



SFAF 2025 PRESENTATION



Summary



01 Our 2025 financial year

02 Our expertise

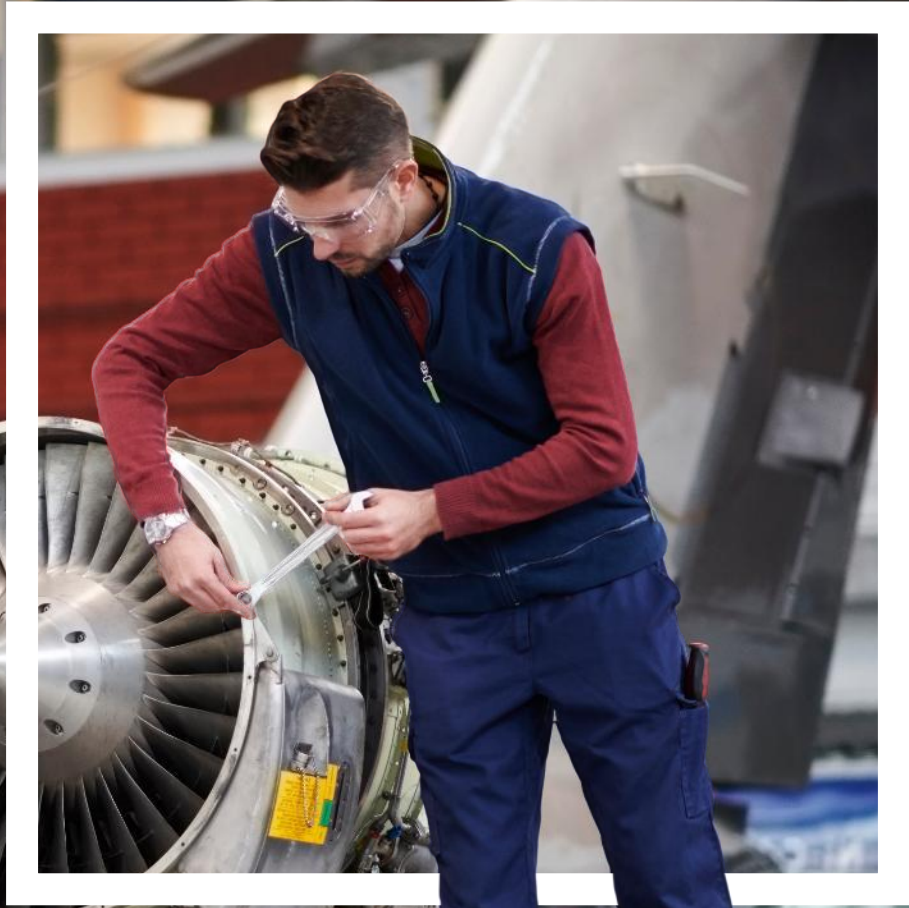
03 Our annual results

04 Outlook





01 Our 2025 financial year



2025 highlights



Business Development & Rebranding



Our Results

- ✓ Revenue of € 3.2 billion
- ✓ EBITDA € 134.4 million (4,1% of revenue)
- ✓ Net Profit € 54.2 million

ESG Policy

- ✓ Recognised at the international level as a leader in diversity by the Financial Times
- ✓ SYNERGIE voted "best employer" by Capital
- ✓ Creation of Synergie Foundation

Synergie

Synergie : a European Leader

HR services leader in
Europe

€3.2 billion
Revenue in 2025

5 500
Permanent
employees

68 000 Temporary
workers

Located in 17 countries
and recruitment in 49
countries

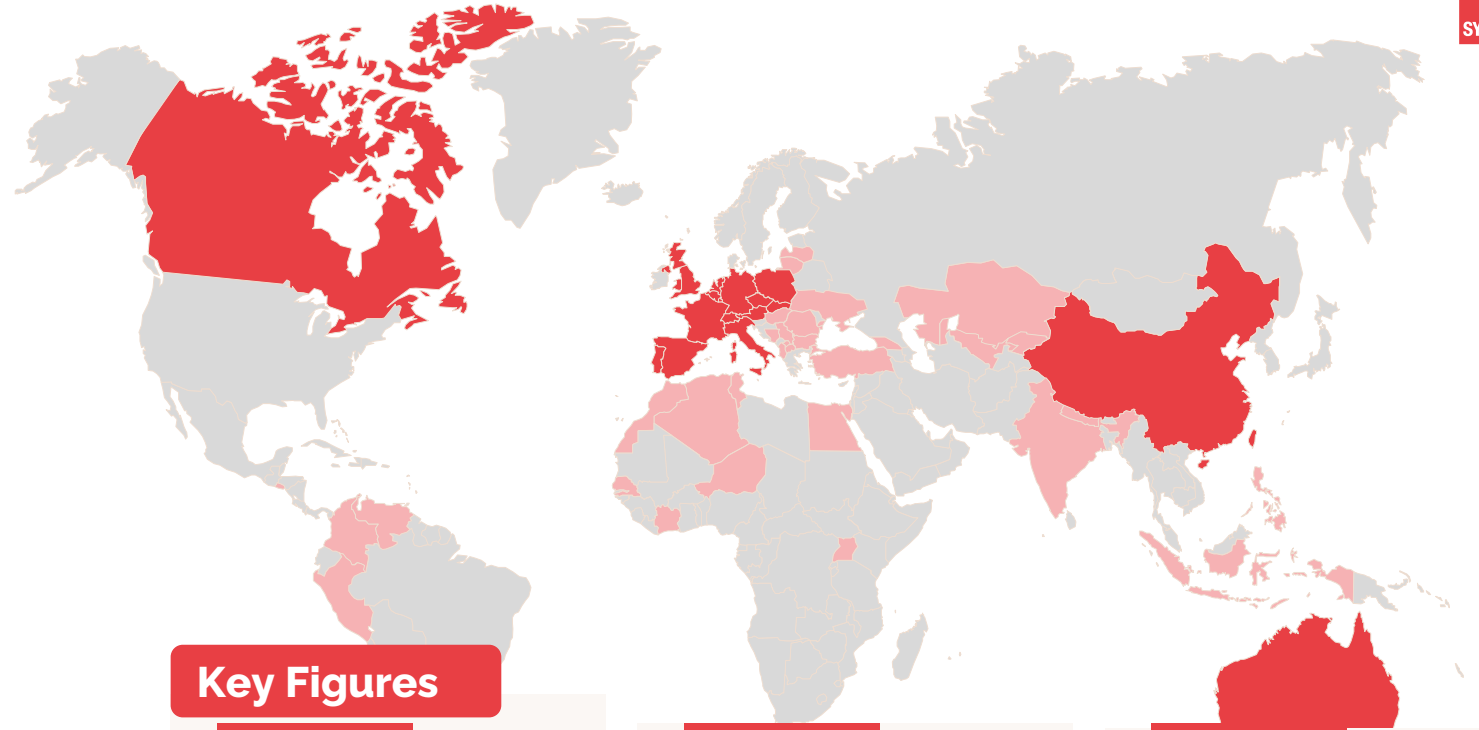
850
branches



Synergie around the world



Synergie is located in **17 countries** and recruits in **49 countries** with Synergie Global Talent



