



— ANNUAL RESULTS 2023

April 4th, 2024

Agenda

- Introduction
- Who are we?
- Executive summary
- Annual results
- Outlook



— Introduction

2023 Highlights



Our results

- Revenue of € 3.1 billion
- EBITDA € 153 million (4.9% of Revenue)
- EBITA € 128 million (4.1% of Revenue)
- Net profit € 78.6 million

Business development & Rebranding



Main achievements

External growth

- Acquisition of Runtime (May 2023): German HR solutions company
- 65 branches throughout Germany



ESG policy



- Recognised at the international level as a leader in diversity by the Financial Times



- Ecovadis Platinum medal in 2023 rising from 76 to 79/100.

Synergie : a leading European player in Human Resources management



HR services
Leader
in France

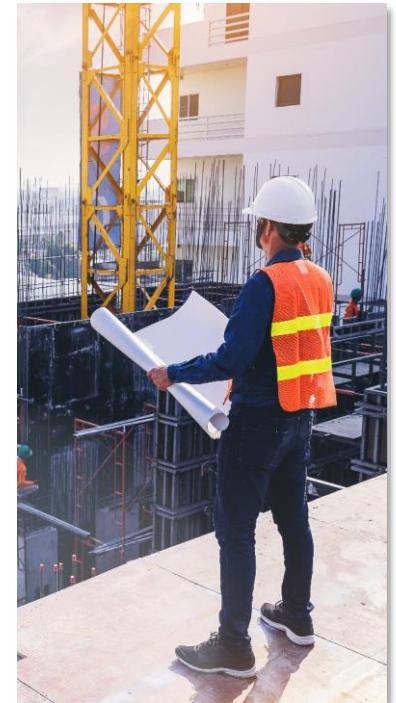
€ 3.1 million
Revenue in 2023

69 500
Temporary staffing

Location in **17**
countries

800
branches

5 600
Permanent employees



Synergy around the world

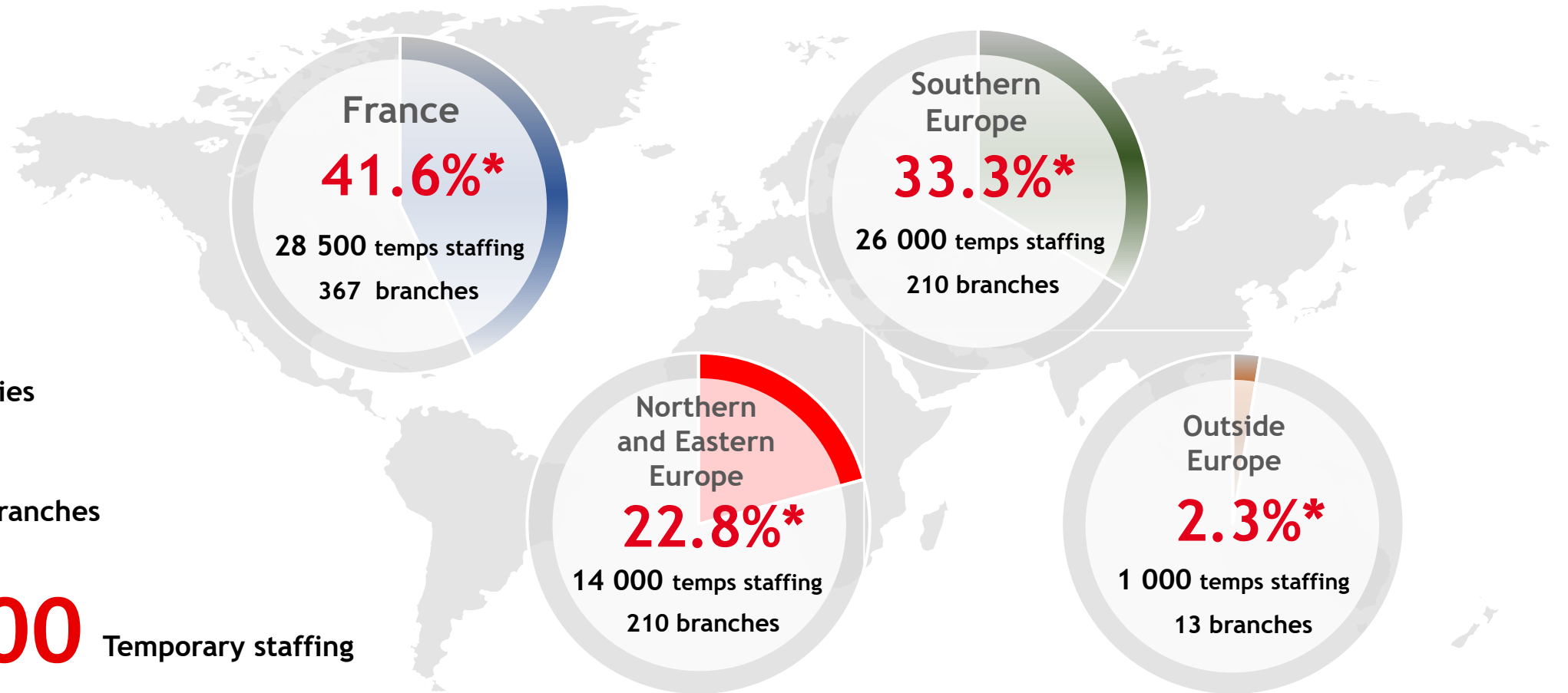


17 countries

800 branches

69 500 Temporary staffing

€ 3.1 million Revenue in 2023

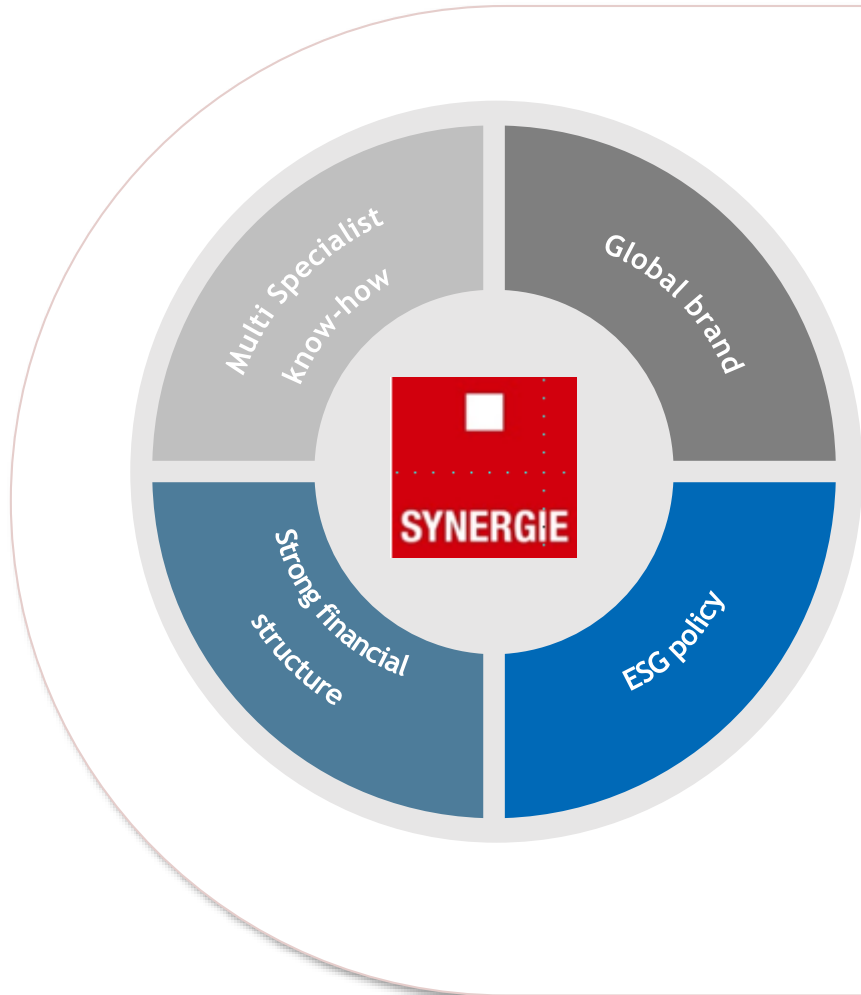


*of 2023 Revenue

A photograph of two industrial workers in a factory. A man in an orange safety suit and white hard hat is pointing towards a white robotic arm. A woman in a yellow safety suit and white hard hat is holding a tablet and looking at the man. The scene is overlaid with a semi-transparent red filter.

