ECHOS

FACEBOOK MEDIA BUYING > TRAFFIC CREATION



500,000 VISITS to LES ECHOS website





MULTI-CHANNEL DRIVE-TO-STORE OPERATION



17 MILLION CONTACTS TARGETED

CONVERSION RATE (COUPONS PRINTED/UNIQUE VIEWS): 32%

Shopping app



Displays on partner websites



33

Newsletters



E-mails







100% ACQUISITION OF CAPITALDATA:

SALES: €0.6m

10 EMPLOYEES

MAIN CUSTOMERS:





> MESSAGE AUTOMATION AND HYPER-PERSONALISATION

DMP (DATA MANAGEMENT PLATFORM) + RECOMMENDATION ENGINE + CROSS CHANNEL CONNECTORS









AGGREGATE & STRUCTURE DATA



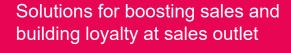












PHYSICAL OUTLETS:

- > MEDIA
- > COUPONS & PROMOTIONS

E-COMMERCE:

- > DISPLAY
- > E-COUPONS & E-PROMOTIONS
- > E-MERCHANDISING





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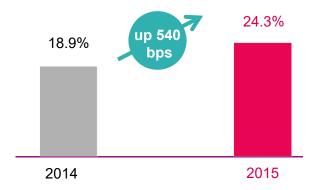




IN-STORE

> GROWTH IN DIGITISATION

Key tracking indicator



Digital solutions as a percentage of in-store solutions





COUPONS AND MEDIA

Point-of-sale coupon and media business steady in France and Belgium

Continued collaboration with:







Resumed collaboration with:

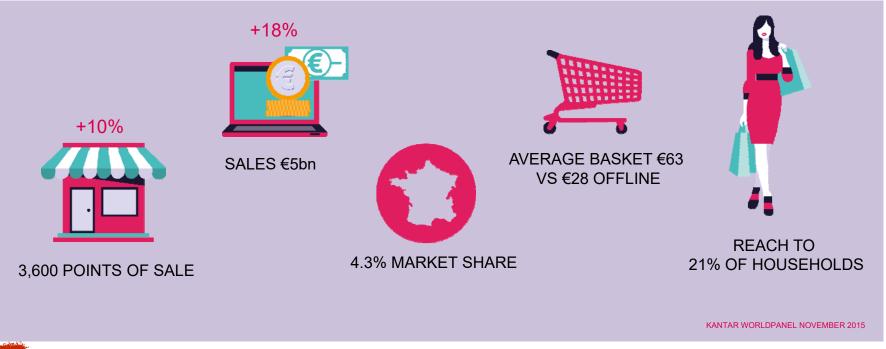
MONOPRIX







IN 2015, CLICK & COLLECT ENTERED CONSUMER HABITS IN FRANCE







E-COMMERCE

CLICK & COLLECT WEBSITES: A UNIQUE OFFERING

GAMES & DRIVES



80% OF MARKET

















HighCo

PERSONALISATION



CLICK & COLLECT WEBSITES: PERSONALISED ADVERTISING > FIRST IN FRANCE





DYNAMIC AD DISPLAYS TRIGGERED ON BASIS OF SHOPPER PROFILE WITH BRAND AFFINITY





E-COMMERCE

CLICK & COLLECT WEBSITES: PERSONALISED

ADVERTISING





SALES INCREASE 1.6 TIMES HIGHER THAN AMONG NON-TARGETED AUDIENCE

NEW BUYERS ONE THIRD OF TOTAL

> FIRST IN FRANCE

DYNAMIC AD DISPLAYS TRIGGERED ON BASIS OF:

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SHOPPING HISTORY









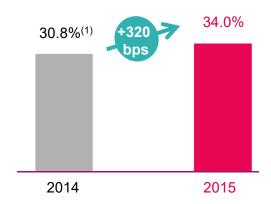
22 MARCH 2016

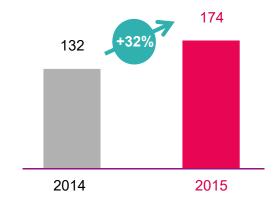




> DIGITISATION INDICATORS

43





Digital solutions as a percentage of Data solutions

Number of e-CBOs

(1) LFL: see definition on page 2.