Key Figures

850

Branches and offices worldwide

€3.2 billion

Revenue in 2025

France

39.1%*

26 000 temporary workers

400 branches

Southern Europe

35.4%*

26 500 temporary workers

230 branches

Northern and Eastern Europe

22.2%*

12 500 temporary workers

200 branches

Outside of Europe

3,3%*

3 000 temporary workers

20 branches

Our Values

Proximity

Team Spirit

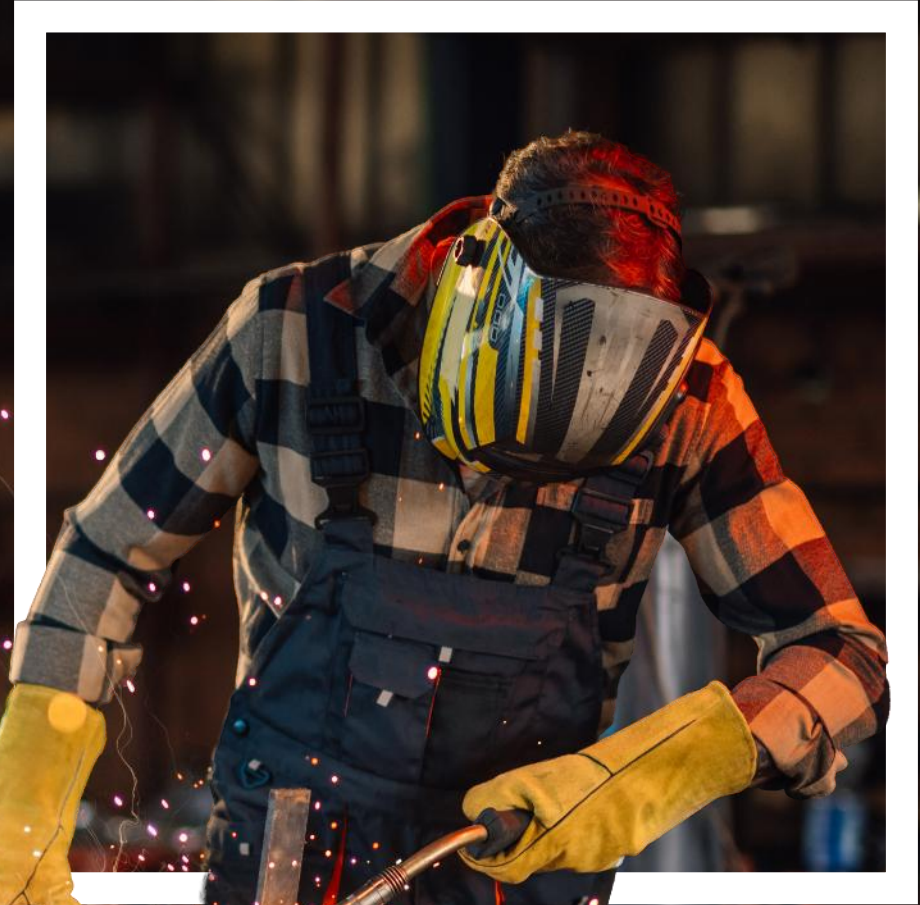
Diversity

Innovation

*% of 2025 revenues



02 Our Expertise



Our strengths

ESG Policy and Compliance

A multi-award-winning ESG policy
A company committed to diversity, training and safety.



Strong Financial Structure

A solid financial structure enabling SYNERGIE to pursue its development and make new acquisitions.

Multi Specialist and Multi-expert know-how

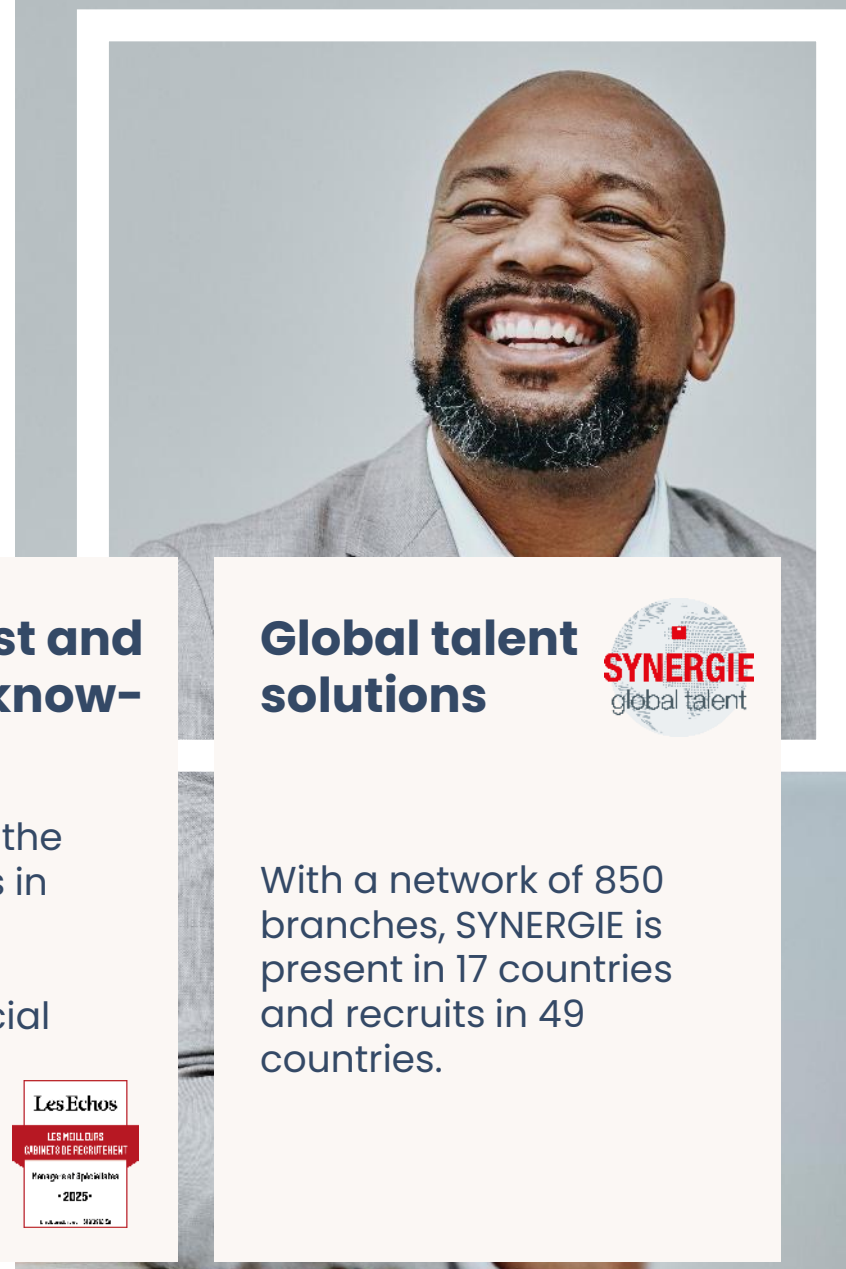
SYNERGIE is one of the leading specialists in temporary work, recruitment, outplacement, social engineering, HR consulting and training.