02 — Who are we?

Our strengths- our expertise



- **Multi Specialist know-how**
SYNERGIE is one of the leading specialists in temporary work, recruitment, outplacement, social engineering, consulting and training
- **Global brand**
The Group is based in 17 countries with a network of 800 branches
- **ESG policy**
An ESG policy committed to diversity, training and safety which is developing its governance with the creation of 2 Departments in 2023: Compliance and ESG Group - reporting to the Chairman and CEO
- **Strong financial structure**
With a very strong financial structure and a high level of cash, SYNERGIE has the resources it needs to pursue its development and make new acquisitions

Our brands



Temporary work
Recruitment CDD/CDI
Temporary CDI,
Work-study



Outsourcing temporary
staffing management,
single or multiple Temp
Employment Company



Executive and expert
recruitment agency



Specialised network
Medical
Paramedical and Social



HR consultancy dedicated
to C-Levels: Headhunting
and Transition
Management



IT infrastructure
management and
support



Designing and
managing HR projects





03 — Executive summary

Our strategy and business development



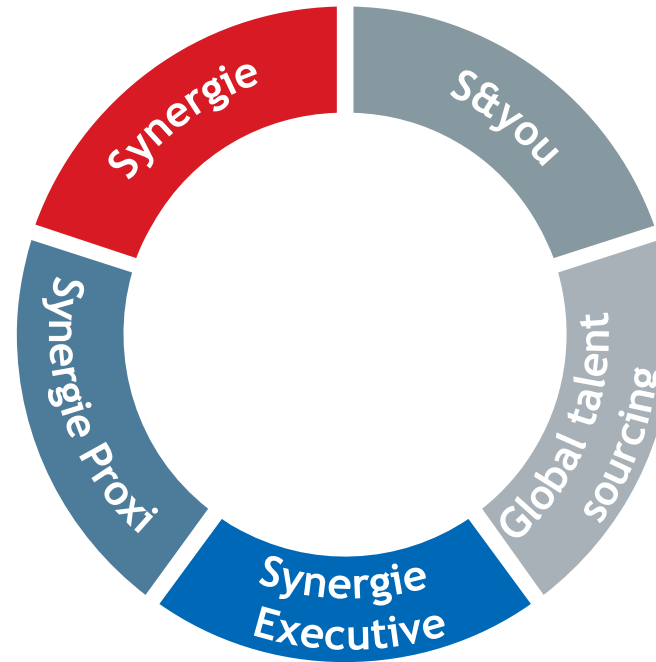
Enhancing the value of business expertise by setting up a certification process for agencies



