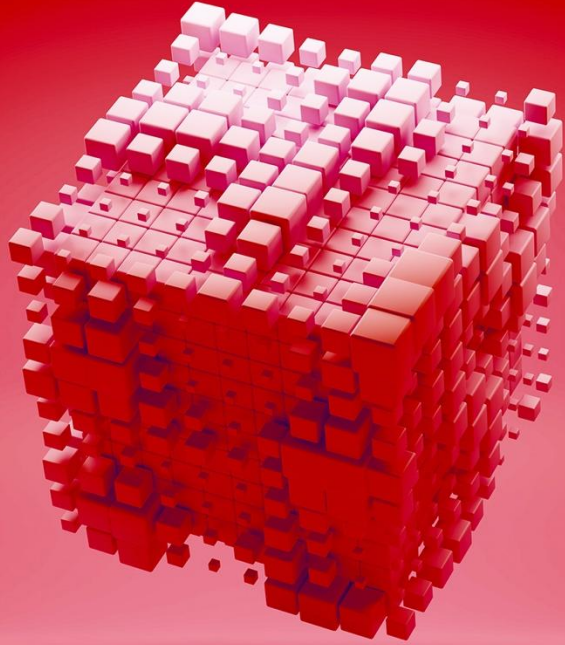




HighCo

First-half 2026 results

Contents

- #01** Key messages
- #02** Financial performance
- #03** Market environment and highlights
- #04** Guidance and conclusions

#01

Key messages

- 02. Financial performance
- 03. Market environment and highlights
- 04. Guidance and conclusions

#1. Key messages

Good performance in H1 2026

BUSINESS GROWTH

Q2 2026 GROSS PROFIT

€19.29 m up 27% reported
€15.61 m up 2.8% like for like¹

H1 2026 GROSS PROFIT

€39.21 m up 26.7% reported
€31.79 m up 2.7% like for like¹

GROWTH IN ADJUSTED RESULTS

Adjusted H_{PBIT}²: €6.32 m up 25%

Adjusted op. marg.²: 16.1%
down 20 bp

Adj. attributable net income³: €5 m
up 29.5%

Adjusted EPS³: €0.26 up 30.7%

FINANCIAL POSITION REMAINS STRONG

OP. CF⁴: €6.49 m up €2.85 m

NET CASH
excluding operating WC⁵:
€6.01 m up €0.86 m (vs 31 Dec. 2025)

> **Increase in gross profit** attributable to the acquisitions of Sogec and Budgetbox as well as the strong momentum of the **Retail Activation division in France** with the development of the **HighCo Nifty** and **HighCo Merely** solutions.

> **Increase in adjusted results and EPS.**

> Other operating income and expenses: **restructuring** and workforce downsizing at **Sogec** businesses (€5.54 m at 30 June 2026).

> 2026 Guidance revised.

(1) Like for like: Based on a comparable scope and at constant exchange rates (see details on page 6).

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

(3) Adjusted attributable net income: Attributable net income excluding the net after-tax impact of performance share plans, (4) Net cash excluding operating working capital: Cash and cash equivalents less gross current and non-current financial debt, excluding operating working capital (€77.62 m at 30 June 2026).

discontinued operations. Adjusted earnings per share: Adjusted attributable net income per share based on an average number of shares of 19,469,002 at 30 June 2026.

(4) Op. CF: Operating cash flow excluding IFRS 16.

(5) Net cash excluding operating working capital: Cash and cash equivalents less gross current and non-current financial debt, excluding operating working capital (€77.62 m at 30 June 2026).