Global talent solutions



With a network of 850 branches, SYNERGIE is present in 17 countries and recruits in 49 countries.



Our Brands



Recruitment Agencies / Branches

Temporary Staffing | Volume Recruitment | CDD – CDI | Training | Workforce Integration



In-house Solutions

High-volume temporary staffing | Semi on-site agency | On-site agency | Multi-site on-site agencies



Executive and expert Recruitment agency

3 areas of expertise
Support, Business, Technical



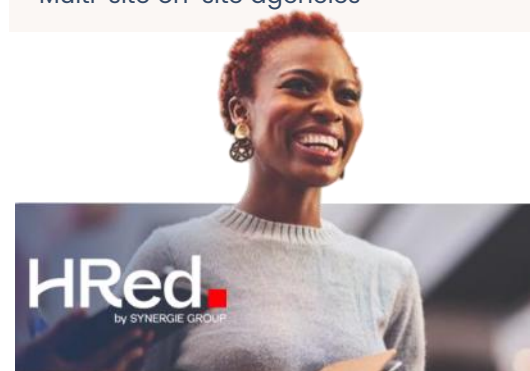
International Executive Search Firm (C-level)

Executive Search | Interim Management | Coaching | Assessment



Healthcare Staffing Specialist

Temporary Staffing
Recruitment CDD – CDI
Paramedical and Social



HR Consulting and Training

HR Audit | Training | Health & Workplace Wellbeing (QWL) | Mobility



IT Consulting & Infrastructure Service

IT Infrastructure & Business Solutions | Cybersecurity | Data engineering | Digital transformation and solutions



International Recruitment

17 countries | Centralization
Coordination | Multi-country project management

Our strategy and business development



Solutions



Expansion of temporary staffing activities with a focus on four key growth sectors: Construction, Aerospace, Logistics and Healthcare



In-house Solutions



Expansion of the Proxi offer through an enhanced catalogue of value-added services



Recruitment



Strengthening of recruitment and headhunting of experts and executives, as well as the development of value-added services (consulting, market studies, sourcing and assessment)



Global Talent



Acceleration of international candidate sourcing and recruitment across 49 countries

Synergie 360°

Our references in a wide variety of sectors

Construction and Energy












Aviation, Automotive and Naval












Services












Logistics and Transport












Luxury & Pharma












Retail and Agriculture












Our Digital transformation plan



New Website

Synergie.fr

Optimisation of candidate search engines and AI-driven indexing in large language models (LLM)



Digital Hub-Sourcing Strategy:

Acceleration of candidate acquisition through continuous campaigns, structured around social media and search channels.

Direct digital interactions with job boards.



AI-Powered Sales Training

Deployment of an AI-based sales coach to complement traditional commercial training programs.



Implementation of digital identity solutions to accelerate candidate processing while ensuring secure candidate and client journeys.

Strategy to diversify our sourcing activities



SYNERGIE

RÉVÉLEZ VOTRE TALENT ET PARTICIPEZ AU **SYNERGIE JOB TOUR**

Retrouvez toutes les infos sur synergie.fr/jobtour

10^{ème} ÉDITION

SYNERGIE

Black Friday, Noël, Soldes **PLUS DE 1000 POSTES À POURVOIR !**

Préparateur de commandes | Manutentionnaire
 Coiffeur | Chauffeur/Livreur | Vendeur | F/H
 Intérim | Recrutement

Postulez dès maintenant

SYNERGIE GIEN
 02 38 67 54 27 – gien@synergie.fr
 11 Rue Tlemcen – 45500 Gien

SYNERGIE Nos énergies en commun | synergie.fr

SYNERGIE aéro

LE SALON DE L'EMPLOI

Aéronautique
Spatial

TOULOUSE
8 OCTOBRE 2025
9H-17H
Stade Toulousain

GIFAS

Nous recrutons, venez nous rencontrer !

INSCRIVEZ-VOUS

SYNERGIE

SYNERGIE RECRUTE POUR CARRIER

Monteurs assembleurs F/H | Montluel (01)
 Intérim (mission de 4 mois) | 13* mois | Ouvert à tous

JE POSTULE

Carrier

SYNERGIE care

JOB ALERT

Synergie Care recrute

AIDE-SOIGNANT | INFIRMIER
 PRÉPARATEUR EN PHARMACIE | SECRÉTAIRE MÉDICAL
 TECHNICIEN DE LABORATOIRE | F/H

CONTACTEZ-NOUS
 04 91 07 84 80
marseille@synergie-care.fr
 141 avenue du Prado – 13009 Marseille

Spécialiste des métiers de la santé | synergie-care.fr | [f](https://www.facebook.com/synergiecare) | [in](https://www.instagram.com/synergiecare)

SYNERGIE

Rebranding to konsekwencja

“Przebranżowanie oznaczało nie tylko zmiany w strukturze organizacyjnej, ale przede wszystkim, zmiany w sposobie myślenia, w sposobie wyrażania się, w sposobie działania. Dopuszczalne było nie tylko mówienie o zmianach, ale także o ich konsekwencjach.”

Magdalena Wirlińska & Urszula Bielinska-Opyszczka

City and 10 Zarządu Synergie Poland

RECRUITING DAY 12.12.2025
dalle 14:00 alle 18:00

i Viali shopping park **SYNERGIE**

100

Libera le tue skill con Synergie.

Trasforma competenze e formazioni in opportunità concrete.
 Scopri in descrizione come inviare la tua candidatura

I Viali Shopping Park
 Via dei Cacciatori, 111,
 10042 Nichelino TO

66

Buone Feste

Leader Shift

To scatto che accende il cambiamento

SYNERGIE

Čo najviac ovplyvňuje stabilitu zahraničných zamestnancov?

