



# 2022 HALF-YEAR RESULTS

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ETOILE BUSINESS CENTER  
21-25 RUE BALZAC - PARIS 8<sup>e</sup>  
22 SEPTEMBER 2022  
10.30AM



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





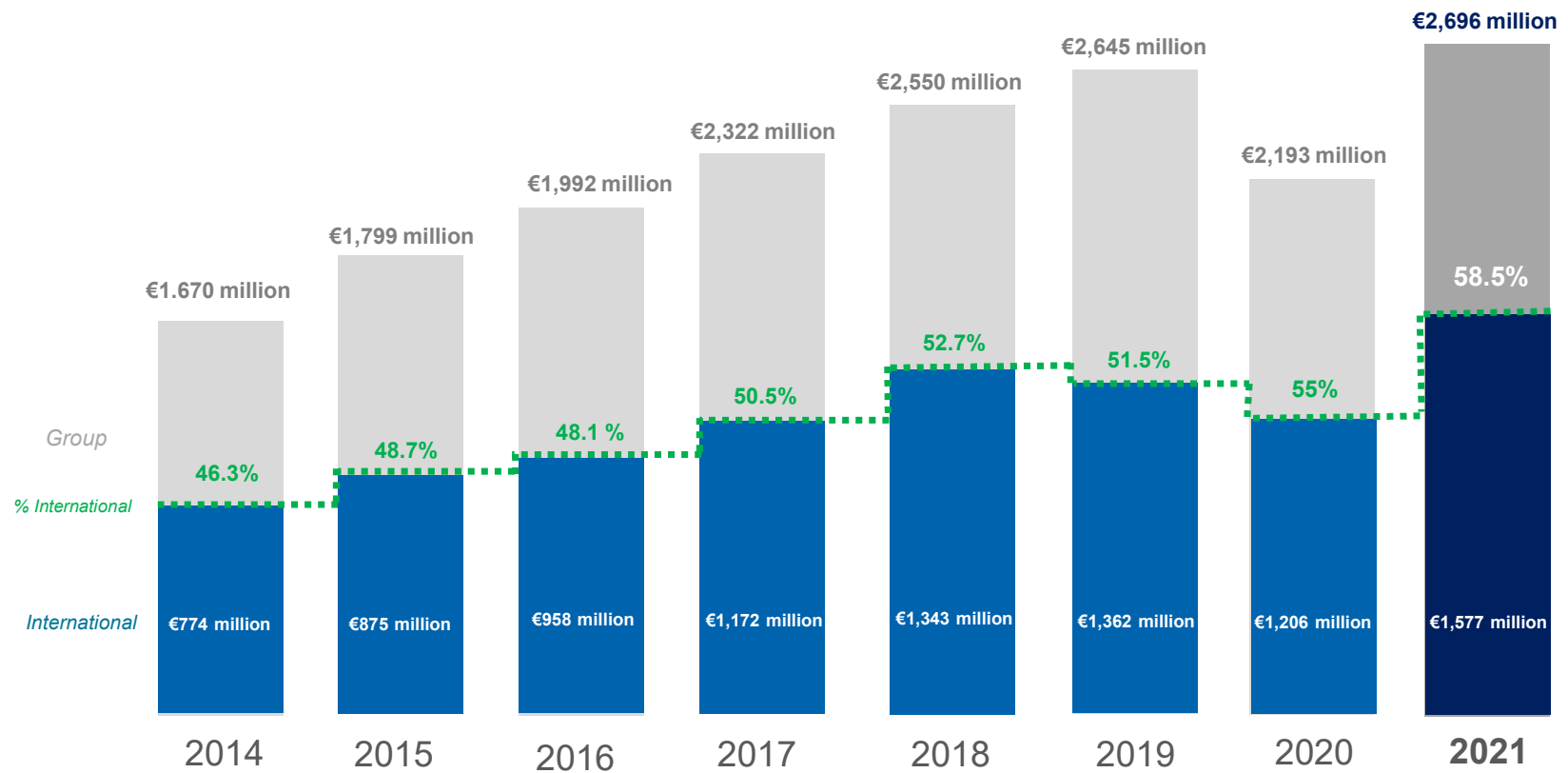
## A LEADING EUROPEAN PLAYER

- Leader in France in RH services
- Fifth-largest network in Europe
- 4,800 permanent employees
- 760 branches in 17 countries
- Turnover of €2,7 billion en 2021
- Own funds of €566 M€ as at 30/06/2022