Branches based in customer facilities in response to their needs



Launch of a brand dedicated to C-levels (headhunting, interim management, coaching and assessment)



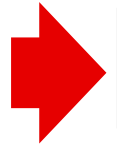
Reinforcing specialisation around business experts and managers



Increase in international partnerships



Our Digital Transformation plan



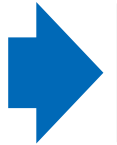
Implementation of a new search engine on our website to boost our conversion rates and improve our candidate pathways



Launch of **MySYNERGIE** and **MySYNERGIEcare** : mobile apps for temp workers and customer portals to streamline our processes



Exclusive partnership with France Travail for access to their candidate database



Integration of TrustMe - a digital identity wallet solution - in our candidate application process



Development of a new tool to measure through a chatbot-based survey our client satisfaction



Our sector sourcing operations



Retrouvez nos salons de l'emploi **ÉDITION 2023**

synergie.aero et spatial
TOULOUSE 14 MARS
STADE TOULOUSAIN

synergie.aero
SAINT-MÉDARD-EN-JALLES 26 AVRIL
LYCÉE JEHAN DUPERIER

synergie.aero et nautisme
LA ROCHELLE 23 MAI
STADE MARCEL DEFLANDRE



On recrute et forme pour
AIRBUS

- FORMATION COURTE RÉMUNÉRÉE
- LONGUES MISSIONS
- GRANDS DÉPLACEMENTS

On recrute pour
SAFRAN

Ensemble, construisons l'avion de demain

TRAVAILLEZ SUR LES GRANDS CHANTIERS DE VOTRE RÉGION !

le salon de l'emploi automobile **Synergie**

FAMARS 16 AVRIL

IMTD - TECHNOPOLE TRANSALLEY
AVENUE LOUBAT 9H/17H

L'événement qui fait passer votre carrière à la vitesse supérieure

Découvrez les postes proposés en immersion grâce à la réalité virtuelle

GAGNEZ DU TEMPS ! PRÉINSCRIVEZ-VOUS

Vous allez être TRANSPORTÉ.E

Postulez en **Transport / Logistique**

SYNERGIE care

Our sourcing activities



An ESG approach recognized and rewarded for many years



Reduce CO2 emissions and take daily action for the environment

- Photovoltaic panels
- Waste recycling
- Electric & hybrid cars
- Electric bikes & scooters

Develop and maintain certifications and labels



Reduce CO2 emissions and take daily action for the environment



Inclusion, diversity and equity

For the 1st time, SYNERGIE has been recognised at the international level as a leader in diversity by the Financial Times



Best employer

SYNERGIE rewarded "best employer" by Capital in 2024



Innovate to offer more environmentally-friendly services

Identify new customer needs in response to new European CSR regulations ("CSRD")



