



2019 Annual Results

Wednesday, April 1st 2020

Yvon DROUET, Chief Executive Officer
yvon.drouet@synergie.fr

Daniel AUGEREAU, Chairman of the Executive Board
daniel.augereau@synergie.fr



SE (European Company) with a capital of €121.810.000

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- **SYNERGIE, EUROPE'S FIFTH-LARGEST HUMAN RESOURCES MANAGEMENT GROUP**
- HIGHLIGHTS
- 2019 FINANCIAL INFORMATION
- OUTLOOK





A LEADING EUROPEAN PLAYER

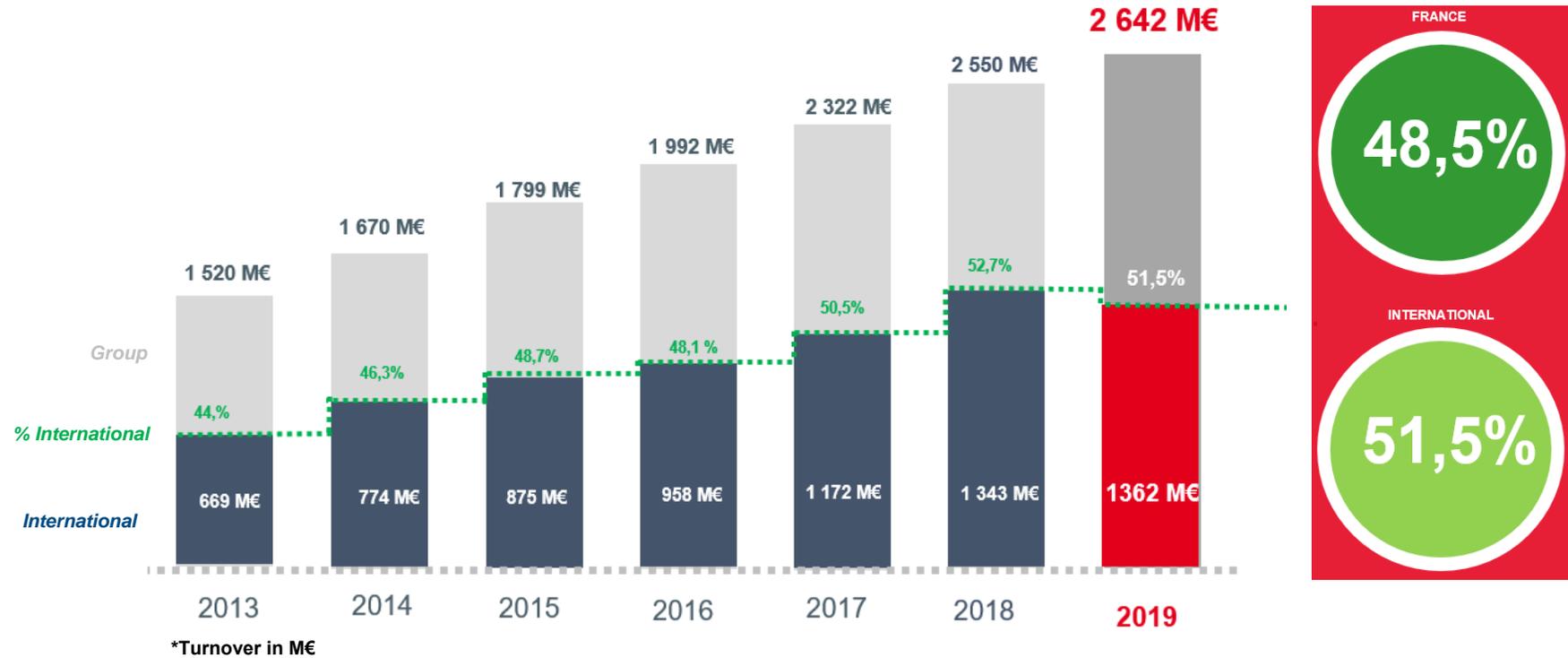
- **No. 1 independent French HR services group**
- **Fifth-largest network in Europe**
- **4,100 permanent employees**
- **750 branches in 17 countries**
- Turnover of **€2.642 billion** in **2019**
- **Own funds of €545 million** at 31/12/2019