#02

Financial performance

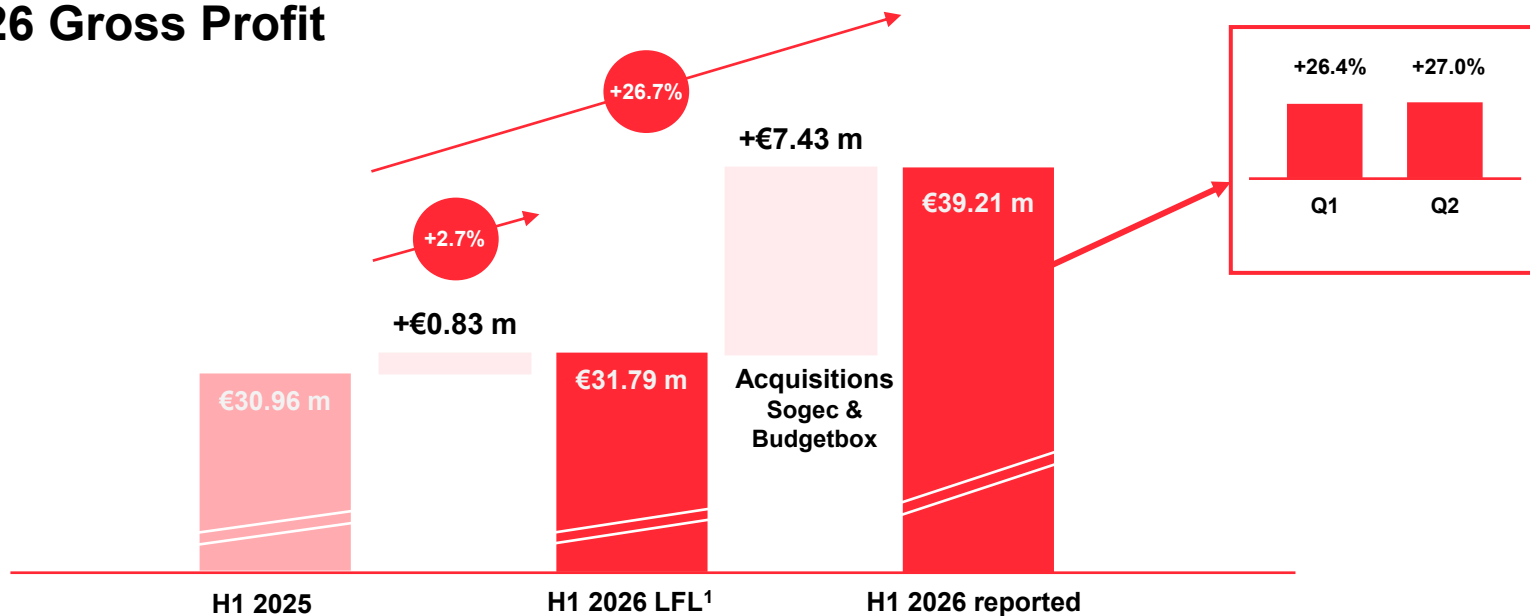
01. Key messages

03. Market environment and highlights

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#2. Financial performance

H1 2026 Gross Profit

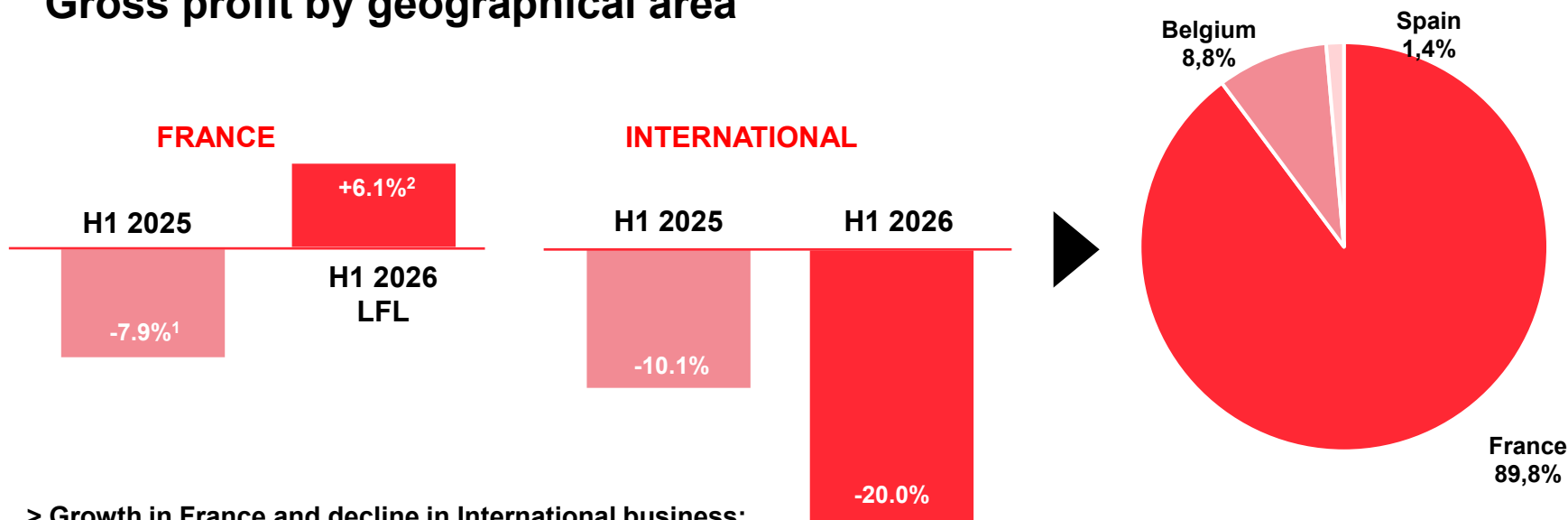


> H1 2026 gross profit totalled €39.21 m on a reported basis and €31.79 m like for like¹ (up 2.7%).

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).

#2. Financial performance

Gross profit by geographical area

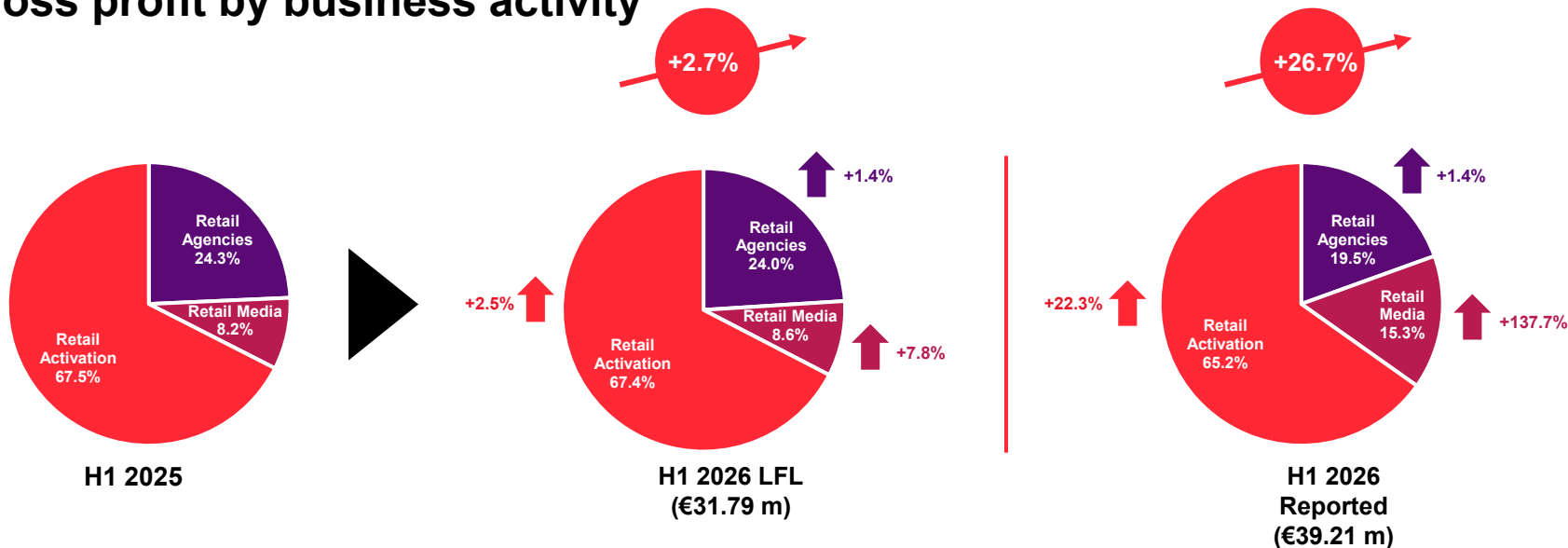


> Growth in France and decline in International business:

- **France:** Up 6.1% LFL to €28.54 m, **89.8% of the Group's gross profit.**
- **Belgium:** Down 22.5% LFL to €2.79 m, 8.8% of the Group's gross profit.
- **Spain:** Down 0.6% LFL to €0.46 m, 1.4% of the Group's gross profit.

#2. Financial performance

Gross profit by business activity



> **Growth in all core businesses** in the first half of 2026:

- **Retail Agencies** up 1.4% to €7.64 m.
- **Retail Media** up 7.8% LFL to €2.72 m.
- **Retail Activation** up 2.5% to €21.42 m LFL, **accounting for two-thirds of the Group's gross profit.**

> Reminder: in reported gross profit, Sogec is included under the **Retail Activation** division and Budgetbox under the **Retail Media** division.