04 — Annual Results

Our key financial indicators for 2023



€ 3 109 M

Revenue

+6.6% vs LY



€ 153 M

EBITDA

-5.6% vs LY



€ 78.6 M

Net Profit

-10.9% vs LY



€ +32 M

Cash flow

+€ 59 M in 2022



€ 280 M

Net cash position

€ 240 M in 2022



€ 659 M

Shareholders' equity

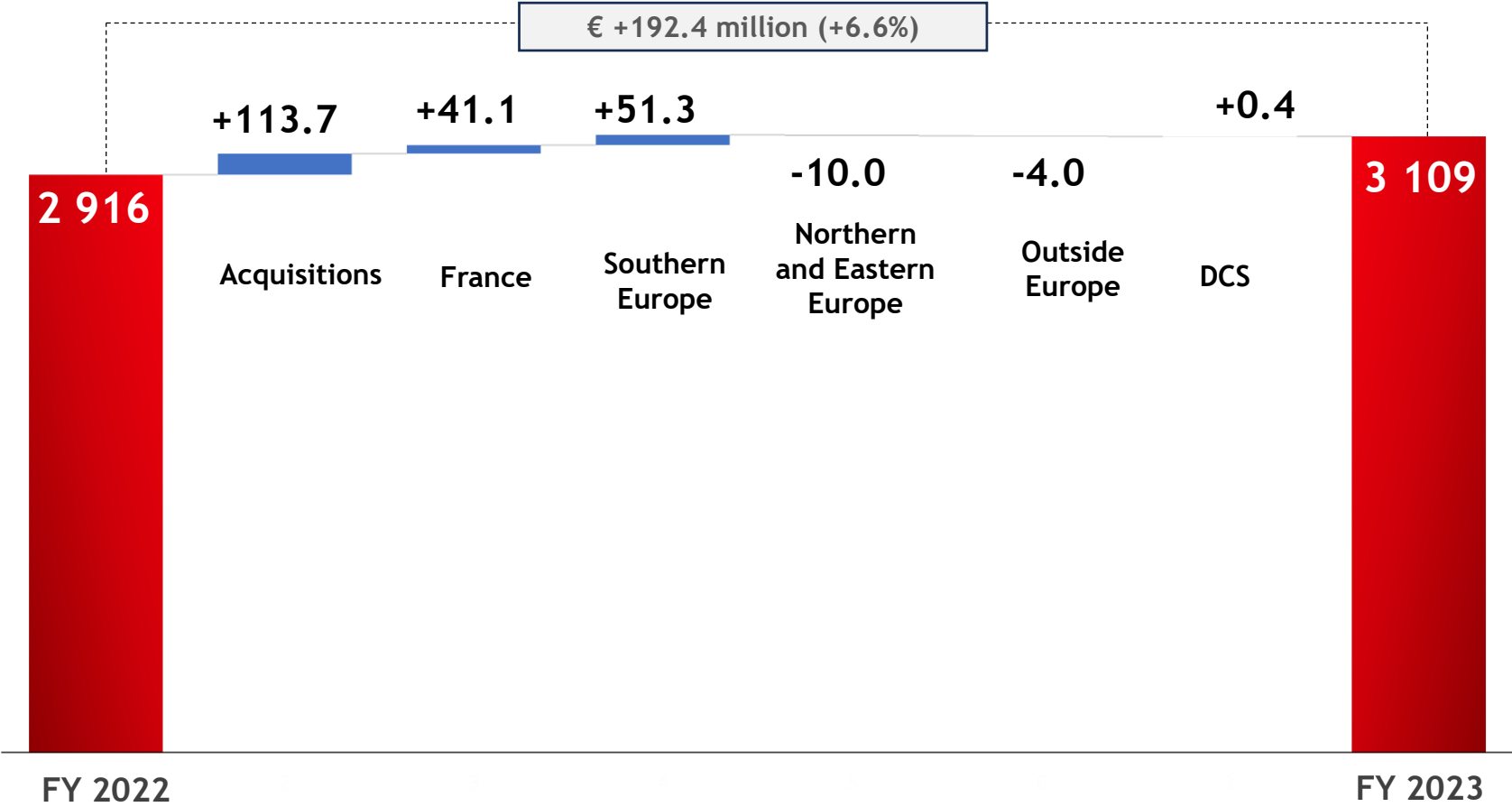
€ 613 M in 2022

Revenue



Revenue (in € million)	2023	2022
France	1 292.9	1 250.1
Italy	788.1	736.2
Spain & Portugal	245.8	246.1
Southern Europe	1 033.9	982.3
Belgium	292.1	284.8
Other Northern and Eastern Europe	417.4	322.7
Northern and Eastern Europe	709.5	607.5
Outside Europe	72.1	76.1
Total International	1 815.5	1 665.9
Total	3 108.5	2 916.0
of which Digital Services	76.0	75.7

