

The HighCo logo consists of a solid red square. Inside the square, the text "HighCo" is written in a white, sans-serif font. The "H" and "C" are slightly larger than the other letters, and the "i" has a dot.

HighCo

# 2020 ANNUAL RESULTS

# 01 **KEY MESSAGES**

02. FINANCIAL PERFORMANCE

03. MARKET ENVIRONMENT

04. MISSION AND STRATEGY

05. GUIDANCE AND CONCLUSIONS

# 01. KEY MESSAGES

## Better-than-expected financial performance in the challenging context of 2020

### H2 BUSINESS ACTIVITY > H1

#### H2 2020 GROSS PROFIT

**€38.19 M**  
down 5.7% LFL<sup>1</sup>

#### 2020 GROSS PROFIT

**€74.16 M**  
down 10.3% LFL<sup>1</sup>

### BETTER-THAN-EXPECTED RESULTS AND PROFITABILITY REMAINING STRONG

**Adjusted HPBIT<sup>2</sup>: €12.18 M** down 28.8%

**Adjusted operating margin<sup>2</sup>: 16.4%**

**Rec. oper. inc.: €12.18 M** down 24.6%

**Adjusted attributable net income<sup>3</sup>:  
€5.77 M** down 36.5%

### STRONG CASH GENERATION

**OP. CF<sup>4</sup> €13 M** down 8.5%

#### NET CASH

**excluding operating WC<sup>5</sup>  
€13.42 M** up €10.17 M (vs. 31 Dec. 2019)

> Proposal of a **much higher dividend payment of €0.27 per share** at the next AGM.

> Launch of our **retail tech startup studio HighCo Venturi**.

(1) Like for like: Based on a comparable scope and at constant exchange rates (see details on page 5).

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

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

discontinued operations.

(4) Op. CF: Operating cash flow.

(5) Net cash excluding operating working capital: Cash and cash equivalents less gross current and non-current financial debt, excluding operating working capital (€63.53 M at 31/12/2020).

# 02 **FINANCIAL PERFORMANCE**

01. KEY MESSAGES

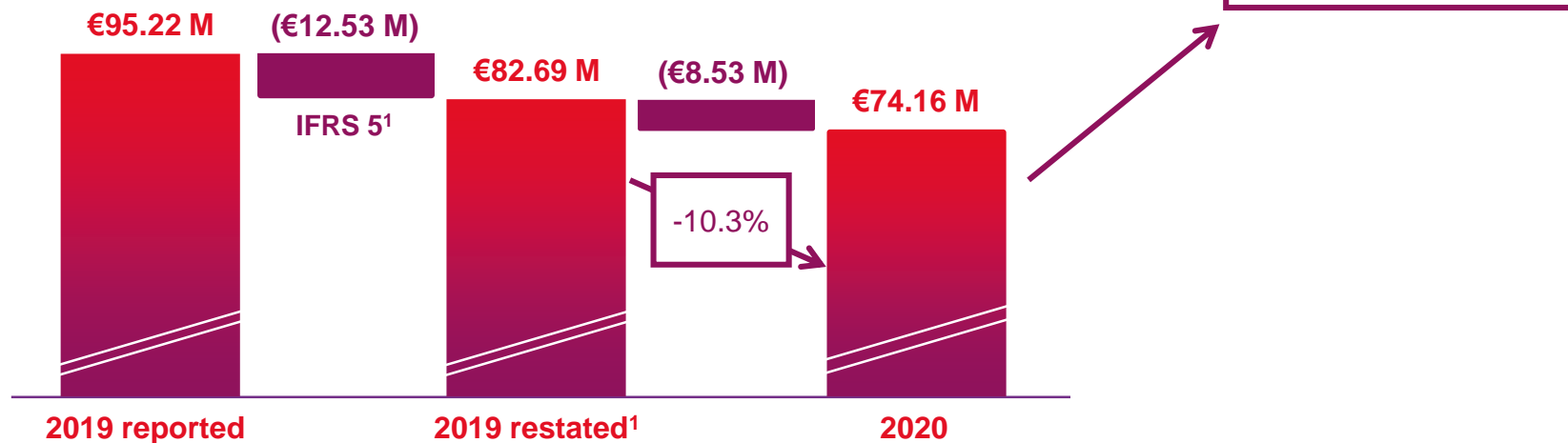
03. MARKET ENVIRONMENT

04. MISSION AND STRATEGY

05. GUIDANCE AND CONCLUSIONS

## 02. FINANCIAL PERFORMANCE

### 2020 Gross profit

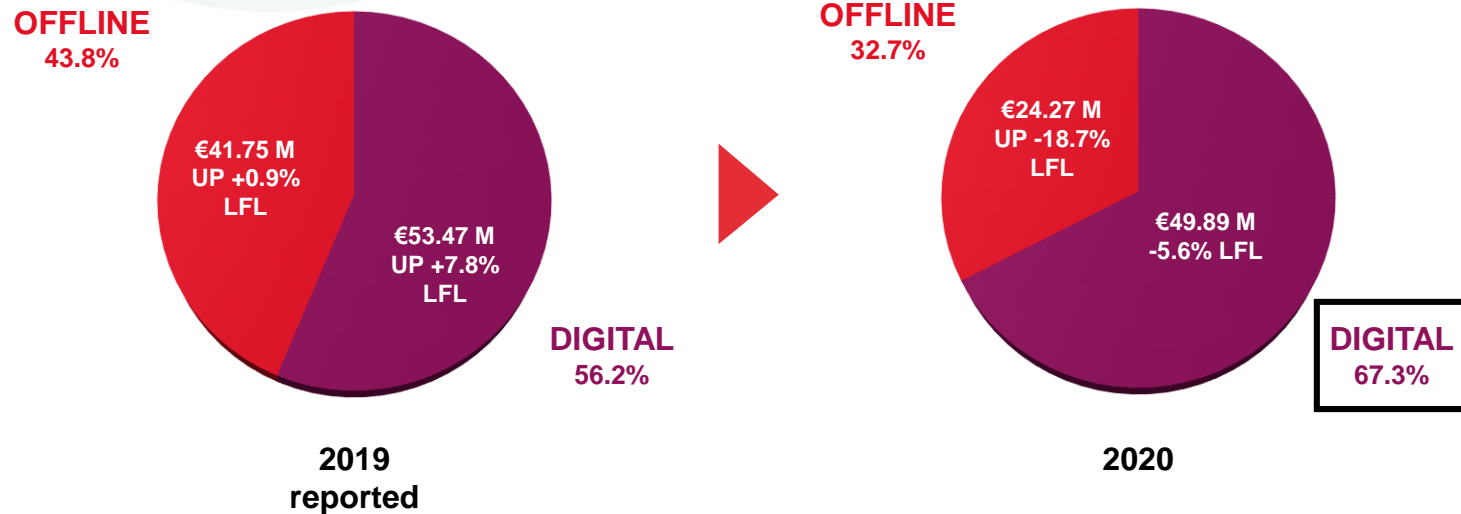


2020 gross profit amounted to €74.16 M, down 10.3% like for like<sup>1</sup>; **H2 (down 5.7%) better than H1 (down 14.7%).**

(1) Like for like: Based on a comparable scope and at constant exchange rates (i.e. applying the average exchange rate over the period to data from the compared period). Furthermore, in application of IFRS 5 – Non-current Assets Held for Sale and Discontinued Operations, the businesses of Shelf Service in Belgium (and of its subsidiary in Luxembourg) were reported as discontinued operations as of the fourth quarter of 2020. For reasons of consistency, the data reported for 2019 and for the first nine months of 2020 has been restated to account for the impact of Shelf Service. As a result, LFL data is equal to restated data in 2019.

## 02. FINANCIAL PERFORMANCE

### Strong growth in share of digital

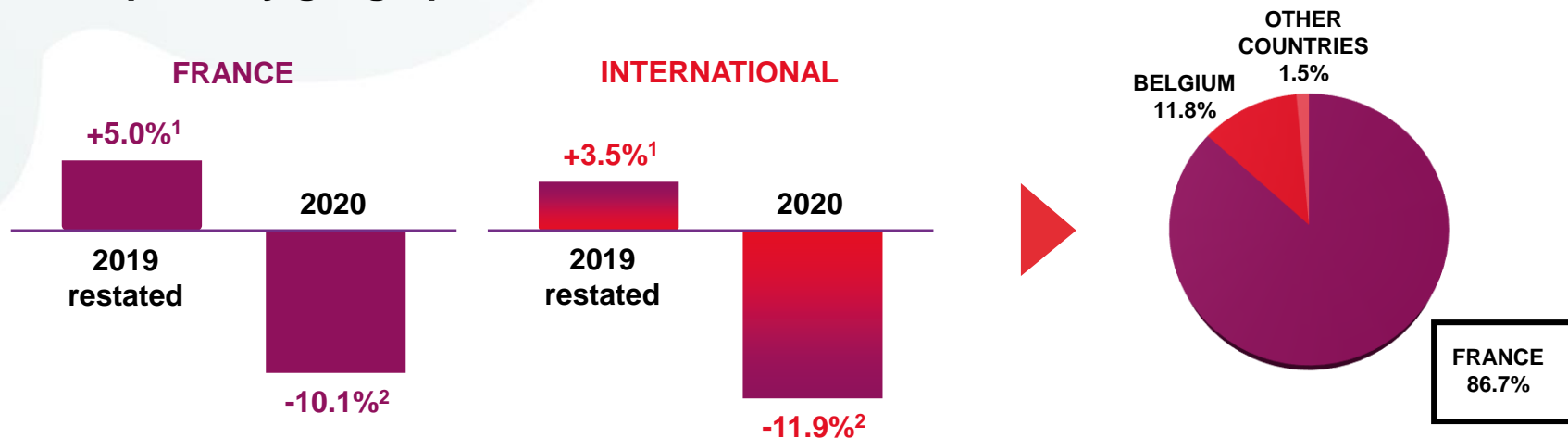


**Strong growth of share in Digital, which represented more than 67% of Group gross profit in 2020:**

- Better resilience of Digital, down 5.6% in 2020;
- Sale of in-store businesses in Benelux, which are more than 95% offline.