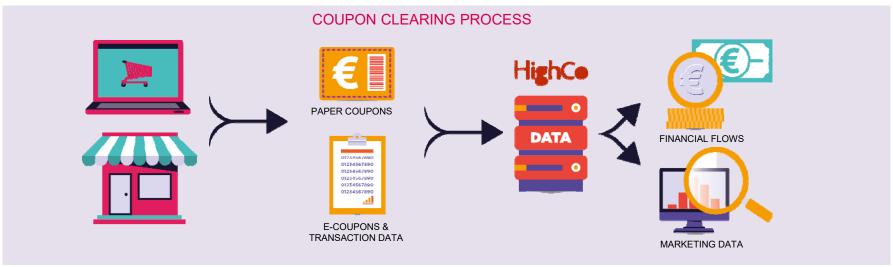


22 MARCH 2016

COUPON CLEARING

DECLINE IN VOLUME OF PAPER COUPONS PROCESSED IN FRANCE AND BELGIUM

INCREASE IN VOLUME OF DIGITAL COUPONS PROCESSED WITH FOOD E-COMMERCE WEBSITES IN FRANCE





MANAGEMENT OF PROMOTIONAL CAMPAIGNS FOR BRANDS & RETAILERS

BELGIUM

NEW RETAILER PROMOTION MANAGEMENT CONTRACT WITH INTERMARCHÉ



FRANCE

CONTINUED GROWTH AND DIGITISATION



"100% CASHBACK" CAMPAIGN





"65th ANNIVERSARY" COMPETITION



- > €40m in prizes
- > 80 million cards issued
- > 650,000 connections to Click & Collect website



45 22 MARCH 2016







IN 2015, HIGHCO TEAMED UP WITH CROWDFUNDING PLATFORM ANAXAGO TO LAUNCH THE FIRST RETAIL STARTUPS COMPETITION



80 ENTRIES, 6 FINALISTS ON STAGE



PRESTIGIOUS JURY









FIRST PRIZE

COLLABORATIVE IN-STORE INTELLIGENCE SOLUTION



4 PRESS PARTNERS



SPECIAL PRIZE

SOLUTION FOR RECYCLING UNSOLD GOODS







INTERNALLY, HIGHCO LAUNCHED AN EMPLOYEE INNOVATION CHALLENGE

63 ENTRIES, 180 PARTICIPANTS, 12 FINALIST TEAMS ON STAGE











22 MARCH 2016



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V. GUIDANCE FOR 2016

CHANGE IN GROSS
PROFIT

> +4% LFL

(2015: +5.5% LFL)

RISE IN HEADLINE PBIT ≥ +10%

(2015 headline PBIT: €11.15m)

RISE IN OPERATING MARGIN

≥ +80 bps (Headline PBIT/ gross profit)

(2015: 14.8%)

GROWTH IN EPS

≥ +10%

(2015 EPS: €0.65)

CAPEX

€[1.5 - 2.0]m

(2015: €1.58m)

SHARE BUYBACKS

€[0.5 - 1.0]m

(2015: €0.50m)

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CONTINUATION OF THE ACQUISITION POLICY (DIGITAL & DATA)

PROPORTION OF DIGITAL BUSINESS

> 45% in 2016

> 50% in 2017

(2015: 41.3%)



22 MARCH 2016

V. CONCLUSION

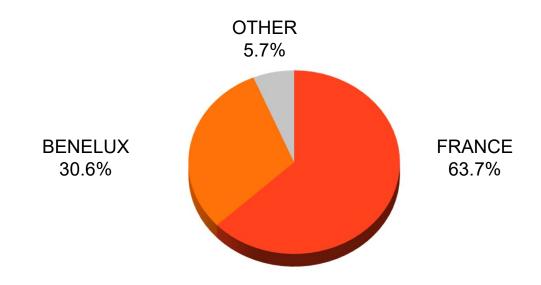
CONCLUSION

The excellent performance of Digital in 2015 attests to the validity of our strategy and enables us to confirm our profitable growth outlook.





BREAKDOWN OF 2015 GROSS PROFIT BY GEOGRAPHIC AREA



CONSOLIDATED INCOME STATEMENT

(in € thousands, except for earnings per share)	31/12/15	31/12/14
Sales	154,730	129,784
Purchases and external charges	(96,809)	(76,039)
Personnel expenses (including restructuring costs in 2015: 666 K€; 2014: 745 K€)	(44,038)	(41,852)
Taxes	(1,194)	(1,482)
Depreciation and amortization	(1,570)	(1,301)
Other current operating income	440	824
Other current operating expenses	(1,079)	(1,158)
Current operating income	10,480	8,776
Other operating income and expenses	69	95
Operating income	10,549	8,871
Financial income	155	194
Gross cost of financial debt	(249)	(134)
Net cost of financial debt	(94)	60
Other financial income	154	151
Other financial costs	(1)	(82)
Income tax expense	(3,852)	(3,056)
Share of income of associates	58	(3,480)
Net income from continuing operations	6,814	2,464
Net income from non-current assets held for sale and discontinued operations	-	-
Net income	6,814	2,464
- HighCo shareholders	6,773	2,426
- Minority interest	41	38
Headline PBIT: recurring operating income before restructuring costs	11,146	9,521
Basic earnings per share in euros (1)	0.66	0.24
Diluted net earnings per share in euros (2)	0.66	0.24
Basic earnings per share attributable to HighCo shareholders in euros (1)	0.65	0.23
Diluted net earnings per share attributable to HighCo shareholders in euros (2)	0.65	0.23

