SYNERGIE

SFAF presentation 2025 H1


SYNERGIE
Our 2025 H1
www.synergie.fr
H1 2025

2025 H1 Highlights

Business Development & Rebranding

Our results

- Revenue of **€1.6 billion**
- EBITDA **€63.2 million** (4.0% of revenue)
- Net profit **€27.2 million**

ESG policy

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

Synergie : a leading European player in Human Resources management

HR services leader

in Europe

€ 1.6 billion

revenue in H1 2025

5,400

permanent employees

67,000

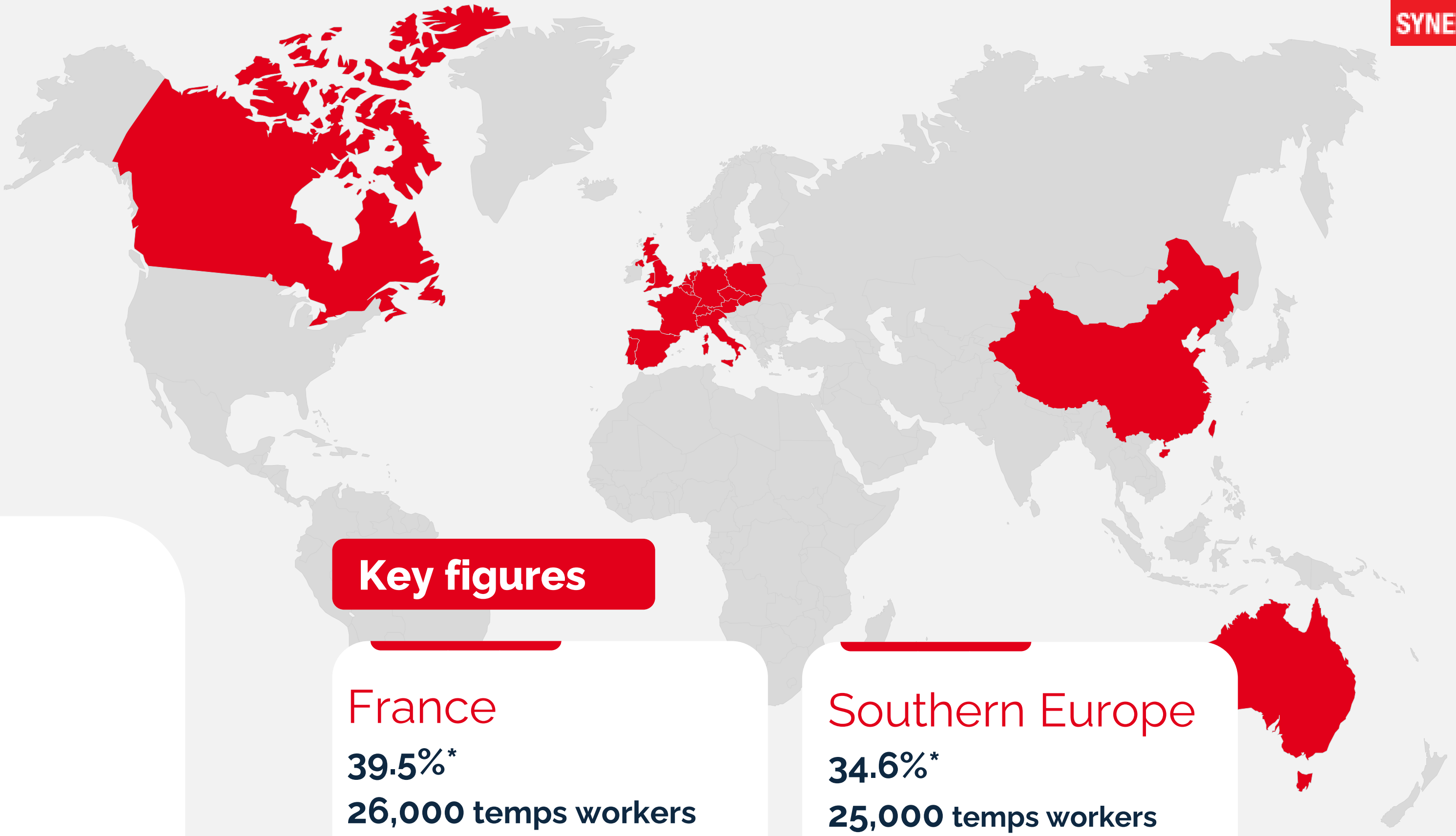
temporary workers

Location in 17 countries and Recruitment in 49 countries

800

branches

Synergie around the world



17 countries

800 branches

67,000 temporary workers FTE

€1.6 billion H1 2025 Revenue

Key figures

France
39.5%*
26,000 temps workers
367 branches

Southern Europe
34.6%*
25,000 temps workers
210 branches

Northern and Eastern Europe
22.3%*
14,000 temps workers
198 branches

Outside Europe
3.6%*
2,000 temps workers
25 branches

*of 2025 H1 Revenue

SYNERGIE

Our expertise

Our strengths

Multi Specialist and Multi-expert know-how

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

Global talent solutions

With a network of 800 branches, the Group is present in 17 countries and recruits in 49.

ESG policy and Compliance

A multi-award-wining 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

Our brands

SYNERGIE

