

2022 ANNUAL RESULTS

ETOILE BUSINESS CENTER

5 APRIL 2023 – 10.30AM



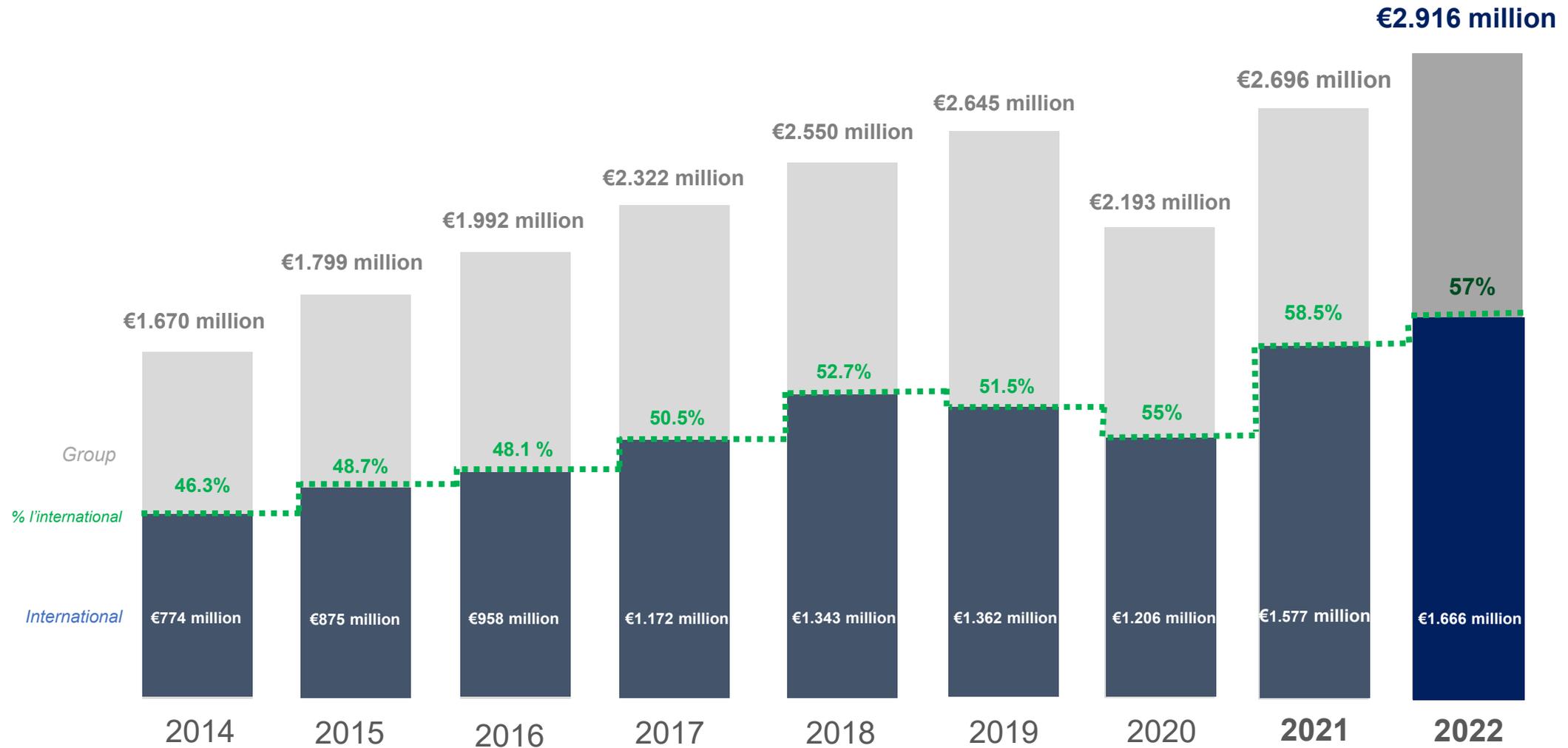
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