Synergie raňajky, Košice

Synergie Italia entra nel Consorzio di aziende **ELIS**

elis

An ESG approach recognized and rewarded for many years



Reduce CO2 emissions and take daily action for the environment



Develop and maintain certifications and labels



An ambitious CSRD policy recognized by third parties



Inclusion, diversity and equity



Best Employer



Innovate to offer more environmentally-friendly services

- Use of renewal energy
- Decarbonization of permanent and temporary travel (82% des CO2e)

- CSRD : **Second Sustainability Report**

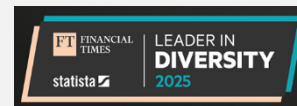


- Ecovadis : Ranked in the Top 3 of our sector – Gold**

- CDP and Ethifinance



- For the second year running, SYNERGIE has been named **"Leader in diversity 2025"** by the FT

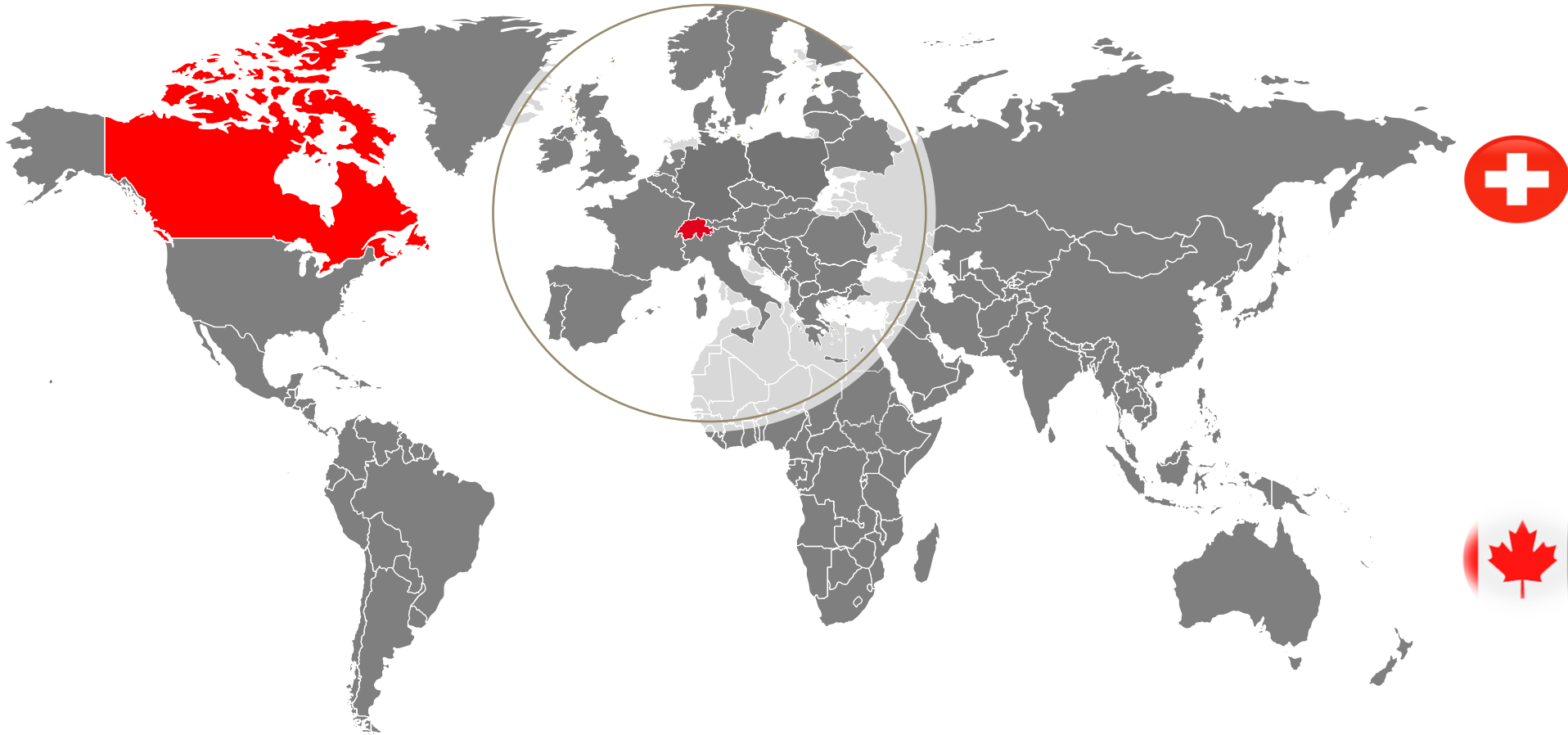


- Best Employer in Europe in 2025** by the FT : **SYNERGIE 1st in the Temporary Staffing / Recruitment sector.**



- Identify new client needs and support them in meeting new European ESG regulations

Our external growth strategy



House of Flexwork – February 2026

Founded in 1998, House of Flexwork maintains 7 branches in the German-speaking region of Switzerland.

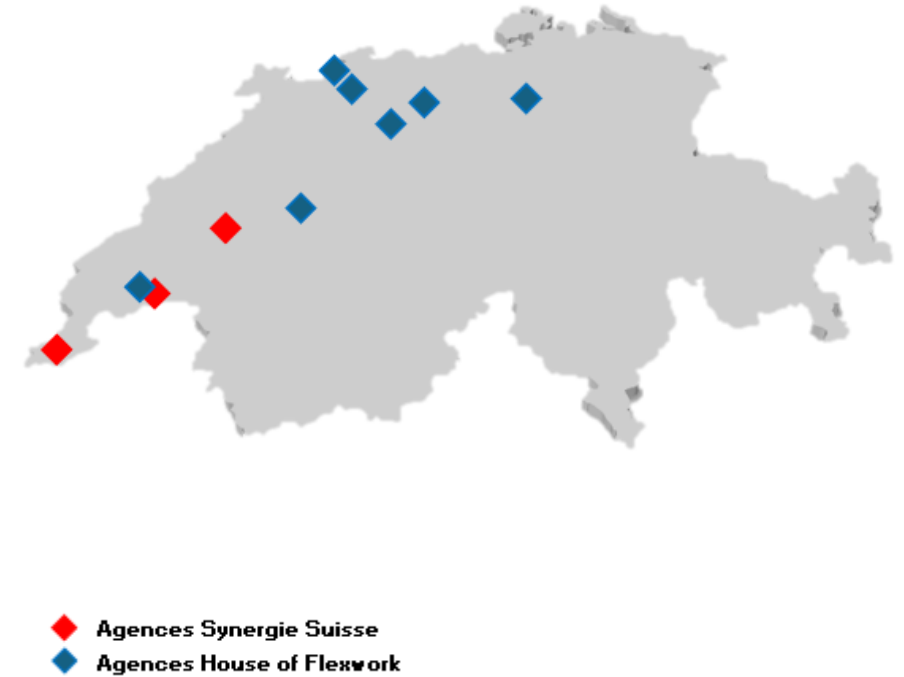
Agilus – March 2026

Founded in 1976, Agilus is the 8th largest staffing group in Canada with a network of 14 branches.

Expanding our presence in Switzerland



- Acquisition of **House of Flexwork** in February 2026, one Switzerland's leading HR solutions groups.
- Founded in 1998, House of Flexwork primarily operates in German-speaking Switzerland.
- The business has a network of 7 branches and reported revenues of CHF 75 million in 2025.
- House of Flexwork's core activity is the management of temporary staff for industrial clients. The company also offers payrolling services.