#2. Financial performance

Operating profit margin

(€ m)	H1 2026	H1 2025	Change
Gross profit	39.21	30.96	+26.7%
Operating overheads	(32.89)	(25.90)	+27.0%
Adjusted headline PBIT	6.32	5.05	+25.0%
Adjusted operating margin (Adjusted HPBIT/GP)	16.1%	16.3%	-20 bp

> Increase in H1 2026 adjusted headline PBIT: up 25% to €6.32 m.

> Adjusted operating margin of more than 16%.

#2. Financial performance

Operating profit margin by geographical area

(€ m)	H1 2026	H1 2025	Change
Adjusted headline PBIT ¹ France	6.39	4.68	+36.4%
Adjusted headline PBIT ¹ International	(0.07)	0.37	-118.5%
Adjusted headline PBIT¹ Group	6.32	5.05	+25.0%
<i>Adjusted Group operating margin²</i>	16.1%	16.3%	-20 bp

> **France²**: Business growth brought a significant rise in headline PBIT (up 36.4% vs H1 2025).

> **International²**: Sharp decline in headline PBIT (down 118.5% vs H1 2025).

> **Adjusted operating margin** in France of 17.8%.

#2. Financial performance

Operating profit margin

(€ m)	H1 2026	H1 2025	Change
Adjusted headline PBIT¹	6.32	5.05	+25.0%
Restructuring costs	(0.24)	(0.02)	
Adjusted recurring operating income	6.07	5.04	+20.5%
Cost of performance share plans	(1.30)	(0.29)	
Recurring operating income	4.78	4.75	+0.4%
Other operating income and expenses	(5.54)	-	

> With adjusted headline PBIT and restructuring costs over the period, **adjusted recurring operating income totalled €6.07 m, up 20.5%.**

> With performance share plans at a cost of €1.3 m, recurring operating income amounted to €4.78 m, rising 0.4%.

> **Other operating income and expenses:** the cost of the **Sogec** restructuring was €5.54 m.

(1) See definition on p. 4.

#2. Financial performance

Operating profit margin

“Other operating income and expenses”: restructuring of Sogec businesses



> **Restructuring of Sogec businesses** for a total net provision of €5.54 m at 30 June 2026 with:

- Workforce downsizing and job protection plan involving **64 employees**.
- **Transfer** of Sogec's **production site** in Villebon-sur-Yvette to HighCo's Aix-en-Provence site.
- Operations handled at a **single site in Morocco**.

(1) DREETS: Regional Directorate for the Economy, Employment, Labour and Social Solidarity

#2. Financial performance

Operating profit margin

(€ m)	H1 2026	H1 2025	Change
Adjusted headline PBIT¹	6.32	5.05	+25.0%
Restructuring costs	(0.24)	(0.02)	
Adjusted recurring operating income	6.07	5.04	+20.5%
Cost of performance share plans	(1.30)	(0.29)	
Recurring operating income	4.78	4.75	+0.4%
Other operating income and expenses	(5.54)	-	
Operating income	(0.76)	4.75	-116.0%

> The cost of restructuring Sogec's businesses, totalling €5.54 m, was recognised under Other operating income and expenses. This resulted in a **116% drop in operating income**, which came out negative at €0.76 m.

(1) See definition on p. 4.

#2. Financial performance

Net profit margin

(€ m)	H1 2026	H1 2025	Change
Operating income	(0.76)	4.75	-116.0%
Cost of net debt and other financial income and expenses	0.36	0.76	
Income tax expense	(0.48)	(1.77)	
Share in associates	0.02	0.00	
Net income from held-for-sale and discontinued operations	-	1.22	
Net income	(0.85)	4.97	-117.1%
Net income attributable to owners of the parent	(0.94)	4.46	-121.0%
Adjusted net income attributable to owners of the parent¹	5.00	3.86	+29.5%

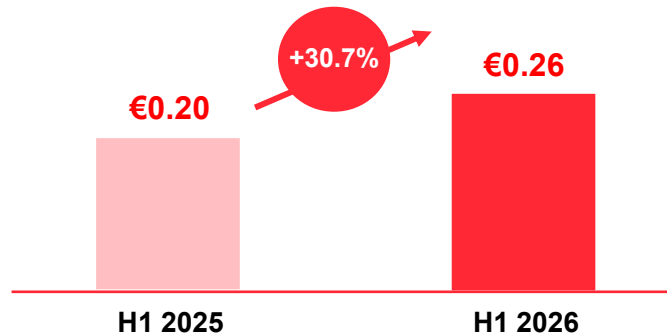
> With income from cash and cash equivalents of €0.85 m and an interest expense on borrowings of €0.30 m, the cost of net financial debt resulted in **income of €0.36 m**, down from income of €0.76 m in H1 2025.

> **Adjusted attributable net income of €5 m, up 29.5%** from H1 2025.

#2. Financial performance

Earnings per share

Adjusted EPS¹ & Adjusted diluted EPS¹



> Adjusted EPS and adjusted diluted EPS for H1 2026 were **up 30.7% to €0.26**.

(1) Adjusted earnings per share: Attributable net income per share excluding the net after-tax cost of performance share plans, excluding other net after-tax operating income and expenses, and excluding net after-tax income per share from assets held for sale and discontinued operations, based on an average number of shares of 19,469,002 at 30 June 2026 and 19,643,917 at 30 June 2025.