	SYNERGIE	SYNERGIE proxi	S&you SPECIALIST RECRUITMENT	SYNERGIE care	SYNERGIE executive	DCS DATA SERVICES	HRed. Human Resources Empowerment & Development	SYNERGIE global talent
	Temporary work Recruitment CDD/CDI Temporary CDI, Apprenticeships	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	HR Consulting and Training	Search for candidates abroad through subsidiaries and international partnerships
TEMP STAFFING	■	■		■				■
RECRUITEMENT	■		■	■				■
DIRECT APPROACH					■			
TRANSITION MANAGEMENT				■	■			
TRAINING	■			■			■	
HR CONSULTING & ORGANISATION					■		■	
IT SOLUTIONS						■		

Our strategy and business development

Leverage business and sector expertise by launching brands for three strategic sectors :

Aeronautics
- Airbus Programmatic Campaign
- 5 Aerospace Job Fairs in 2025

Construction & Energy
- New dedicated organization
- B2B growth marketing plan
- Livre blanc BTP

Logistics
- Black Friday Marketing Campaign
- Development of Proxi solutions

Development and internationalization of the C-levels business with the launch of the interim management agency and internationalization

Launch of the new brand HRed in France, Italy, Spain and Portugal dedicated to HR Consulting, Training, and Skills Development

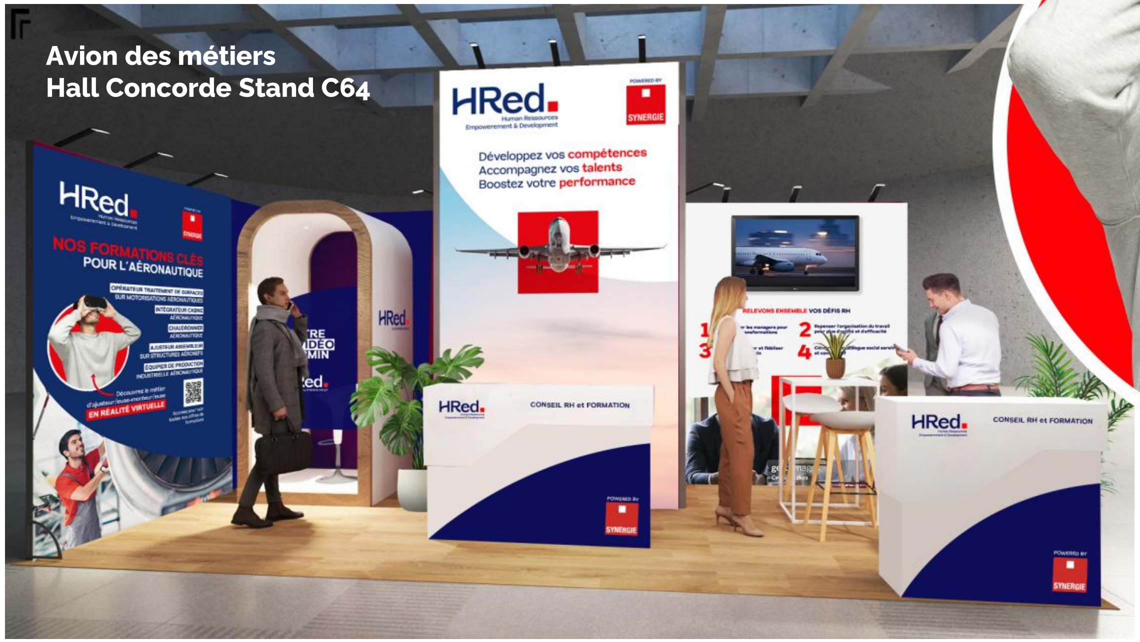
Development of experts recruitment and additional services (consulting, research, sourcing, assessment).