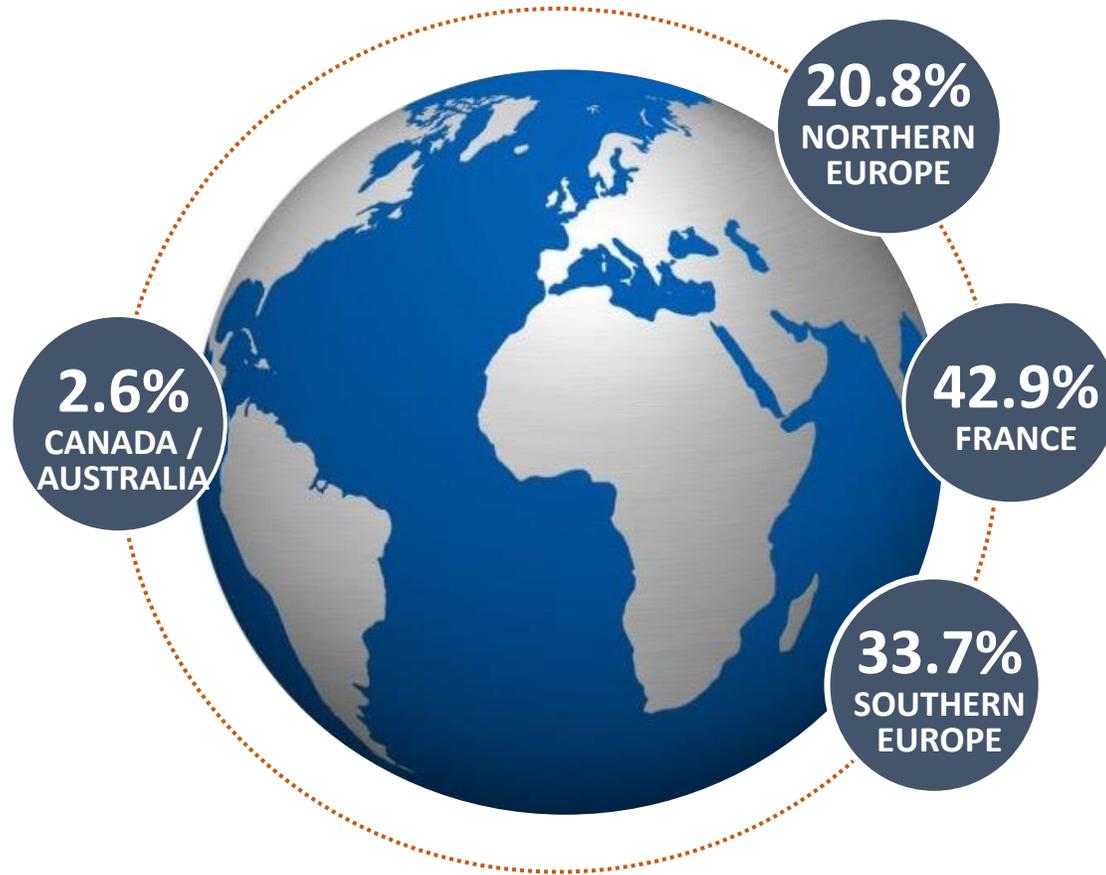
- **SYNERGIE, EUROPE'S FIFTH-LARGEST HUMAN RESOURCES MANAGEMENT GROUP**
- HIGHLIGHTS
- 2022 ANNUAL RESULTS
- OUTLOOK



