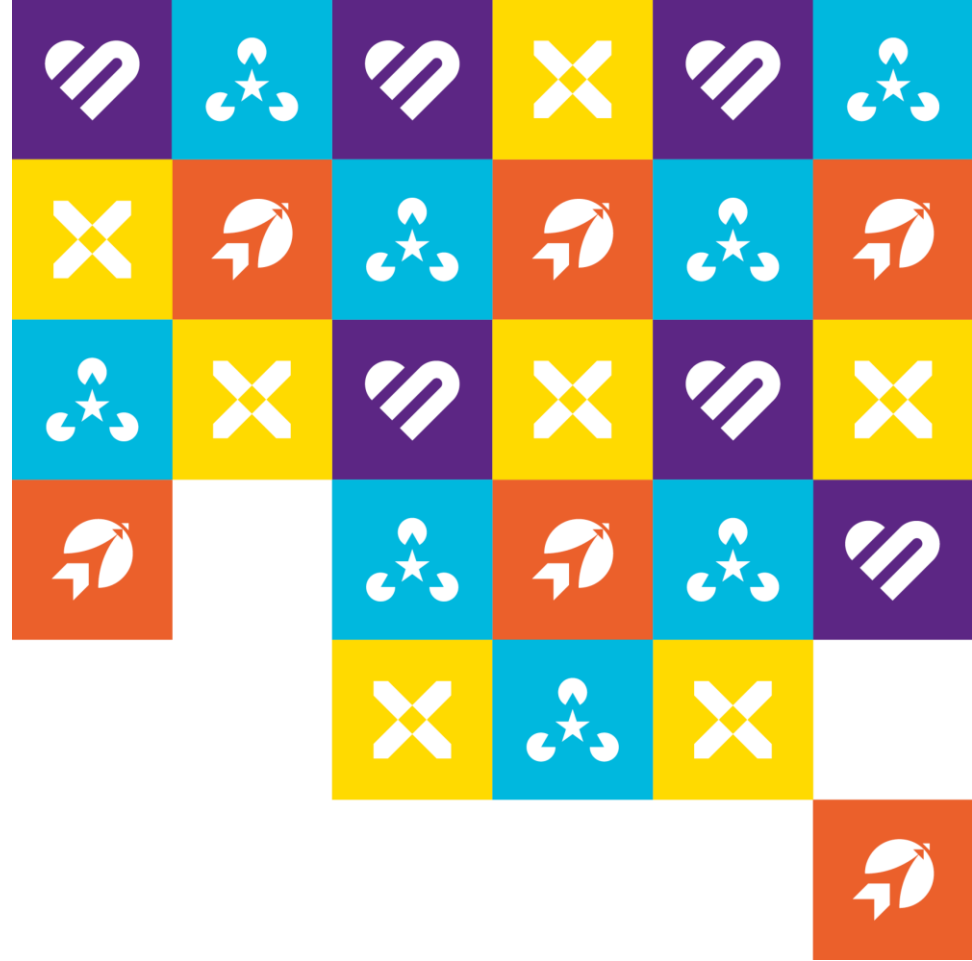
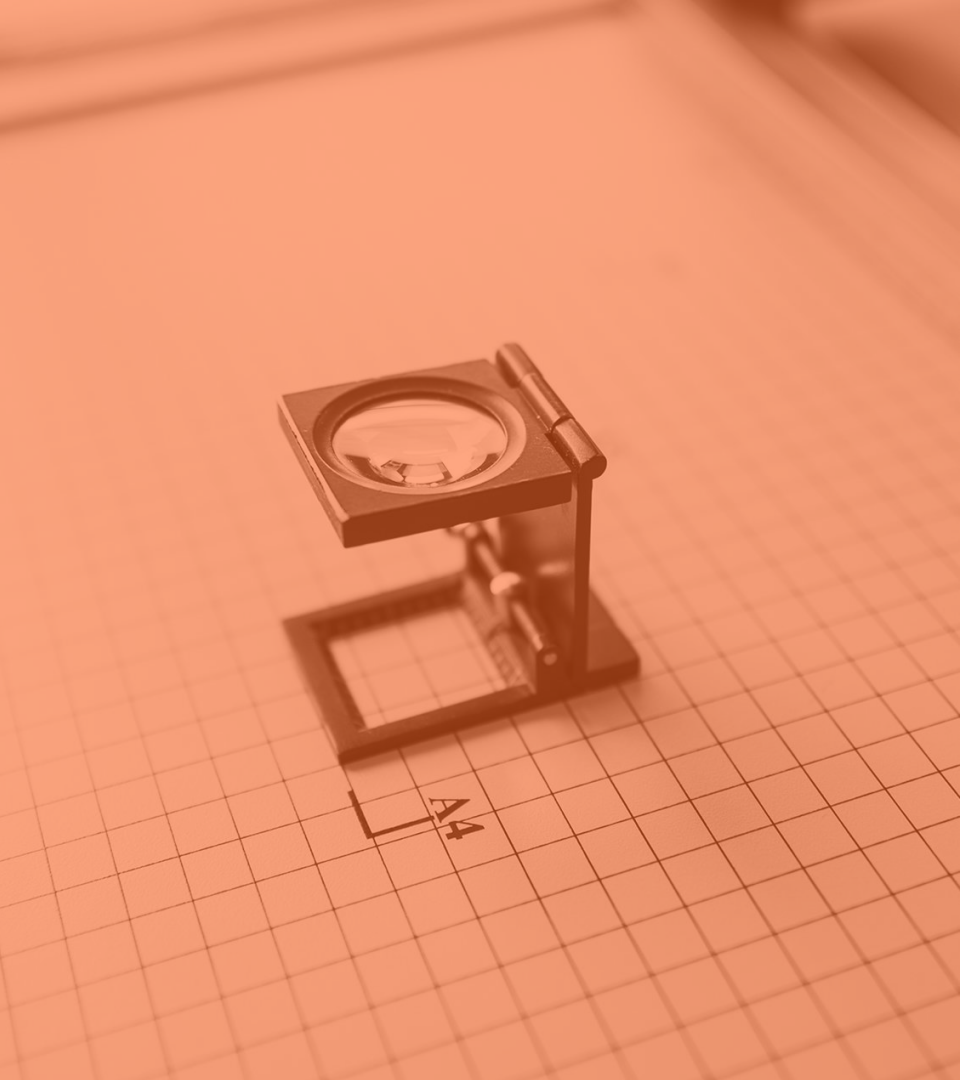


FIRST-HALF 2019 RESULTS

29 AUGUST 2019



HighCo



01. Key messages

- 02. Financial performance
- 03. Strategy
- 04. Mission and offer
- 05. Business cases
- 06. Guidance and conclusion

01. KEY MESSAGES

PICK-UP IN BUSINESS GROWTH AND IMPROVED H1 RESULTS

PICK-UP IN BUSINESS GROWTH

Q2 GROSS PROFIT
€25.03 M

up 3.9% LFL¹/up 11.4% reported

H1 GROSS PROFIT
€48.2 M

up 3.5% LFL¹/up 11.6% reported

IMPROVED OPERATING RESULTS

Adjusted headline PBIT²: €12.72 M
up 12.4%

Adjusted operating margin²: 26.4%
up 20 bp

Recurring operating income: €12 M
up 16.9%

STRONG CASH GENERATION

NET CASH³
€60.23 M up €8.06 M
(vs. 31 Dec. 2018)

NET CASH
excluding operating WC⁴
€2.85 M up €1.88 M (vs. 31 Dec. 2018)

Continued strong growth trend for Digital businesses, totalling 54.8% in H1 2019 (48.6% in H1 2018):
> Sharp growth in Digital (H1 2019: up 8.7%).

2019 guidance: FY19 business growth revised upwards from >2.6% to >3.7% (H2 up >3.9%).

(1) Like for like: Based on a comparable scope (i.e. mainly including the subsidiary Useradgents as of 1 January 2018) and at constant exchange rates.

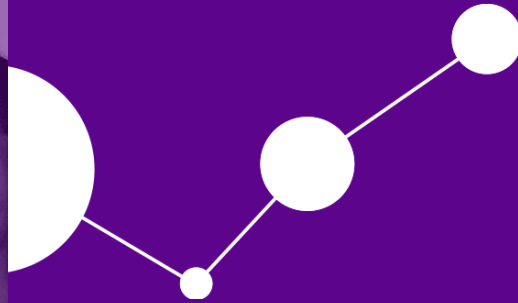
(2) Adjusted headline profit before interest & tax: Recurring operating income before restructuring costs and excluding the cost of performance share plans. Adjusted operating margin: Adjusted headline PBIT/Gross profit.

(3) Net cash position: Cash and cash equivalents less gross current and non-current financial debt, including operating working capital (€57.38 M at 30 June 2019).

(4) Net cash position: Cash and cash equivalents less gross current and non-current financial debt, excluding operating working capital (€57.38 M at 30 June 2019).