#2. Financial performance

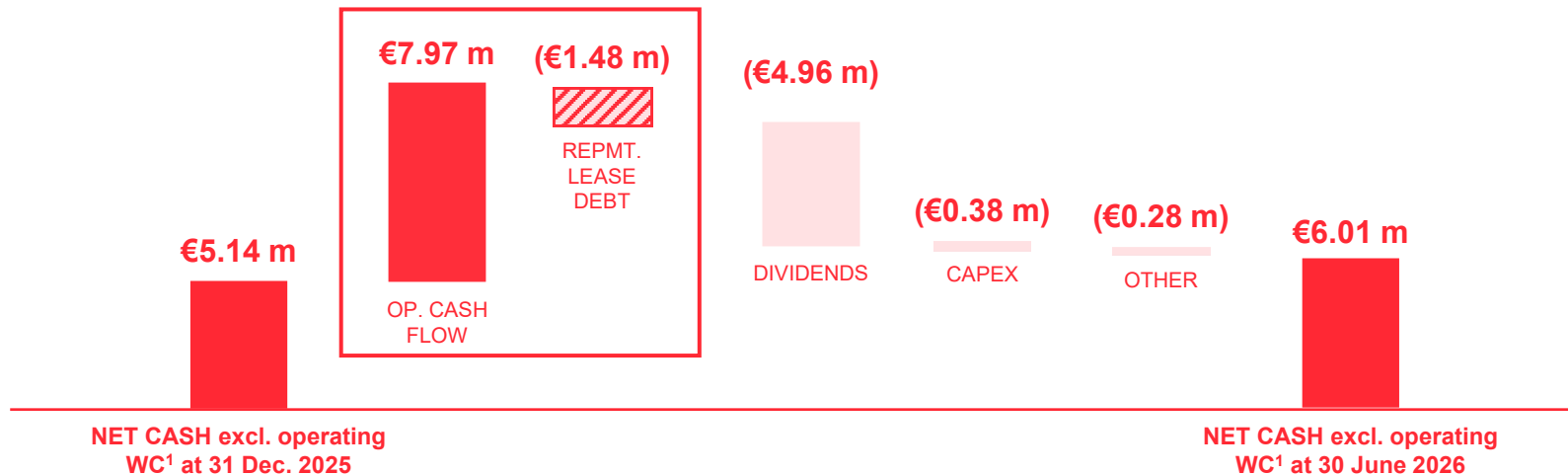
Financial structure

(€ m)	30 June 2026	31 Dec. 2025	Change
Cash and cash equivalents	100.50	94.98	+5.52
Of which Operating working capital	77.62	71.69	+5.94
Cash from operating activities	22.87	23.29	(0.42)
Gross debt	16.87	18.15	(1.28)
Of which bank loans and other financial debt	16.87	18.15	(1.28)
Net cash	83.63	76.83	+6.80
Net cash excluding operating working capital	6.01	5.14	+0.86

> Excluding operating working capital, **the Group posted net cash of €6.01 m**, up €0.86 m with respect to 31 December 2025.

#2. Financial performance

Financial structure

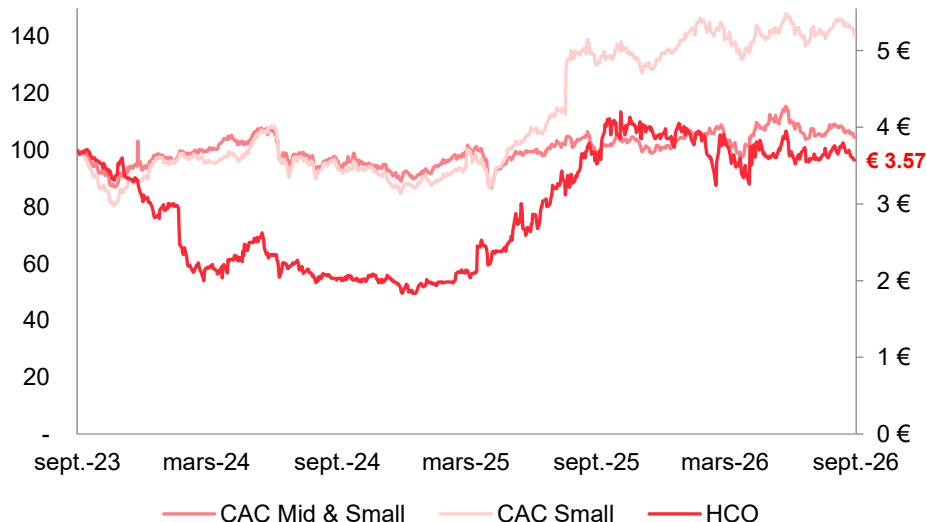


> **Net cash excluding operating working capital totalled €6.01 m**, up €0.86 m, with cash inflows of €6.49 m (mainly operating cash flow excluding the favourable impact of IFRS 16) and cash outflows of €5.62 m (mainly comprised of the payout of the 2025 dividend balance).

#2. Financial performance

Share performance at 2 September 2026

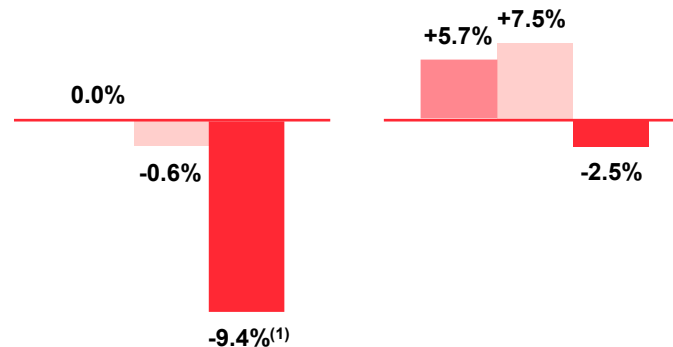
Share performance over the past three years¹



Change with respect to benchmark indices

Since 1 January 2026

Year on year



> **The HCO share price** (€3.57 at the close of trading on 2 September 2026) **fell 2.5%** year on year, compared to increases of 7.5% and 5.7% for the CAC Small and CAC Mid & Small respectively.

#2. Financial performance

Treasury shares

	1 Sept. 2026	30 June 2026	31 Dec. 2025
Number of existing shares	20,455,403	20,455,403	20,455,403
Maximum number of potential performance shares	1,496,000	1,496,000	1,934,800
Number of treasury shares	(641,119)	(628,838)	(1,061,579)
<i>O/w treasury shares in the liquidity contract</i>	<i>(70,116)</i>	<i>(57,835)</i>	<i>(51,776)</i>

> **Treasury shares** at 1 September 2026 **represented 3.1% of total share ownership.**

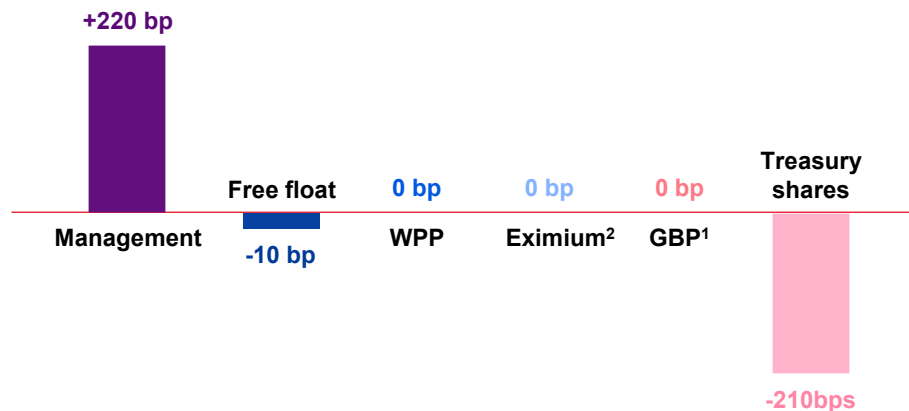
> The maximum number of potential performance shares at this date represented 7.3% of the number of existing shares.

> **438,800 performance shares vested** on 27 May 2026.