France and International : A successful mix



Breakdown of Turnover on 2022



**BUSINESS REPRESENTS 57%
OF TURNOVER**



A client mix strengthening Synergie's responsiveness



KEY ACCOUNTS



SME / SMI

Multi-sector and multi-client positioning

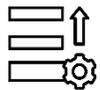


Main focuses of Synergie's Group ESG policy

ENVIRONMENT : 2022-2025 progress-plan



- **Tertiary decree:**
Data from 2021 and 2022 will be filed on OPERAT in September 2023.
- **LOM (Mobility Orientation) law: every year until 2030**
Target: to switch the vehicle fleet to hybrid or electric to reach 50% by 2030
- **Energy review France: 2024**
New review in 2024 by the company Citron



Complementary focuses

- **Launch of the 2022-2025 Synergie Climate Plan, assisted by the company Ekodev**
Step 1 : A Group Carbon Review drawn up in 2022
Step 2 : Roll-out of an action plan under the framework of the ACT step by step programme (by ADEME)
- **An awareness programme for staff concerning climate issues as of 2022.**

Main focuses of Synergie's Group ESG policy

SOCIAL : A CSR policy committed to diversity, training and safety



DIVERSITY

- **6,18%** of people with disabilities among Synergie's permanent staff
- **867 out-of-work people placed** (+ 30% compared to 2021)
- **939 young people** recruited on permanent and temporary work-study contracts;
- The F/M equality index awarded Synergie a score of **95/100**



TRAINING

- A commitment in favour of training and the professional development of our temporary workers with **€23,3 million** invested by the **Group** in 2022 (+35% compared to 2021);
- At the Group level, this means **75 000 temporary workers** and **7 647 permanent staff workers** who benefited from training in 2022.



SAFETY

It also implies **risk prevention and safety in the workplace** for our temporary staff with the aim of reducing the number of workplace accidents and their seriousness with:

- A specific safety division;
- More than 200 safety audits undertaken each year
- Around 100 talks set up each year.
- Which results in a decrease in 2022 of our frequency index of temporary work accidents from 6.65 in 2021 to 6.01 in 2022



Main focuses of Synergie's Group ESG policy

GOVERNANCE : anti-corruption measures



Implementation of an anti-corruption compliance system, deployed since 2018, to meet the requirements of the Sapin 2 law.

Main goal: establish and promote a culture of compliance and zero tolerance for any act of corruption.

In 2022: overhaul of the Group's risk mapping and reinforcement of third-party control procedures.



A CSR policy that has been recognised and rewarded

SYNERGIE maintains its **Ecovadis Platinum medal** in 2022 and goes from 73 to 76/100.



Synergie se hisse parmi les meilleurs cabinets de recrutement français



SYNERGIE and **Aile Médicale** were awarded 5 stars in the Temporary Employment category. Meanwhile, **S&You** received 4 stars in the **Managers and Specialists** category.

SYNERGIE is ranked first in the league table of champions of diversity in a report published by **Capital Magazine**.



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S&YOU

Strengthening of the expertise and specialisation of **S&You** around specialist and manager activities



76 hosted agencies

Addressing customers' volume needs



International customers

Increase in international partnerships



Actions to diversify our sourcing activities



Job Tour



Aeronautics trade shows & events



« Du stade vers l'emploi »



General trade shows



Online trade shows



Handi'matinal



Actions to diversify our sourcing activities



Job datings
in our agencies



Women in the workplace



Sponsorship to capture new
profiles



Students sourcing

Digital Plan

- Launch of mySynergie, mobile application for temporary workers and client portal to dematerialise administrative procedures
- New website for Aile médicale
- Exclusive partnership with Pôle Emploi to access candidate databases
- Development of user experiences via strategic partnerships or acquisitions of innovative companies
- Implementation of a Data Lab for Artificial Intelligence purposes



**CREATION OF VALUE AND OPTIMISATION OF MATCHING
AND THE CUSTOMER/CANDIDATE RELATIONSHIP**

Focus on the sectors



INDUSTRY



TERTIARY



BUILDING AND PUBLIC
WORKS



TRANSPORT & LOGISTICS

Industry: significant development opportunities



Turnover at end december 2022: €1.437million (+13%)



Aeronautics (Turnover at end december 2022: €82 million) :
Order book offering visibility until 2030



Automotive (Turnover at end december 2022: €151 million) :
Significant growth in a strong volume market



Agri-food (Turnover at end december 2022: €231 million) :
Sector benefitting from steady consumption despite rising prices

Tertiary sector: recognised expertise and growth markets



Turnover at end december 2022: €833 million (+3%)

A sector underpinned by the recovery with very strong demand for:

- Customer relationship enjoying strong growth internationally and in France (+11%): public services, banks, health sector, telephony, retail and e-commerce
- Development of activities and IT service offerings of DCS Easyware Group, 100% owned by Groupe Synergie