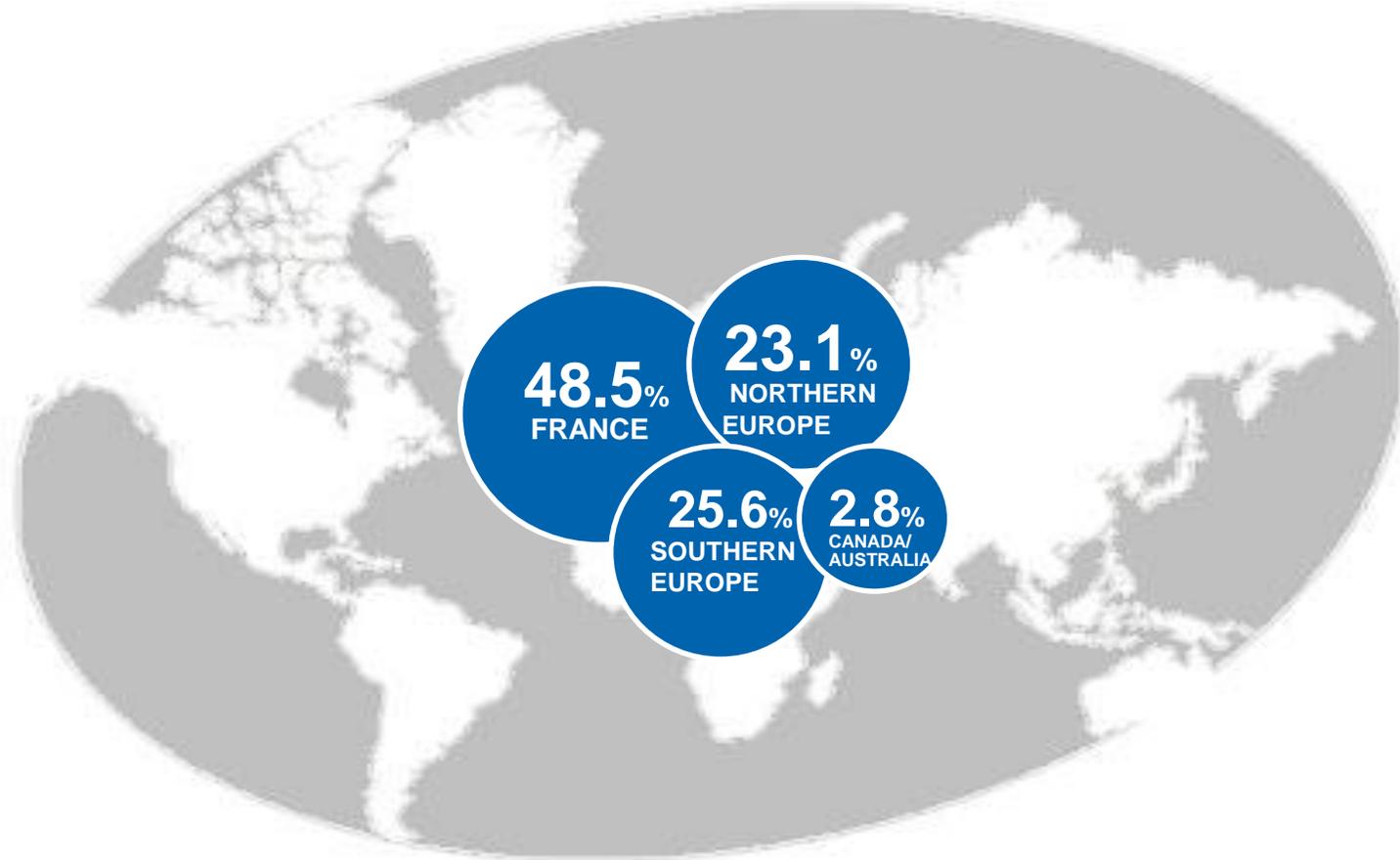
FRANCE AND INTERNATIONAL: A SUCCESSFUL MIX