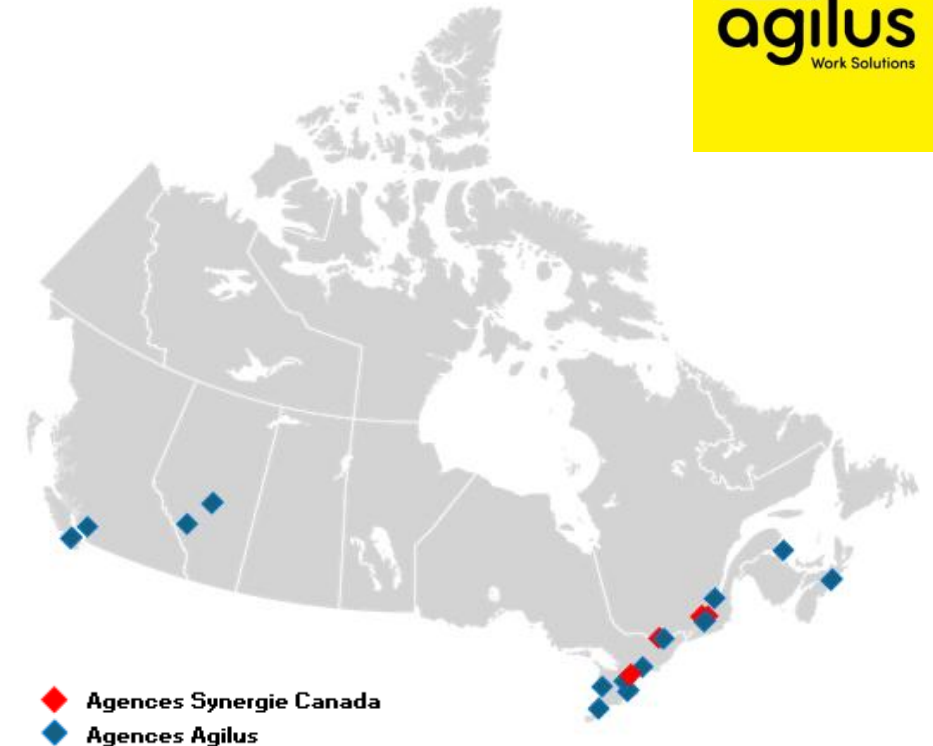


This transaction will enable SYNERGIE to consolidate its presence in Switzerland with a national network, leverage the expertise of a leading player in German-speaking Switzerland, and, together with the founder of House of Flexwork, build a first-tier platform in the country

Expanding our presence in Canada



- Acquired in March 2026, **Agilus Workforce Solutions**, is a leading human resources services provider in Canada.
- Founded in 1972, Agilus is currently the 8th largest staffing player in Canada.
- The company operates a nationwide network of 14 branches and is expected to generate revenues of approximately CAD 300 million in 2025
- Agilus' core business is the provision of temporary staffing for industries linked to natural resources as well as IT. The company also offers payroll services.



This transaction enhance Synergie's presence in Canada through a nationwide footprint, supports our geographic diversification to better serve our clients, and provides complementary expertise in Engineering / IT staffing.



03 Annual results



Our key financial indicators - 2025

Revenue

€3 241 million

+1.8% vs LY

Revenue up by €+56.2 million in an uncertain economic and geopolitical environment



EBITDA

€134.4 million

+2.9% vs LY

€+3.8 million demonstrating strong resilience in operational performance



Net Profit

€54.2 million

-19.2% vs LY

€-12.9 million driven by non-recurring items and lower financial income.



Operational Cash Flow

€93.1 million

€73.4 million in 2024

Generation of €+20 million providing sufficient liquidity for our investments



Net cash position

€317 million

€289 million in 2024

Robust net cash position to meet the Group's operating and investment requirements



Shareholders' equity

€754 million

€720 million in 2024

A strong financial structure



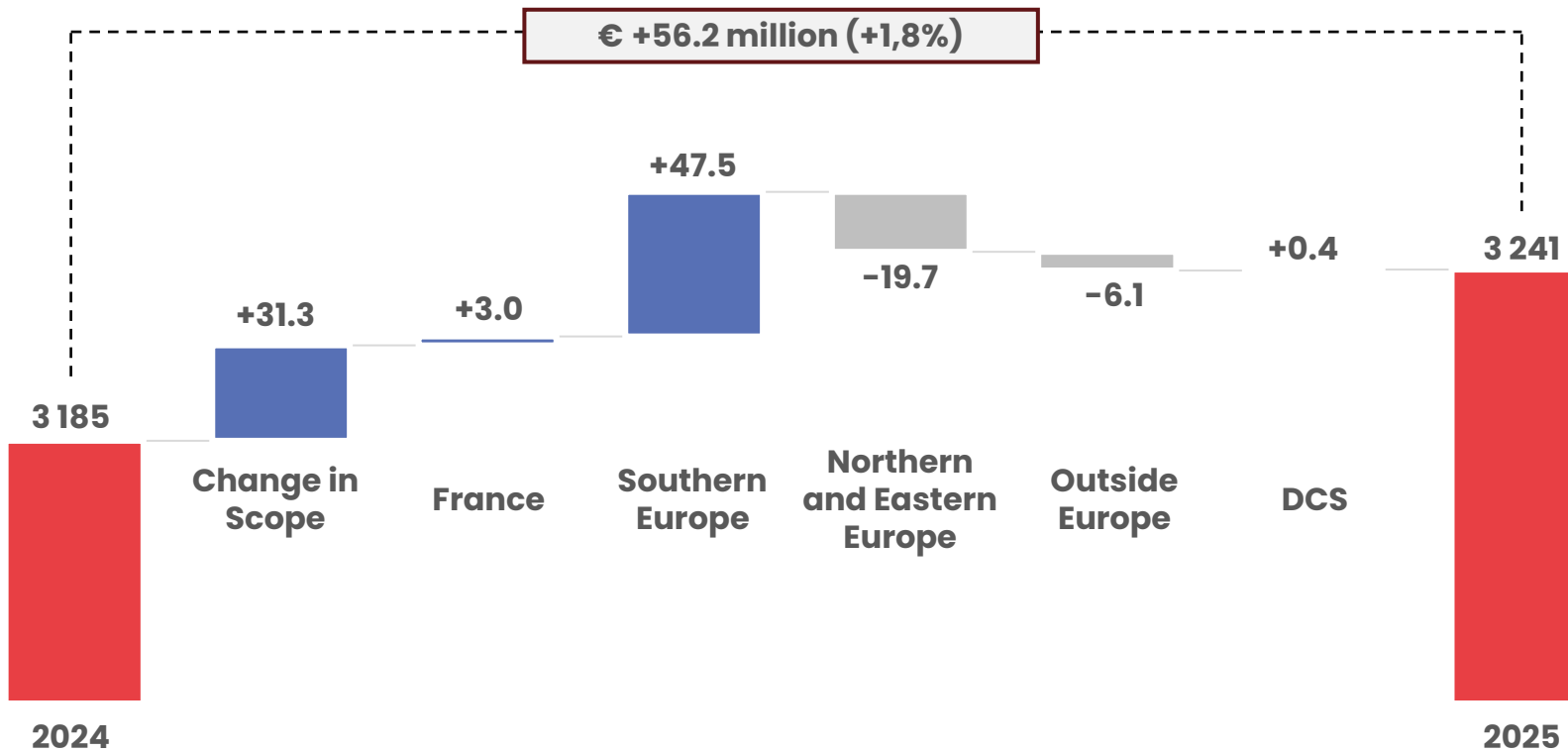
Revenue growth of +1.8%



Revenue (in € million)	2025	2024
France	1 265.9	1 264.8
Italy	844.3	827.9
Spain & Portugal	301.5	265.5
Southern Europe	1 145.8	1 093.4
Belgium	298.8	305.0
Other Northern and Eastern Europe	421.7	433.2
Northern and Eastern Europe	720.5	738.1
Outside Europe	109.0	88.6
Total International	1 975.3	1 920.2
Total	3 241.2	3 184.9
of which DCS Group	73.0	72.6