Alexandre, Margot, Esteban, Primerose – HighCo



02. Financial performance

01. Key messages

03. Strategy

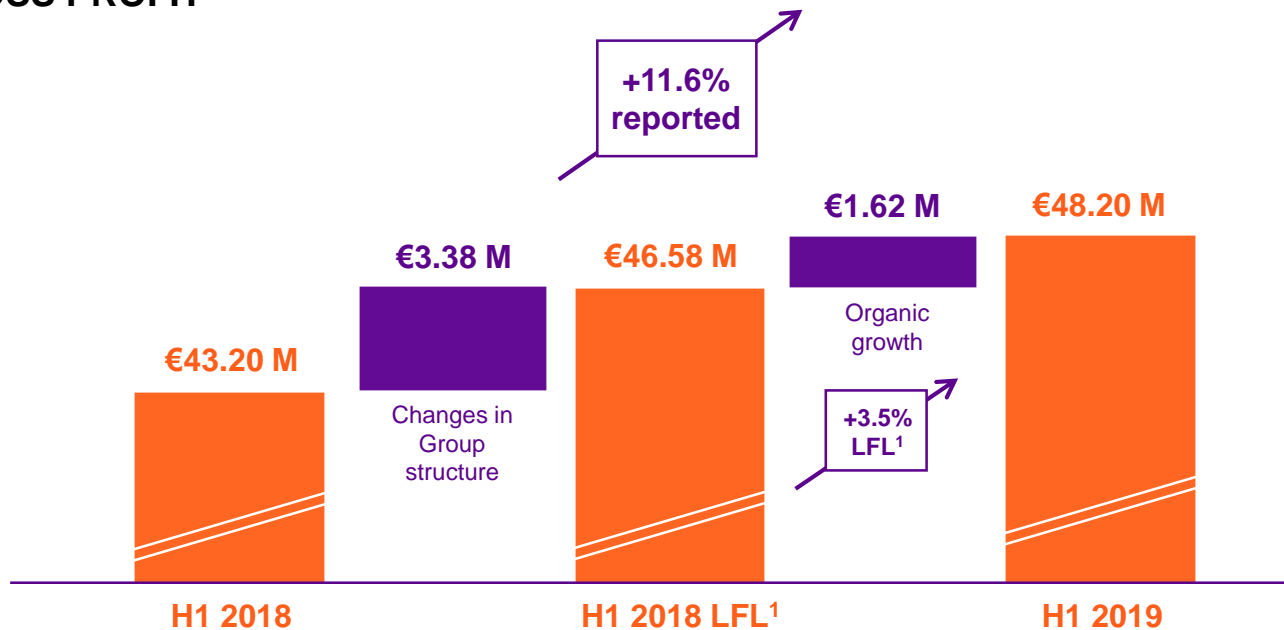
04. Mission and offer

05. Business cases

06. Guidance and conclusion

02. FINANCIAL PERFORMANCE

H1 2019 GROSS PROFIT

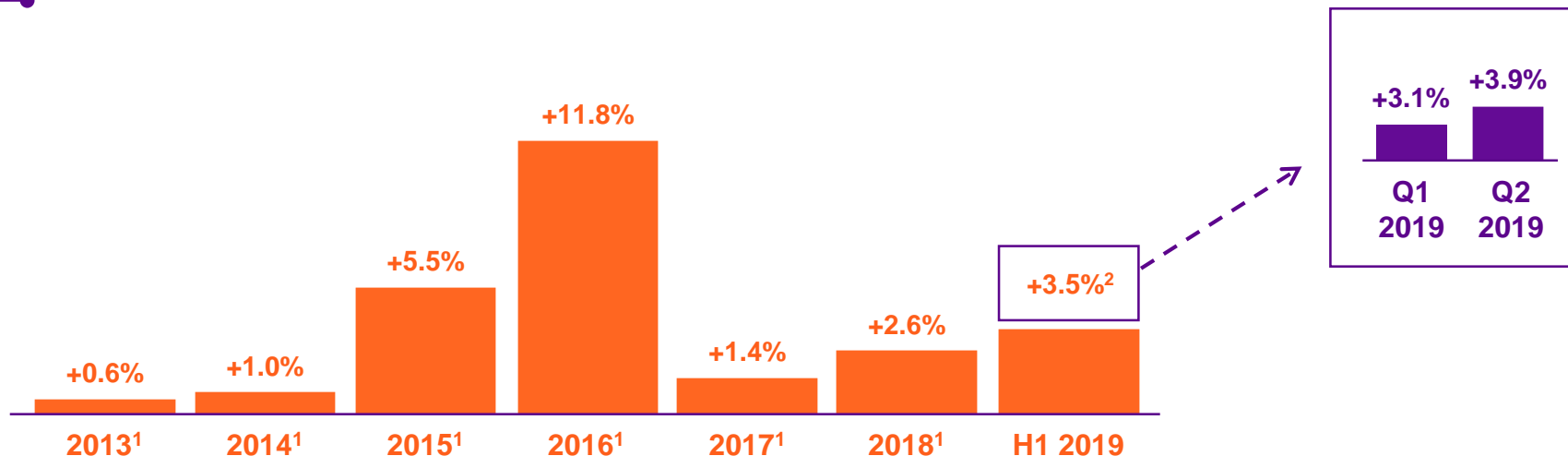


H1 2019 gross profit amounted to €48.2 M, up 11.6% on a reported basis (incl. the full acquisition of Useradgents in July 2018) and 3.5% like for like¹.

(1) LFL: See definition on page 3.

02. FINANCIAL PERFORMANCE

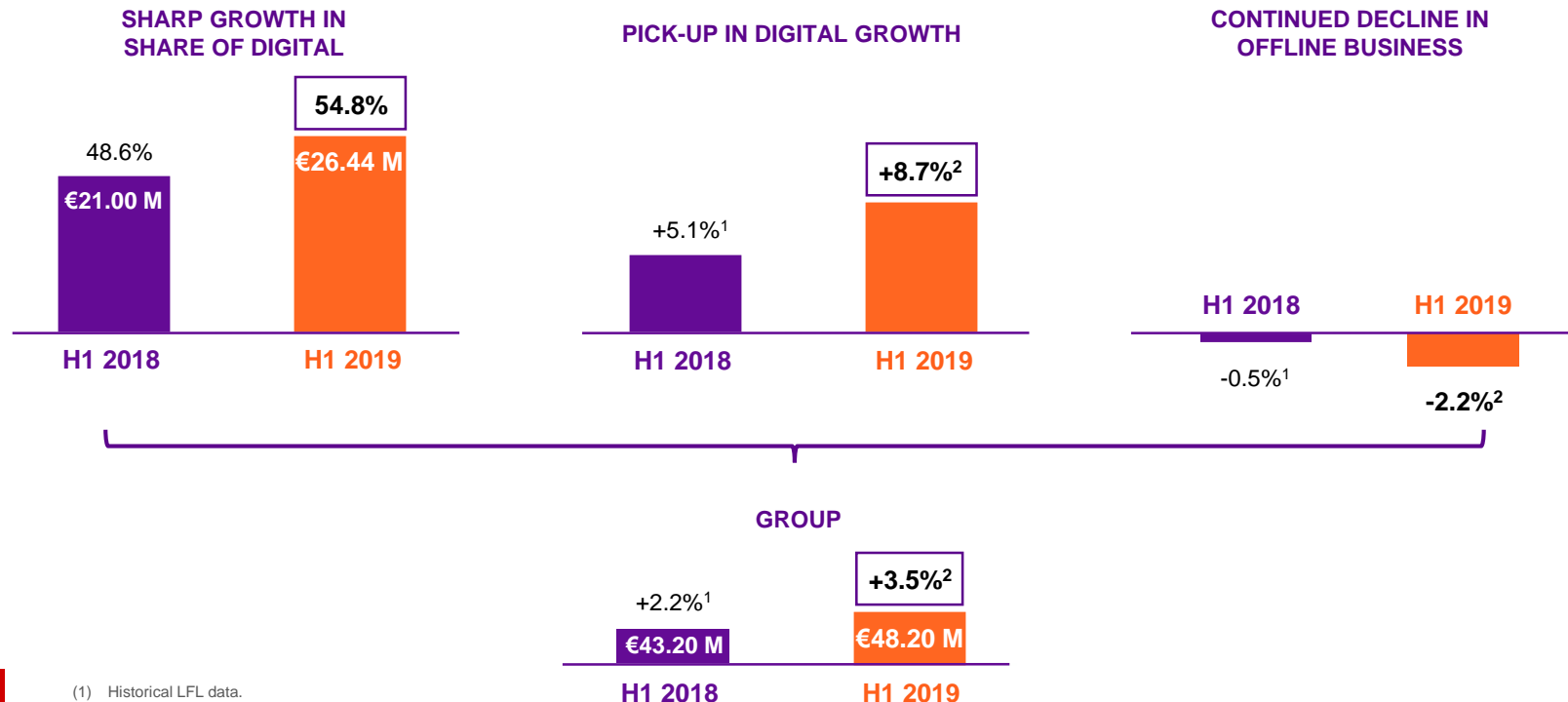
GROSS PROFIT: PICK-UP IN BUSINESS GROWTH



Half-year organic growth: up 3.5% LFL², which picked up in Q2 to 3.9%².