Revenue growth of +6.6%



€ 3.1 billion

International
€ 1 816 million

France
€ 1 293 million

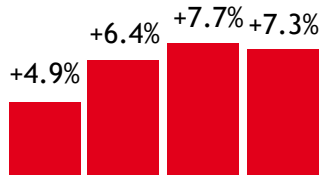
inc. DCS
€ 76 million

Revenue growth of +6.6%



Group

T1 T2 T3 T4

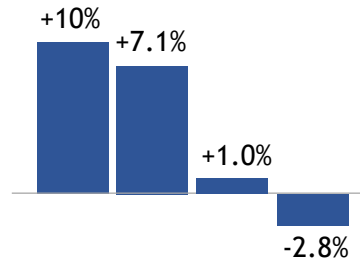


+ 6.6% vs LY



France

T1 T2 T3 T4

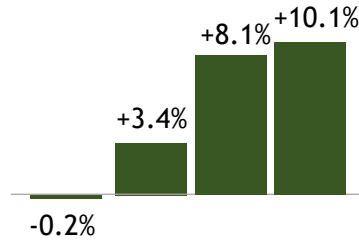


+ 3.4% vs LY



Southern Europe

T1 T2 T3 T4

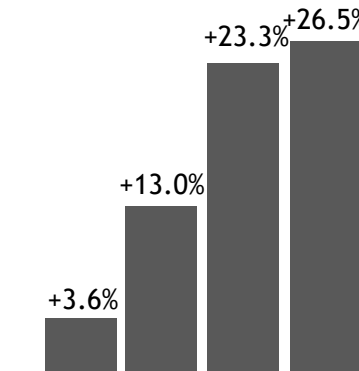


+ 5.3% vs LY



Northern and Eastern Europe

T1 T2 T3 T4

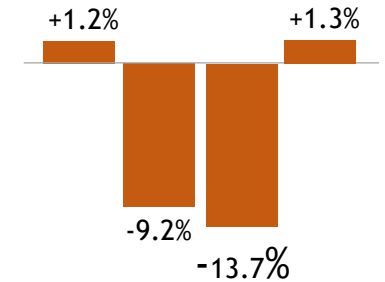


+ 16.8% vs LY



Outside Europe

T1 T2 T3 T4



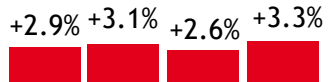
- 5.2% vs LY

Organic growth of +2.9%



Group

T1 T2 T3 T4

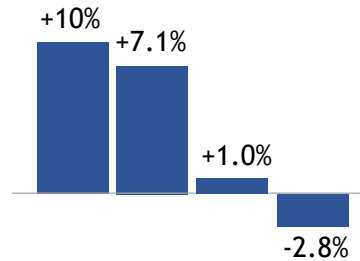


+ 2.9% vs LY



France

T1 T2 T3 T4

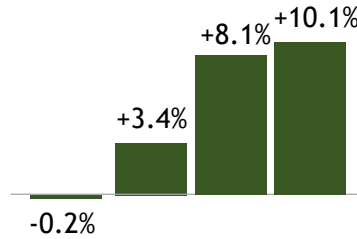


+ 3.4% vs LY

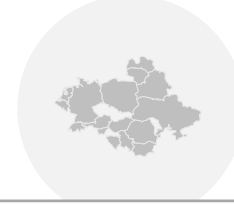


Southern Europe

T1 T2 T3 T4

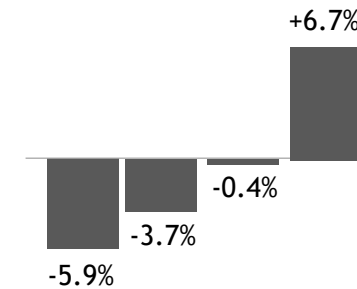


+ 5.3% vs LY



Northern and Eastern Europe

T1 T2 T3 T4

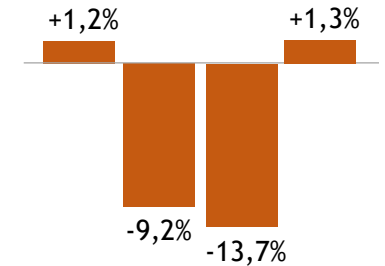


- 0.8% vs LY



Outside Europe

T1 T2 T3 T4



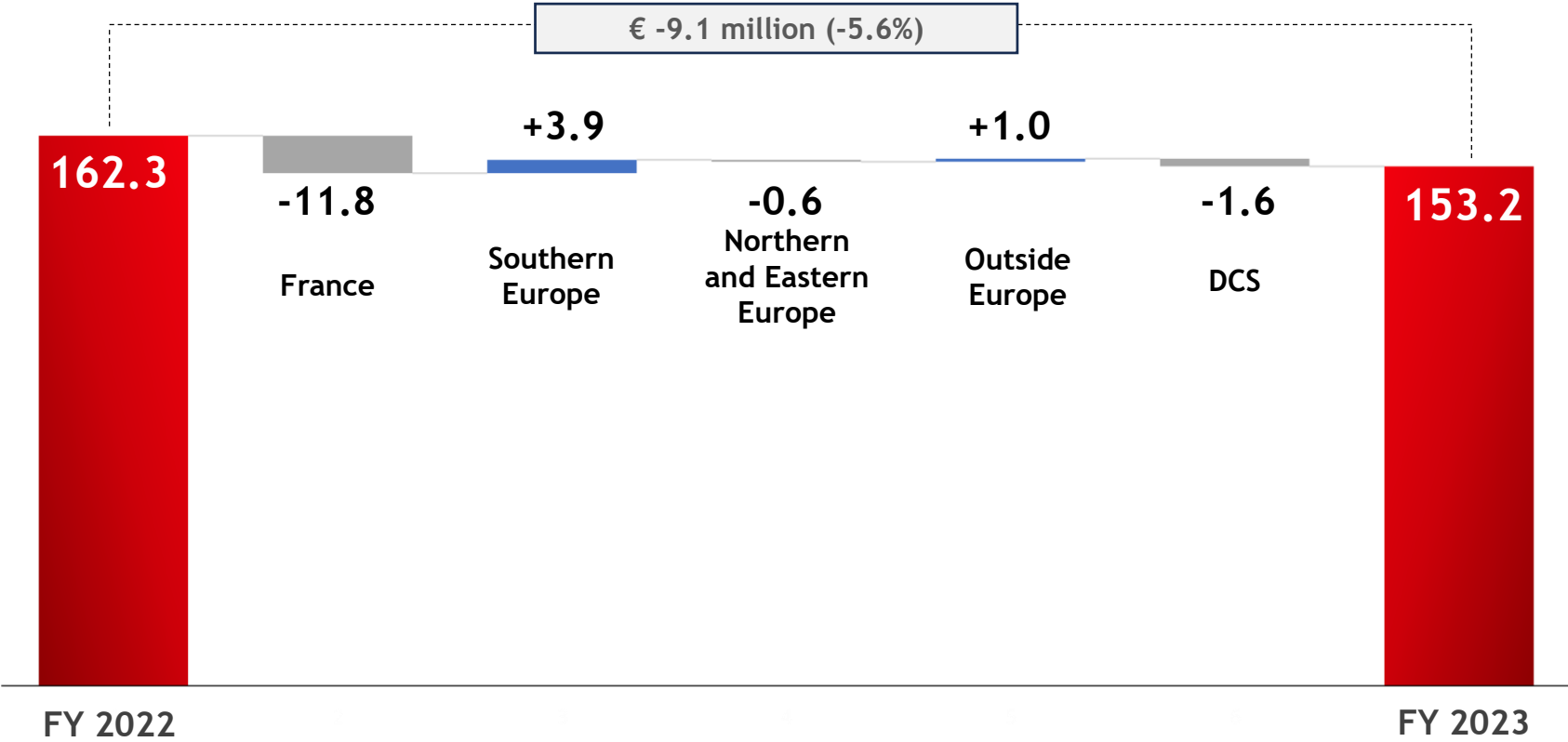
- 5.3% vs LY

Consolidated EBITDA



EBITDA (in € million)	2023	2022
France	72.8	85.6
Italy	49.8	45.7
Spain & Portugal	3.9	4.6
Southern Europe	53.7	50.3
Belgium	12.0	13.4
Other Northern and Eastern Europe	12.2	11.3
Northern and Eastern Europe	24.2	24.8
Outside Europe	2.5	1.6
Total International	80.4	76.7
Total	153.2	162.3
of which Digital Services	7.7	9.2