Accelerated international sourcing: recruitment in 49 countries

Launch of HRed

HRed, the consulting practice of Groupe Synergie, designed to accelerate HR transformation and skills development.

- Launch of HRed at the Paris Air Show – Le Bourget, June 2025
- **Virtual Reality Headsets** to showcase and enhance professional skills
- **Immersive booth** with creation of video highlights to support career development paths

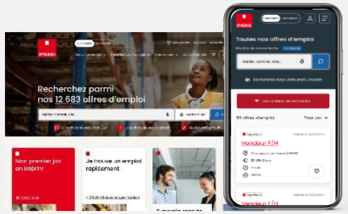


Our references in a wide variety of sectors

SYNERGIE

SNCF
SAINT-GOBAIN
LA POSTE
danaher
GROUPE LACTALIS
Auchan
General Mills
GEODIS
L'ORÉAL
VINCI
ID LOGISTICS
amazon
STELLANTIS
GROUPE BPCE
Carrefour
Disney
DHL
Nestlé
AIRBUS
LVMH
LEONARDO
Intermarché
TOUS UNIS CONTRE LA VIE CHÈRE
SAFRAN
AEROSPACE · DEFENCE · SECURITY
EIFFAGE
DASSAULT AVIATION
WHITTENS

Our digital transformation plan



Optimization of candidates search engines and development of **Synergie.fr**'s new web platform

Hub- digital sourcing strategies: accelerated candidate acquisition, programmatic Social Media campaigns, direct digital interactions with job boards

Development and implementation **of AI agents** across all processes

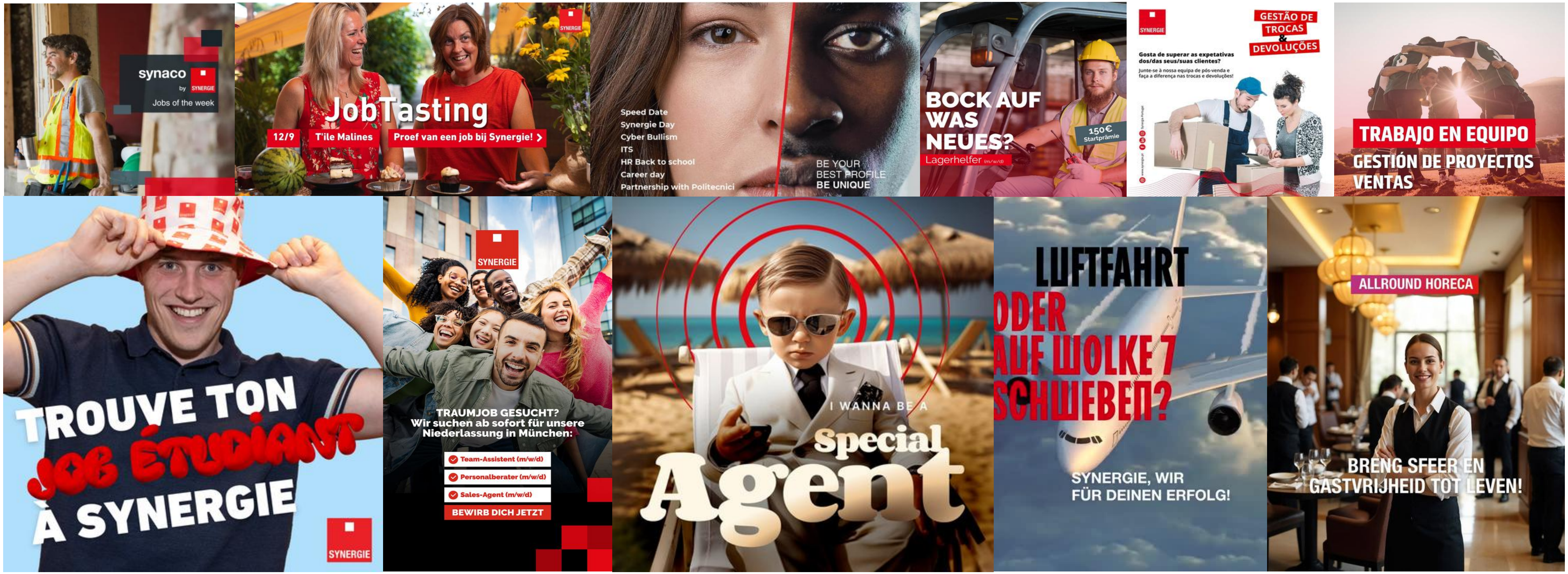
Integration of **digital identity** solutions to speed up application processing times while securing candidate/customer paths