- Organic Revenue : **€+33.1 million; +1,0 %**
- Slight recovery in **France** of **€+1.1 million; +0.1 %** in a still challenging market.
- Continued growth in **Southern Europe** **€+52.4 million; +4.8 %** driven by Italy and Spain
- **Northern and Eastern Europe** declined by **€-17.6 million; -2.4 %** impacted by the staffing market decline in Germany and Belgium
- **International** continues to grow **+55.1 M€; +2.9 %**

Synergie's diversification strength



€3.2 billion

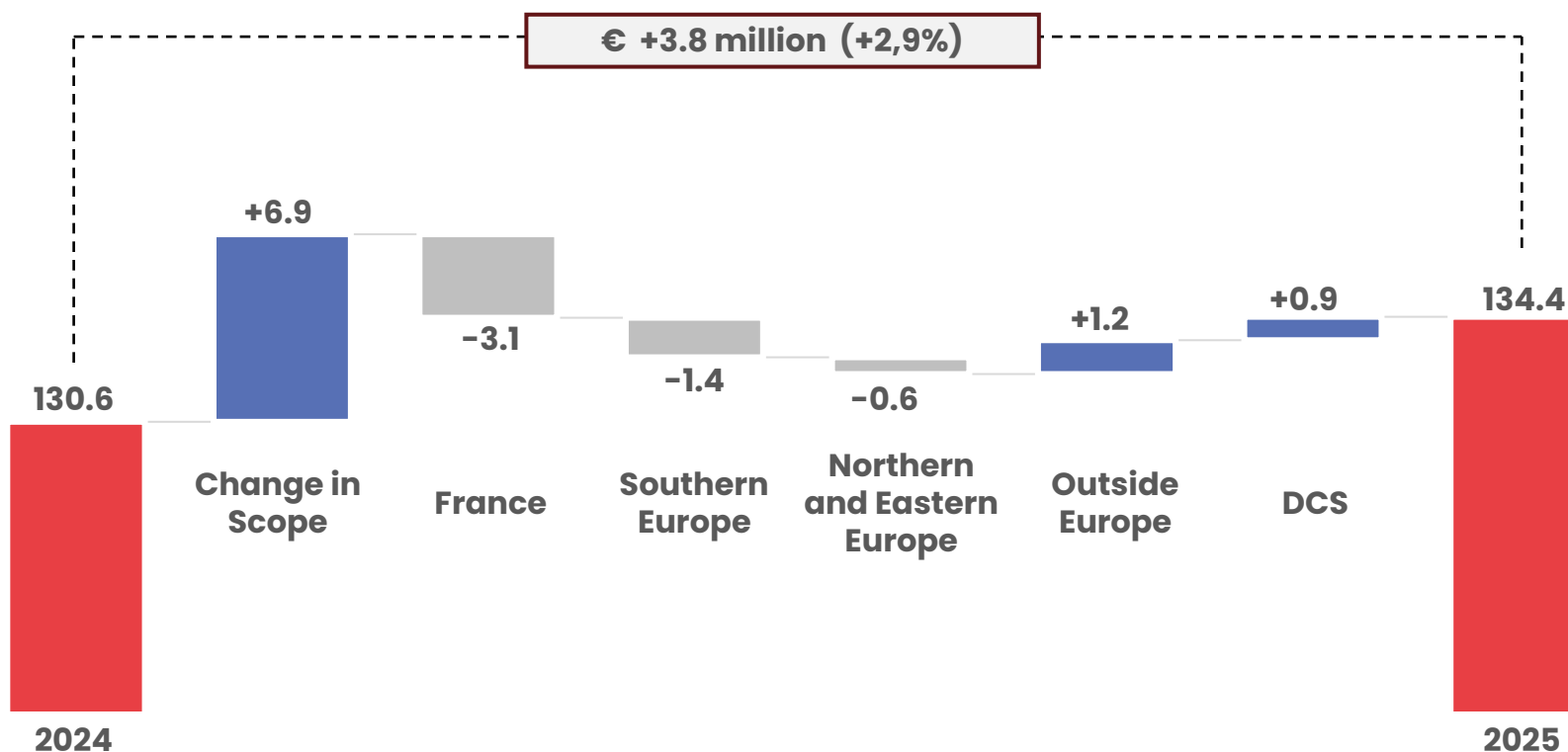
- ✓ International
€1 975 million
- ✓ France
€1 266 million
- ✓ inc. DCS
€73 million

EBITDA

EBITDA (in € million)	2025	2024
France	56.7	60.5
Italy	57.2	53.4
Spain & Portugal	6.1	3.3
Southern Europe	63.3	56.7
Belgium	10.0	12.0
Other Northern and Eastern Europe	2.7	1.2
Northern and Eastern Europe	12.7	13.2
Outside Europe	1.7	0.1
Total International	77.7	70.0
Total	134.4	130.6
of which DCS Group	5.5	4.7

- Group EBITDA : **+2.9%**
- **France** : Market downturn and continued Group investments
- **Southern Europe** : growth driven by Italy and Spain despite continued high levels of investment
- **Northern and Eastern Europe** : demand slowdown, mainly in Belgium
- **Outside Europe** : strong momentum, driven by Australia

EBITDA



€134.4 million

- ✓ International
€77.7 million
- ✓ France
€56.7 million
- ✓ inc. DCS
€5.5 million