EBITDA



€ 153.2 million



International
€ 80.4 million

France
€ 72.8 million

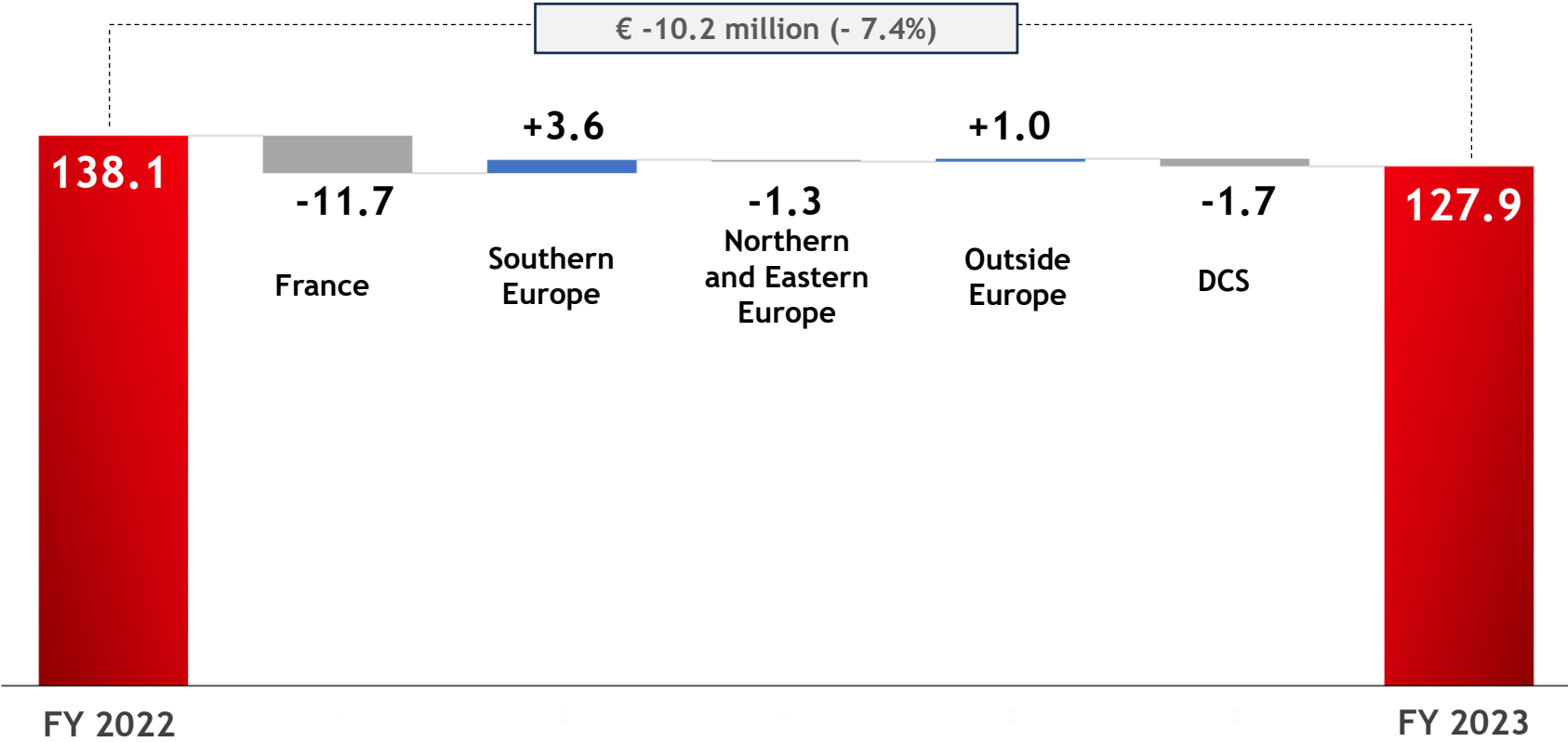
inc. DCS
€ 7.7 million

Consolidated EBITA



EBITA (in € million)	2023	2022
France	60.4	73.2
Italy	45.9	42.3
Spain & Portugal	2.4	3.1
Southern Europe	48.3	45.4
Belgium	9.4	10.6
Other Northern and Eastern Europe	7.6	7.8
Northern and Eastern Europe	17.1	18.4
Outside Europe	2.1	1.1
Total International	67.4	64.9
Total	127.9	138.1
of which Digital Services	6.5	8.2