## 02. FINANCIAL PERFORMANCE

### Gross profit by geographical area



> **Decline less steep than expected in France** (down 10.1% to €64.32 M); 86.7% of the Group's gross profit.

> **Decline in international business** (down 11.9% to €9.84 M):

- Belgium: Down 13.1% to €8.75 M (11.8% of the Group's gross profit);
- Spain and Italy: Down 0.4% to €1.09 M (1.5% of the Group's gross profit).

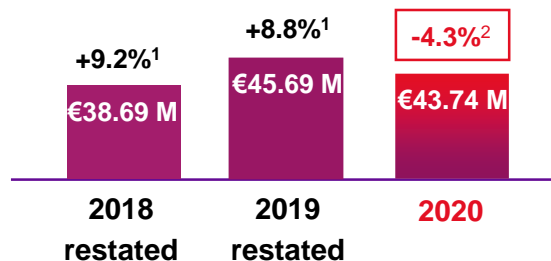
(1) Historical LFL data.

(2) LFL: See definition on page 5.

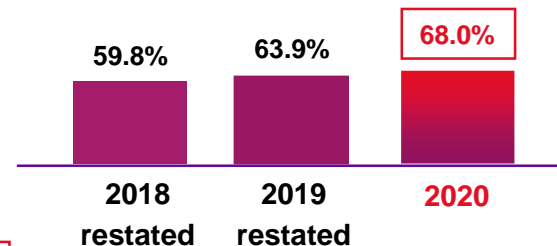
## 02. FINANCIAL PERFORMANCE

### Digitisation of businesses (GP)

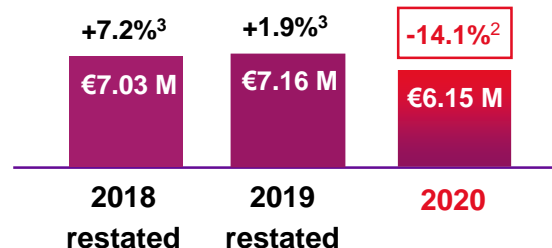
> France: Better resilience of digital business



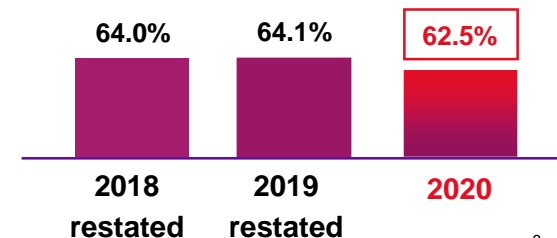
> France: Strong increase in the share of Digital (more than two-thirds of total business)



> International: Decline in digital



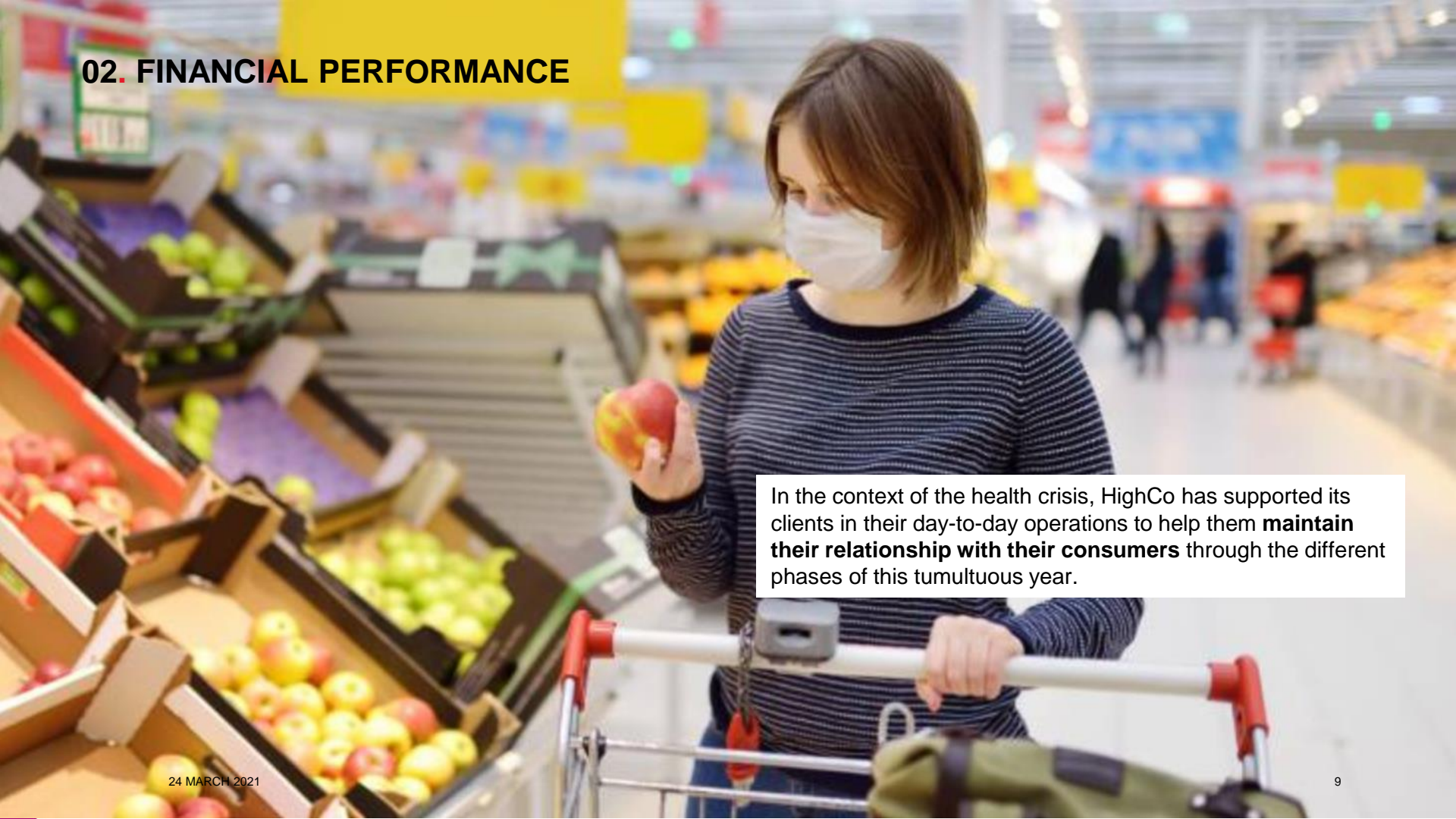
> International: Share of Digital down



- (1) Historical LFL data.  
(2) LFL: See definition on page 5.  
(3) Historical LFL data, excluding Shelf Service.



## 02. FINANCIAL PERFORMANCE



In the context of the health crisis, HighCo has supported its clients in their day-to-day operations to help them **maintain their relationship with their consumers** through the different phases of this tumultuous year.

## 02. FINANCIAL PERFORMANCE

April May > June > July > August > September > October > November > December

### #Solidarity

#### Supporting consumers every day through the lockdown

> Video saga featuring recipes with the Michelin-starred chef Fanny Rey, ambassador of the brand Produits Casino.

> Posts on Facebook & Instagram

**Casino**  
PRODUITS DE QUALITÉ DEPUIS 1901



## 02. FINANCIAL PERFORMANCE

April > May > **June** > July > August > September > October > November > December

### #Solidarity

**Supporting restaurant owners**  
with a dematerialised cashback  
offer



## 02. FINANCIAL PERFORMANCE

April > May > June > July > August **September** October > November > December

**#traffic #purchasingpower**

**Restore foot traffic** in physical stores

**Boost purchasing power** through an online game



## 02. FINANCIAL PERFORMANCE

April > May > June > July > August > September **October** November > December

**#traffic #purchasingpower**

Restore **traffic at click & collect points** and physical points of sale

Boost **purchasing power**

Support **healthy eating** with organic products





## 02. FINANCIAL PERFORMANCE

April > May > June > July > August > September > October > **November** > December

**#sales #solidarity**

**Support toy sales** through a financial offer

**Encourage solidarity** through a partnership with the donation site Geev

**Ravensburger**



## 02. FINANCIAL PERFORMANCE

April > May > June > July > August > September > October > November > **December**

**BUT**

**#awareness #solidarity**

Support awareness of the chain through a **fun and viral campaign in line with context**

- “Ugly” cloth masks available **to win**
- A solidarity element via a **partnership with Emmaüs Défi**
- An **Instagram filter**



## 02. FINANCIAL PERFORMANCE

### Operating profitability

(€ M)	2020	2019 restated	Change vs. 2019 restated	Change vs. 2019 reported
GROSS PROFIT	74.16	82.69	-10.3%	
OPERATING OVERHEADS	(61.98)	(65.57)	-5.5%	
Adjusted headline PBIT <sup>2</sup>	12.18	17.12	-28.8%	
ADJUSTED OPERATING MARGIN <sup>2</sup> (Adjusted headline PBIT/Gross profit)	16.4%	20.7%	-430 bp	-210 bp

> Resilient business activity combined with sound cost management made it possible to **raise adjusted operating margin** (from 10% to 12% then **16%**) and limit the drop to 210 basis points compared with 2019 (incl. Shelf Service).

(1) LFL: See definition on page 3.

(2) See definitions on page 3.



## 02. FINANCIAL PERFORMANCE

### Half-year operating profitability

(€ M)	2020	2019 restated	Change
H1 Adjusted HPBIT <sup>1</sup>	7.65	12.78	-40.1%
H2 Adjusted HPBIT <sup>1</sup>	4.53	4.34	+4.3%
FY headline PBIT <sup>1</sup>	12.18	17.12	-28.8%
Adjusted OPERATING MARGIN <sup>1</sup> Group	16.4%	20.7%	-430 bp

> **Adjusted headline PBIT recovered in H2 (up 4.3%)** after a sharp decline in H1 (down 40.1%).

(1) See definitions on page 3.

## 02. FINANCIAL PERFORMANCE

### Operating profitability by geographical area

(€ M)	2020	2019 restated	Change
Adjusted headline PBIT <sup>1</sup> France	10.01	14.47	-30.9%
Adjusted headline PBIT <sup>1</sup> International	2.18	2.64	-17.7%
<b>Adjusted headline PBIT<sup>1</sup> Group</b>	<b>12.18</b>	<b>17.12</b>	<b>-28.8%</b>
<b>Adjusted OPERATING MARGIN<sup>1</sup> Group</b>	<b>16.4%</b>	<b>20.7%</b>	<b>-430 bp</b>

> **France**<sup>2</sup>: The business decline came with a drop in adjusted headline PBIT<sup>1</sup> (down 30.9% vs. 2019 restated).