SIGNIFICANT RECRUITMENT PLANNED, NOTABLY FOR MANAGERS



Building and Public Works: Key sector in our strategy



Turnover at end december 2022: €238 million (-7%)

Market driven by:

- Work to improve housing energy performance
- Electricity work
- The Grand Paris development plan and the Olympic Games: after the civil engineering phase, start of the construction phase



Transport & Logistics: Driving force behind temporary employment



Turnover at end december 2022: €405 million (-4%)

Consolidation and growth of our positions in this sector driven by:

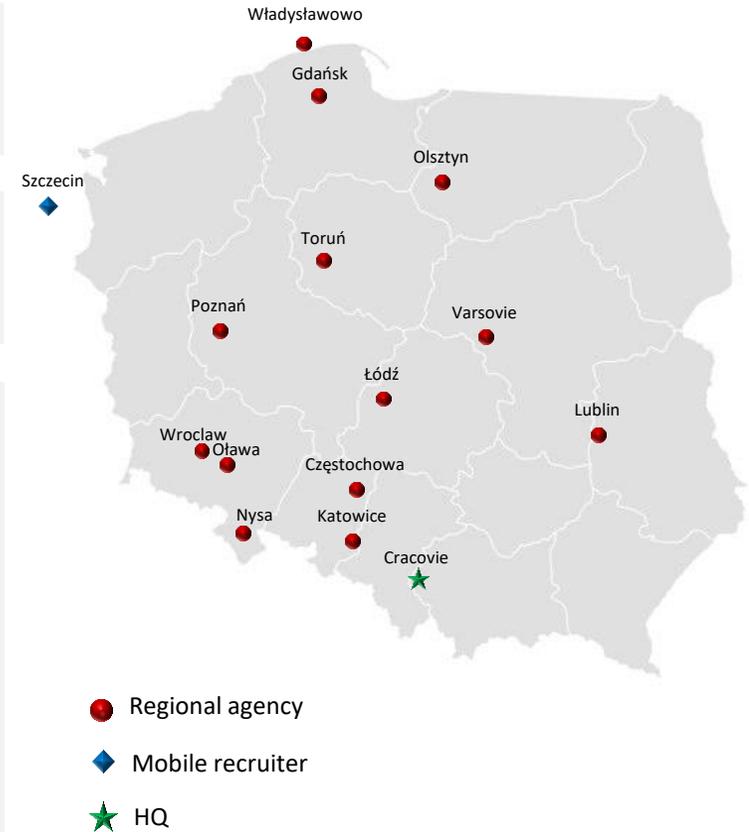
- Strong trends in Italy and in Belgium
- Steady market share in France
- Impact of strong agri-food and e-commerce activity

Acquisition of INTERKADRA (november 2022)

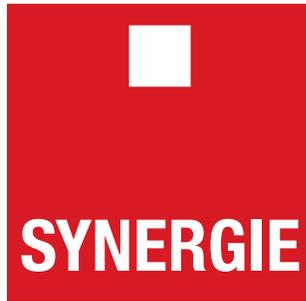
- Polish human resources company founded in 2006

- National coverage with a network of 16 agencies

- Turnover in 2022 of approximately €58 million broke down between :



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Key indicators

Turnover

€2,916 million **+8.1%**
€2,697 million en 2021

Ebitda

€162.3 million **+10.2%**
€147.3 million en 2021

Net profit

€88.2 million **+16.5%**
€75.7million en 2021

Consolidated income statement

In € million	2022	2021
Turnover	2,916.0	2,696.6
Ebitda ⁽¹⁾	162.3	147.3
Current operating profit ⁽²⁾	138.1	124.3
Amortisation and impairment of intangible assets	(7.4)	(5.3)
Operating profit	129.4	116.5
Cost of net financial debt	(2.0)	(2.1)
Other financial income and expenses	2.9	1.1
Net profit before tax	130.3	115.4
Tax expense ⁽³⁾	(42.1)	(39.7)
Consolidated net profit	88.2	75.7
of which Group share	83.8	70.9