02. FINANCIAL PERFORMANCE

DIGITAL ACCELERATES BUSINESS GROWTH

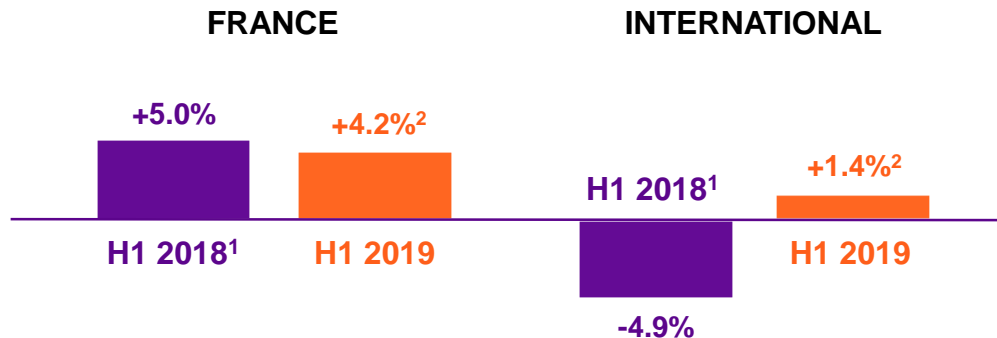


(1) Historical LFL data.

(2) LFL: See definition on page 3.

02. FINANCIAL PERFORMANCE

GROSS PROFIT BY GEOGRAPHICAL AREA



- > **Strong growth in France** (up 4.2% to €36.33 M; 75.4% of the Group's gross profit).
- > **Growth in international business** (up 1.4% to €11.87 M):
 - Growth in Benelux (up 1.5% to €11.32 M; 23.5% of the Group's gross profit);
 - Slight decline in Spain and Italy (down 0.7% to €0.55 M; 1.1% of the Group's gross profit).

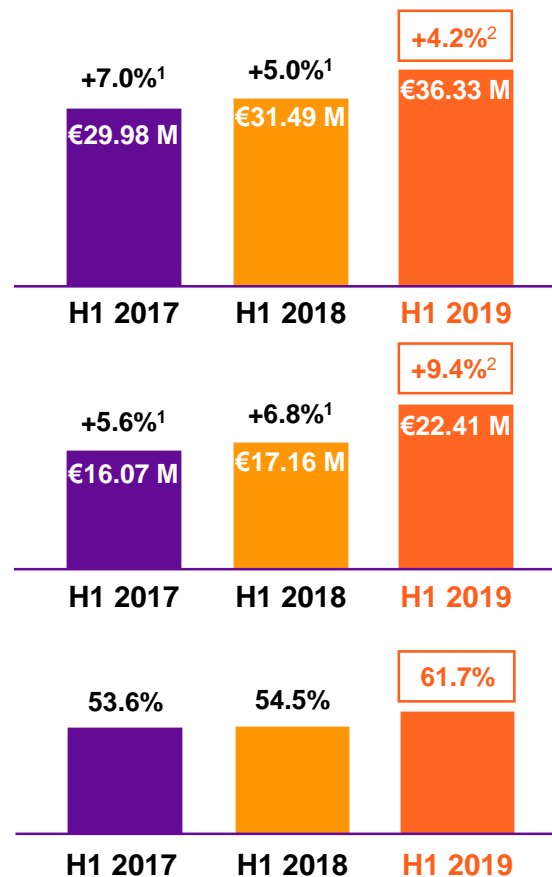
02. FINANCIAL PERFORMANCE

FRANCE: STRONG GROWTH

> Good growth trend continues

> Pick-up in digital growth

> Sharp rise in the share of Digital: more than 60% (integration of the all-digital agency Useradgents in July 2018)



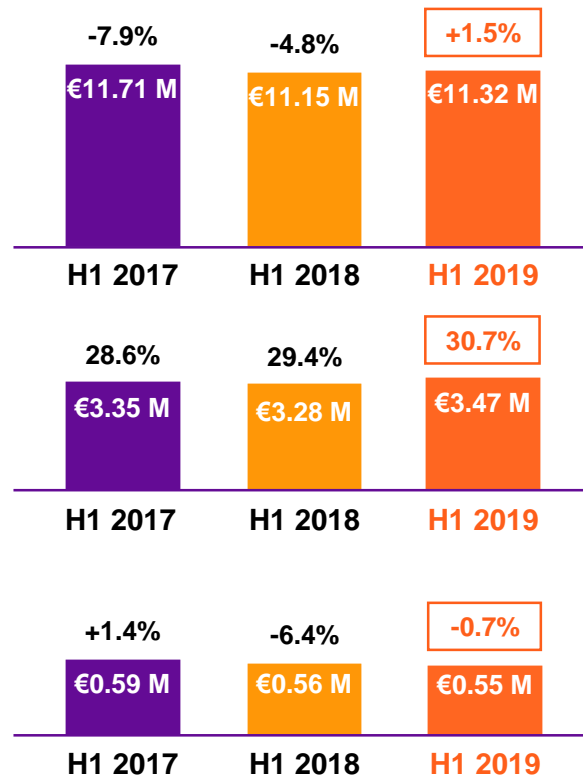
02. FINANCIAL PERFORMANCE

INTERNATIONAL: SHOWING GROWTH

> Benelux: 1.5% business growth over the half-year

> Benelux: 5.8% growth in Digital for a share of over 30%, which offset the drop in the volume of paper coupons cleared and the decline in offline in-store media

> Slight decline in Southern Europe over the half-year



02. FINANCIAL PERFORMANCE

OPERATING PROFITABILITY

(€ M)	H1 2019	H1 2018	CHANGE	LFL CHANGE ¹
GROSS PROFIT	48.20	43.20	+11.6%	+3.5%
OPERATING OVERHEADS	(35.48)	(31.88)	+11.3%	
Adjusted headline PBIT ²	12.72	11.32	+12.4%	
Adjusted OPERATING MARGIN ² (Adjusted headline PBIT/GP)	26.4%	26.2%	+20 bp	

> Strong growth in adjusted headline PBIT²: up 12.4% in H1 2019.

> Slight rise in adjusted operating margin² of 20 bp to 26.4% in H1 2019.

02. FINANCIAL PERFORMANCE

OPERATING PROFITABILITY BY GEOGRAPHICAL AREA

(€ M)	H1 2019	H1 2018	CHANGE
Adjusted headline PBIT ¹ France	11.13	10.15	+9.7%
Adjusted headline PBIT ¹ International	1.59	1.17	+35.9%
Adjusted headline PBIT¹ Group	12.72	11.32	+12.4%
Adjusted OPERATING MARGIN¹ Group	26.4%	26.2%	+20 bp

> France²: strong business growth along with a further increase in adjusted headline PBIT¹ (up 9.7% in H1 2019).

> International²: business growth and increase in adjusted headline PBIT¹ (up 35.9% in H1 2019).

02. FINANCIAL PERFORMANCE

NET INCOME

(€ M)	H1 2019	H1 2018	CHANGE
Adjusted headline PBIT ¹	12.72	11.32	+12.4%
Restructuring costs	(0.17)	(0.24)	
Adjusted recurring operating income ²	12.55	11.08	+13.2%
Cost of performance share plans	(0.55)	(0.81)	
Recurring operating income	12.00	10.27	+16.9%
Other operating income and expenses	-	-	
Operating income	12.00	10.27	+16.9%
Cost of net debt and other financial income and expenses	(0.24)	(0.09)	
Tax expense	(4.52)	(2.38)	
Share in associates	0.04	0.15	
Net income from held for sale and discontinued operations	-	(0.77)	
Net income	7.29	7.18	+1.5%
Net income attributable to owners of the parent	6.56	6.43	+2.0%
Adjusted net income attributable to owners of the parent ³	6.96	7.79	-10.7%

> 12.4% rise in adjusted headline PBIT.

> Strong 16.9% increase in recurring operating income to €12 M (decreases in restructuring costs and cost of performance share plans).

> Slight rise in cost of net debt (IFRS 16) and strong increase in tax expense (research tax credit in 2018).

> Reported attributable net income up 2%, adjusted attributable net income down 10.7% (Yuzu impairment in 2018).

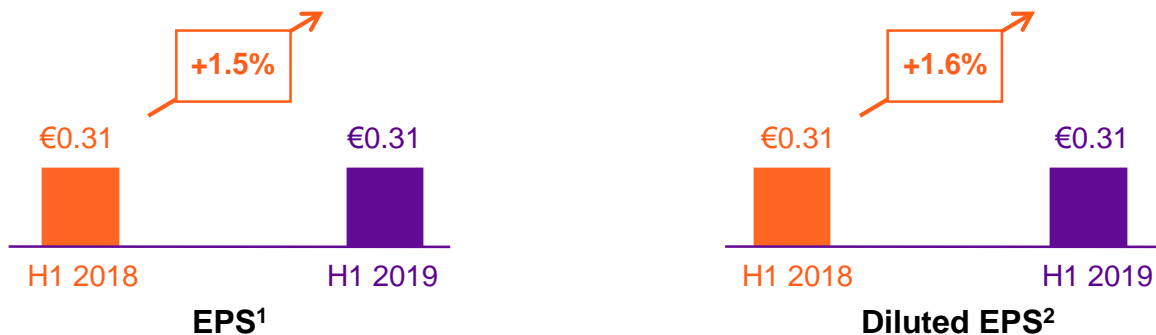
(1) See definitions on page 3.