> **International**<sup>2</sup>: Less steep decline in adjusted headline PBIT<sup>1</sup> (down 17.7% vs. 2019 restated).

(1) See definitions on page 3.

(2) Head office costs allocated on a pro rata basis of the gross profit generated by geographical region.

## 02. FINANCIAL PERFORMANCE

### Operating profitability

(€ M)	2020	2019 restated	Change
Adjusted headline PBIT <sup>1</sup>	12.18	17.12	-28.8%
Restructuring costs	(0.78)	(0.34)	
Cost of performance share plans	0.78	(0.62)	
Recurring operating income	12.18	16.15	-24.6%
Other operating income and expenses	-	0.12	
Operating income	12.18	16.27	-25.1%

> 28.8% decrease in adjusted headline PBIT<sup>1</sup>.

> **Recurring operating income and operating income** amounted to €12.18 M following the write-back of the provision on performance share plans.

## 02. FINANCIAL PERFORMANCE

### Net income

(€ M)	2020	2019 restated	Change
<b>Operating income</b>	<b>12.18</b>	<b>16.27</b>	<b>-25.1%</b>
Cost of net debt and other financial income and expenses	(0.47)	(0.43)	
Tax expense	(4.24)	(5.92)	
Share in associates	0.16	0.21	
Net income from held for sale and discontinued operations	(2.06)	0.55	
<b>Net income</b>	<b>5.57</b>	<b>10.68</b>	<b>-47.8%</b>
Net income attributable to owners of the parent	4.27	9.32	-54.1%
<b>Adjusted net income attributable to owners of the parent<sup>1</sup></b>	<b>5.77</b>	<b>9.10</b>	<b>-36.5%</b>

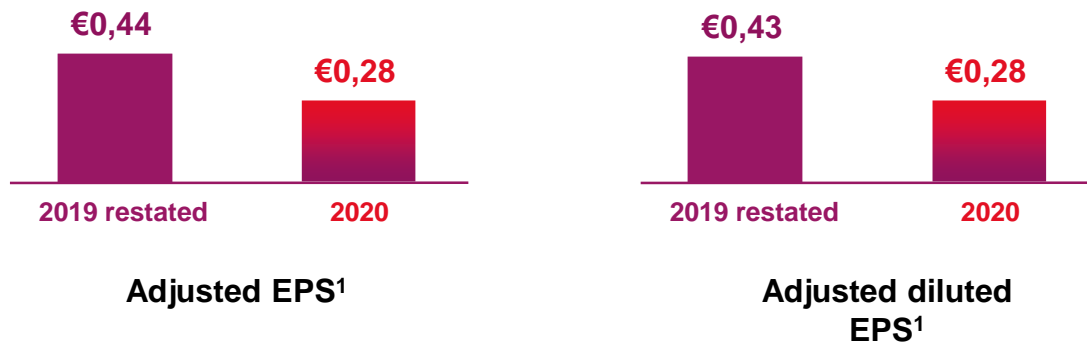
> Net loss from assets held for sale and discontinued operations of (€2.06 M), due to the removal of Shelf Service from the consolidation scope (disposal in October 2020) and the reclassification of Integral Shopper (associate in the UAE) under assets held for sale.

> **Adjusted attributable net income<sup>1</sup> down 36.5% to €5.77 M.**

(1) 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



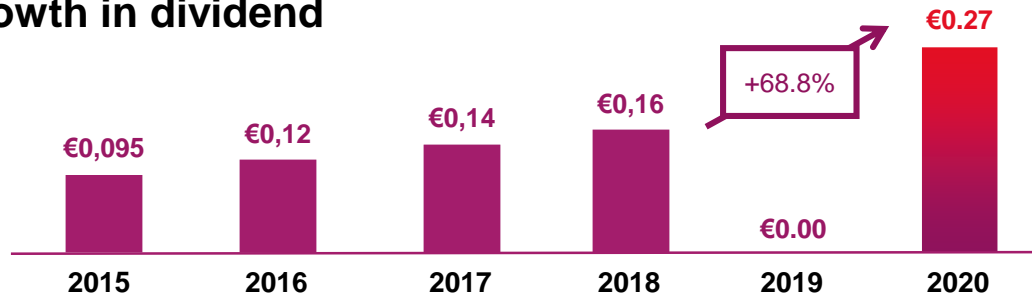
> Adjusted 2020 EPS down 36.4% to €0.28 and down 35.8% on a diluted basis.

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

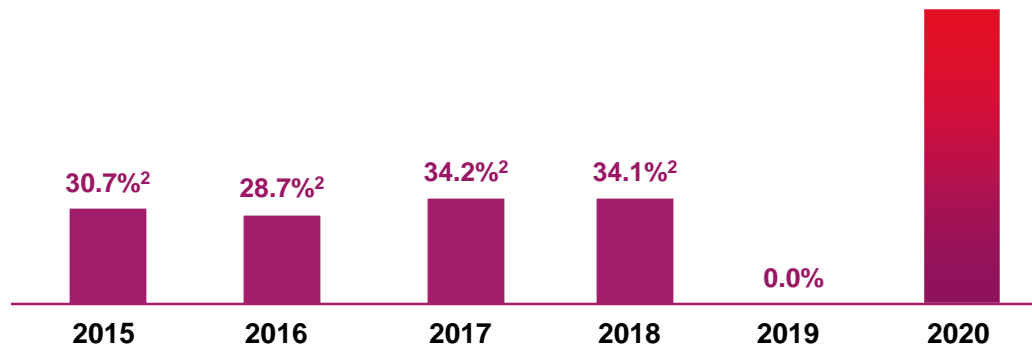
## 02. FINANCIAL PERFORMANCE

### Earnings per share: strong growth in dividend

DIVIDEND PER SHARE



PAYOUT RATE<sup>1</sup>



> HighCo will propose a dividend of €0.27 per share at the next AGM (17 May 2021) for FY 2020.

> Payout rate at around 100%.

## 02. FINANCIAL PERFORMANCE

### Financial position

(€ M)	31/12/2020	31 Dec. 2019	Change
<b>Cash and cash equivalents</b>	<b>111.63</b>	<b>69.84</b>	<b>+41.8</b>
<i>Of which Operating working capital</i>	63.53	59.29	+4.2 <sup>1</sup>
<i>Of which Government-backed loan</i>	30.00	-	+30.0
<i>Of which Cash from operating activities (gross cash)</i>	18.10	10.56	+7.5
<b>Gross debt</b>	<b>(34.68)</b>	<b>(7.30)</b>	<b>+27.4</b>
<i>Of which Government-backed loan</i>	(30.00)	-	(30.0)
<i>Of which Syndicated loan and other financial debt<sup>2</sup></i>	(4.68)	(7.30)	+2.6
<b>Net cash position<sup>3</sup></b>	<b>76.96</b>	<b>62.54</b>	<b>+14.4</b>
<b>Net cash excluding operating working capital</b>	<b>13.42</b>	<b>3.25</b>	<b>+10.2</b>

> With the €30 M government-backed loan, unused at close, gross cash stood at €111.63 M.

> Excluding operating working capital, **the Group posted net cash of €13.42 M**, an improvement of €10.17 M with respect to 31 December 2019.

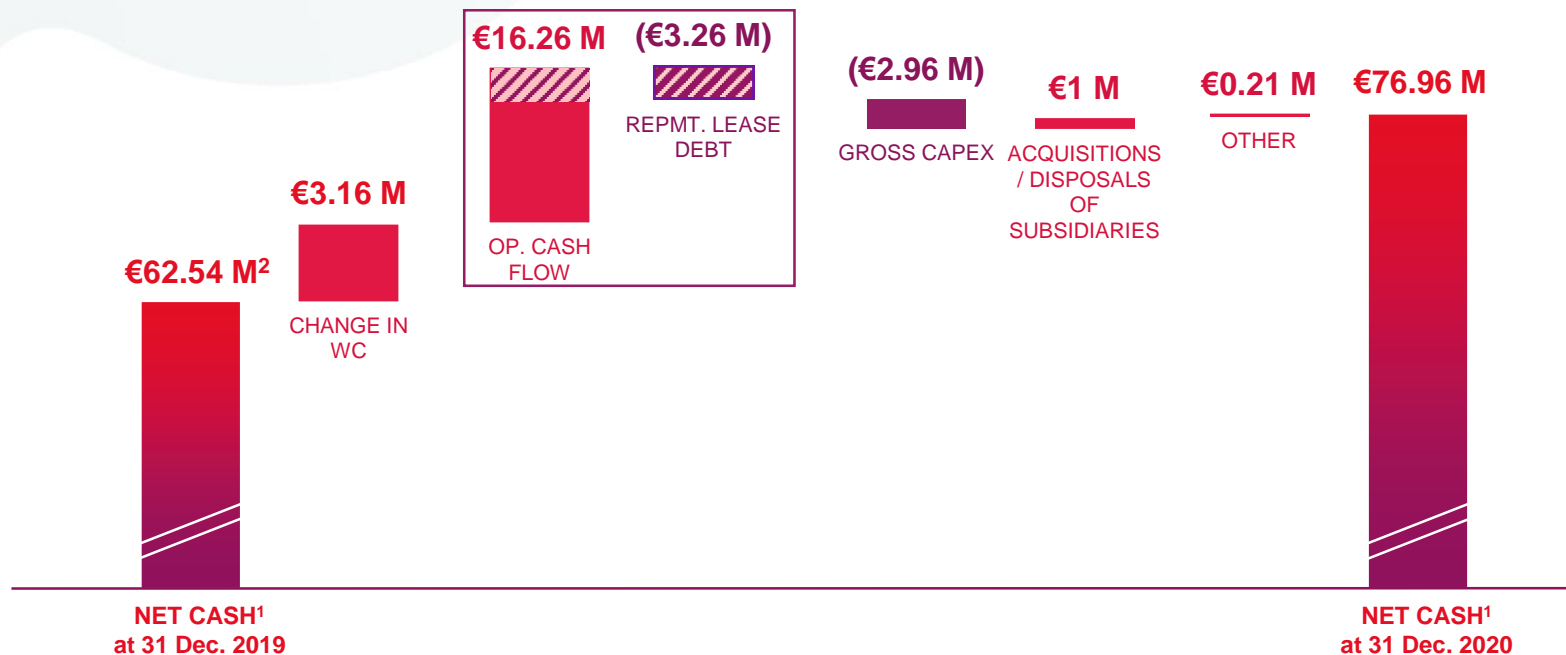
(1) Of which €1.09 M from discontinued operations (Shelf Service).