LOCATED IN 17 COUNTRIES



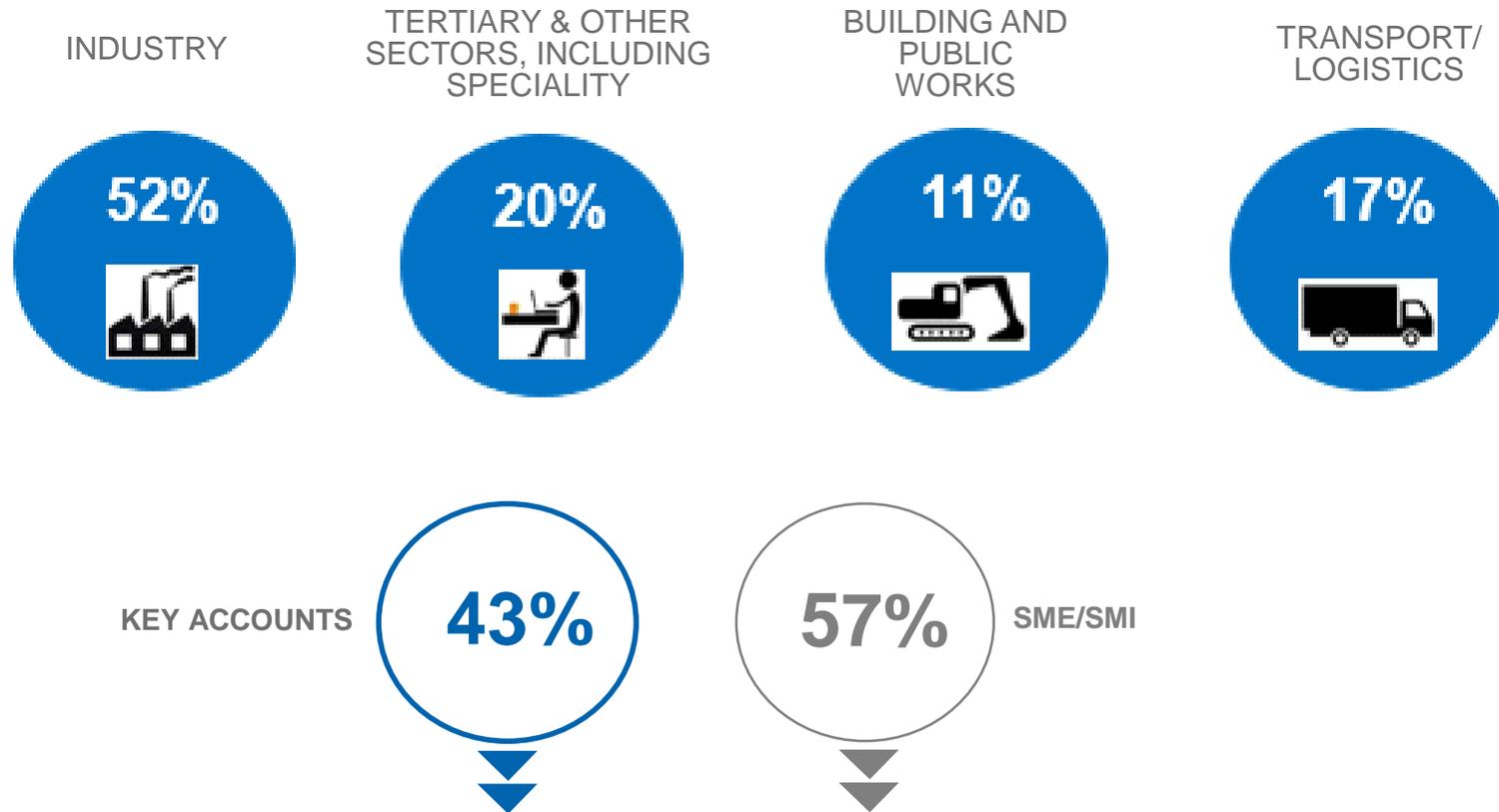


BREAKDOWN OF **TURNOVER** AT 31/12/2019





MULTI-SECTOR AND MULTI-CLIENT POSITIONING



A FULLY RESPECTED "CLIENT MIX"