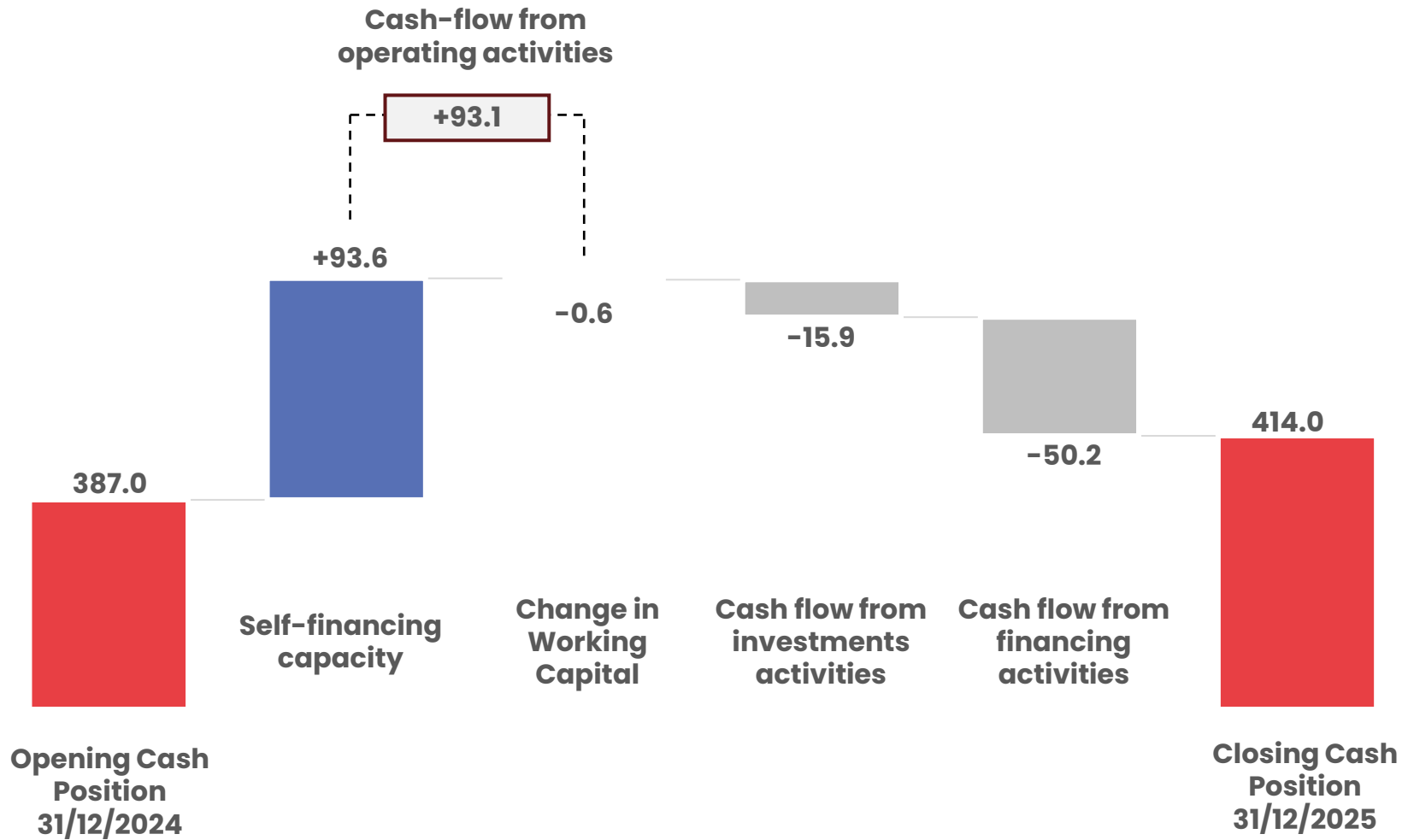
Income Statement

Income Statement (in € million)	2025	2024	Variation
Revenue	3 241.2	3 184.9	+1.8%
EBITDA	134.4	130.6	+2.9%
<i>% EBITDA</i>	<i>4.1%</i>	<i>4.1%</i>	<i>-</i>
EBITA	102.6	103.7	-1.1%
<i>% EBITA</i>	<i>3.2%</i>	<i>3.3%</i>	<i>-</i>
Operating profit	89.3	95.6	-6.6%
Financial result	0.9	7.4	-88.2%
Net profit before tax	90.2	102.9	-12.4%
Tax expense	-36.0	-35.8	+0.4 %
Net profit	54.2	67.1	-19.2%
<i>% Net profit</i>	<i>1.7%</i>	<i>2.1%</i>	<i>-</i>
of which Group share	54.2	63.1	-14.1%

Cash Flow

Cash flow (in € million)	2025	2024
EBITDA	134.4	130.6
Other items related to operations	-1.3	-0.6
Taxes paid	-39.5	-38.9
Change in working capital	-0.6	-17.6
Cash flow from operating activities	93.1	73.4
Cash flow from investments activities	-15.9	-38.1
Cash flow from financing activities	-50.2	-14.9
Change in net cash position	27.0	20.5
Closing net cash position	414.0	387.0