(2) Obligations formerly classified as finance leases, which under IAS 17 amounted to €0.1 M€ at 31 December 2020 versus €0.15 M at 31 December 2019, are now reported as lease obligations without the differentiated classification, in line with IFRS 16.

(3) Net cash position: (Cash + marketable securities) – Gross financial debt.

## 02. FINANCIAL PERFORMANCE

### Financial position



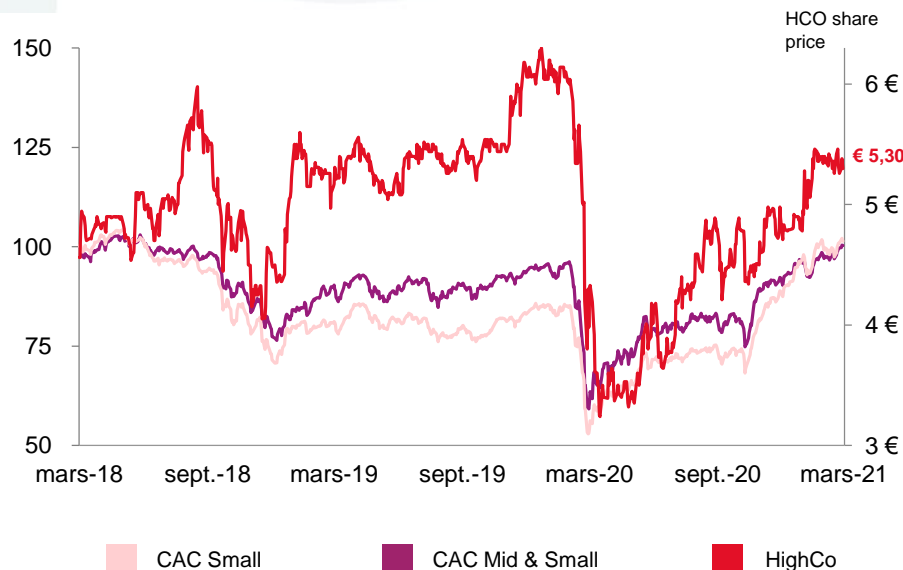
With cash-generating flows of €17.16 M (operating cash flow excluding the favourable impact of IFRS 16, change in working capital, and sale of Shelf Service) and cash-consuming flows of €2.74 M (mainly CAPEX, no dividends and no share buybacks), **net cash rose significantly by €14.42 M to €76.96 M.**



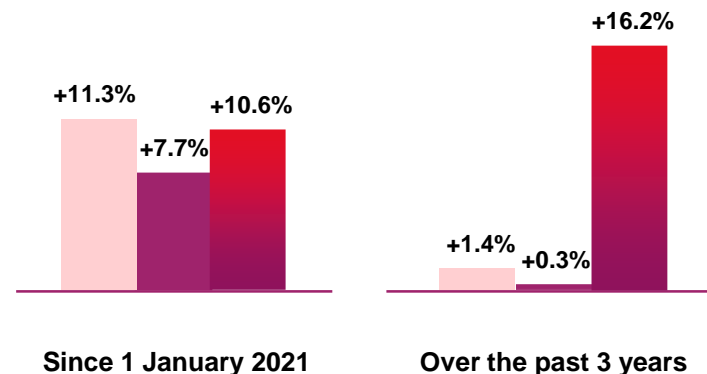
## 02. FINANCIAL PERFORMANCE

### Share performance

Share performance over the past 3 years



Change with respect to benchmark indices



The **HighCo share price** (€5.3 at close of trading on 17 March 2021) **rose 10.6%** since the beginning of the year, compared to increases of 11.3% and 7.7% for the CAC Small and CAC Mid & Small indices, respectively.

## 02. FINANCIAL PERFORMANCE

### Treasury shares

	17 March 2021	31 Dec. 2020	31 Dec. 2019
Number of existing shares	22,421,332	22,421,332	22,421,332
Maximum number of potential performance shares <sup>1</sup>	217,000	217,000	434,000
Number of treasury shares	(1,646,256)	(1,631,028)	(1,789,688)
Percentage of treasury shares out of existing shares	7.3%	7.3%	8.0%

The maximum number of potential performance shares (qualifying shares) at this date represented 1% of the number of existing shares.

> The percentage of treasury shares was reduced from 8% at 31 December 2019 to 7.3% at 31 December 2020, mainly due to the vesting of performance shares by management.

(1) Equals the number of "qualifying" shares as defined in the performance share plan regulations (achievable performance and/or company service criteria). This number may differ based on the underlying accounting assumptions with regard to meeting these criteria.

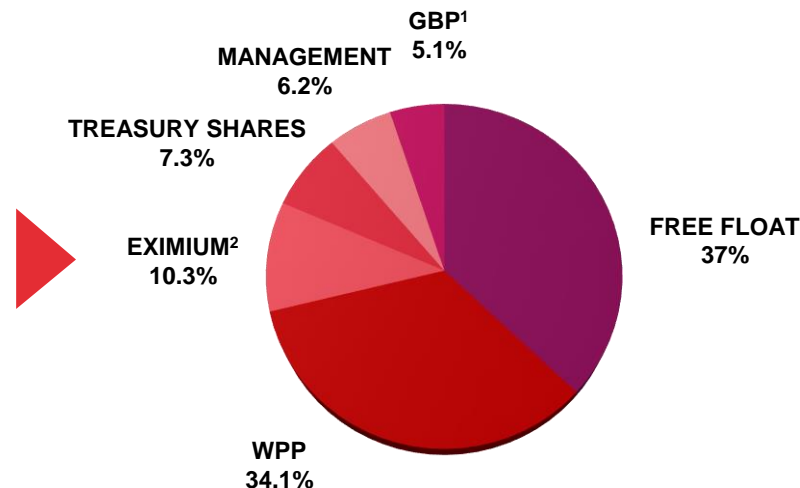
## 02. FINANCIAL PERFORMANCE

### Ownership structure at 17 March 2021

Change in ownership in basis points since  
31 Dec. 2019



Ownership structure at 17 March 2021



HighCo continues to benefit from a relatively stable ownership structure compared to 31 December 2019, with an increase in management ownership to 6.2% (up 70 bp) 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

### Change in main financial indicators in 2020

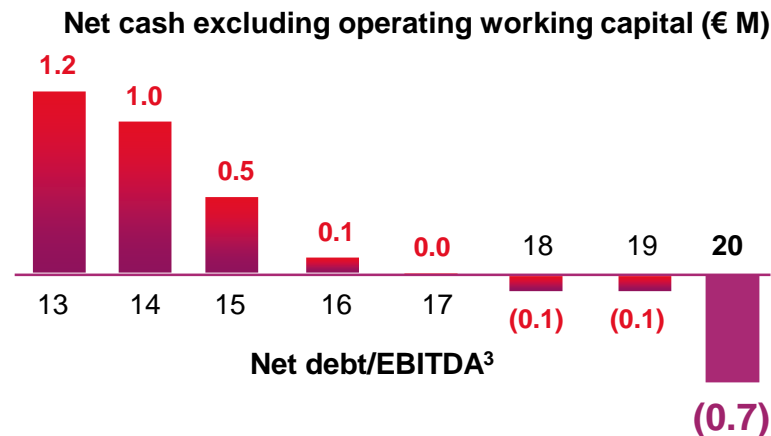
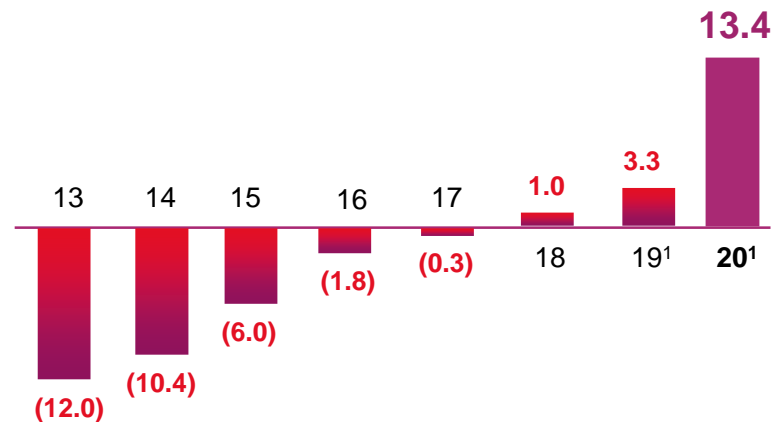
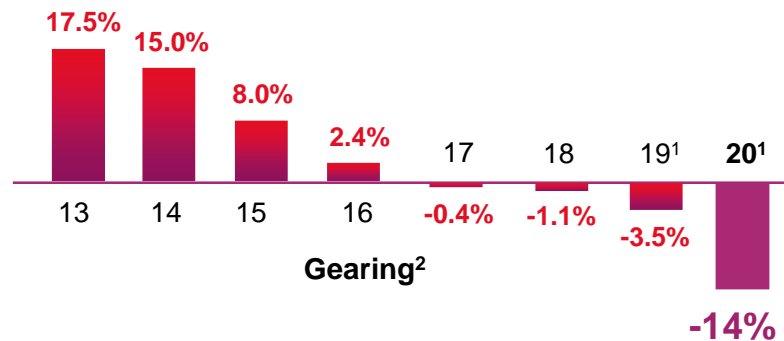
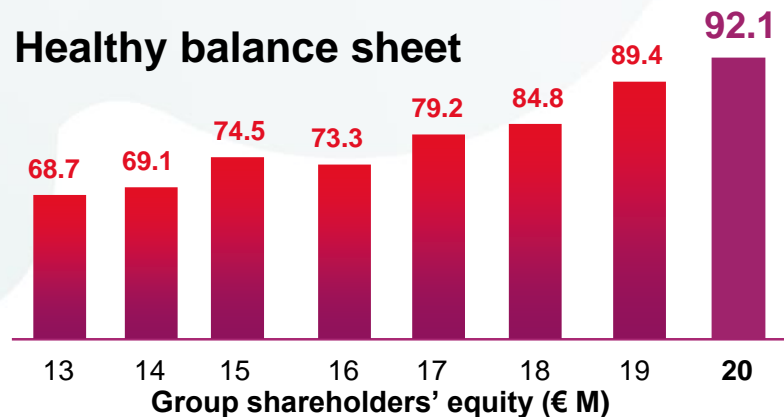
(€ M)	2020	Change vs. 2019 restated
Gross profit	74.16	-10.3%
Adjusted headline PBIT <sup>1</sup>	12.18	-28.8%
Recurring operating income	12.18	-24.6%
Adjusted net income attributable to owners of the parent	5.77	-36.5%
Cash flow excluding IFRS 16	13.00	-8.5%
Net cash excluding operating working capital	13.42	+€10.17 M <sup>2</sup>

(1) See definition on page 3.