INCREASED ACTIVITY IN GROWTH SECTORS



AERONAUTICS



SHIPBUILDING



AUTOMOTIVE



BUILDING AND
PUBLIC WORKS



RENEWABLE
ENERGY



TERTIARY



DIGITAL





SYNERGIE

SYNERGIE, A LEADER AND DRIVING FORCE FOR EMPLOYMENT IN THE AERONAUTICS SECTOR

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- ▶ Turnover for 2019 : €142 million
- Fast-paced ramp-up of the A320
- Endorsed project of a new factory in Toulouse for the A321 with commissioning in 2022
- Deployment of our know-how on an international scale:
- More than 40 SYNERGIE job fairs successfully organized since 2011
- Sourcing opened to diversity (women, men, young people, seniors, workers with disabilities, etc.)
- A workload schedule beyond 2030



SYNERGIE, A MAJOR PLAYER IN THIS BUSINESS SECTOR

AN EFFECTIVE PRESENCE IN THE AUTOMOTIVE INDUSTRY

- ▶ Turnover for 2019: €186 million
- A strained context in Europe with clear differentiation between brands
- Present throughout the supply chain: manufacturers, equipment makers, service centers, etc.
- A network of agencies dedicated to this activity





TRANSPORT AND LOGISTICS, GROWING SECTORS

- ▶ Turnover for 2019 : €432 million
- Job offer in growing demand with the progress of e-commerce via platforms of major retailers and, more recently, the transport of foods and medical supplies
- Assignments in sharp rise for drivers, logisticians, forklift drivers, order pickers, receivers, etc.



THE TERTIARY, A DYNAMIC SECTOR

- ▶ Turnover for 2019 : €475 million
 - Recruitments boosted by the digital transition, service missions and IT engineering businesses
 - Development of the activities and service offerings of our subsidiary **DCS**, which was further strengthened in Spain with the acquisition of Tigloo
- ➔ These prospects are encouraged by the **placing** of SYNERGIE in the **2020** list of the best recruitment firms with the top score of 5 ★



A GROWING SECTOR DUE TO THE “TERTIARISATION” OF TEMPORARY WORKERS ACTIVITIES





BUILDING AND PUBLIC WORKS: A GROWING BUSINESS SECTOR

- ▶ Turnover for 2019 : €277 million
- In France, a workload schedule in sharp rise with major projects such as Éole, the Grand Paris Express, the Olympic Games and Paralympics for Île-de-France (Turnover of + 36%) or the LGV in Province → a positive dynamic for SYNERGIE
- Internationally, this sector is also booming (+ 13% compared to last year)
- Building and public works activity boosted by the growth of logistics



A PROMISING ACTIVITY THAT BRINGS SYNERGY TO ACCELERATE THE DEVELOPMENT OF ITS BUILDING AND PUBLIC WORKS NETWORK



**SYNERGIE**

SYNERGIE, A REFERENCE ACTOR IN SHIPBUILDING SECTOR

- ▶ Turnover for 2019 : €23 million
- A workload schedule until 2030
- Increase in our market share in sailing and yachting sectors
- Specific training to compensate for shortages of profiles
- International business development (Italy, Australia)



MAIN INDUSTRIAL LEADERS TRUST SYNERGIE



GROWTH IN RENEWABLE ENERGIES

- ▶ Turnover for 2019 : €33 million

Sharp growth in Renewable Marine Energies

Many pioneering projects to come in this sector of activity with new factories:

- Hydrogen or green gas: 3 creations planned for 2020
- High power fuel cells: 3 factories underway for commissioning in 2022



A VERY PROMISING DEVELOPMENT





IN-HOUSE RECRUITMENT: A STRONGER PRESENCE AMONG OUR CLIENTS

- ▶ Turnover for 2019 : €307 million
- **Acceleration** of in-house recruitment **with “Synergie Proxi”**
- A way of **building client loyalty**
- **Dedicated employees**, privileged contacts with our clients
- Another step towards **full outsourcing of HR**, a very popular solution in some countries (Managed Services Provider)