Consolidated turnover

In € million	2022	2021	var %
France	1,250.1	1,119.7	11.6%
Italy	736.2	649.2	13.4%
Spain and Portugal	246.1	255.2	-3.5%
Southern Europe	982.3	904.4	8.6%
Belgium	284.8	271.3	5.0%
Other Northern and Eastern Europe	322.7	332.9	-3.1%
Northern and Eastern Europe	607.5	604.1	0.6%
Outside Europe	76.1	68.3	11.3%
International	1,665.9	1,576.8	5.6%
Total	2,916.0	2,696.6	8.1%
Of which digital services companies	75.7	68.3	10.8%



Consolidated EBITDA

In € million	2022	% Turnover	2021	% Turnover
France	85.6	6.8%	69.5	6.2%
Southern Europe	50.3	5.1%	46.2	5.1%
Northern and Eastern Europe	24.8	4.1%	28.4	4.7%
Outside Europe	1.6	2.1%	3.1	4.6%
International	76.7	4.6%	77.8	4.9%
Total	162.3	5.6%	147.3	5.5%
Of which digital services companies	9.2	12.2%	8.5	12.4%

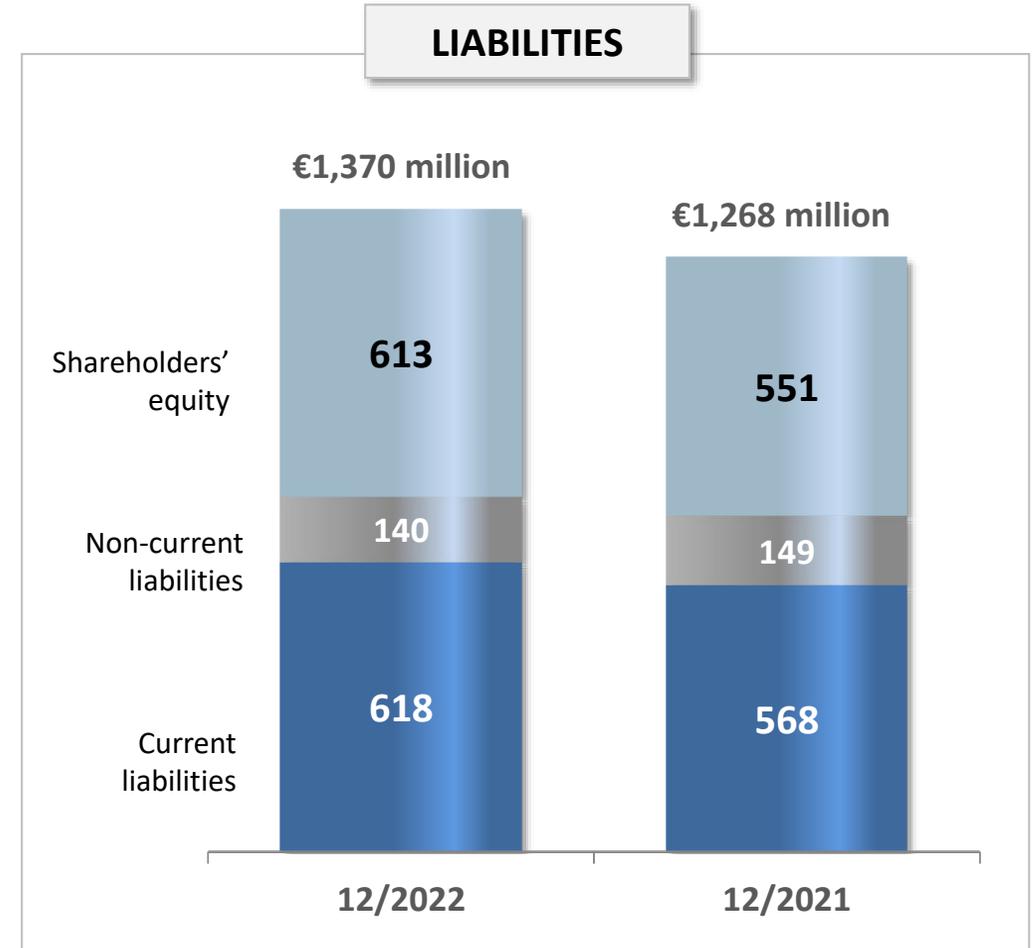
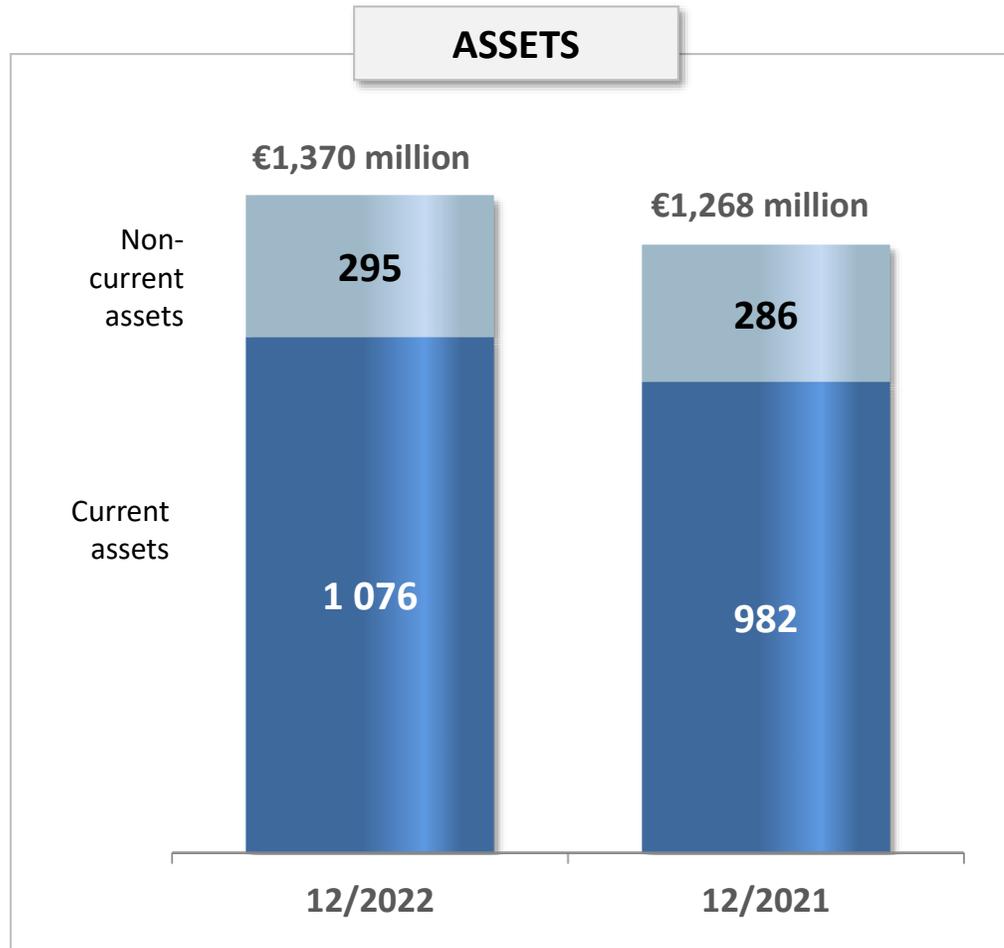