(2) Compared with 31 December 2019.

## 02. FINANCIAL PERFORMANCE

### Healthy balance sheet



(1) Obligations formerly classified as finance leases, which under IAS 17 amounted to €0.1 M€ at 31 December 2020 versus €0.15 M at 31 December 2019, are now reported as lease obligations without the differentiated classification, in line with IFRS 16.

(2) Gearing: Net debt/Group shareholders' equity.

(3) Net debt/EBITDA: (Net debt – Net cash excluding WC)/Recurring operating income before amortisation and cost of performance share plans.

# 03 ■ MARKET ENVIRONMENT

01. KEY MESSAGES

02. FINANCIAL PERFORMANCE

04. MISSION AND STRATEGY

05. GUIDANCE AND CONCLUSIONS

A woman with blonde hair, wearing a red shirt, glasses, and a white face mask, is pushing a shopping cart. A young child with blonde hair, wearing a red and white striped shirt and a white face mask, is sitting in the cart. The child is reaching out to touch a package of fruit on a shelf. The cart is filled with various groceries, including bread, lemons, and green vegetables. The background shows a well-lit grocery store aisle with shelves stocked with various products.

**IN RETAIL, 2020  
WAS A RECORD-  
BREAKING YEAR**



# IN RETAIL, 2020... A RECORD-BREAKING YEAR

Record revenue:

**up 8.7% for food products**

vs. +0.4% in 2019<sup>1</sup>

**€757 M** on 16 March 2020 alone<sup>2</sup>

i.e. 46% more than the best day in 2019

Fundamental changes in shopping habits:

**19%** of French people use the internet as their main way of buying food, compared with only 1 out of 10 before the crisis <sup>3</sup>

Click & collect gained 3 points in food retail market share:

**8.1%**<sup>4</sup> with a peak of 10%<sup>5</sup> during the first lockdown, versus 5.6%<sup>5</sup> in 2019, the equivalent of five years of growth in market share (11% in the United States)

**61%**

**growth in food e-commerce** compared with 2019<sup>6</sup>



(1) Kantar 2020

(2) Nielsen – Sales excluding own-brand supermarket segment

(3) GfK study, "Consumer Pulse Covid-19" – Nov. 2020

(4) Kantar data – Sales at end Nov. 2020

(5) Nielsen data, *ScanTrack daily* – Nov. 2020

(6) Nielsen, *ScanTrack* – Nov. 2020



# RETAILERS JOIN FORCES AND STRUCTURE OPERATIONS

Delivery, shop-in-shop, pick-up lockers, and so on. Traditional chains and pure players join forces to bring consumers the best of both worlds:

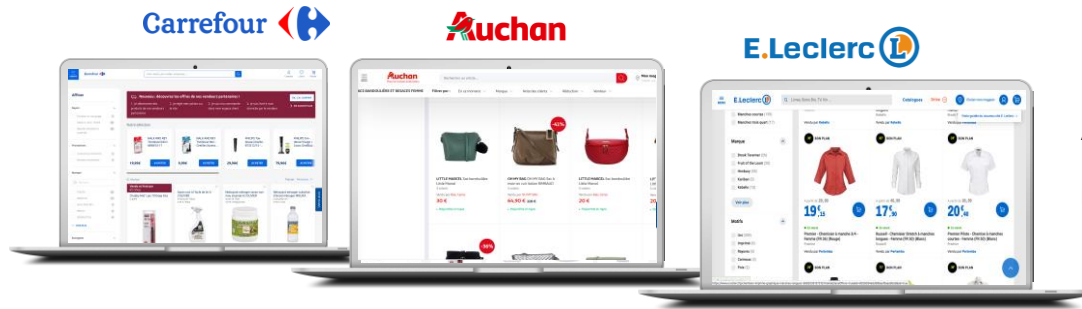
**Cdiscount**  
& **franprix**

**Carrefour**  
& **Google**

**MONOPRIX** & **Casino**  
& **amazon**



And chains develop their own marketplaces to compete with Amazon:



Following the example of Auchan and Carrefour, Leclerc launched its marketplace in early 2021

# A NEW FORMAT TO WATCH: WALK-UP CLICK & COLLECT SERVICE

Still in their initial phases of development, “walk-up” click & collect services, as opposed to drive-throughs, for pedestrians provides consumers with access to a much larger variety of products than in convenience stores, at the same price as in hypermarkets and with the same promotions.

**85%** more revenue in 2020  
up 179% during the first  
lockdown<sup>1</sup>

**30%**



**less expensive** than in physical  
convenience stores<sup>1</sup>

## Broader selection

between 8,000 and 26,000 products  
compared with 3,500 on average for a  
convenience format<sup>1</sup>

**600** pick-up points in France

40% of Parisians live less than a five-  
minute walk from a pick-up point<sup>1</sup>

## Unique e-commerce sites



Example with Casino Group's convenience chains:  
Vival, CasinoShop, Petit Casino and Spar.



(1) Nielsen Global Connect – Nov. 2020



**WHAT DO CONSUMERS  
EXPECT IN THIS  
CONTEXT?**

# WHAT DO CONSUMERS EXPECT IN THIS CONTEXT?

## Greater solidarity:

**62%** of consumers believe that support for struggling small retailers will be a priority<sup>1</sup>

**Intermarché** launched a “solidarity click & collect” service to help small retailers



**Cdiscount and Carrefour** opened their platform to small retailers **free of charge**



2021, retail works to support students



(1) PwC France with Kantar – Study on food consumption in France during the lockdown – April 2020

# WHAT DO CONSUMERS EXPECT IN THIS CONTEXT?

## Price & promotions:

**55%** of French people pay more attention to prices and promotions than before the crisis.

Especially people age 18 to 34 (63%)

**91%** pay attention to promotions

**25%** appreciate the simple mechanics of getting discounts, and mention flyers (53%) and coupons at check-out or on apps (32%) as the most effective systems.



Source: Poll&Roll for UntieNotes – “Les français et les promotions” survey – Nov. 2020



# WHAT DO CONSUMERS EXPECT IN THIS CONTEXT?

## Less paper, more digital:

**60%**<sup>1</sup> believe that it is important to urge large retailers to stop circulating paper flyers in letterboxes and focus on digital channels.



The French law on waste and the circular economy was passed on 11 February 2020 to phase out **paper** check-out receipts, bank card receipts, and discount coupons **earlier than planned, as of January 2023**.

> Brands and retailers will therefore have to find **alternative digital solutions**.

## Contactless payment:



## Strong growth in mobile payments:

**up 318%** in 2019 vs. 2018 in France<sup>2</sup>

**45** million transactions<sup>3</sup> totalling € **794** M

Digital payments **>** Cash payments worldwide in 2020<sup>4</sup>

**75%** of Visa transactions in Europe = contactless (card or mobile)<sup>5</sup>

# WHAT DO CONSUMERS EXPECT IN THIS CONTEXT?

## Mobile for everything, all the time

### Continued growth in mobile worldwide

**5.22** billion<sup>1</sup> mobile users worldwide, i.e. 66% of the population.  
1.8% more than in 2019

**204** billion apps downloaded worldwide in 2019<sup>2</sup>

**3 hrs. 40 min.** per day<sup>2</sup> on average spent on a mobile  
23 min. more per day spent on a mobile in the United States in 2020<sup>3</sup>

**98%** of people born between 1997 and 2012 have a smartphone and activate their apps **150** times per month<sup>2</sup>



# WHAT DO CONSUMERS EXPECT IN THIS CONTEXT?

## *Social is the new black!*

For both leisure and buying, consumers are on social media and expect to see the content they want.