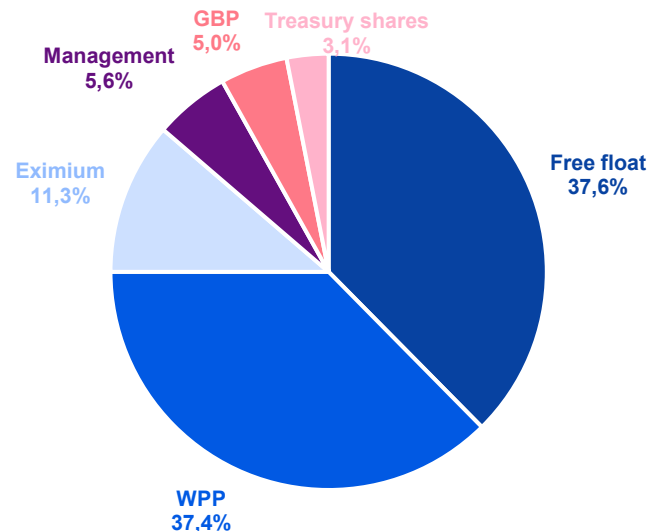
#2. Financial performance

Share ownership structure at 1 September 2026

Change in ownership in basis points since
31 December 2025



Share ownership structure at 1 September 2026



> The change in **HighCo's share ownership structure** since 31 December 2025 is a direct result of the **vesting of performance shares held by management**. No shares were repurchased over the period as part of the share buyback programme.

#2. Financial performance

Change in main financial indicators in H1 2026

(€ m)	30 June 2026	H1 2026 / H1 2025 change
Reported gross profit	39.21	+26.7%
Gross profit LFL	31.79	+2.7%
Adjusted headline PBIT	6.32	+25.0%
Adjusted operating margin	16.1%	-20 bp
Operating income	(0.76)	-116.0%
Adjusted net income attributable to owners of the parent ¹	5.00	+29.5%
Adjusted earnings per share attributable to owners of the parent ²	€0.26	+30.7%
Cash flow excluding IFRS 16	6.49	+€2.85 m
Net cash excluding operating working capital	6.01	+€0.86 m

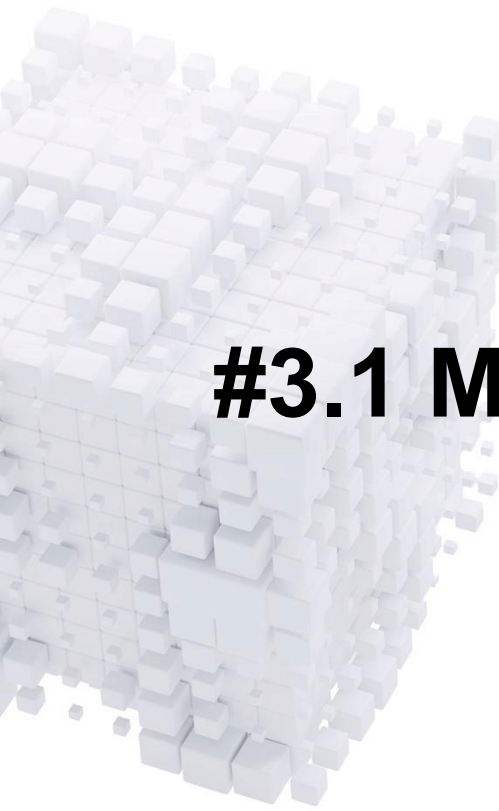
(1) Adjusted attributable net income: Attributable net income excluding the net after-tax impact of performance share plans, excluding other net after-tax operating income and expenses, and excluding net income from assets held for sale and discontinued operations.

(2) Adjusted earnings per share: Attributable net income per share excluding the net after-tax impacts of performance share plans, excluding other net after-tax operating income and expenses, and excluding net after-tax income per share from assets held for sale and discontinued operations, based on an average number of shares of 19,469,002 at 30 June 2026.

#03

Market environment and highlights

- 01. Key messages
- 02. Financial performance
- 04. Guidance and conclusions

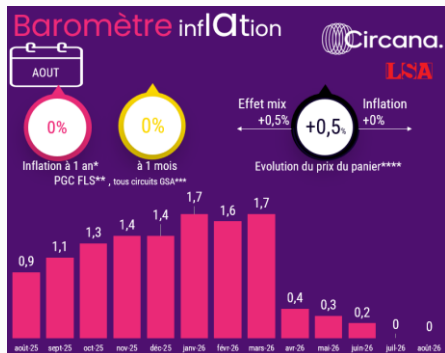


#3.1 Market environment

Consumer Goods

Positive trends on the consumer goods market (consumer goods and self-service produce)

STABLE PRICES



GROWTH

+2.4%

H1 2026 change in value

Consumer Goods

Different perception of French consumers

Perceived inflation

Up 9.25%

in 2025

VS

Actual inflation

Up 0.80%

in 2025

Consumer Goods

Lasting changes in buying behaviour

81%

of French people say
they are “**tightening their
belts**” for food spending



54%

use **promotions**
(**up 3 points** since January)

Retail

Restructure continues in the large food retail market

3 trends:

CONSOLIDATION

1,084

stores came under a new
retailer between 2024 and 2026

INDEPENDENTS

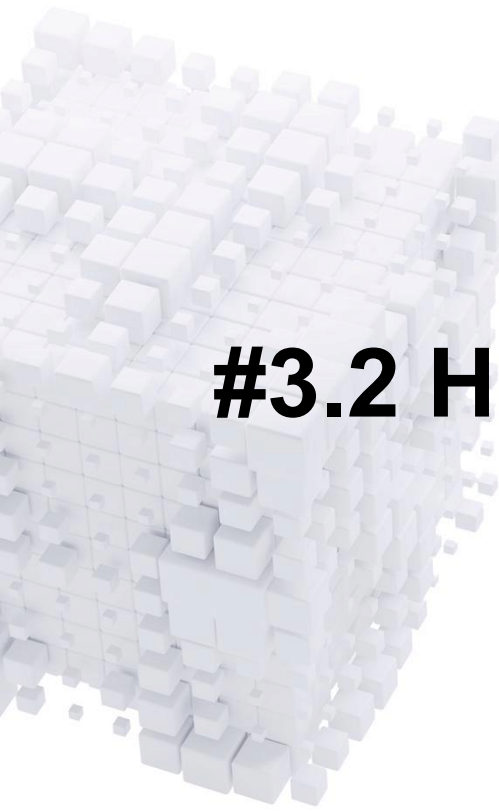
54.5%

market share held by
independent stores

CONVENIENCE

68%

more convenience food stores
since 2015



#3.2 Highlights

Retail Agencies division

19.5%
of Group GP

Up 1.4%
vs H1 2025

HighCo x Carter-Cash

- HighCo won the bid launched by **CARTERCASH**, a chain belonging to **Mobivia group** that offers low-cost spare parts, tyres, accessories and maintenance services.
- Over the next **two years**, HighCo's teams will support the retailer in designing and rolling out its **communication**.
- The first campaign was launched in **June 2026**.