Consolidated current operating profit

Before amortisation and impairment of intangible assets (EBITA)

In € million	2022	% CA	2021	var %
France	73.2	5.9%	57.7	5.2%
Southern Europe	45.4	4.6%	41.6	4.6%
Northern and Eastern Europe	18.4	3.0%	22.5	3.7%
Outside Europe	1.1	1.5%	2.5	3.6%
International	64.9	3.9%	66.6	4.2%
Total	138.1	4.7%	124.3	4.6%
Of which digital services companies	8.2	10.8%	7.4	10.9%

Balance Sheet Structure





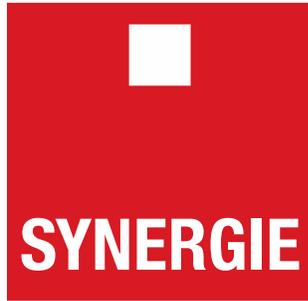
A very solid financial structure

In € million	2022	2021
Consolidated shareholders' equity	612.9	551.3
Net cash position	334.9	276.0
Financial debt excluding IFRS 16	308.7	239.8
Leasing liabilities	(68.9)	(67.9)
Cash position net or any debt	239.8	171.9

Statement of cash flow

In € million	2022	2021
Consolidated net profit	88.2	75.7
Income and expenses with no effect on cash	27.2	28.8
Self-financing capacity	115.4	104.5
Change in working capital requirement	18.0	42.9
Net cash flow from operating activities	133.4	147.4
Net cash flow from investments activities	(21.2)	(50.3)
Net cash flow from financing activities	(53.3)	(48.9)
Change in net cash position	58.9	48.3
Closing cash position	334.9	276.0

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A positive environment

- Demand by companies for greater flexibility and agility
- Acceleration of companies' digital transformation
- New jobs being created in connection with the ecological transition
- New forms of work requiring enhanced management of companies' information systems
- European and national stimulus plans



Our areas of development

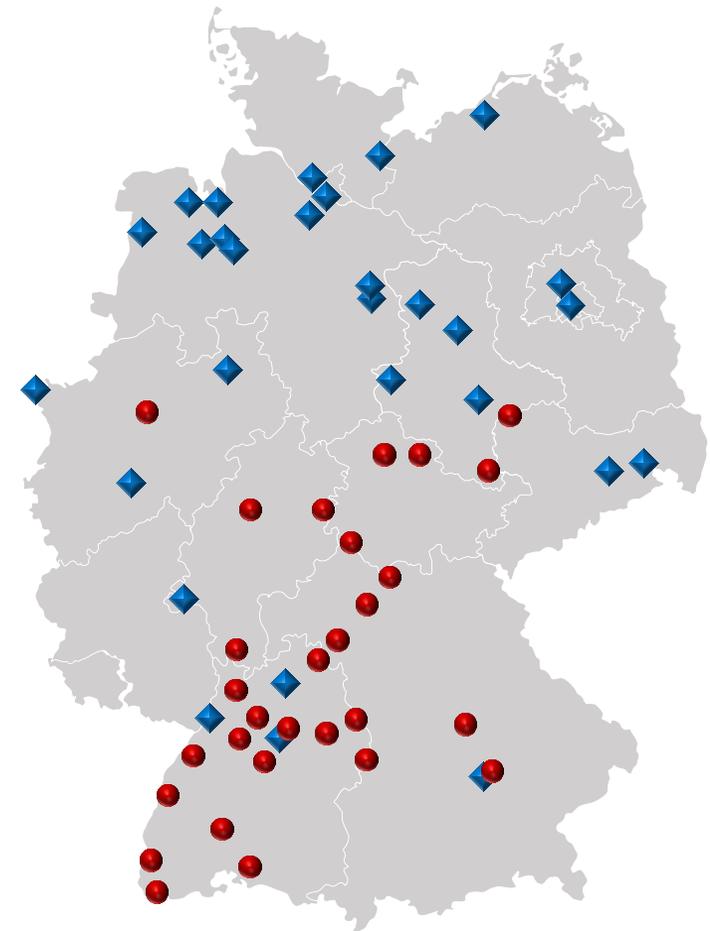
- Continuation of our digital transformation plan and strategic partnerships
- Strengthening of our specialist and manager recruitment offering
- Diversification of our commercial activities
- New CSR policy objectives aimed at reducing our environmental impact
- **Expansion via external growth**



TARGET FOR 2023 : TURNOVER OF €3.2 BILLION

Runtime acquisition (agreement signed in Marche 2023)

- German human resources company founded in 1985
- Network of 31 branches, mainly in the northern and central regions of Germany
- Estimated turnover in 2023 of around €80 million
- This operation gives the Synergie Group a network of nearly 65 branches covering the whole of Germany and will enable it to aim for €140 million in sales in 2023.



● Synergie Personal Deutschland agencies

◆ Runtime agencies



Dividend pay-out proposal

Dividend proposed to the Annual General Meeting on the 22 June 2023 :

**0,80€ per share for settlement on the 3rd
July 2023**



Next event

**Publication of Q1 turnover on 26 April 2023 after
market closes**