(2) Adjusted recurring operating income: Recurring operating income excluding the cost of performance share plans.

(3) Adjusted attributable net income: Attributable net income excluding the net after-tax cost of performance share plans, excluding other operating income and expenses, and excluding net income from assets held for sale and discontinued operations.

02. FINANCIAL PERFORMANCE

EARNINGS PER SHARE



> Adjusted H1 2019 EPS up 1.5% to €0.31 (up 1.6% on a diluted basis to €0.31).

- (1) Attributable net income per share based on an average number of shares of 20,869,148 at 30 June 2019 and 20,774,134 at 30 June 2018.
- (2) Diluted attributable net income per share based on an average number of diluted shares of 20,869,148 at 30 June 2019 and 20,783,036 at 30 June 2018.

02. FINANCIAL PERFORMANCE

IFRS 16

IFRS 16 Leases took effect on 1 January 2019

> **Balance sheet:** All leases must be recognised on the balance sheet, especially property leases (operating leases recognised as off-balance sheet items before IFRS 16), broken down as:

- **assets for the right to use the leased assets (€18.03 M at 30 June 2019);**
- **liabilities for the obligation to make associated lease payments (€18.05 M at 30 June 2019).**

> **Income statement: immaterial impact**, as the lease expense (€2.17 M at 30 June 2019) is replaced with a depreciation expense for the right-of-use asset (€2.05 M at 30 June 2019) and interest expense (€0.15 M at 30 June 2019).

> **Cash flow statement:**

- **increase in op. CF¹** as the depreciation of the right-to-use asset is offset (**€2.05 M in H1 2019²**);
- debt repayments under lease obligations recognised as financing activities (**€2.11 M in H1 2019²**).

> First application in 2019 based on the modified retrospective transition approach, i.e. without adjusting comparative periods.

02. FINANCIAL PERFORMANCE

FINANCIAL POSITION

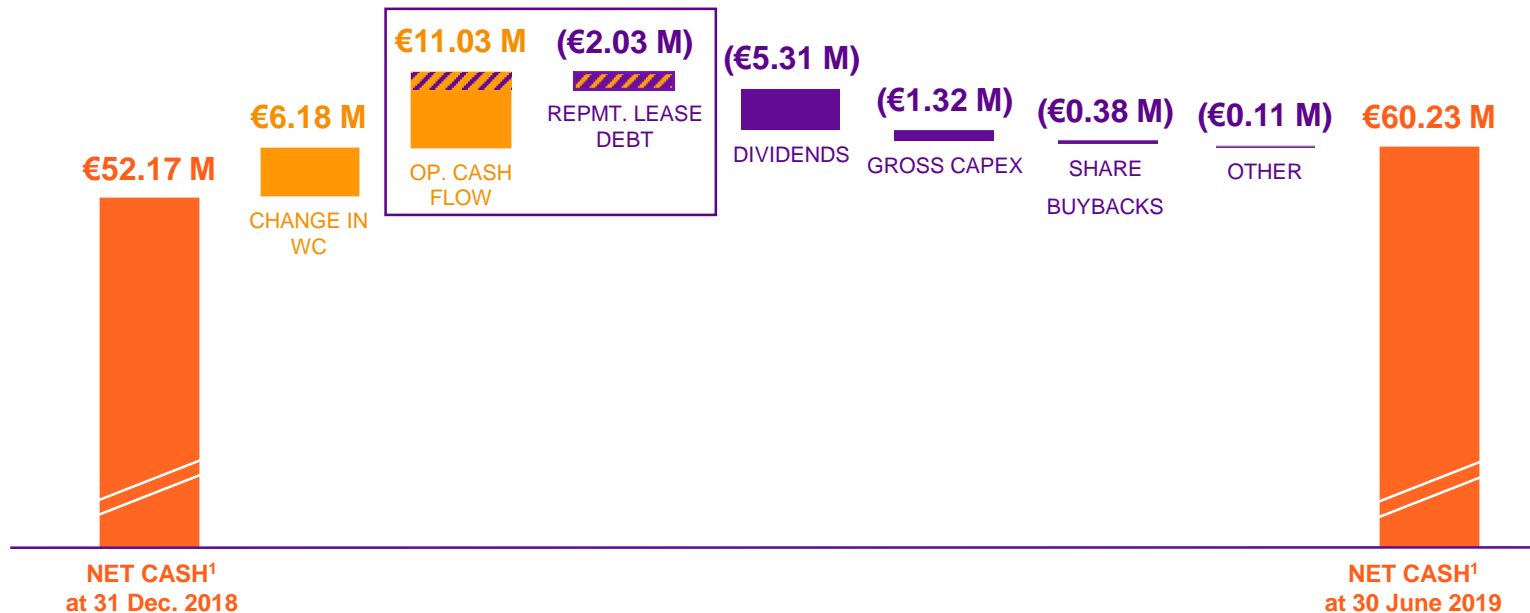
(€ M)	30 June 2019	31 Dec. 2018	CHANGE
Cash and cash equivalents	69.00	62.78	6.22
Gross debt	8.77	10.62	(1.85)
Net cash position ¹	60.23	52.17	8.06
Operating working capital	57.38	51.20	6.18
Net cash excluding operating working capital	2.85	0.97	1.88

> HighCo's financial position remains healthy, with net cash of €60.23 M, up €8.06 M compared to end-2018.

> Excluding operating working capital, the Group posted net cash of €2.85 M, an improvement of €1.88 M with respect to 31 December 2018.

02. FINANCIAL PERFORMANCE

FINANCIAL POSITION

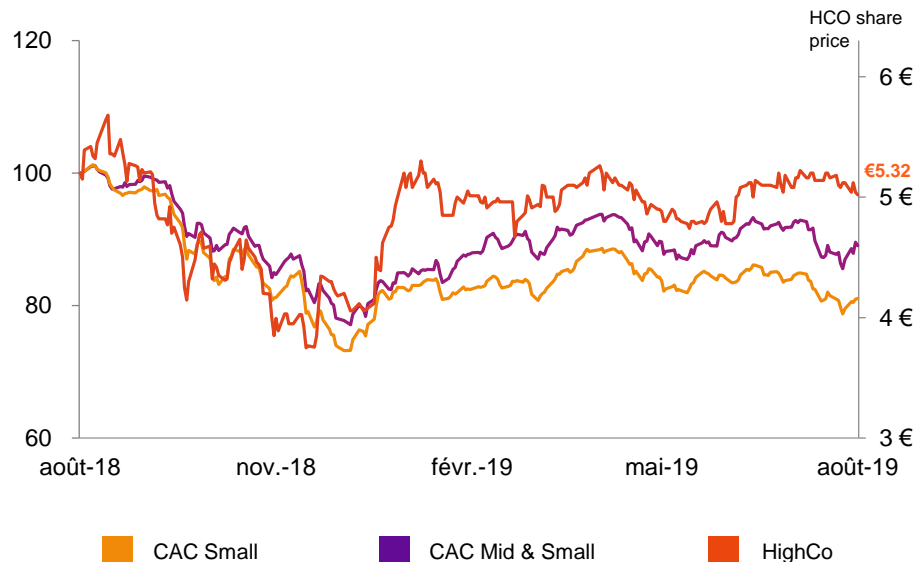


With cash-generating flows of €15.18 M (operating cash flow excluding the favourable impact of IFRS 16 and change in working capital) and cash-consuming flows of €7.11 M (dividends, CAPEX and share buybacks), net cash came out at €60.23 M, up €8.06 M.

02. FINANCIAL PERFORMANCE

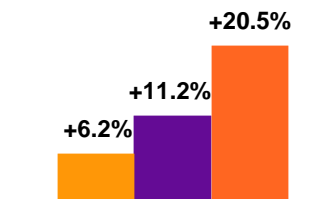
SHARE PERFORMANCE

Share performance over the past 12 months

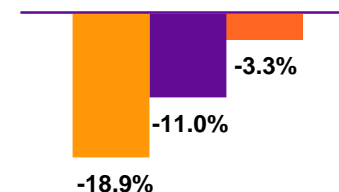


Change with respect to benchmark indices

Since 1 January 2019



Over the past 12 months



The HighCo share price (€5.32 at close of trading on 22 August 2019) has gained 20.5% since the beginning of the year, compared to gains of 6.2% and 11.2% for the CAC Small and CAC Mid & Small indices, respectively.