CARTERCASH



Retail Agencies

HighCo x Basic-Fit

- HighCo won the bid launched by **Basic-Fit**, Europe's largest fitness chain.
- HighCo's teams handle the **retailer's communication on TikTok** (strategy and content creation).
- Basic-Fit wants to boost its presence on this social media to **strengthen ties with its community** and **develop business across its 900 clubs** based in France.



Retail Media division

15.3%
of Group GP

Up 137.7% reported
Up 7.8% LFL
vs H1 2025



HighCo x Carrefour

- Unlimitail has enlisted HighCo to sell digital space on its screens installed in Carrefour Market stores.
- With this new collaboration, HighCo is extending its coverage to new (peri-urban and rural) areas and is enhancing the appeal of its offering.
- As with Monoprix, the Group maintains its data-driven approach, with access to the retailer's transactional data to measure the impact of DOOH campaigns on store sales.



Retail Media

HighCo x Jacquet

- The Jacquet brand has chosen Budgetbox to develop a **targeted promotional campaign** aimed at attracting new buyers and boosting sales in its Maxi Tranches product line.

715,000

contacts reached

133%

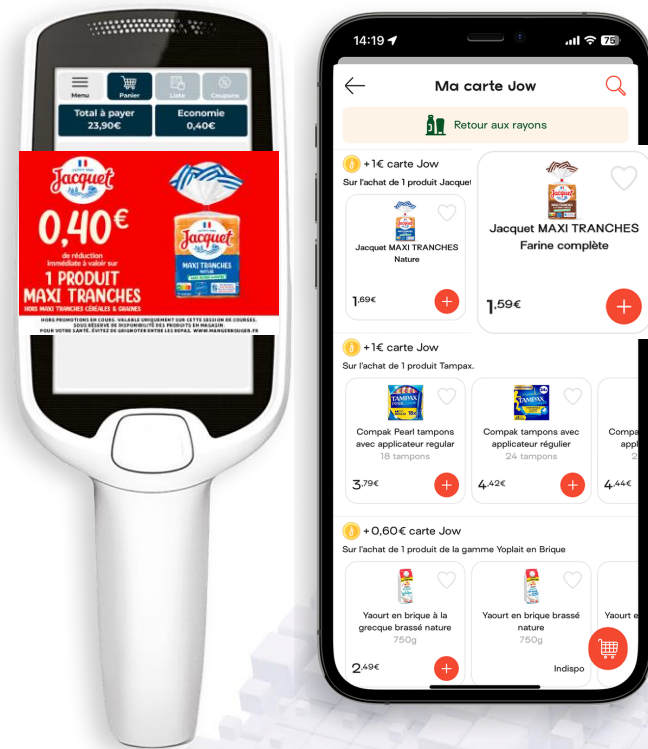
of target
achieved

53%

new customer
retention*

"We significantly overshot our targets, with an excellent repeat purchase rate, proof of the campaign's lasting impact on our sales and market penetration."

Ségolène Faucher – Product Manager at Jacquet



Retail Activation division

65.2%
of Group GP

Up 22.3% reported
Up 2.5% LFL
vs H1 2025

Retail Activation

Special event: World Cup

- HighCo rolled out a promotional campaign on the **E.Leclerc Drive** website and app during the **Football World Cup**.
- Every order** was rewarded with a prize (one-month subscription to the **M6+** TV channel or €10 to be used on the **Photo E.Leclerc** website).

And **each purchase of a partner product** gave buyers the chance to win a gift card for a “**football holiday**”.

850,000
prizes available



CC-BY-SA, inviolable au regard du commerce et des usages de l'Union européenne. L'offre est soumise à la réglementation en vigueur. Les règles de jeu sont disponibles sur le site E.Leclerc. Les règles de jeu sont disponibles sur le site E.Leclerc. Les règles de jeu sont disponibles sur le site E.Leclerc.

Retail Activation

Fort Boyard campaign



- HighCo set up a **large-scale omnichannel game** designed around the **Fort Boyard** licence.
- In-store and online purchases put buyers in the running to win **Fort Boyard games, vouchers, a day-trip to the Fort**, and more!

Intermarché



> 920,000
prizes



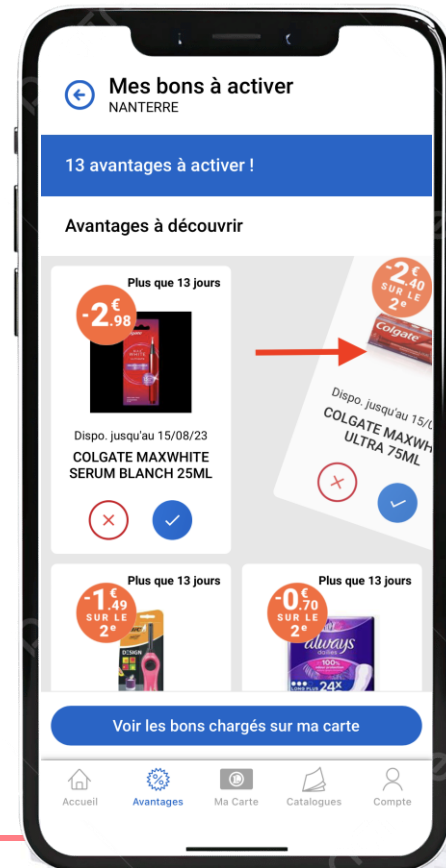
Retail Activation

E-coupons

- Strong growth in the volume of e-coupons processed, driven by the increase in promotional offers on retailers' proprietary channels.