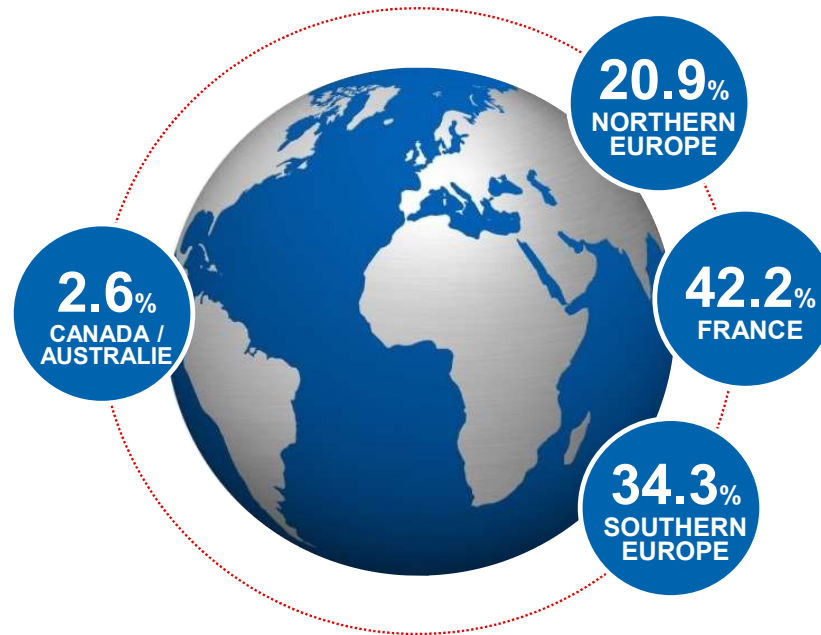


## FRANCE AND INTERNATIONAL: A SUCCESSFUL MIX





## BREAKDOWN OF TURNOVER AT 30/06/2022

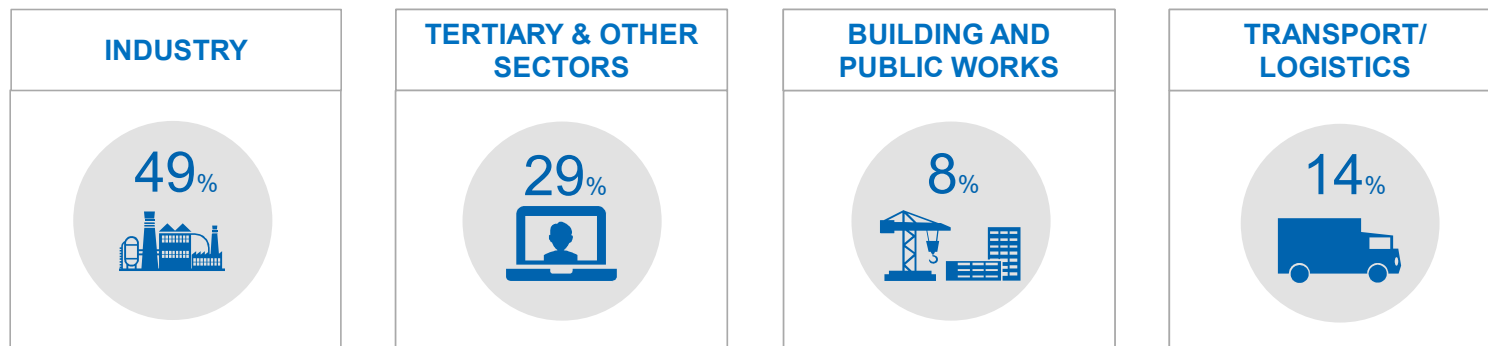


INTERNATIONAL BUSINESS REPRESENTS 58% OF TURNOVER

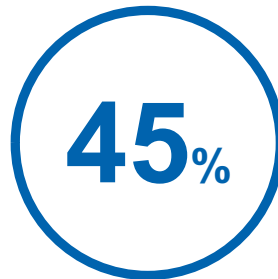




## A CLIENT MIX STRENGTHENING SYNERGIE'S RESPONSIVENESS



KEY ACCOUNTS



SME/SMI



MULTI-SECTOR AND MULTI-CLIENT POSITIONING



## MAIN FOCUSES OF THE SYNERGIE GROUP'S ESG POLICY

### ENVIRONMENT: 2022-2025 PROGRESS PLAN



#### Regulatory actions

- **Tertiary decree : September 2022**  
Data from 2019 and 2020 will be filed on OPERAT in September 2022.
- **LOM (Mobility Orientation) law: From January 2022 and then every year until 2030**  
2022 Target : to switch 10% of the vehicle fleet to hybrid or electric to reach 50% by 2030.
- **Energy review France: 2024**  
2020 review undertaken by Citron. Same in 2024.



#### Two major complementary focuses

##### Launch of the 2022-2025 Synergie Climate Plan, assisted by the company Ekodev:

Step 1: A **Group Carbon Review** to be 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.



SYNERGIE

## MAIN FOCUSES OF THE SYNERGIE GROUP'S ESG POLICY

### SOCIAL: A CSR POLICY COMMITTED TO DIVERSITY, TRAINING AND SAFETY



#### DIVERSITY

- **100%** of employees were trained in the fight against discrimination;
- **740 out-of-work people placed** or a rise of **more than 30%** relative to 2020;
- **878 young people** recruited on permanent and temporary **work-study** contracts;
- The F/M equality index, awarded Synergie a score of **95/100**;
- **5.35%** of people with disabilities among Synergie's permanent staff.



#### TRAINING

- A commitment in favour of **training** and the professional development of our **temporary workers** with **€23.3 million** invested by the **Group** in 2021 (+50% relative to 2020);