“SYNERGIE PROXI”: A **TURNKEY SOLUTION**





OPEN-ENDED EMPLOYMENT CONTRACTS FOR TEMPORARY EMPLOYEES, A RESOUNDING SUCCESS

- ▶ Turnover for 2019 : €88 million
- Mix of flexibility and security, which targets the most wanted professions → high loyalty tool
- In France, this form of contract, created in 2014, continues to develop in addition to the traditional temporary employment contracts
- Recent implementation of similar contracts in Italy and Australia





SYNERGIE'S DIGITAL TRANSFORMATION CONTINUES

- ▶ An essential progress in the face of the behavior of our candidates, our temporary workers and our customers:



For our candidates

- all socio-professional categories use a smartphone for their job search nowadays

The companies

- SMEs / SMLs or large groups request dematerialization





A PROACTIVE CSR POLICY

FOCUS ON DISABILITY

- Signature of a national agreement between PRISM'EMPLOI and the Ministry of Disabled People on 24/09/2019 in the premises of SYNERGIE and in the presence of the **Minister of Labor**
- Continuation of the labeling of a network of about sixty expert agencies « **HANDI c'est Oui** »
- Signature for SYNERGIE of the Inclusion Manifesto alongside the Secretary of State



Mission Handicap





A PROACTIVE CSR POLICY

FOCUS ON PROFESSIONAL EQUALITY FEMALE / MALE

The State recently awarded SYNERGIE the Professional Equality F / M label (only 82 companies in France have obtained it)

→ This distinction rewards an ambitious Group HR policy as well as the daily commitment of its Professional Equality F / M Mission with innovative actions such as the Mix & Business Forum





A PROACTIVE CSR POLICY

FOCUS ON INTEGRATION

Opening of the 1st SYNERGIE **integration temporary employment agency** in Epinal in 16/01/2020.



SYNERGIE, signatory of the **Diversity in Business Charter** the Pact with Districts for All Businesses

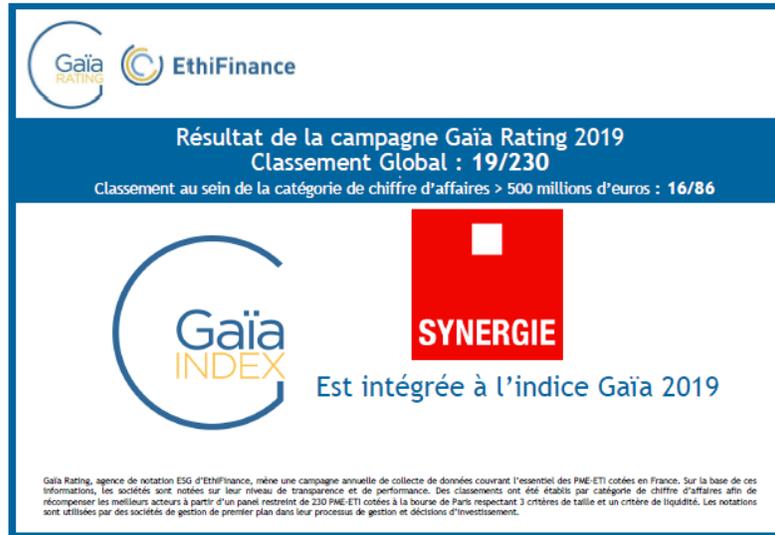
SYNERGIE, partner in the **HOPE** project
➔ 73 refugees supported in 2019





A REWARDED CSR POLICY

► Gaïa et Ecovadis ratings



SYNERGIE is in the **Top 20** of this index aimed at investors interested in companies with a significant CSR component



For the **3rd year in a row**, ECOVADIS awards SYNERGIE the **GOLD** level for its CSR policy.