Up 120%

Volume of e-coupons processed in H1 2026
(vs H1 2025)



Retail Activation

HighCo Nifty mobile coupons

- HighCo Nifty mobile coupons continue to develop in **pharmacies**:

100%

of pharmacies connected

3/4

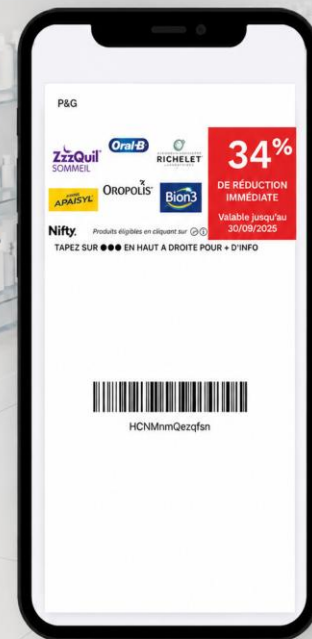
pharmacies use the coupons

x4

increase in offers available in
H1 2026 (vs H1 2025)

x8

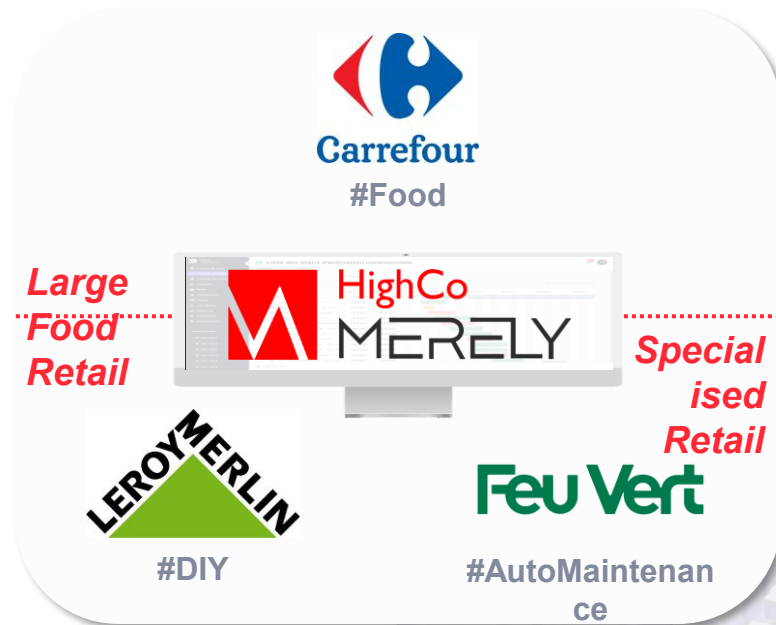
number of coupons used in
H1 2026 (vs H1 2025)



Retail Activation

HighCo Merely platform

- The HighCo Merely **platform for monitoring business action plans** is used by a wide variety of retailers: **Carrefour**, **Leroy Merlin** and **Feu Vert**.
- The ability of HighCo's teams to adapt to retailers' needs gives the platform the **versatility** that will enable it to **broaden its growth prospects** on the market.



#04

Guidance and Conclusions

- 01. Key messages
- 02. Financial performance
- 03. Market environment and highlights

#4. GUIDANCE AND CONCLUSIONS

Guidance

Businesses

GROSS PROFIT

Revised from “higher than €78 m” to “higher than €77 m”
Growth revised from “higher than 17%” to “higher than 15%”
vs 2025 reported

2025 reported: €66.65 m / up 9.2%

2025 LFL: €62.10 m / up 1.8%

ADJUSTED OPERATING MARGIN

Revised from “higher than 12%”
to “close to 13%”

2025: 12.1%

Cash allocation

SOGEC

Restructuring and workforce downsizing in progress
(> €5 m in 2026-2027)

CAPEX

Less than €1 m

H1 2026: €0.36 m

2025: €1.01 m

CONTINUATION OF SHARE BUYBACK PROGRAMME

Around €1 m

H1 2026: no buybacks

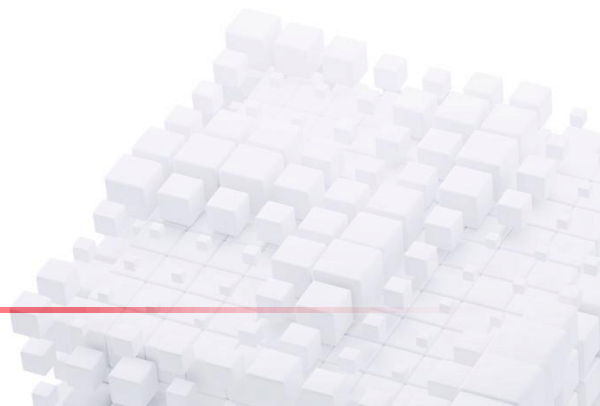
2025: €1.13 m

CSR strategy

Leading by **EXAMPLE** in terms of HR, social and environmental performance

ROLL-OUT of CSR strategy across three identified pillars

Employee **ENGAGEMENT**



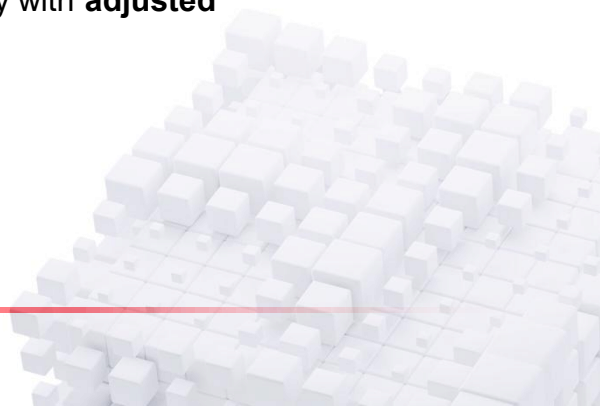
#4. GUIDANCE AND CONCLUSIONS

Conclusion

With like-for-like **growth** in gross profit of 2.7% and financial results on the rise, HighCo delivered a **good performance in the first half of the year**, driven in particular by the **Retail Activation** division in France.

Thanks to all our **teams'** action and engagement, the integration of **Sogec's** operating flows and the transfer of its operations to Aix-en-Provence were successful.

Our **strategy to refocus** our activities and **transform our business**, under way since 2025, will begin to pay off. As a result, the Group expects a significant improvement in its profitability with **adjusted operating margin of more than 15% as of 2027**.