- At the **Group** level, this means, **103,000 temporary workers** and **6,795 permanent staff** who benefited from training in 2021.



#### 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.

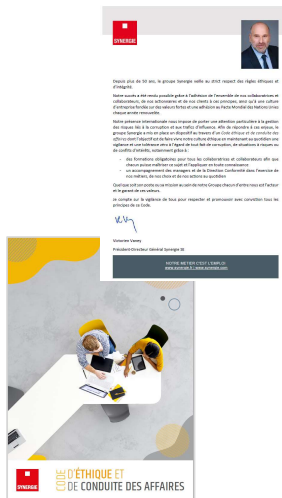






## MAIN FOCUSES OF THE SYNERGIE GROUP'S ESG POLICY

### GOVERNANCE: ANTI-CORRUPTION MEASURES



SYNERGIE Group has set up an anti-corruption compliance system, since 2018, to meet the requirements of the Sapin 2 law on transparency.

**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** 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**.



Signing of the convention with Pôle Emploi with Mrs Elisabeth BORNE, Minister of Labour, Employment and Insertion.



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## COMMERCIAL DEVELOPMENT

The logo for S&YOU, featuring the letters 'S' and 'Y' in red and '&' and 'OU' in grey.**S&YOU**

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

The logo for synergieproxi, with 'synergie' in red and 'proxi' in grey.**76 hosted agencies**

Addressing customers' volume needs

The logo for global cross sourcing by synergie, featuring a stylized globe icon and the text 'global cross sourcing by synergie'.**International customers**

Increase in international partnerships



SYNERGIE

## ACTIONS TO DIVERSIFY OUR SOURCING ACTIVITIES



Job Tour



Handi'matinale



« Du stade vers l'emploi »



Aeronautics trade shows & events



# ACTIONS TO DIVERSIFY OUR SOURCING ACTIVITIES



« Open doors » of our agencies on Saturday



Women in the workplace



Sponsorship to capture new profiles





## PLAN DIGITAL

- Digitalisation of administrative procedures for clients and candidates
- 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 A THE SECTORS