Strategy to diversify our sourcing activities

SYNERGIE

Seasonal contracts	Student jobs	New Client Sourcing	Aerospace Career Fair	Black Friday, Christmas

Strategy to diversify our sourcing activities



An ESG approach recognized and rewarded for many years

SYNERGIE

Reduce CO_2 emissions and take daily action for the environment

- Completion of « Act step-by-step » program
- Use of renewable energy
- Decarbonization of travel for permanent and temporary workers
- Increased equipment lifespan
- Waste recycling

Develop and maintain certifications and labels

ISO 9001:2015 · CSRD · ISO 14001 · ISO 45001 · ISO 27001 Information Security Management Certified · LABEL ÉGALITÉ

An ambitious CSR policy recognized by third parties regulators

CDP · EthiFinance · WE SUPPORT UN GLOBAL COMPACT

Inclusion. diversity and equity

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

FT FINANCIAL TIMES · LEADER IN DIVERSITY 2025 · statista

Best employer

SYNERGIE named one of Capital's "Top 3 Employers in 2025" in the "Employment Services" category and recognized as "Europe's Best Employer 2025" by the FT.

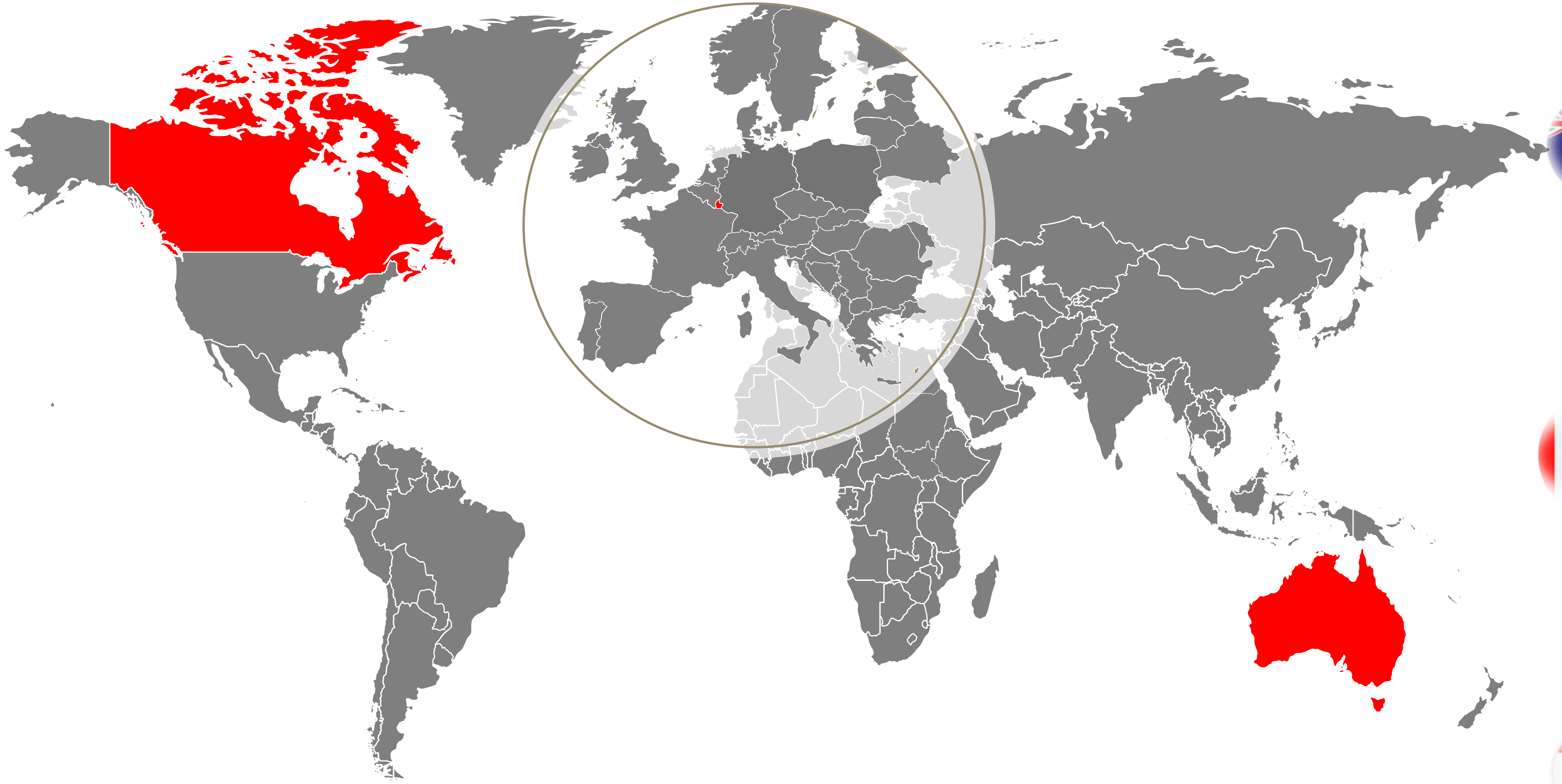
FT FINANCIAL TIMES · EUROPE'S BEST EMPLOYERS 2025 · statista

Les Echos · LES MEILLEURS CABINETS DE RECRUTEMENT · Travail Temporaire · 2025

Innovate to offer more environmentally-friendly services

Identify new customer needs and support them in meeting new European CSR regulations

Our external growth strategy



IPA – July 2024
12 additional branches to double Synergie's size in Australia

APS – July 2024
Canadian-based company founded in 1999

Access – July 2024
Luxembourg-based company founded in 2011

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Half-year results

Our key financial indicators for H1 2025

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Revenue

€ 1,584 million

+1.8% vs LY

Revenue up €+28.2 million in a difficult economic and financial environment

EBITDA

€ 63.2 million

-0.2% vs LY

A small decline of €-0.1 million, despite challenging market conditions

Net profit

€ 27.2 million

-14.1% vs LY

Drop of €-4.5 million due to lower financial results

Operating cash flow

€ 29.5 million

€ 47.1 million in H1 2024

Cash flow remains strong to provide sufficient liquidity for our investments

Net cash position

€ 274 million

€ 289 million as of end-2024

Solid net cash position serving both operational needs and Group's strategic investments