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STRENGTHENING OF THE GROUP IN DIGITAL SERVICES WITH THE ACQUISITION OF TIGLOO

→ TIGLOO

- Founded in **1985**
- Turnover 2019: **16 M€**
- TIGLOO operates in three regions of Spain:
 - Navarra
 - Basque Country
 - Madrid (recent)
- Acquired through the subsidiary DCS EASYWARE
- **TIGLOO** employs approximately 150 people with a diverse range of qualifications and expertise.

DCS Group targets:

- Turnover DCS 2020 : **€65 million**
- Turnover DCS 2022 : **€100 million**

▶▶ A VERY PROMISING DEVELOPMENT



CHANGES IN LEGISLATION

In France

- ➔ Transformation of the CICE to reductions in social security charges:
 - Increase in tax expenses (+ €13.7 million) and employee profit-sharing (+ €6.7 million) over the year

In Spain : minimum wage increase of 22% and increase in social security costs for short contracts (less than 5 days)

In Germany: reform of the law regarding the provision of employees and the “Equal pay”



APPLICATION OF IFRS 16

- ➔ Applicable from January 1st, 2019
- ➔ In **SYNERGIE**, the adjusted contracts concern:
 - **Real state assets**
 - **Motor vehicles**
- ➔ Impacts on the **financial statements** at 31 December 2019:
 - Assets: + €40,5 million
 - Ebitda: + €10,6 million
 - Current Operating Profit: + €0,7 million
 - Net profit: + €0,1 million



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KEY PERFORMANCE INDICATORS





ACTIVITY IN 2019

In € million	2019	2018	Change
France	1,280.7	1,207.8	+6.0%
Southern Europe	677.0	650.5	+4.1%
Northern and Eastern Europe	609.5	631.8	-3.5%
Canada / Australia	75.2	61.0	+23.3%
International	1,361.6	1,343.3	+1.4%
Total	2,642.3	2,551.1	+3.6% *

* + 2% on a like-for-like basis





INCOME STATEMENT

In € million	2019	2018
Turnover	2,642.3	2,551.1
Ebitda	138.5	137.2
Current operating profit ⁽¹⁾	121.7	128.4
Operating profit	114.0	119.3
Financial result	(1.4)	(1.7)
Profit before taxes	112.6	117.6
Income taxes	(49.3)	(35.1)
Net profit ⁽²⁾	63.4	82.5

(1) Before amortisation and impairment of intangible assets

(2) Impact on net profit of conversion of the CICE (competitiveness and employment tax credit): -20.4M€





CURRENT OPERATING PROFIT

Before amortization and impairment of intangible assets ("EBITA")

In € million	2019		2018	
	€ million	% Turnover	€ million	% Turnover
France	70.3	5.5%	79.1	6.5%
Southern Europe	24.8	3.7%	23.8	3.7%
Northern and Eastern Europe	26.5	4.3%	25.7	4.1%
Canada / Australia	0.1	0.1%	(0.2)	NS
International	51.4	3.8%	49.3	3.7%
Total	121.7	4.6%	128.4	5.0%