INDUSTRY



TERTIARY



BUILDING AND  
PUBLIC WORKS



TRANSPORT &  
LOGISTICS





## INDUSTRY: SIGNIFICANT DEVELOPMENT OPPORTUNITIES



Turnover at end june 2022: €695 million (+14%)

Expected turnover at end-December: €1,373 million

### Industrial activity underpinned by:



**Aeronautics** (Turnover at end june: €36 million - Expected turnover at end-December : €74 million): order book offering visibility out to 2030



**Automotive** (Turnover at end june: €70 million - Expected turnover at end-December : €138 million): significant growth in still buoyant volume market



**Agri-food** (Turnover at end june: €106 million - Expected turnover at end-December : €224 million) : sector benefitting from steady consumption despite rising prices



## TERTIARY SECTOR: RECOGNISED EXPERTISE AND GROWTH MARKETS



Turnover at end June 2022: €213 million (+27%)

Expected turnover at end-December: €424 million

### 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 MANAGERS**



## BUILDING AND PUBLIC WORKS: INCREASE IN RECRUITMENT PROJECTIONS



Turnover at end June 2022: €119 million (-5%)

Expected turnover at end-December: €235 million

### 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



SYNERGIE

## TRANSPORT & LOGISTICS: ENGINE OF TEMPORARY EMPLOYMENT



Turnover at end june 2022: €197 million (+4%)

Expected turnover at end-December: €402 million

### 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



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## KEY INDICATORS

Turnover

**€1,431 million****+11.7%**

€1,281 million in 2021

Current  
Operating  
Profit**€80.9 million****+16.9%**

€69.2 million in 2021

Net Profit

**€41.2 million****+16.5%**

35.4M€ in 2021





## CONSOLIDATED INCOME STATEMENT

in € million	30 june 2022	30 june 2021	Change
<b>Turnover</b>	<b>1,431.0</b>	<b>1,280.6</b>	<b>11.7%</b>
<b>Ebitda<sup>(1)</sup></b>	<b>80.9</b>	<b>69.2</b>	<b>16.9%</b>
<b>Current operating profit<sup>(2)</sup></b>	<b>69.3</b>	<b>57.9</b>	19.8%
Amortisation and impairment of intangible assets	(5.0)	(2.8)	-
<b>Operating profit</b>	<b>64.2</b>	<b>55.4</b>	15.9%
Cost of net financial debt	(1.4)	(1.2)	-
Foreign exchange difference	(0.3)	0.7	-
<b>Profit before tax</b>	<b>62.5</b>	<b>54.9</b>	13.9%
Corporation tax <sup>(3)</sup>	(21.3)	(19.5)	-
<b>Net profit</b>	<b>41.2</b>	<b>35.4</b>	<b>16.5%</b>
of which Group share	39.0	32.7	-

(1) profit before interest, tax, depreciation and amortization

(2) current operating profit before amortisation and impairment of intangible assets linked to acquisitions

(3) of which CVAE €4,1 million in 2022 (€3,7 million in 2021)





## CONSOLIDATED TURNOVER

In € million	Turnover		
	30 juin 2022	30 juin 2021	Variation 22/21
<b>France</b>	<b>603.3</b>	<b>542.3</b>	<b>11.3%</b>
Italy	366.9	299.5	22.5%
Spain and Portugal	123.8	118.6	4.4%
<b>Southern Europe</b>	<b>490.7</b>	<b>418.0</b>	<b>17.4%</b>
Belgium	136.7	125.7	8.8%
Other Northern and Eastern Europe	163.4	161.3	1.3%
<b>Northern and Eastern Europe</b>	<b>300.1</b>	<b>287.0</b>	<b>4.6%</b>
Canada / Australia	37.0	33.2	11.2%
<b>International</b>	<b>827.7</b>	<b>738.3</b>	<b>12.1%</b>
<b>Total</b>	<b>1.431.0</b>	<b>1.280.6</b>	<b>11.7%</b>
Of which digital services companies	37.2	34.0	9.6%