Appendices

Investor relation contacts

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Cécile
COLLINA-HUE

**Managing Director
and Management Board member**

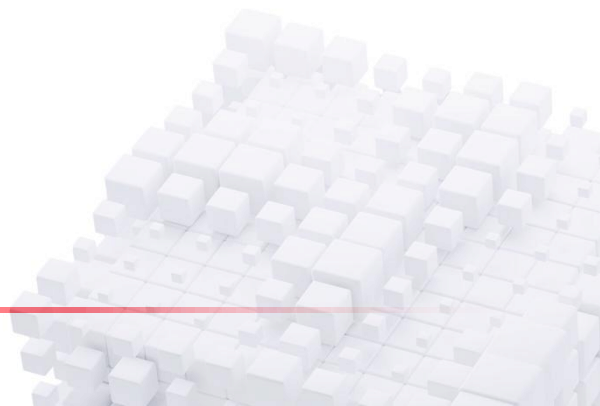
comfi@highco.com



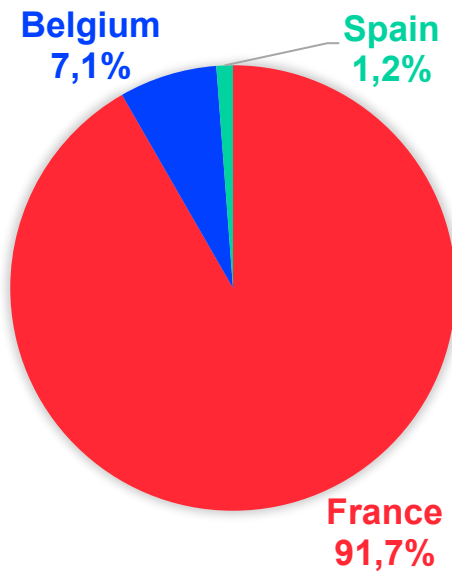
Financial reporting calendar 2026

Publication takes place after market close.

- Q3 and 9-month YTD 2026 Gross Profit: Wednesday, 21 October 2026
- Q4 and FY 2026 Gross Profit: Wednesday, 27 January 2027



Breakdown of gross profit by geographic area



Consolidated income statement

<i>(in € thousands, except for earnings per share)</i>	30/06/2026	30/06/2025
Sales	57 650	45 033
Purchases and external charges	(25 385)	(19 395)
Personnel expenses	(23 197)	(16 903)
Taxes	(513)	(531)
Depreciation and amortization	(1 698)	(2 413)
Other current operating income	61	76
Other current operating expenses	(2 144)	(1 114)
Recurring operating income	4 775	4 753
Other operating income and expenses	(5 536)	-
Operating income	(761)	4 753
Financial income	847	820
Gross cost of financial debt	(396)	(54)
Net cost of financial debt	451	767
Other financial income	32	1
Other financial costs	(122)	(4)
Income tax expense	(475)	(1 768)
Share of income of associates	23	3
Net income from continuing operations	(852)	3 752
Net income from non-current assets held for sale and discontinued operations	-	1 222
Net income	(852)	4 975
- HighCo shareholders	(938)	4 458
- Minority interest	87	516
Basic earnings per share attributable to HighCo from continuing operations in euros ¹	-0.05	0.17
Diluted net earnings per share attributable to HighCo from continuing operations in euros ²	-0.05	0.17
Basic earnings per share attributable to HighCo shareholders in euros ¹	-0.05	0.23
Diluted net earnings per share attributable to HighCo shareholders in euros ²	-0.05	0.23

(1) Based on an average number of shares of 19 469 002 at June 30, 2026 and 19 643 917 at June 30, 2025.

(2) Based on an average number of shares of 19 469 002 at June 30, 2026 and 19 643 917 at June 30, 2025.

Consolidated balance sheet

Assets (in € thousands)	30/06/2026	31/12/2025
Non-current assets		
Goodwill	72 424	72 424
Net intangible assets	685	922
Net tangible assets	1 382	1 342
Right-of-use assets related to leases	12 284	3 656
Investments in associates	72	49
Other non-current financial assets	122	250
Other non-current assets	-	-
Deferred income tax assets	1 773	1 967
Total non-current assets	88 742	80 610
Current assets		
Inventories and work in progress	29	35
Advances and prepayments	312	66
Trade and other receivables	28 397	27 544
Other current assets	5 036	3 436
Tax receivables due	1 598	129
Tax receivables	5 126	4 250
Cash and cash equivalents	100 495	94 975
Total current assets	140 993	130 435
Assets held for sale	-	-
Total assets	229 735	211 045

Liabilities (in € thousands)	30/06/2026	31/12/2025
Shareholders' equity		
Ordinary shares	10 228	10 228
Share premium	21 715	21 715
Other reserves	37 671	36 848
Net income for the year	(938)	4 846
Group shareholders' equity	68 675	73 636
Minority interest in equity	(33)	(120)
Total shareholders' equity	68 641	73 516
Non-current liabilities		
Borrowings	14 143	15 429
Non-current lease liabilities	10 280	2 108
Provisions for liabilities and charges	5 289	5 918
Other non-current liabilities	-	-
Total non-current liabilities	29 711	23 454
Current liabilities		
Financial debt	2 722	2 716
Current lease liabilities	2 170	1 693
Provisions for liabilities and charges	7 847	2 006
Trade and other payables	21 210	18 097
Other current liabilities	89 594	81 001
Tax debts payable	622	1 092
Tax debts	7 217	7 470
Total current liabilities	131 383	114 075
Total debts	161 094	137 529
Liabilities directly associated with assets held for sale	-	-
Total liabilities	229 735	211 045

Consolidated cash flow statement

(in € thousands)	30/06/2026	31/12/2025	30/06/2025
Net income	(852)	5 280	4 975
Net income from discontinued operations	-	(611)	(1 222)
Depreciation and provisions charges (net)	7 053	5 577	2 178
Income and expenses arising from share-base payments	951	1 315	185
Dividends from associates	-	-	-
Remeasurement (Fair Value)	0	-	-
Share of profit of associates	(23)	(3)	(3)
Deferred tax	194	(207)	(436)
Elimination of net financial debt costs	388	230	-
Gain or loss on sales of assets	261	(2)	(0)
Net cash from operating activities - before changes in working capital	7 973	11 579	5 676
Changes in working capital	5 936	6 927	1 564
Net cash from operating activities	13 908	18 506	7 240
Purchases of fixed assets	(383)	(1 010)	(466)
Proceeds from disposal of fixed assets	-	3	2
Change in other non-current assets	2	24	(0)
Net cash allocated to subsidiary acquisitions/disposals	-	8 551	13 694
Net cash from investing activities	(382)	7 567	13 231
Dividends paid to shareholders	(4 958)	(24 820)	(5 158)
New loans	-	18 000	-
Net financial interest paid on loans	(283)	-	-
Net financial interest paid on leases	(99)	(88)	-
Repayment of loans	(1 286)	-	-
Repayment of lease liabilities	(1 381)	(3 755)	(2 038)
Treasury shares	-	(1 129)	-
Net cash from financing activities	(8 007)	(11 792)	(7 196)
Foreign exchange impact	0	(1)	(1)
Net cash inflow (outflow)	5 520	14 280	13 274
Cash and cash equivalents at the beginning of the period	94 975	80 695	80 695
Cash and cash equivalents at the end of the period	100 495	94 975	93 968
Change	5 520	14 280	13 274

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