02. FINANCIAL PERFORMANCE

TREASURY SHARES

	22 Aug. 2019	30 June 2019	31 Dec. 2018
Number of existing shares	22,421,332	22,421,332	22,421,332
Maximum number of potential performance shares	444,000	444,000	740,000
Number of treasury shares	(1,556,155)	(1,541,701)	(1,718,053)
Percentage of treasury shares	6.9%	6.9%	7.7%

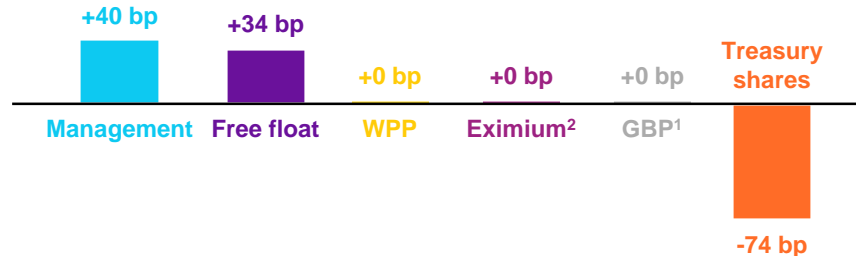
> The maximum number of potential performance shares (qualifying shares) at this date represented 2% of the number of existing shares.

> The percentage of treasury shares fell from 7.7% at 31 December 2018 to 6.9% at 22 August 2019, mainly due to the vesting of performance shares by management.

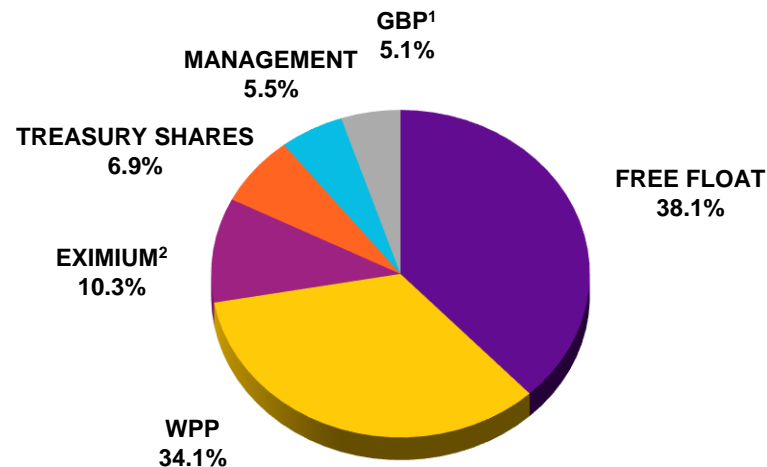
02. FINANCIAL PERFORMANCE

OWNERSHIP STRUCTURE AT 22 AUGUST 2019

Change in ownership in basis points since
31 December 2018



Ownership structure at 22 August 2019



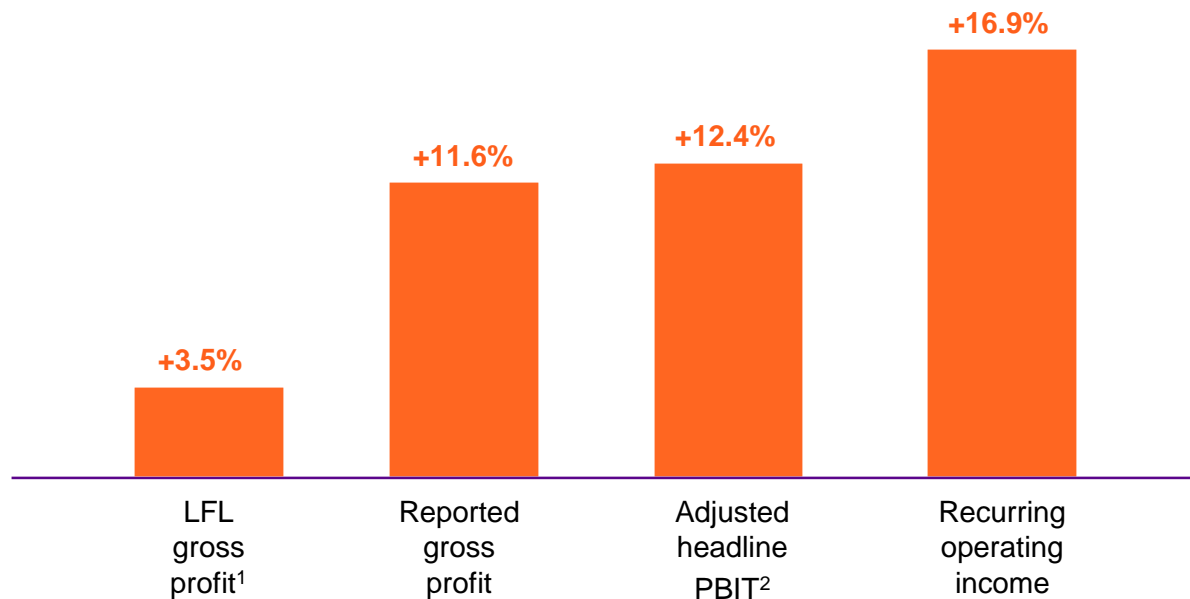
HighCo continues to benefit from a relatively stable ownership structure compared to 31 December 2018, with an increase in management ownership (up 40 bp to 5.5%) mainly due to the vesting of performance shares.

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

(2) Eximium: company controlled by Michel Baulé according to the most recent declaration of threshold crossing filed with the AMF on 1 August 2017.

02. FINANCIAL PERFORMANCE

RISE IN MAIN HALF-YEAR FINANCIAL INDICATORS



(1) LFL: See definition on page 3.

(2) See definition on page 3.

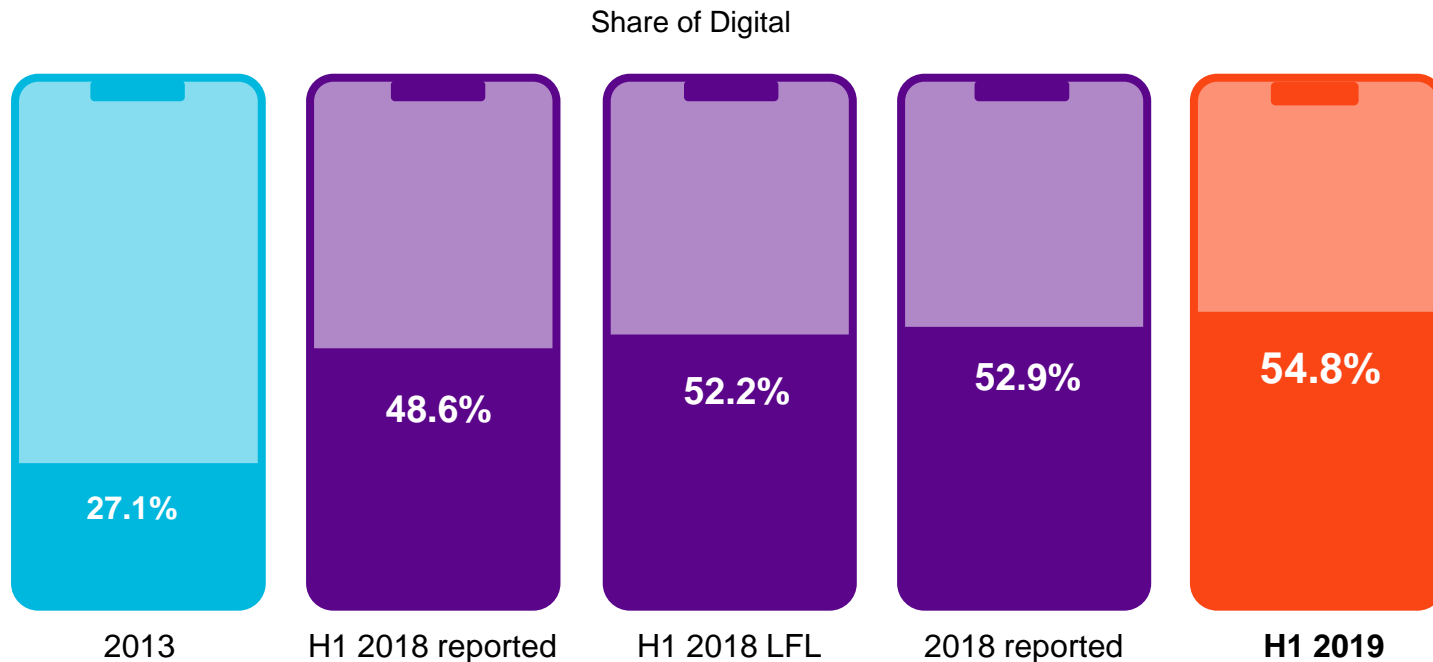


03. Strategy

- 01. Key messages
- 02. Financial performance
- 04. Mission and offer
- 05. Business cases
- 06. Guidance and conclusion