## CONSOLIDATED EBITDA

In € million	30 june 2022	% Turnover	30 june 2021	% Turnover
<b>France</b>	<b>45.1</b>	7.5%	<b>36.9</b>	6.8%
Southern Europe	<b>24.9</b>	5.1%	<b>20.5</b>	4.9%
Northern and Eastern Europe	<b>10.0</b>	3.3%	<b>9.7</b>	3.4%
Canada / Australia	<b>0.9</b>	2.5%	<b>2.1</b>	6.2%
<b>International</b>	<b>35.8</b>	4.3%	<b>32.3</b>	4.4%
<b>Total</b>	<b>80.9</b>	5.7%	<b>69.2</b>	5.4%
of which digital services companies	<b>4.5</b>	12.2%	<b>3.8</b>	11.3%





## CONSOLIDATED CURRENT OPERATING PROFIT

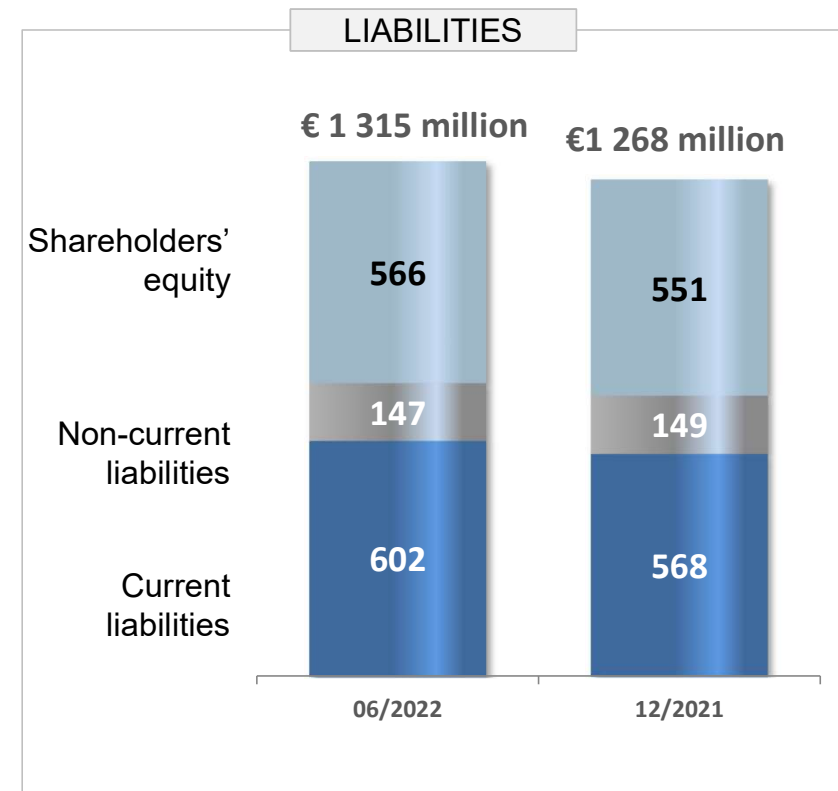
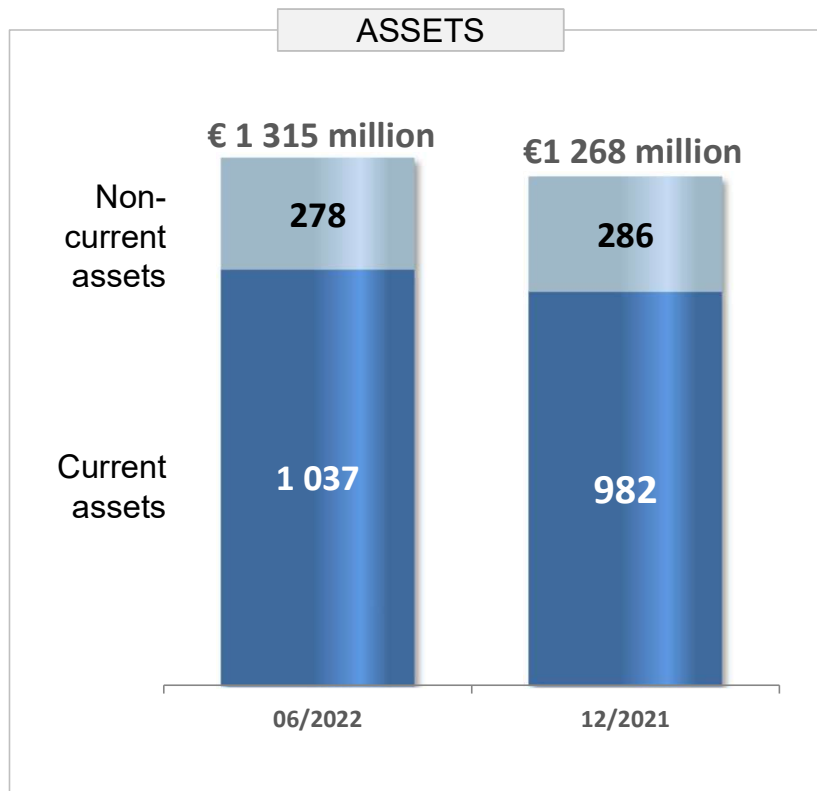
Before amortisation and impairment of intangible assets (EBITA)