Reccuring EBITA



€ 127.9 million



International
€ 67.4 million

France
€ 60.4 million

inc. DCS
€ 6.5 million

Income Statement



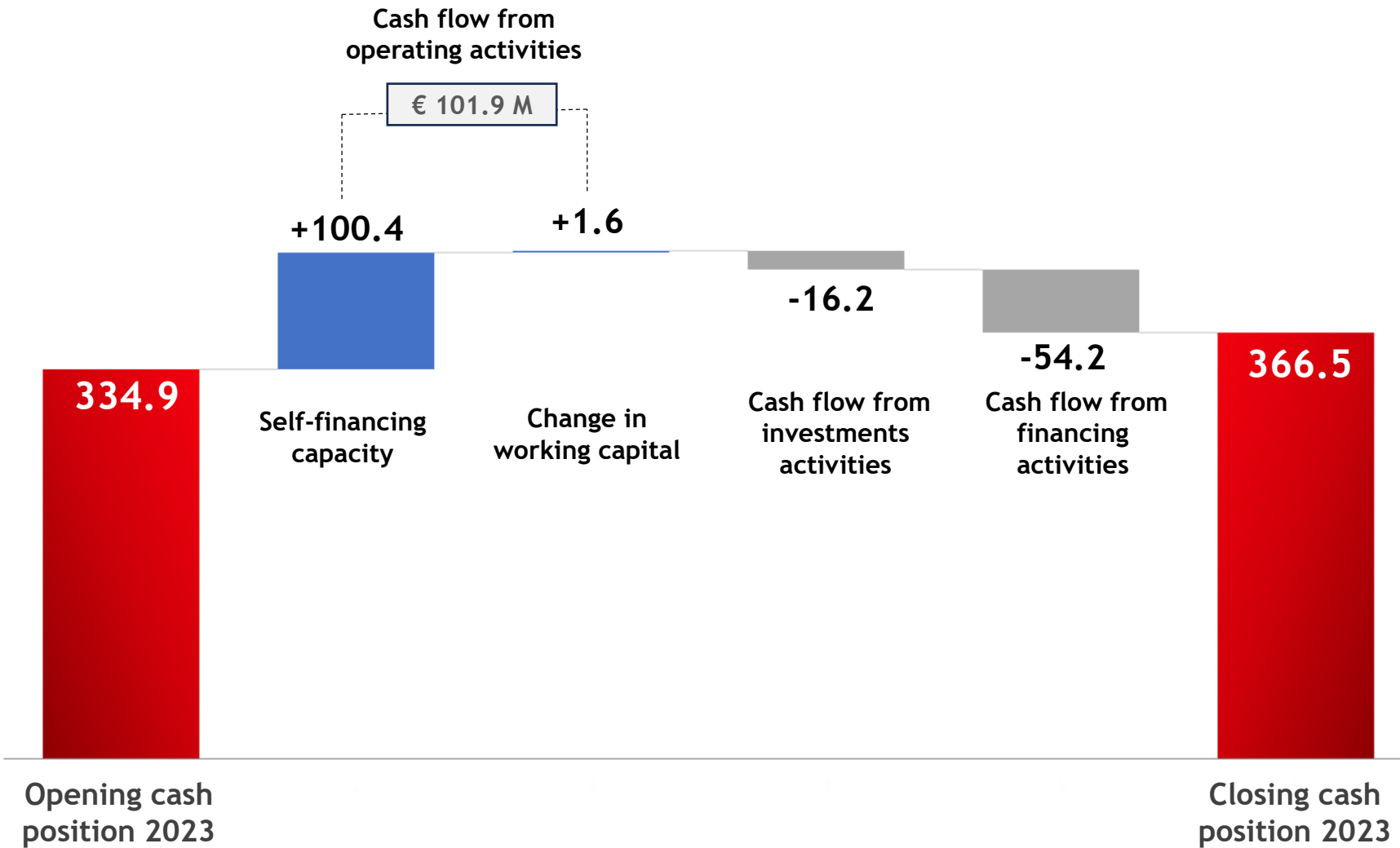
(in € million)	2023	2022	Change %
Revenue	3 108.5	2 916.0	6.6%
EBITDA	153.2	162.3	-5.6%
<i>% EBITDA</i>	4.9%	5.6%	
EBITA	127.9	138.1	-7.4%
<i>% EBITA</i>	4.1%	4.7%	
Operating Profit	116.1	129.4	-10.3%
Financial result	2.9	0.9	-
Net profit before tax	119.0	130.3	-8.7%
Tax expense	(40.4)	(42.1)	-
Net Profit	78.6	88.2	-10.9%
<i>% Net Profit</i>	2.5%	3.0%	
of which Group share	74.9	83.8	-10.6%

Cash flow



(in € million)	2023	2022
Consolidated Net Profit	78.6	88.2
Non-cash income and expenses	21.8	27.2
Self-financing capacity	100.4	115.4
Change in working capital	1.6	18.0
Cash flow from operating activities	101.9	133.4
Cash flow from investments activities	-16.2	-21.2
Cash flow from financing activities	-54.2	-53.3
Change in net cash position	31.6	58.9
Closing cash position	366.5	334.9