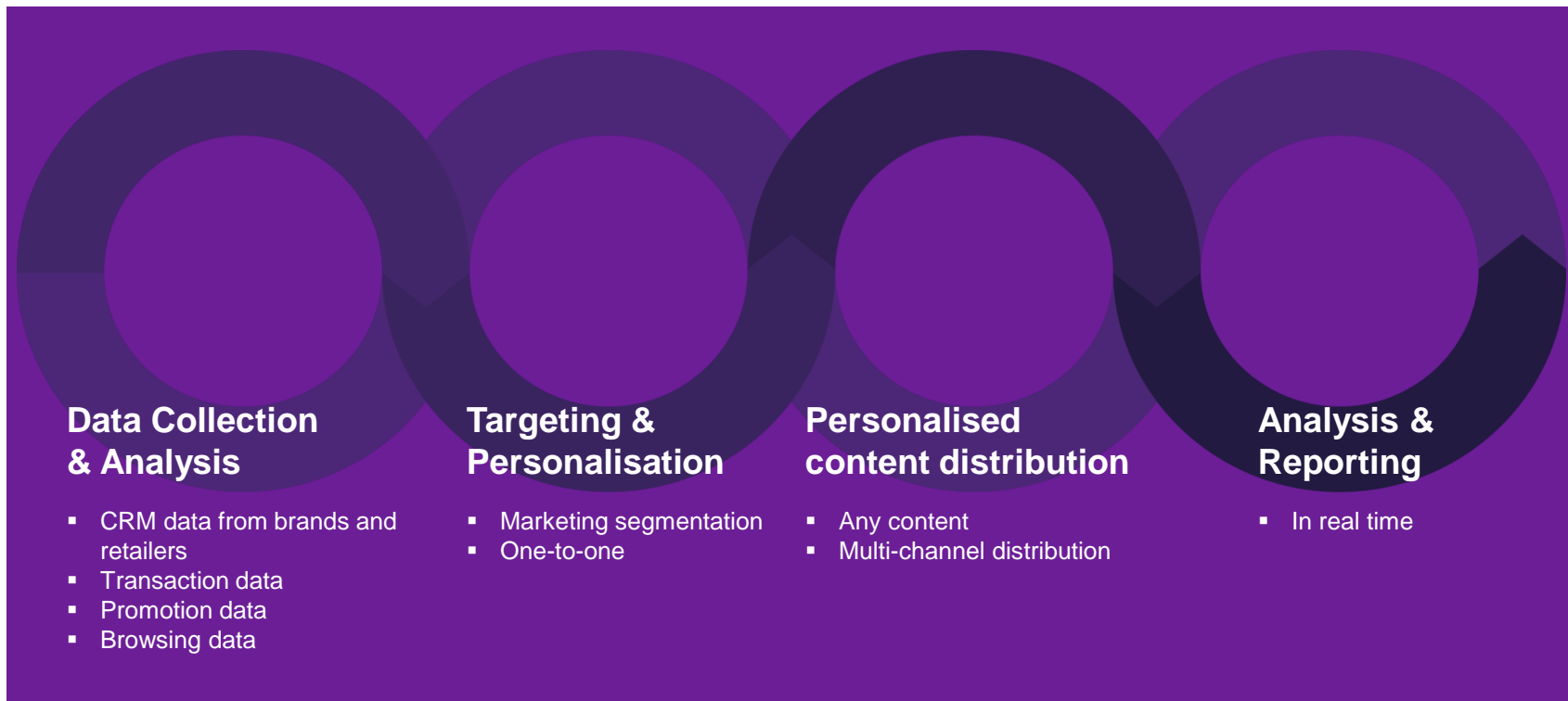
03. STRATEGY

STRATEGIC FOCUS #1: CONTINUE DIGITISING OUR BUSINESSES



03. STRATEGY

STRATEGIC FOCUS #2: DEVELOP OUR UNDERSTANDING OF DATA





04. Mission and offer

- 01. Key messages
- 02. Financial performance
- 03. Strategy
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- 06. Guidance and conclusion

04. MISSION AND OFFER

4 CONTEXT FACTORS

FOOD RETAIL
CONTINUES TO
EVOLVE



MOBILE AND SOCIAL
LEAD USES AND
INVESTMENTS



INITIAL OUTCOMES
OF NEW
REGULATIONS



RACE TO INNOVATION:
ESSENTIAL
FOR ALL INDUSTRY
PLAYERS



04. MISSION AND OFFER

FOOD RETAIL CONTINUES TO EVOLVE

STRATEGIC DIRECTION STEPPED UP

Hypermarkets are suffering



Click & Collect websites, convenience stores and own-brand chains are growing



#1
Higher investment
in e-commerce

#2
Omni-channel alliances
between physical stores and
pure players

MONOPRIX

amazon

Carrefour

franprix

Cdiscount

#3
Offer new shopping experiences:
gaming, shop in shop, technology



#4
Focus on loyalty
Personalised, multi-function apps

04. MISSION AND OFFER

MOBILE AND SOCIAL IN THE LEAD...

... IN USES

1.8 bn
app
downloads¹



24%
of **SMS** sent
by **brands**²

37%
of digital **transactions**
made
via **mobile**³



... AND IN DIGITAL INVESTMENTS⁴

Mobile
up **49%** vs. 2018

Social
up **23%** vs. 2018

Video
up **19%** vs. 2018



- (1) MMA – 2018 Barometer (App Annie – App Annie Intelligence).
- (2) AFMM – 2018 SMS Push Barometer (Data provided by Bouygues Télécom, Orange and SFR).
- (3) Criteo – Global commerce review, Q4 2018 – Share of mobile in digital transactions (excluding applications).
- (4) MAGNA / IPG Mediabrands – MAGNA INTELLIGENCE 2019 Forecasts – June 2019.

04. MISSION AND OFFER

INITIAL OUTCOMES OF NEW REGULATIONS ON PROMOTIONS

OUTCOMES DEVIATE FROM INTENT OF THE LAW

Measure 1.

10% hike in Resale-Below-Cost (RBC) threshold

No trickle-down effect to farmers

Price war between national brands and retailer private-label brands, the latter are not affected by the law

Measure 2.

Regulations on promotions

Negative impact on SMEs that need promotions to compete with big-name brands

Promotions shifted to non-food



Generosity shifted to **discount coupons, bonus deals, loyalty programmes, “eat healthy” campaigns, promotional events under licence, games**



04. MISSION AND OFFER

RACE TO INNOVATION: ESSENTIAL FOR ALL INDUSTRY PLAYERS

INNOVATION TODAY IS MAINLY DRIVEN BY STARTUPS

342
startup
funding
rounds
in H1 2019 ¹

3
new
unicorns ²

5 funding
rounds
involving over
€100 M ²

VERY STRONG GROWTH IN MONEY RAISED AND VALUATIONS

€2.8 bn
raised in H1 2019
in France
(up 32% vs. 2018) ²

€8.2 M
raised
on average ¹

MANUFACTURERS AND RETAILERS IMPLEMENT COMPLEMENTARY INNOVATION STRATEGIES

Startup studios
Innovation labs
Incubators
Intrapreneurial programmes
Startup competitions

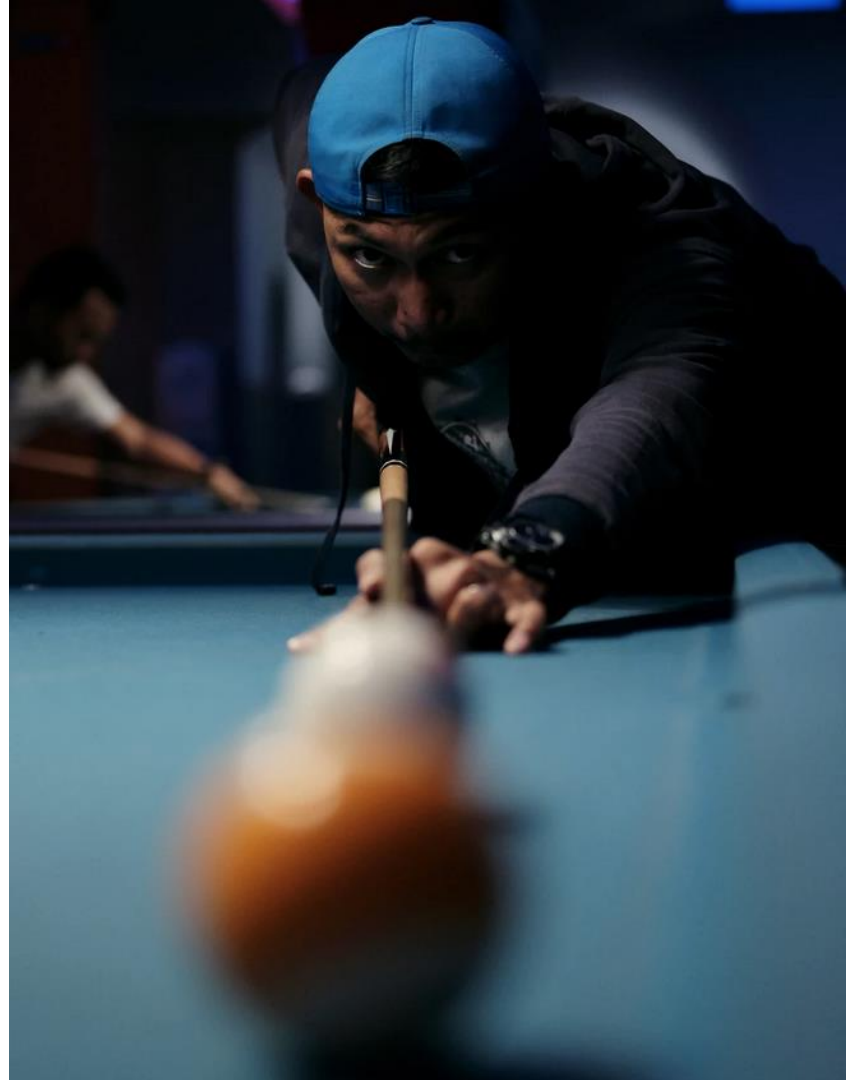


04. MISSION AND OFFER

Redefine our mission
&
Adjust our offer



29 AUGUST 2019



04. MISSION AND OFFER

Our mission

As an expert in data marketing and communication,
HighCo continuously innovates
to work with brands and retailers
in facing the retail challenges of tomorrow.