SOLID BALANCE SHEET STRUCTURE

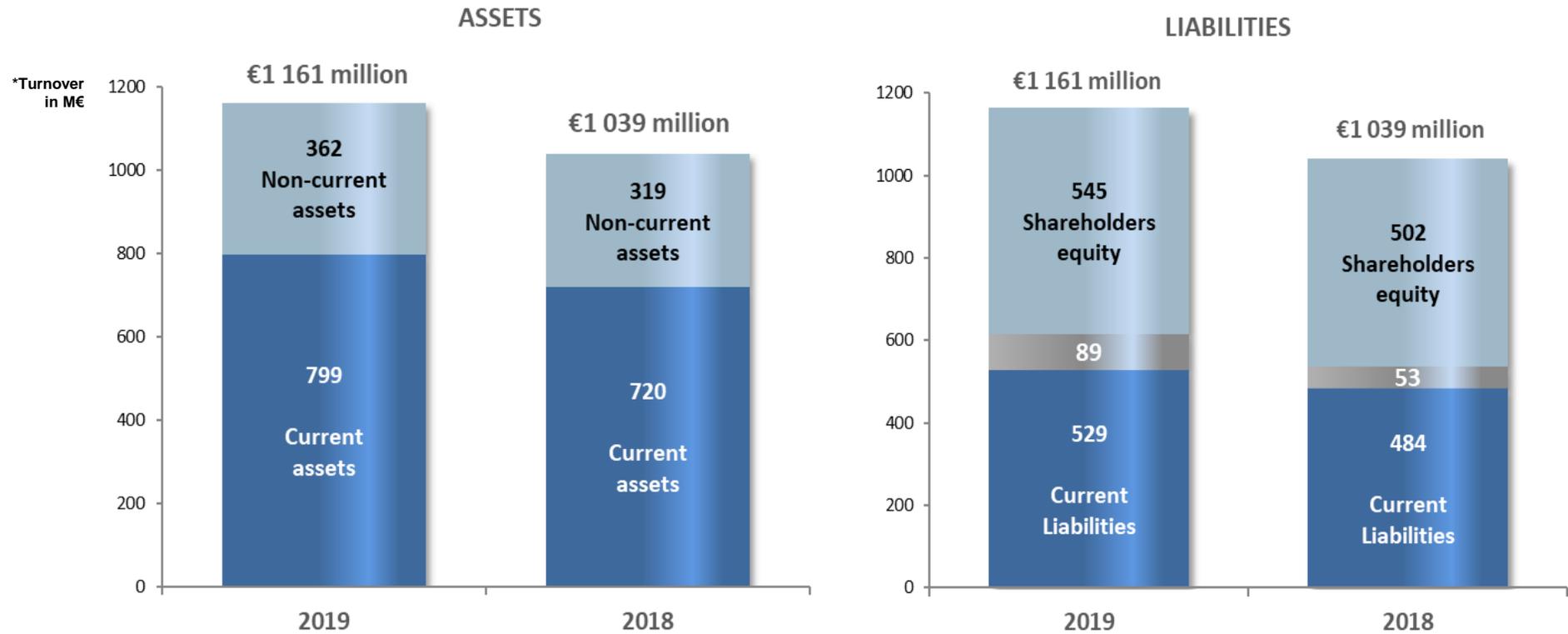
In € million	2019	2018
Shareholders equity	544.7	501.8
Net cash of bank balances	127.0	45.2
Net financial debt	37.9	1.0
Net cash including CICE mobilizable	161.1	125.6
"Industrial" investments	17.7	15.1

IFRS16 impact: lease debt increase of €35.7 million





BALANCE SHEET STRUCTURE



STATEMENT OF CASH FLOWS

In € million	2019	2018
Consolidated net profit	63.4	82.5
Restatement of income and expenses with no effect on cash	12.8	(22.2)
Self-financing capacity	76.2	60.3
Change in working capital requirement	50.2	(15.5)
Cash flow from operating activities	126.4	44.8
Cash flow from investment activities	(31.5)	(32.8)
Cash flow from financing activities	(12.9)	(16.8)
Change in cash	81.9	(4.8)



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AREAS OF DEVELOPMENT FOR THE SYNERGIE GROUP (provisionally suspended in view of the situation relating to the covid-19)

ORGANIC GROWTH

- Extend our network of branches to the most dynamic employment areas
- Deployment of open-ended employment contracts for temporary employees
- Development of the posting of internationally qualified professionals (Global Cross Sourcing)
- Amplification of the recruitment / placement activity, particularly in the tertiary and new technologies sectors

EXTERNAL GROWTH

- Focus on the development opportunities where the Group is already established
- Selective study of dossiers in Eastern Europe (sourcing)





SITUATION IN REGARD TO THE COVID-19

- **Impact** on our activity: from **March**
- **Responsiveness** of the Group both in its organization and in the implementation of the possibilities offered by the Governments in the countries where it is established
- SYNERGIE's **financial solidity** which enables it to face the consequences of this exceptional situation
- ▶ Dividends: given government recommendations, a forthcoming Executive Board will decide on May on an amount of dividend to be submitted for approval to the General Meeting of June 18, 2020