Sharehoders' equity

€ 728 million

€ 720 million as of end-2024

A strengthened financial structure supported by high equity levels

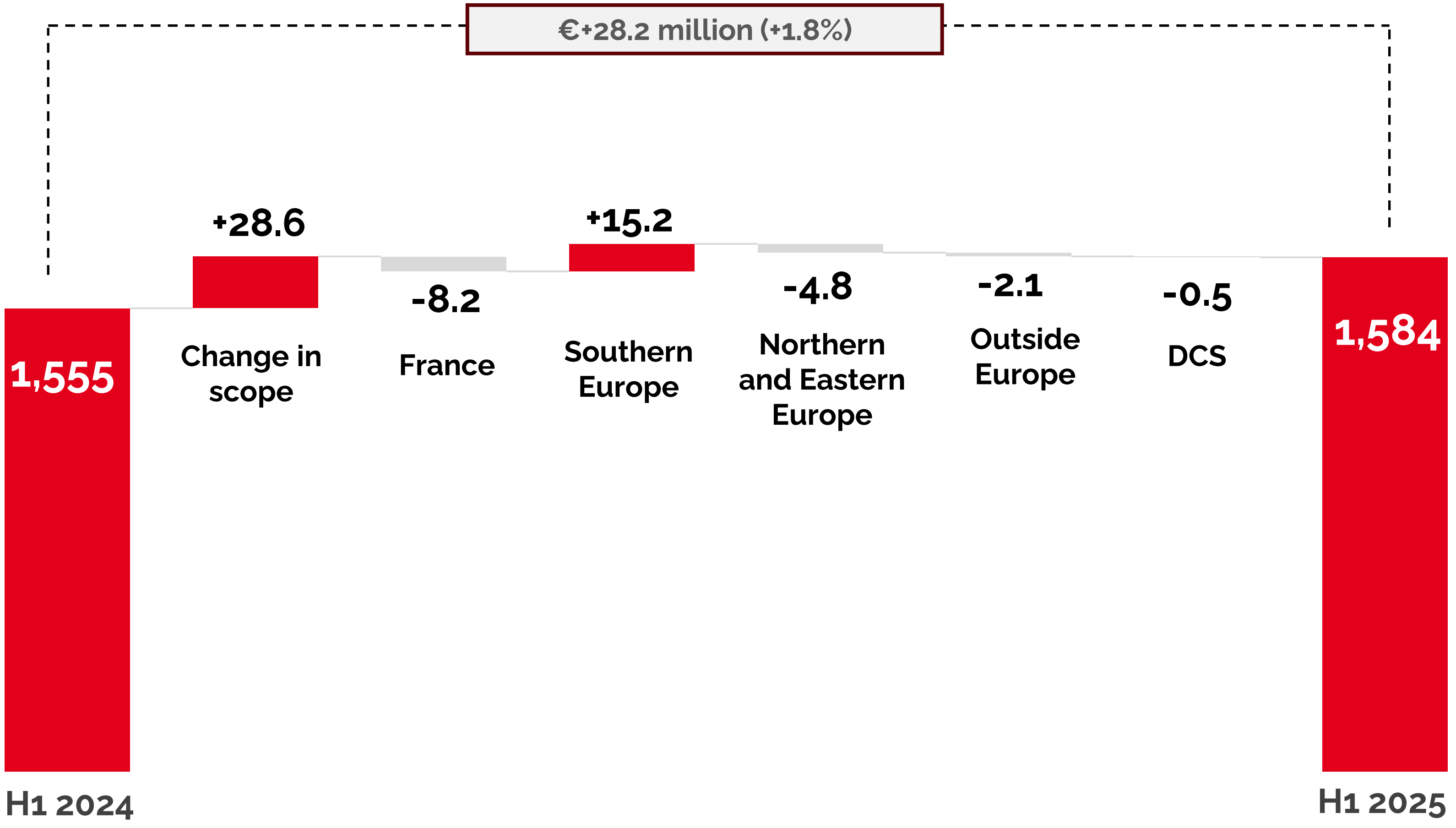
Revenue growth of +1.8%

SYNERGIE

Revenue (in € million)	H1 2025	H1 2024
France	**626.1**	**635.2**
Italy	413.0	410.5
Spain & Portugal	134.5	121.2
Southern Europe	**547.5**	**531.8**
Belgium	145.8	143.1
Other Northern and Eastern Europe	207.1	212.6
Northern and Eastern Europe	**353.0**	**355.6**
Outside Europe	**57.1**	**32.7**
Total International	**957.5**	**920.2**
Total	**1,583.6**	**1,555.4**
of which Digital Services	**36.6**	**37.0**