04. MISSION AND OFFER

4 complementary areas of expertise cover the entire consumer engagement chain from initial contact to the transaction

Marketing Strategy

- Brand platform
- Communication strategy
- Social network engagement
- Media strategy



Emotion

Customer Experience

- Service design
- SMS and push notifications
- Mobile apps and websites
- Loyalty programmes



Relation

Data Marketing

- Data collection & analysis
- Targeting and personalisation engines
- Predictive algorithms (AI)
- GDPR compliant technologies



Personalisation

Activation Campaigns

- Promotion mechanics
- Multi-channel distribution
- Logistics and merchandising
- Operational management/Coupon clearing



Transaction



05. Business cases

- 01. Key messages
- 02. Financial performance
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- 06. Guidance and conclusion

05. BUSINESS CASES



CAPITALISING ON THE MOTHER-DAUGHTER RELATIONSHIP

Objective:

- Promote brand values and quality of products

Approach:

- Use 4 stories of influencers (and their daughters) to talk about passing down tips and products



05. BUSINESS CASES



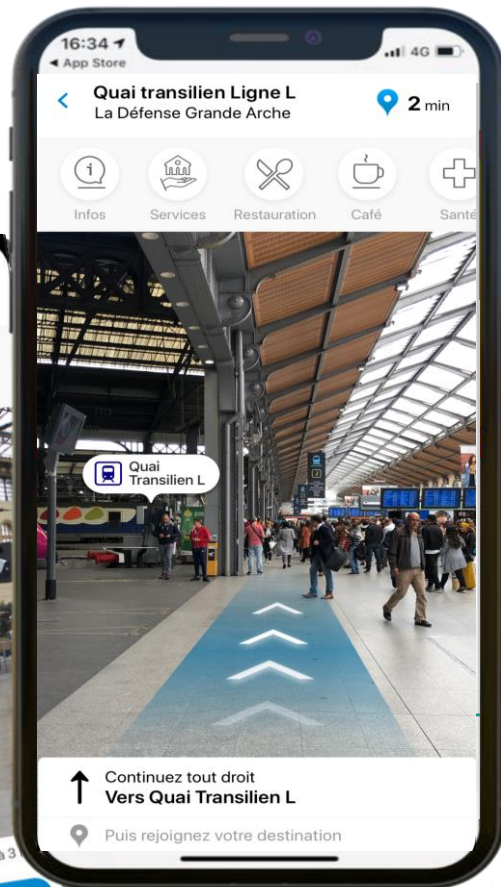
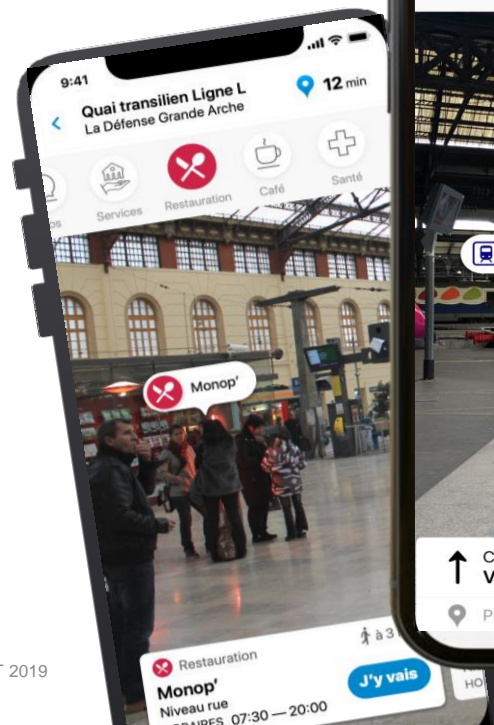
AUGMENTED REALITY TO ENHANCE EXPERIENCE

Objectives:

- Offer an in-station mobile navigation experience
- Feature partner brands and services

Approach:

- Prototype an augmented reality guidance system
- Develop an app that uses cameras, infrared sensors, gyroscope and accelerometer
- Design an indoor positioning algorithm



05. BUSINESS CASES



USING DATA TO GENERATE TRAFFIC

Objectives:

- Generate in-store traffic
- Recruit new consumers

Approach:

- Implement a targeting engine (positioning, weather, navigation)
- Issue personalised deals for the chain's loyal customers (CRM targeting)
- Recruit new look-alike consumers (similar characteristics)



05. BUSINESS CASES



TOUR DE FRANCE: FUN BRAND CAPITAL

Objectives:

- Strengthen the chain's image in 3 areas: Heritage, Popularity, Responsibility.
- Generate in-store visits over the period, increase the average basket value

Approach:

- Capitalise on Tour de France sponsorship
- Create in-store and online game
- Selection of prizes in line with the chain's commitments



05. BUSINESS CASES

TRADE MARKETING TAKES OFF AT INTERMARCHÉ

Objective:

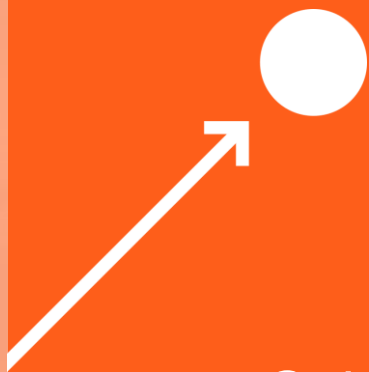
- Support the M&M's line of ice cream

Approach:

- Create a dedicated trade marketing shop on the chain's click & collect website
- Feature the M&M's game



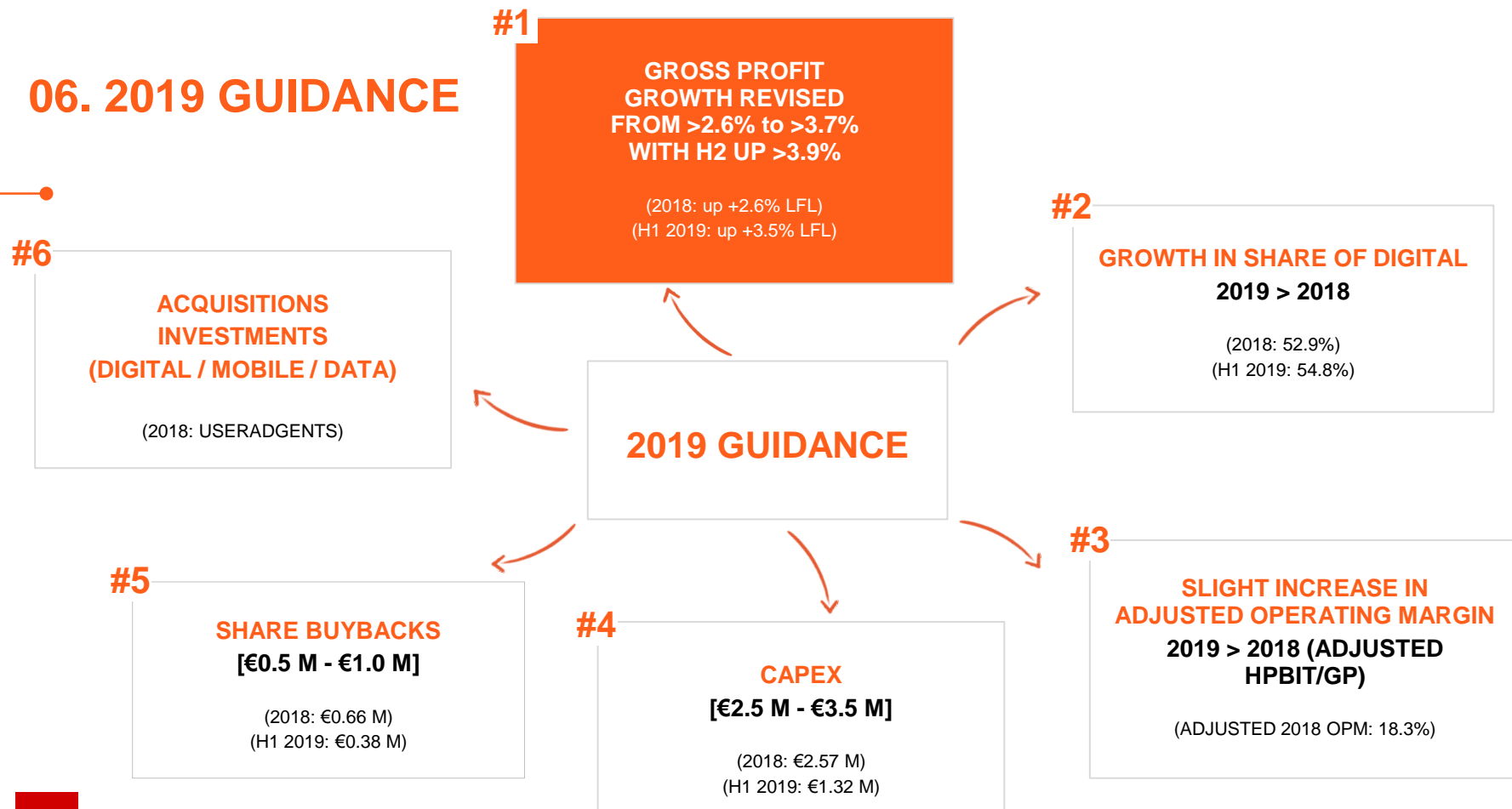
29 AUGUST 2019



06. Guidance and conclusion

- 01. Key messages
- 02. Financial performance
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- 05. Business cases

06. 2019 GUIDANCE



06. 2019 GUIDANCE

Conclusion

Driven by its digital businesses, HighCo turned in a very good performance for the first half of 2019, with a pick-up in organic growth and a sharp increase in operating results.