Cash Flow

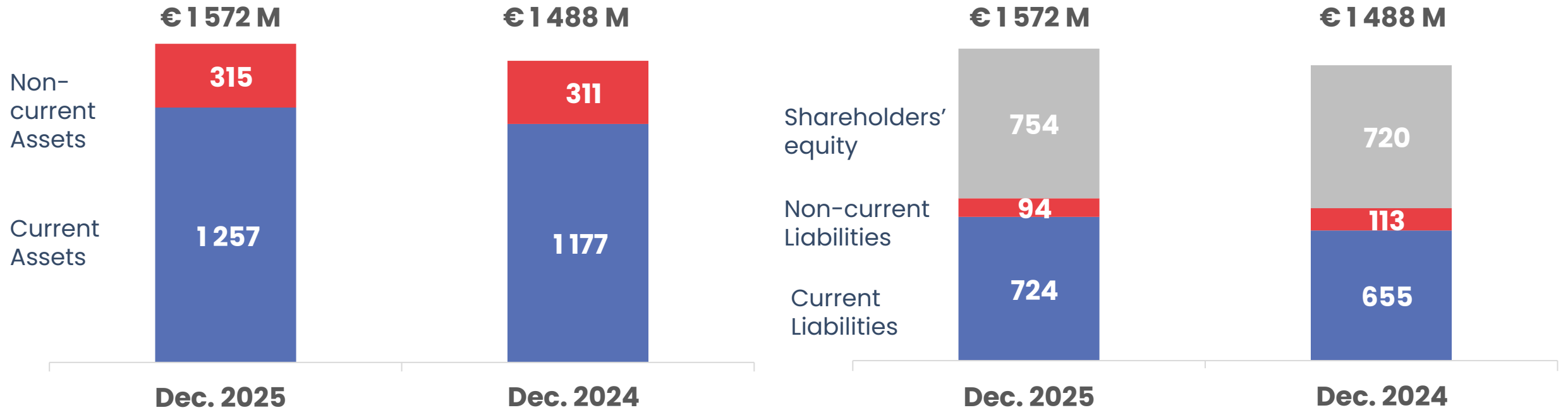


€414 million

Cash flow from operating activities / EBITDA

- ✓ 2025 : 69.3%
- ✓ 2024 : 56.2%

Balance sheet structure

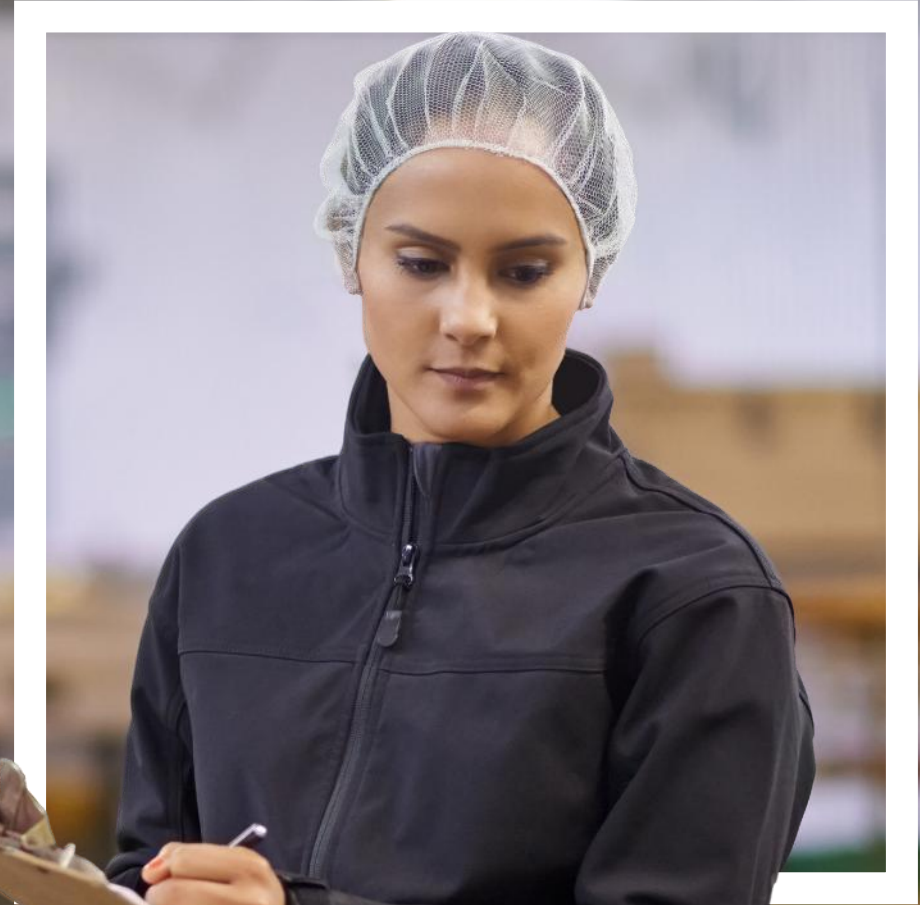


Financial structure

Financial structure (in € million)	31/12/2025	31/12/2024	Variation vs. 31/12/2024
Shareholders' equity	754.0	719.6	+4.8%
Cash position net from bank loans	414.0	387.0	+7.0%
Cash position net of any debt excluding lease liabilities	398.5	362.4	+10.0%
Lease liabilities	-81.3	-73.7	+10.3%
Cash position net of any debt	317.2	288.7	+9.9%



04 Outlook



Outlook market situation

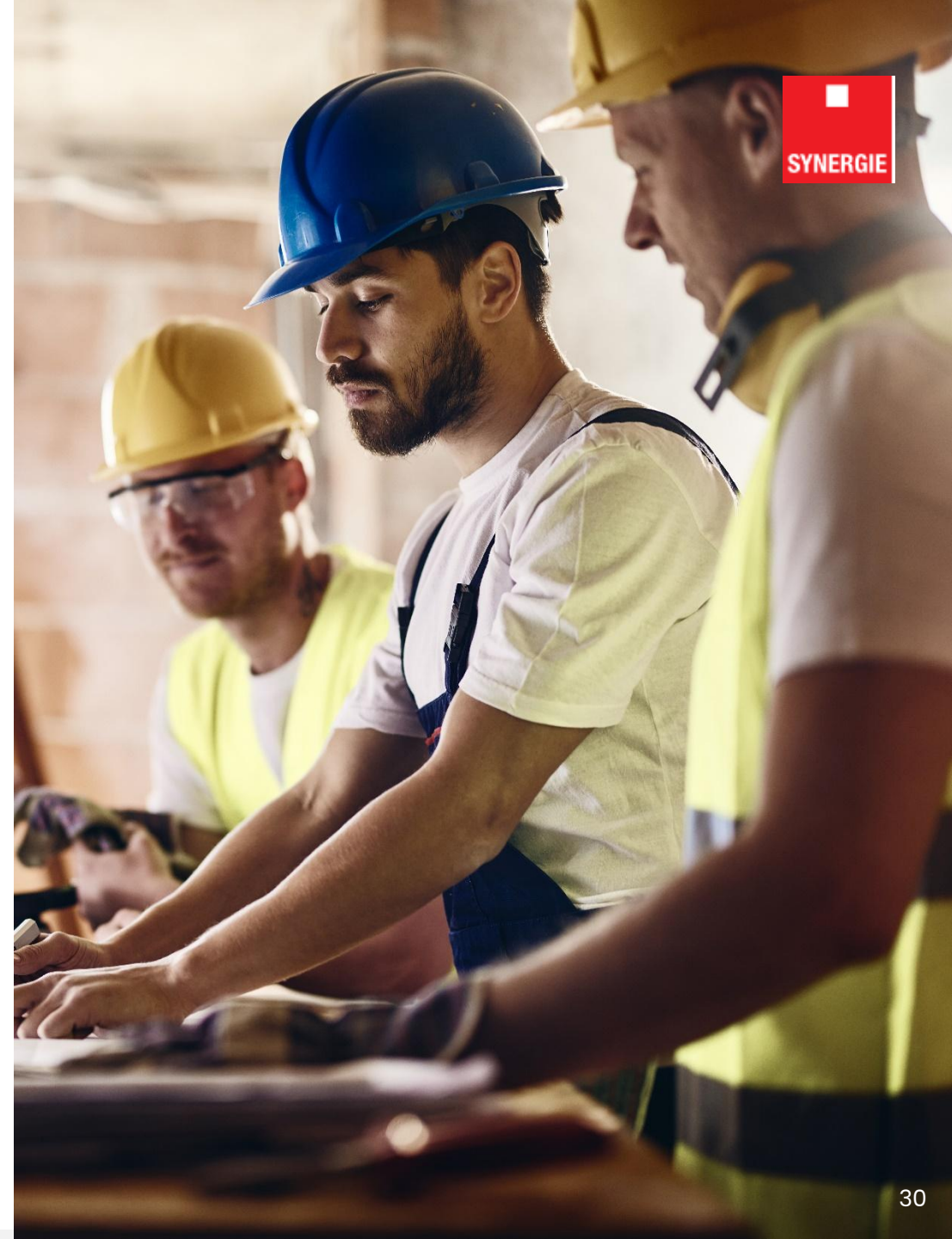
Market situation 2026

Economic and geopolitical uncertainties weakening economic growth and global demand (Ukraine / Iran wars)

Our clients' increased need for flexibility and agility in this context

Ecological transition creates new needs in terms of talent and skills

Accelerating innovation and its impact on the ways of working



Outlook market situation

Group objectives for 2026

Accelerate market share gains through dynamic diversification and offer adaptation in an uncertain environment

Operational discipline and cash generation

Continue efforts to digitalize our activities, integrating AI innovations into our processes

Strengthen our positions through a strategy of targeted acquisitions in key markets



Dividend pay-out proposal



Dividend proposed to the Annual General Meeting on June 4th, 2026:

**€ 0.60 per share for settlement on
July 1st, 2026**



THANK YOU