In € million	30 june 2022	% Turnover	30 june 2021	% Turnover
<b>France</b>	<b>39.0</b>	6.5%	<b>31.1</b>	5.7%
Southern Europe	<b>22.5</b>	4.6%	<b>18.3</b>	4.4%
Northern and Eastern Europe	<b>7.1</b>	2.4%	<b>6.8</b>	2.4%
Canada / Australia	<b>0.7</b>	1.8%	<b>1.7</b>	5.1%
<b>International</b>	<b>30.3</b>	3.7%	<b>26.8</b>	3.6%
<b>Total</b>	<b>69.3</b>	4.8%	<b>57.9</b>	4.5%
of which digital services companies	<b>4.0</b>	10.8%	<b>3.4</b>	9.9%



SYNERGIE

## BALANCE SHEET STRUCTURE





## A VERY SOLID FINANCIAL STRUCTURE

In € million	30 june 2022	31 dec 2021	30 june 2021
<b>Shareholders' equity</b>	<b>566.3</b>	<b>551.3</b>	<b>533.9</b>
<b>Net cash</b>	<b>273.9</b>	<b>276.0</b>	<b>213.6</b>
Financial debt	(31.4)	(36.2)	(39.9)
Lease liabilities	(66.6)	(67.9)	(68.8)
<b>Cash position net of any debt</b>	<b>175.9</b>	<b>171.9</b>	<b>104.9</b>
<b>Net cash including CICE receivables due or recoverable in the short term (*)</b>	<b>201.7</b>	<b>197.6</b>	<b>186.4</b>

\*2018 CICE receivable recoverable in 2022 (€25.7 million)





## STATEMENT OF CASH FLOWS

In € million	30 june 2022	31 dec 2021	30 june 2021
Consolidated net profit	41.2	75.7	35.4
Income and expenses with no effect on cash	20.8	28.8	14.7
<b>Self-financing capacity</b>	<b>62.0</b>	<b>104.5</b>	<b>50.1</b>
Change in working capital requirement	(23.3)	42.9	14.7
<b>Net cash flow from operating activities</b>	<b>38.7</b>	<b>147.4</b>	<b>64.8</b>
Net cash flow from investments activities	(4.1)	(50.3)	(42.4)
Net cash flow from financing activities	(36.7)	(48.9)	(36.5)
<b>Change in net cash position</b>	<b>(2.1)</b>	<b>48.3</b>	<b>(14.1)</b>
<b>Closing cash position</b>	<b>273.9</b>	<b>276.0</b>	<b>213.6</b>



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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
- Expansion via external growth
- New CSR policy objectives aimed at reducing our environmental impact



**TARGET FOR 2022 : TURNOVER OF 2,9 MILLIARDS D'EUROS**







## NEXT EVENT

**PUBLICATION OF Q3 TURNOVER ON WEDNESDAY 26 OCTOBER  
2022 AFTER THE MARKET CLOSSES.**