**54%** of the world population is active<sup>1</sup> on social media  
(46% in 2019)

**38%** more sales<sup>2</sup> via social media forecast in 2021 in the US

**2 hrs. 25 min.**<sup>1</sup> on average connected per day  
(US 2 hrs. 7 min., France 1 hr. 41 min.)

**8.4** accounts<sup>1</sup> per person on average (6.8 in France)

**Boom in use by “Silver Surfers”** (over 50s)  
Facebook: up 25% / Instagram: up 63.6% /  
Snapchat: up 33.3%

Brands and retailers address their target via social media



*#RecycleYourMask campaign with the influencer Léna Vivas  
17 million views & 20,000 subscribers*

(1) Digital Report 2021 – Global Overview Report, published by Hootsuite & We Are Social – Jan. 2021

(2) eMarketer – Jan. 2021



# 04 ■ **MISSION AND STRATEGIC FOCUSES**

01. KEY MESSAGES

02. FINANCIAL PERFORMANCE

03. MARKET ENVIRONMENT

05. GUIDANCE AND CONCLUSIONS



# 04.1

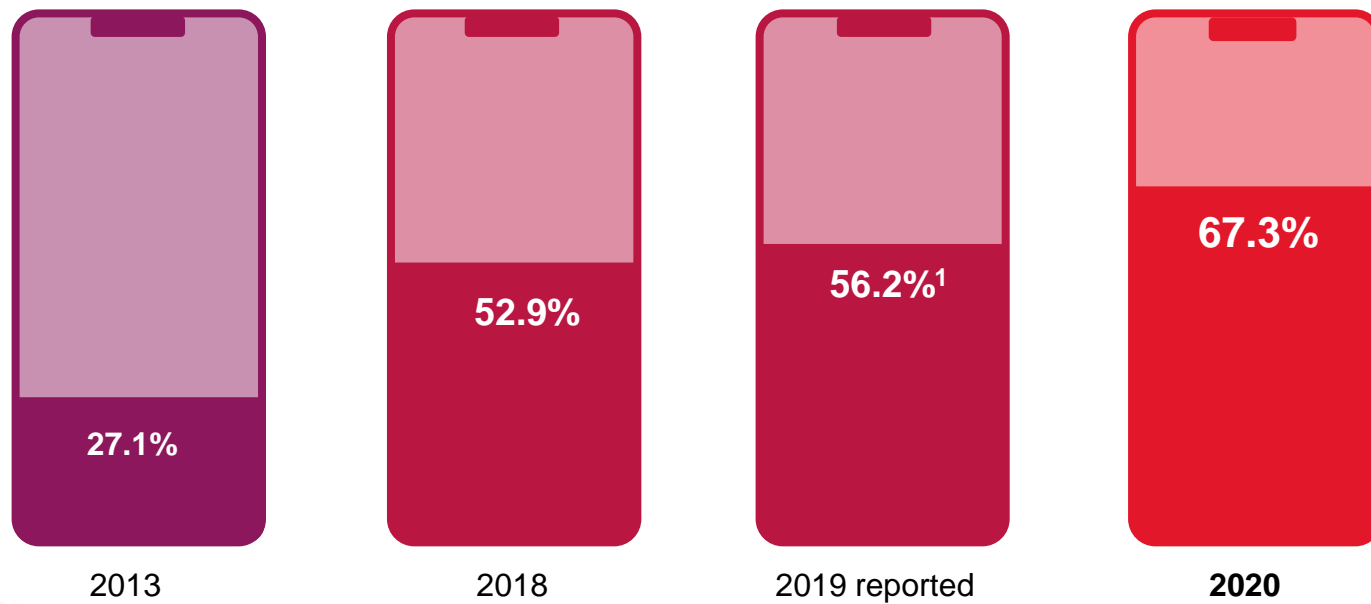
## **OVERVIEW OF OUR MISSION**

## 04.1 OVERVIEW OF 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.

## 04.1 OVERVIEW OF STRATEGIC FOCUS

### Continue digitising our businesses



(1) Restated for Shelf Service, the share of Digital in the Group's gross profit would have come to 63.9% for 2019.



# 04.2

## **HIGHCO ACCELERATES ITS DIGITAL TRANSFORMATION**

# INCREASINGLY CONCENTRATED INNOVATION RESOURCES

Competitors, partners, media carriers, GAFAM are everything at the same time and ever more powerful

**\$5,853 bn<sup>1</sup>**

Stock market capitalisation of GAFA at end-February 2021,  
3x higher than for all companies on the CAC 40



**71%<sup>1</sup>** growth in 2020 for the 20 largest tech  
companies (including GAFAM and China's BATX)  
Vs. 31% growth in previous years

## Fundraising rounds and retail tech

**French Tech holding up well:**

**€5.4 billion<sup>2</sup>** in funds raised  
by French tech startups in 2020

## Biggest fundraising rounds:

**21** rounds<sup>2</sup> raising more than €50 M  
Vs. 16 in 2019 and 8 in 2018

**9** rounds<sup>2</sup> raising more than €100 M  
Vs. 4 in 2019

## Retail tech lagging behind:

Software, services, and fintech ahead, retail  
tech lagging behind  
(except for Mirakl, which makes software for  
marketplaces and benefited from growth in  
e-commerce, raising €256 M<sup>2</sup> and joined  
the club of 14 French unicorns)



(1) GAFAnomics Quarterly, Fabernovel – Jan. 2021

(2) EY – EY venture capital barometer in France – 2020

# CREATE THE STARTUPS THAT THE MARKET NEEDS (1/2)

## January 2020

Launch of the retail tech startup studio HighCo Venturi in January 2020

HighCo VENTURI

### Its mission:

Provide brands and retailers with **precursor digital solutions** to support the experience and buying behaviour of their consumers

### Address the main challenges in retail:

- #1 Digitising generosity
- #2 Collecting and using data
- #3 Enhancing the shopper journey
- #4 Interfacing with new business models
- #5 Providing media coverage for promotional offers
- #6 Developing local marketing



# CREATE THE STARTUPS THAT THE MARKET NEEDS (2/2)

## High ambition and resources:

**5 startups**  
by 2025

An **agile method**  
and set process

Ambitious investments:  
**€10 M over 3 years**

## 2 teams available to serve startupper:

### A **multi-skilled** dedicated team

- > A CEO
- > A CTO
- > A Business analyst
- > A Product designer
- > A Marketing and communications



*"The startup studio is the most effective way to innovate alongside our clients while building growth drivers for HighCo."*

### A HighCo Group **support** team



#### > FINANCE

**Gilles  
Mannoni**  
Chief  
Financial Officer



#### > LEGAL

**Jean-François  
Baisnée**  
Chief  
Legal Advisor



#### > IT

**Christophe  
Portier**  
Head of  
IT Systems  
Information



#### > HR

**Carine  
Génovèse**  
Head of HR



A close-up photograph showing a person in a red shirt and white face mask holding a smartphone over a payment terminal. The terminal is held by a person wearing blue gloves. The smartphone screen displays a green circular logo with the word 'PAYMENT' above it. The background is blurred, suggesting an outdoor setting.

## **DIGITISING PROMOTIONS / DEMATERIALIZING DISCOUNT COUPONS**

# DEMATERIALISING DISCOUNT COUPONS

## Immediate discount coupons:

Promotion deal **popular with both consumers and brands**

But still **mostly in paper format**

**3 bn**  
coupons  
issued/year<sup>1</sup>

**350 M**  
coupons  
used/year<sup>1</sup>



**only 15%**<sup>1</sup> of  
coupons cleared are digital

(1) Madame Benchmark report – Jan. 2019

# DEMATERIALISING DISCOUNT COUPONS

## Necessary to:

### Meet consumer expectations:

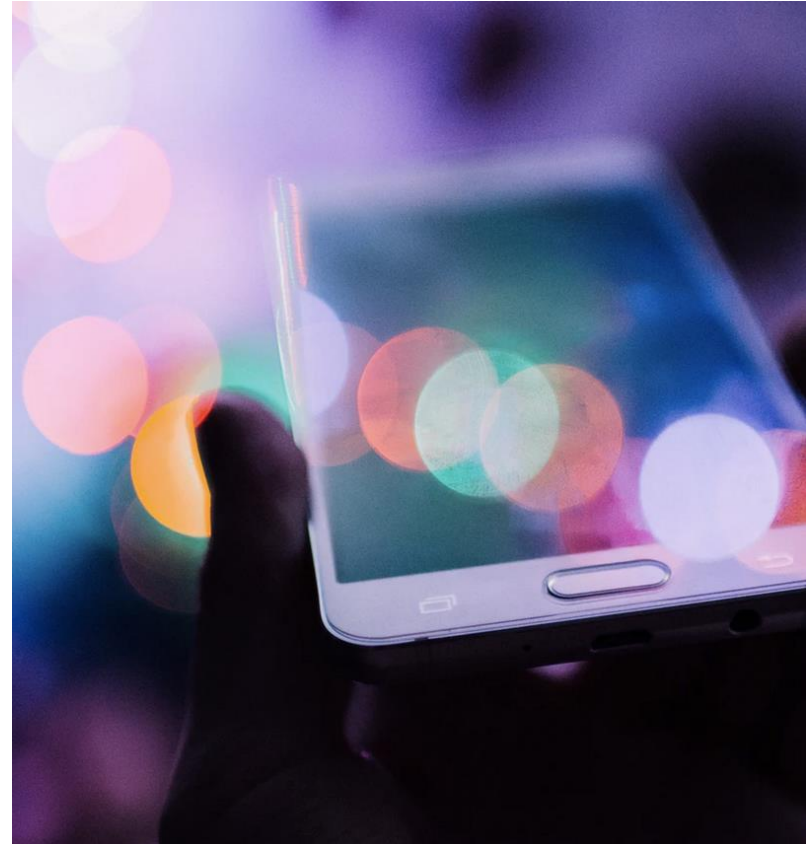
- Environmental concerns
- Digital and universal use
- Smooth buying journey and use

### Meet requirements of the French law on the circular economy:

Paper check-out receipts, bank card receipts and discount coupons to be phased out by 2023.

### Responding to the challenges faced by brands and retailers:

- Independence
- Smooth experience
- Responsiveness



# DEMATERIALISING DISCOUNT COUPONS

## HIGHCO NIFTY / 100% dematerialised clearing

HighCo is creating the **universal mobile coupon**, accepted by check-out systems at all points of sale and cleared in a **100% dematerialised process**



Unique codes for burning at  
check-out  
=  
**Fast & secure**

**Universal** coupons  
=  
**Easy use**

**100% dematerialised**  
clearing  
=  
**Reliability**  
**Faster refund**

**Immediate** reporting  
=  
**Responsiveness &  
adjustment**

# DEMATERIALISING DISCOUNT COUPONS

## HIGHCO SMART COUPON / Issuing smart mobile coupons

HighCo is developing the **first smart mobile coupon platform** that brands can use to oversee their consumer activation strategy and **manage the generosity** of their campaigns

SaaS platform  
=  
Independence

Data  
=  
Recommendation engine  
=  
Managed generosity

Multi-channel distribution  
=  
Reach & targeting

Adaptable technology  
  
> Dematerialised cashback offers  
> Immediate rebates at check-out

Real-time reporting  
=  
Responsiveness & adjustment





## **DIGITISING PROMOTIONS / DEMATERIALIZISING FLYERS**



# DEMATERIALIZING FLYERS

## Leading retail communication channel for retailers:

**€1 bn<sup>1</sup>**  
in investments

**18 bn**  
unwanted ads/year<sup>2</sup>

**30 kg**/household/year,  
i.e. 800,000 tonnes of paper<sup>2</sup>



## Dematerialising flyers is necessary to:

### Meet environmental and legal objectives:

- Environmental concerns (41% of citizens throw paper ads away<sup>1</sup>)
- Unauthorised distribution in letterboxes, a punishable offence as of 2021

### Responding to the challenges faced by brands and retailers:

- Extending audience reach
- Maintaining advertising pressure
- Issuing targeted, personalised flyers

(1) HighCo internal source: Data combined based on retailer, printer and agency sources

(2) France Nature Environnement press release – Dec. 2019

# DEMATERIALISING FLYERS

## HIGHCO CAPITAL DATA / Targeted retail communication for click & collect sites

Using **data** analysis, HighCo Capital Data is developing a **SaaS platform** to enable food e-retailers to **digitalise their retail and promotional communication**.