Building on this strong performance and its strategic positioning, the Group has the capacity to accelerate its growth in the second half of the year to achieve its seventh consecutive year of profitable growth.

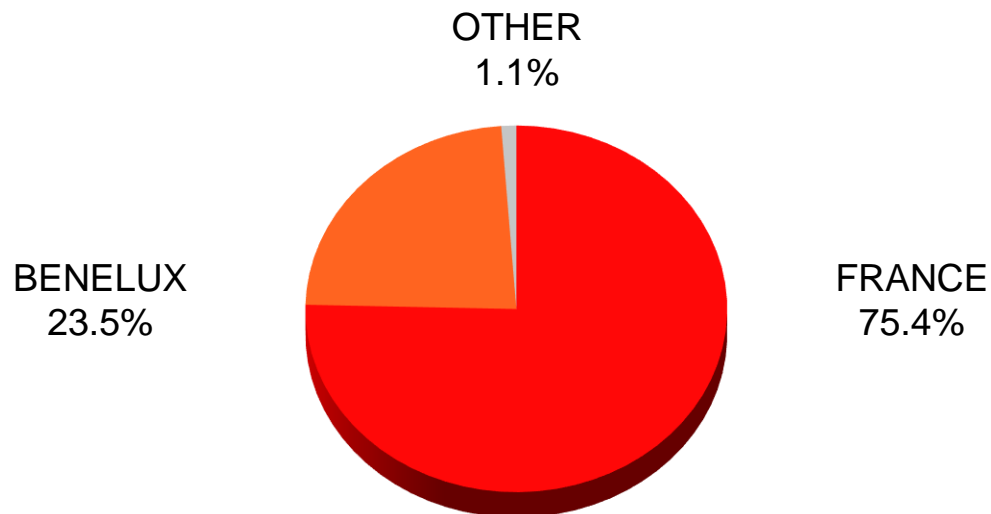


Emotion . Relation . Personalisation . Transaction



**Intelligent
Marketing**

BREAKDOWN OF H1 2019 GROSS PROFIT BY GEOGRAPHIC AREA



CONSOLIDATED INCOME STATEMENT

(in € thousands, except for earnings per share)

	30/06/19	30/06/18
Sales	89,861	88,990
Purchases and external charges	(48,153)	(54,190)
Personnel expenses	(25,122)	(23,240)
Taxes	(839)	(772)
Depreciation and amortization	(3,387)	(1,263)
Other current operating income	298	1,150
Other current operating expenses	(656)	(408)
Recurring operating income	12,001	10,267
Other operating income and expenses	-	-
Operating income	12,001	10,267
Financial income	1	5
Gross cost of financial debt	(215)	(92)
Net cost of financial debt	(214)	(87)
Other financial income	2	8
Other financial costs	(23)	(9)
Income tax expense	(4,516)	(2,381)
Share of income of associates	39	150
Net income from continuing operations	7,290	7,948
Net income from non-current assets held for sale and discontinued operations	-	(768)
Net income	7,290	7,180
– HighCo shareholders	6,562	6,433
– Minority interest	728	747
Headline PBIT¹	12,171	10,502
Adjusted Headline PBIT²	12,721	11,318
Basic earnings per share from continuing operations in euros ³	0.35	0.38
Diluted net earnings per share from continuing operations in euros ⁴	0.35	0.38
Basic earnings per share in euros ³	0.35	0.35
Diluted net earnings per share in euros ⁴	0.35	0.35
Basic earnings per share attributable to HighCo shareholders in euros ³	0.31	0.31
Diluted net earnings per share attributable to HighCo shareholders in euros ⁴	0.31	0.31

(1) Adjusted headline profit before interest & tax: Recurring operating income before restructuring costs (S1 2019 : €170th; S1 2018 : €234th).

(2) Adjusted headline profit before interest & tax: Recurring operating income before restructuring costs (S1 2019 : €170th; S1 2018 : €234th) and excluding the cost of performance share plans (S1 2019 : €550th; S1 2018 : €816th).

(3) Based on an average number of shares of 20,869,148 at June 30, 2019 and 20,774,134 at June 30, 2018.

(4) Based on an average number of diluted shares of 20,869,148 at June 30, 2019 and 20,783,036 at June 30, 2018.

CONSOLIDATED BALANCE SHEET

Assets (in € thousands)	30/06/19	31/12/18
Non-current assets		
Goodwill	79,811	79,811
Net intangible assets	7,786	7,855
Net tangible assets	2,292	2,591
Right-of-use assets related to leases	18,027	-
Investments in associates	377	335
Other non-current financial assets	624	597
Other non-current assets	-	-
Deferred income tax assets	1,018	1,068
Total non-current assets	109,935	92,257
Current assets		
Inventories and work in progress	149	148
Advances and prepayments	774	874
Trade and other receivables	47,666	48,591
Other current assets	14,029	14,360
Tax receivables due	399	1,657
Tax receivables	6,783	7,850
Cash and cash equivalents	69,003	62,781
Total current assets	138,004	136,261
Assets held for sale	-	-
Total assets	248,739	228,518

Liabilities (in € thousands)	30/06/19	31/12/18
Shareholders' equity		
Ordinary shares	11,211	11,211
Share premium	26,129	26,129
Other reserves	44,085	38,820
Net income for the year	6,562	8,643
Group shareholders' equity	87,986	84,803
Minority interest in equity	1,666	2,927
Total shareholders' equity	89,653	87,730
Non-current liabilities		
Borrowings	4,500	6,903
Lease liabilities	15,009	-
Provisions for liabilities and charges	1,707	1,797
Other non-current liabilities	2,650	2,795
Total non-current liabilities	23,866	11,495
Current liabilities		
Financial debt	4,070	3,712
Lease liabilities	3,045	-
Provisions for liabilities and charges	1,090	1,090
Trade and other payables	35,262	38,501
Other current liabilities	79,612	73,579
Tax debts payable	828	271
Tax debts	11,313	12,141
Total current liabilities	135,220	129,294
Total debts	159,086	140,788
Liabilities directly associated with assets held for sale	-	-
Total liabilities	248,739	228,518

CONSOLIDATED CASH FLOW STATEMENT

<i>(in € thousands)</i>	30/06/19	31/12/18	30/06/18
Net income	7,290	10,098	7,180
Net income from discontinued operations	-	769	769
Depreciation and provisions charges (net)	3,441	7,515	1,327
Income and expenses arising from share-base payments	289	1,044	659
Dividends	-	535	535
Remeasurement (Fair Value)	1	(5,076)	(2)
Share of profit of associates	(39)	(231)	(150)
Deferred tax	50	22	(11)
Gain or loss on sales of assets	(4)	(30)	(19)
Net cash from operating activities - before changes in working capital	11,028	14,646	10,288
Changes in working capital	6,181	5,333	3,314
Net cash from operating activities	17,209	19,978	13,602
Purchases of fixed assets	(1,323)	(2,569)	(1,018)
Proceeds from disposal of fixed assets	21	42	23
Change in other non-current assets	(9)	5	(3)
Net cash allocated to subsidiary acquisitions/disposition	(119)	(5,987)	(2,209)
Net cash from investing activities	(1,430)	(8,509)	(3,206)
Capital increase	-	(1)	-
Dividends paid to shareholders	(5,305)	(4,375)	(4,375)
New loans	0	1	-
Repayment of loans	(1,767)	(3,807)	(1,935)
Repayment of lease liabilities	(2,110)	-	-
Treasury shares	(375)	(655)	(333)
Net cash from financing activities	(9,557)	(8,837)	(6,643)
Foreign exchange impact	1	(3)	-
Net cash inflow (outflow)	6,222	2,629	3,753
Cash and cash equivalents at the beginning of the period	62,781	60,152	60,152
IFRS 5 Impact of cash and cash equivalents	-	-	-
Cash and cash equivalents at the end of the period	69,003	62,781	63,905
Change	6,222	2,629	3,753

INVESTOR RELATION CONTACTS AND FINANCIAL REPORTING CALENDAR



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