⁽¹⁾ Based on an average number of shares of 10,378,189 at december 31, 2015 and 10,388,461 at december 31, 2014.(2) Based on an average number of diluted shares of 10,378,189 at december 31, 2015 and 10,391,808 at december 31, 2014.

CONSOLIDATED BALANCE SHEET

Assets (in € thousands)	31/12/15	31/12/14	
Non-current assets			
Goodwill	76,876	76,430	
Net intangible assets	2,991	2,929	
Net tangible assets	2,881	3,045	
Investments in associates	2,046	1,979	
Other non-current financial assets	1,453	1,335	
Deferred income tax assets	1,066	986	
Total non-current assets	87,313	86,704	
Current assets			
Inventories and work in progress	185	300	
Advances and prepayments	977	679	
Trade and other receivables	44,220	59,192	
Other current assets	6,275	4,585	
Tax receivables due	223	946	
Tax receivables	7,106	8,448	
Cash and cash equivalents	55,263	46,554	
Total current assets	114,249	120,704	
Assets held for sale	33	33	
Total assets	201,595	207,441	

Liabilities (in € thousands)	31/12/15	31/12/14
Shareholders' equity		
Ordinary shares	5,605	5,605
Share premium	26,129	26,129
Cther reserves	35,999	34,983
Net income for the year	6,773	2,426
Group shareholders' equity	74,506	69,143
Minority interest in equity	43	3
Total shareholders' equity	74,549	69,146
Non-current liabilities		
Borrowings	11,527	485
Provisions for liabilities and charges	1,694	1,595
Other non-current liabilities	-	-
Total non-current liabilities	13,221	2,080
Current liabilities		
Financial debt	2,963	14,863
Provisions for liabilities and charges	520	806
Trade and other payables	37,012	50,594
Other current liabilities	63,041	57,450
Tax debts payable	825	862
Tax debts	9,445	11,621
Total current liabilities	113,806	136,196
Total debts	127,027	138,276
Liabilities directly associated with assets held for sale	19	19
Total liabilities	201,595	207,441

CONSOLIDATED CASH FLOW STATEMENT

(in € thousands)	31/12/15	31/12/14
Net income	6,814	2,464
Net income from discontinued operations	-	-
Depreciation and provisions charges (net)	1,564	1,379
Income and expenses arising from share-base payments	(21)	21
Dividends	` -	-
Remeasurement (Fair Value)	(69)	(161)
Share of profit of associates	(58)	3,480
Deferred tax	(131)	630
Gain or loss on sales of assets	(31)	11
Net cash from operating activities - before changes in working capital	8,068	7,824
Changes in working capital	5,121	3,968
Net cash from operating activities	13,189	11,792
Purchases of fixed assets	(1,583)	(1,333)
Proceeds from disposal of fixed assets	128	164
Change in other non-current assets	(77)	(681)
Net cash allocated to subsidiary acquisitions	(57)	(1,916)
Net cash from investing activities	(1,589)	(3,766)
Capital increase	-	3
Dividends paid to shareholders	(1,560)	(1,569)
New loans	15,050	2,100
Repayment of loans	(15,928)	(2,218)
Exercise of stock options	-	-
Treasury shares	(501)	(507)
Net cash from financing activities	(2,939)	(2,191)
Foreign exchange impact	69	71
Net cash inflow (outflow)	8,730	5,906
Cash and cash equivalents at the beginning of the period	46,534	40,628
IFRS 5 Impact of cash and cash equivalents	-	-
Cash and cash equivalents at the end of the period	55,263	46,534
Change	8 ,730	5,906

INVESTOR RELATION CONTACTS AND FINANCIAL REPORTING CALENDAR



Olivier Michel Managing Director comfi@highco.com

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2016 Calendar

Q1 2016 (GM) 26 April 2016

Q2/H1 2016 (GM) 19 July 2016

H1 results 2016 31 August 2016

Conference call 1st September 2016 H1 2016

Q3 2016 (GM) 19 October 2016

Q4/FY 2016 (MB) 24 January 2017

Published post closing.