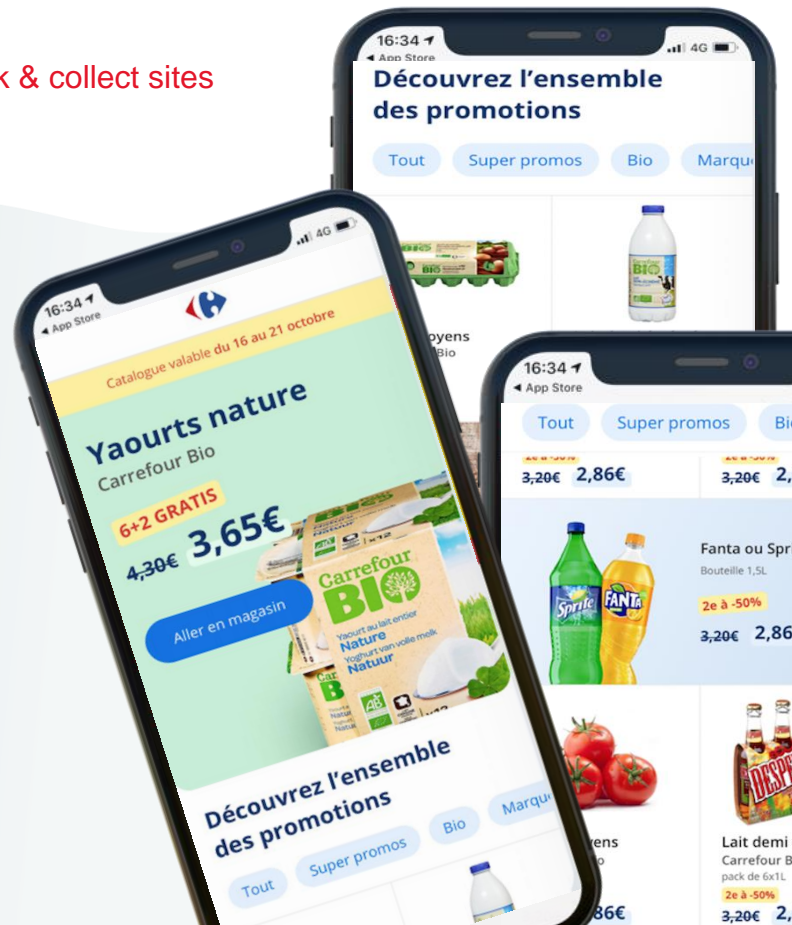
SaaS platform  
=  
Independence

Social media posts  
=  
Reach & targeting

National and local  
strategy

Data  
=  
Recommendation engine  
=  
Targeting & personalisation

Immediate reporting  
=  
Responsiveness &  
adjustment





# 05 ■ GUIDANCE AND CONCLUSIONS

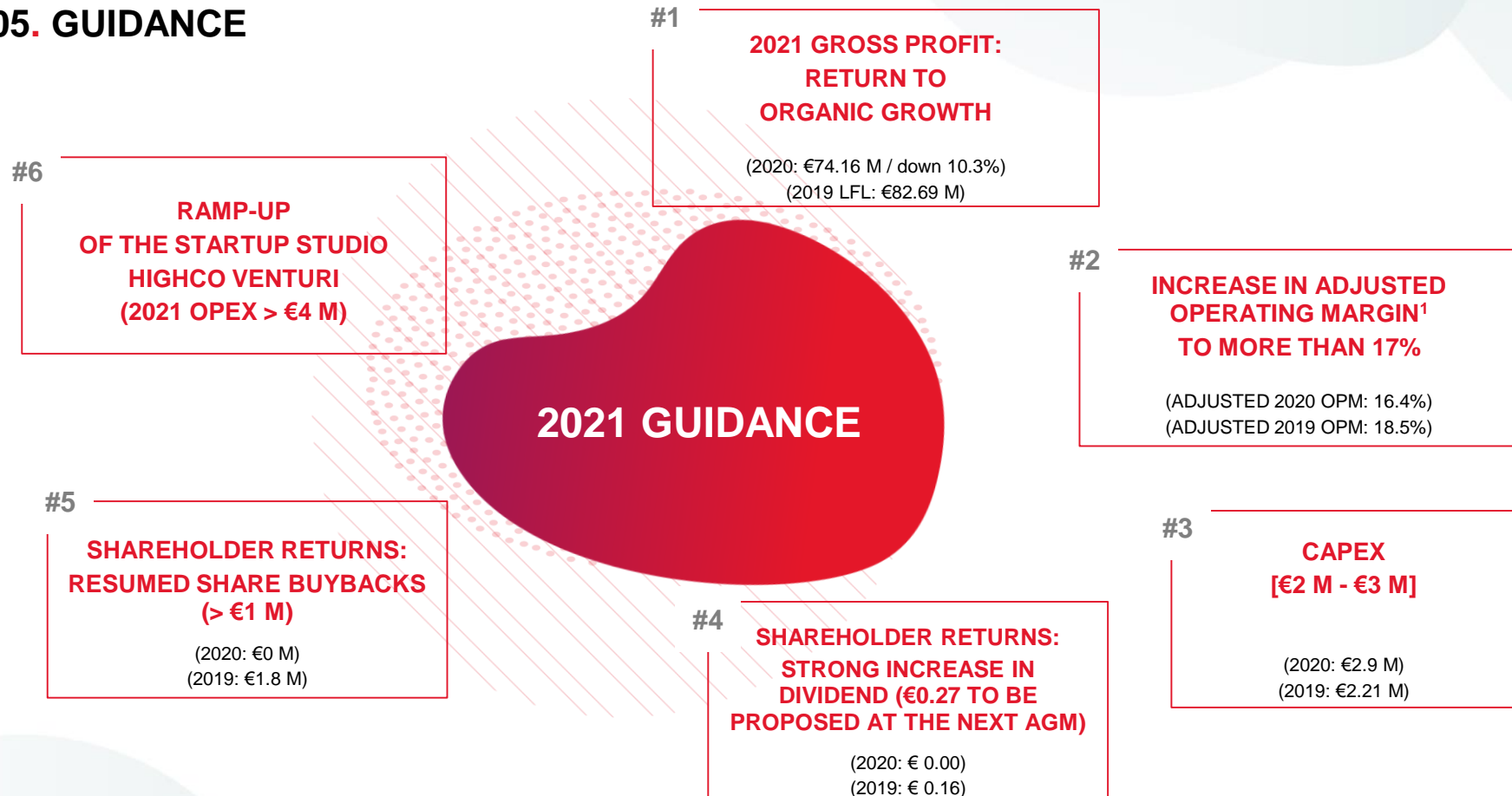
01. KEY MESSAGES

02. FINANCIAL PERFORMANCE

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04. MISSION AND STRATEGY

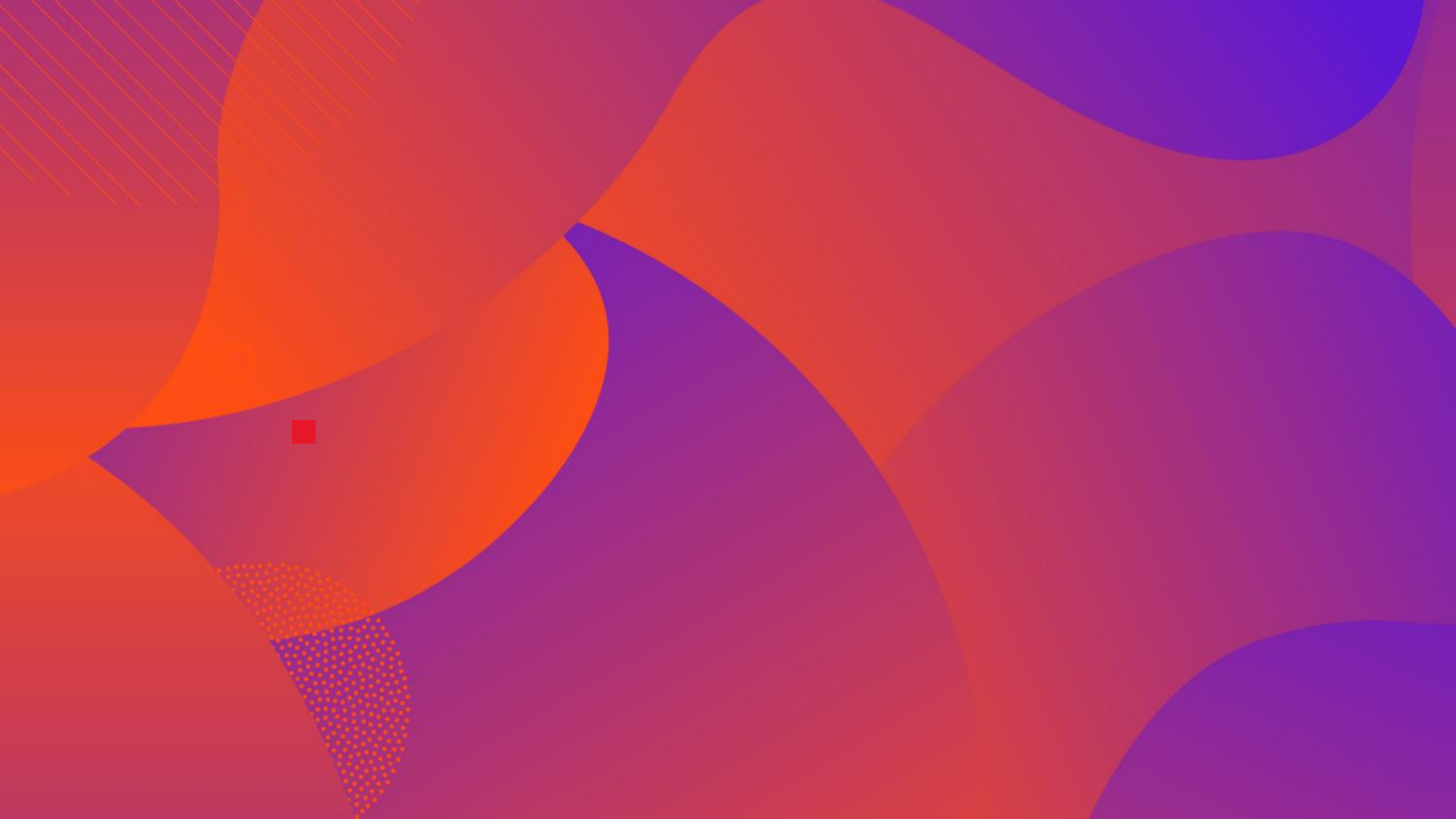
## 05. GUIDANCE



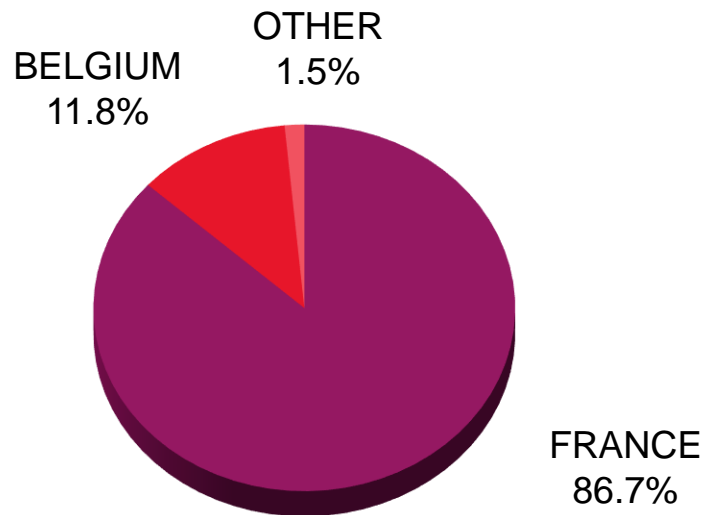
## 05. CONCLUSION

After a year in this unprecedented health and economic crisis, **HighCo has shown sound financial performance**, which enables it to **pay out a higher dividend** and **accelerate its innovation strategy**.

The Group is confident in its capacity to create, through its startup studio HighCo Venturi, **its growth drivers for the future**.



## BREAKDOWN OF 2020 GROSS PROFIT BY GEOGRAPHIC AREA



# CONSOLIDATED INCOME STATEMENT

(in € thousands, except for earnings per share)

	31/12/20	31/12/19 restated (1)
<b>Sales</b>	<b>136,449</b>	<b>159,798</b>
Purchases and external charges	(73,441)	(90,232)
Personnel expenses	(41,610)	(45,662)
Taxes	(1,201)	(1,061)
Depreciation and amortization	(7,464)	(5,297)
Other current operating income	1,288	79
Other current operating expenses	(1,840)	(1,477)
<b>Recurring operating income</b>	<b>12,181</b>	<b>16,147</b>
Other operating income and expenses	-	120
<b>Operating income</b>	<b>12,181</b>	<b>16,267</b>
Financial income	-	2
Gross cost of financial debt	(509)	(357)
<b>Net cost of financial debt</b>	<b>(509)</b>	<b>(355)</b>
Other financial income	49	11
Other financial costs	(7)	(85)
Income tax expense	(4,238)	(5,918)
Share of income of associates	157	212
<b>Net income from continuing operations</b>	<b>7,634</b>	<b>10,131</b>
Net income from non-current assets held for sale and discontinued operations	(2,059)	550
<b>Net income</b>	<b>5,574</b>	<b>10,681</b>
– HighCo shareholders	4,273	9,316
– Minority interest	1,301	1,365
Basic earnings per share from continuing operations in euros <sup>2</sup>	0.37	0.49
Diluted net earnings per share from continuing operations in euros <sup>3</sup>	0.37	0.48
Basic earnings per share in euros <sup>2</sup>	0.27	0.51
Diluted net earnings per share in euros <sup>3</sup>	0.27	0.51
Basic earnings per share attributable to HighCo shareholders in euros <sup>2</sup>	0.21	0.45
Diluted net earnings per share attributable to HighCo shareholders in euros <sup>3</sup>	0.21	0.44

(1) In application of IFRS 5 – Non-current Assets Held for Sale and Discontinued Operations, the businesses of Shelf Service, which operates in Belgium (ant its subsidiary in Luxembourg), and the share of income of Integral Shopper (associate company in United Arab Emirates) were classified and presented as discontinued operations. For reasons of consistency, the data reported for 2019 have been restated accordingly. Net income and the loss on the sale of these businesses are presented net of tax as a single item in the consolidated income statement under "Net income from non-current assets held for sale or discontinued operations".

(2) Based on an average number of shares of 20,738,470 at December 31, 2020 and 20,779,690 at December 31, 2019.

(3) Based on an average number of diluted shares of 20,738,470 at December 31, 2020 and 20,973,735 at December 31, 2019.

# CONSOLIDATED BALANCE SHEET

<b>Assets</b> (in € thousands)	<b>31/12/20</b>	<b>31/12/19</b>
<b>Non-current assets</b>		
Goodwill	79,811	79,811
Net intangible assets	5,774	9,477
Net tangible assets	2,812	2,791
Right-of-use assets related to leases	17,791	15,261