Cash flow



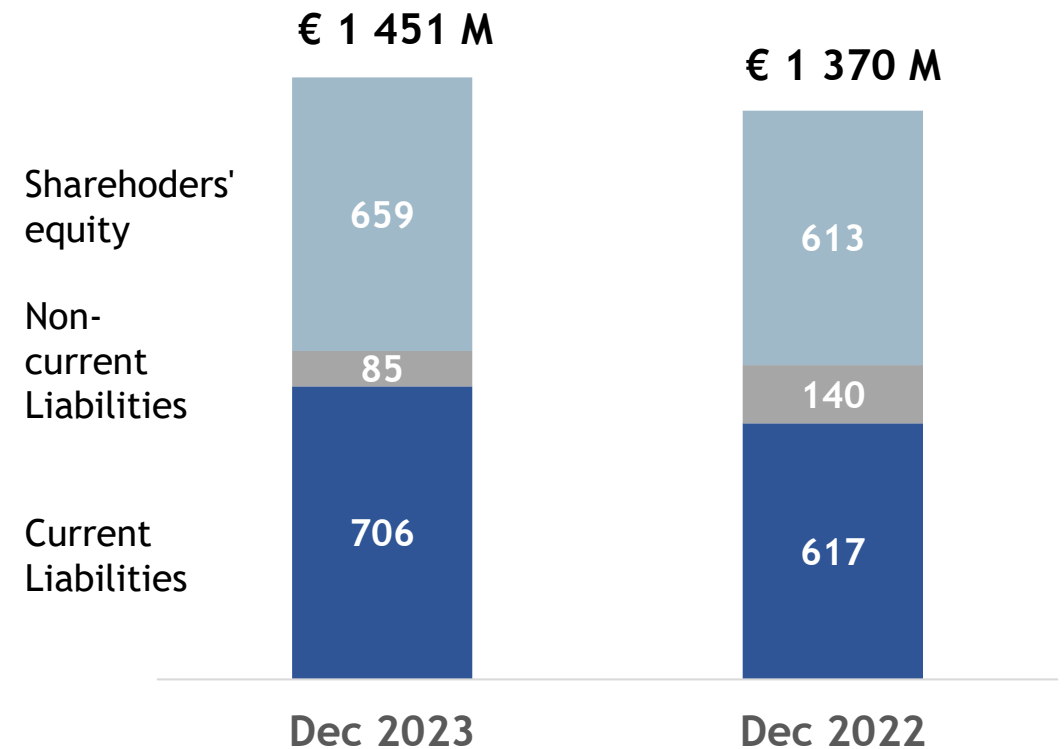
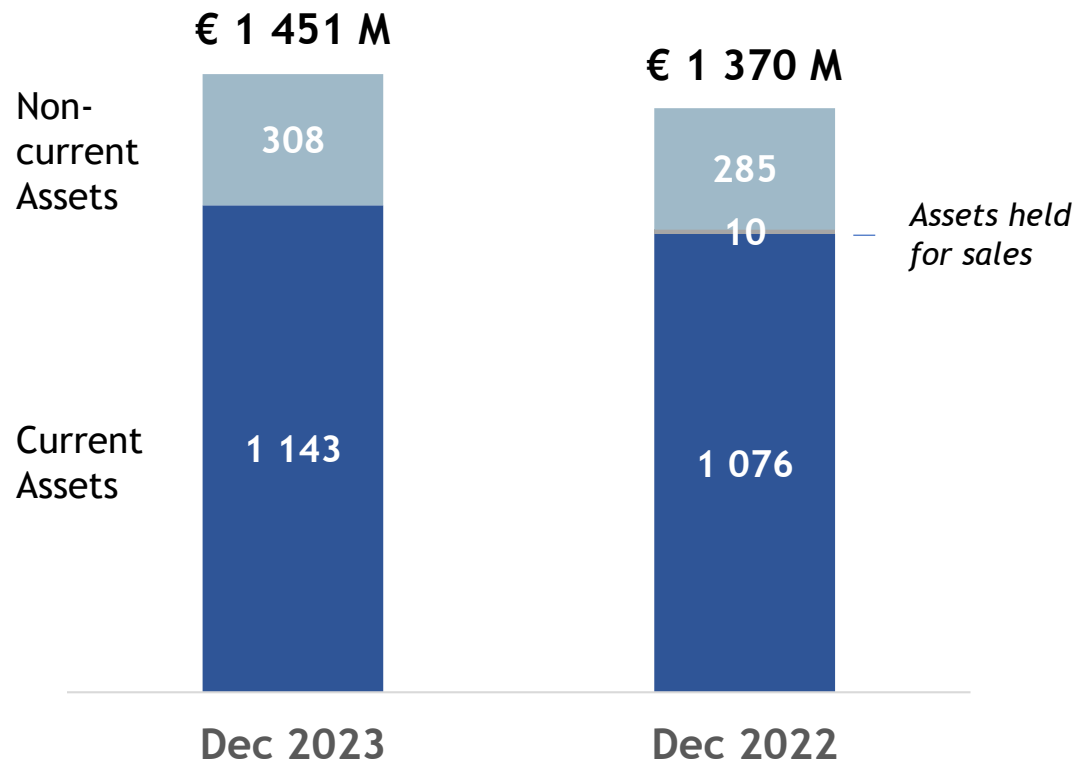
€ 366 million

Cash flow from operating activities / EBITDA

2023 : 66.5%

2022 : 82.2% (66.1% excl. CICE)

Balance sheet structure



Financial structure



(in € million)	2023	2022	Change %
Shareholders' equity	659.3	612.8	7.6%
Cash position net from bank loans	366.5	334.9	9.4%
Cash position net of any debt excluding IFRS	350.0	308.7	13.4%
Lease liabilities	(69.8)	(68.9)	+1.3%
Cash position net of any debt	280.2	239.8	16.8%

A man and a woman are standing in a restaurant or bar, looking at a tablet together. The man is wearing a white apron over a blue shirt. The woman is wearing a grey top. They are both looking at the tablet with interest. The background shows shelves with glasses and bottles, and a blurred outdoor area with trees and lights. The entire image has a warm, reddish-orange tint.

05 — Outlook

Outlook 2024



Market situation 2024



Economic and geopolitical uncertainties are threatening to weaken economic growth in Europe in 2024



Companies need more flexibility and agility



Ecological transition bringing new talents needs and new opportunities to better support our customers



New forms of work requiring enhanced management of Digital tools

Group objectives for 2024



Rolling out our new baseline "Mettons nos énergies en commun" and streamlining our brand portfolio



Redesign of our global digital ecosystem, including AI processing in our website, mobile app and customer portal



Certification process acceleration for our branches (construction and aeronautics in 2023, services and logistics in 2024)



Reshaping of our activities in the healthcare sector under the name "Synergie Care"



Diversification of our sectors and country base, and expansion through dynamic organic growth and targeted acquisitions