Investments in associates	218	578
Other non-current financial assets	579	623
Other non-current assets	-	-
Deferred income tax assets	659	1,265
<b>Total non-current assets</b>	<b>107,644</b>	<b>109,807</b>
<b>Current assets</b>		
Inventories and work in progress	57	45
Advances and prepayments	280	1,572
Trade and other receivables	30,346	44,818
Other current assets	4,086	6,797
Tax receivables due	2,111	1,056
Tax receivables	7,411	8,723
Cash and cash equivalents	111,635	69,841
<b>Total current assets</b>	<b>155,925</b>	<b>132,852</b>
Assets held for sale	52	-
<b>Total assets</b>	<b>263,621</b>	<b>242,660</b>

<b>Liabilities</b> (in € thousands)	<b>31/12/20</b>	<b>31/12/19</b>
<b>Shareholders' equity</b>		
Ordinary shares	11,211	11,211
Share premium	26,129	26,129
Other reserves	50,444	42,765
Net income for the year	4,273	9,316
<b>Group shareholders' equity</b>	<b>92,057</b>	<b>89,421</b>
Minority interest in equity	3,594	2,304
<b>Total shareholders' equity</b>	<b>95,651</b>	<b>91,726</b>
<b>Non-current liabilities</b>		
Borrowings	-	2,582
Non-current lease liabilities	15,697	12,891
Provisions for liabilities and charges	2,593	1,869
Other non-current liabilities	2,675	2,650
<b>Total non-current liabilities</b>	<b>20,966</b>	<b>19,991</b>
<b>Current liabilities</b>		
Financial debt	34,678	4,723
Current lease liabilities	3,078	3,100
Provisions for liabilities and charges	1,665	1,176
Trade and other payables	31,031	31,392
Other current liabilities	67,578	78,132
Tax debts payable	94	71
Tax debts	8,881	12,349
<b>Total current liabilities</b>	<b>147,005</b>	<b>130,943</b>
<b>Total debts</b>	<b>167,970</b>	<b>150,934</b>
Liabilities directly associated with assets held for sale	-	-
<b>Total liabilities</b>	<b>263,621</b>	<b>242,660</b>

# CONSOLIDATED CASH FLOW STATEMENT

<i>(in € thousands)</i>	31/12/20	31/12/19
Net income	5,574	10,681
Net income from discontinued operations	2,059	-
Depreciation and provisions charges (net)	7,949	7,339
Income and expenses arising from share-base payments	(911)	364
Dividends	200	-
Remeasurement (Fair Value)	2	(118)
Share of profit of associates	(157)	(237)
Deferred tax	630	(190)
Gain or loss on sales of assets	918	(38)
<b>Net cash from operating activities - before changes in working capital</b>	<b>16,265</b>	<b>17,800</b>
Changes in working capital	3,157	8,086
<b>Net cash from operating activities</b>	<b>19,422</b>	<b>25,885</b>
Purchases of fixed assets	(2,956)	(2,208)
Proceeds from disposal of fixed assets	52	46
Change in other non-current assets	166	(6)
Net cash allocated to subsidiary acquisitions/disposition	514	(2,909)
<b>Net cash from investing activities</b>	<b>(2,223)</b>	<b>(5,078)</b>
Capital increase	-	-
Dividends paid to shareholders	(5)	(5,331)
New loans	30,158	529
Repayment of loans	(2,295)	(3,561)
Repayment of lease liabilities	(3,261)	(3,585)
Treasury shares	-	(1,802)
<b>Net cash from financing activities</b>	<b>24,596</b>	<b>(13,750)</b>
Foreign exchange impact	(1)	2
<b>Net cash inflow (outflow)</b>	<b>41,794</b>	<b>7,059</b>
Cash and cash equivalents at the beginning of the period	69,841	62,781
IFRS 5 Impact of cash and cash equivalents	-	-
Cash and cash equivalents at the end of the period	111,635	69,841
<b>Change</b>	<b>41,794</b>	<b>7,059</b>



# INVESTOR RELATION CONTACTS AND FINANCIAL REPORTING CALENDAR



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13799 Aix-en-Provence Cedex  
(headquarters)  
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## 2021 Calendar

Q1 2021 (GP)	21 April 2021
Q2/H1 2021 (GP)	20 July 2021
H1 results 2021	25 August 2021
Conference call H1 2021	26 August 2021
Q3 2021 (GP)	20 October 2021
Q4/FY 2021 (GP)	19 January 2022

*Published post closing.*