- Organic revenue of the Group: **€-0.4 million; -0.0%**
- France outperforms the market despite a decline of **€-9.2 million; -1.4%**
- Continued growth in Southern Europe €**+15.7 million; +3.0 %** mainly thanks to Spain
- Northern and Eastern Europe down by **€-2.7 million; -0.8 %** due to the downturn in the temporary employment market in Germany
- International growth of **€+37.4 million; +4.1%** driven by Spain and Australia

Synergie's diversification strength



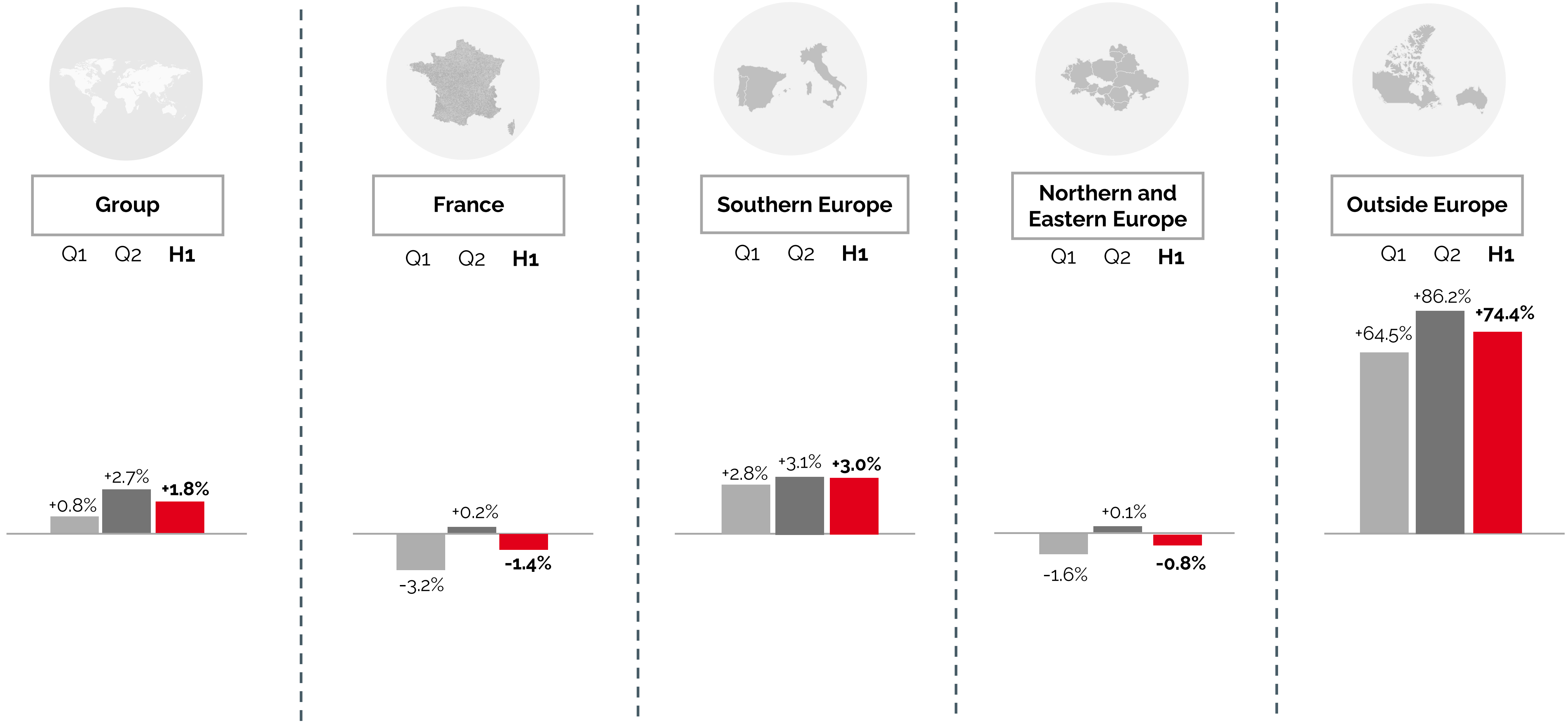
€ 1.6 billion

International
€ 957.5 million

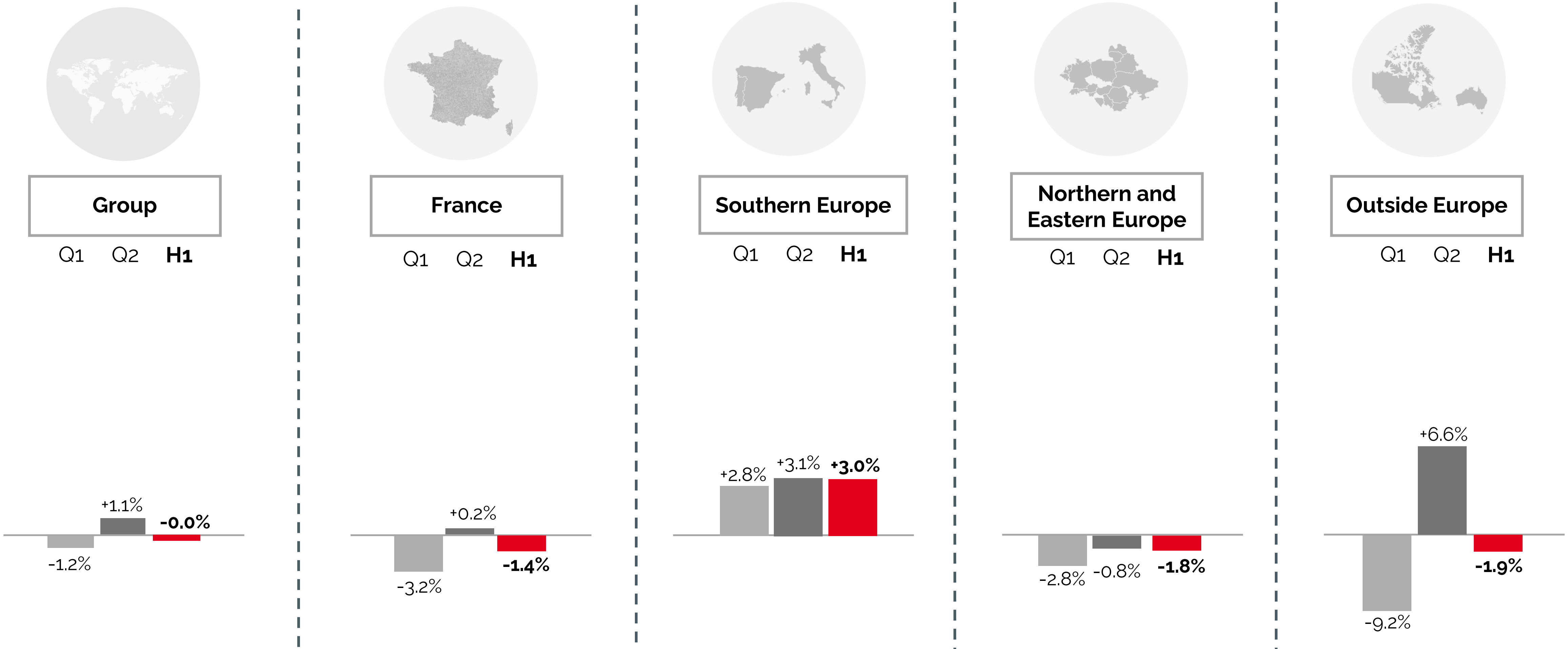
France
€ 626.1 million

inc. DCS
€ 36.6 million

Revenue growth of 1.8%



Stable organic revenue



* Like-for-like and at constant exchange rates

EBITDA

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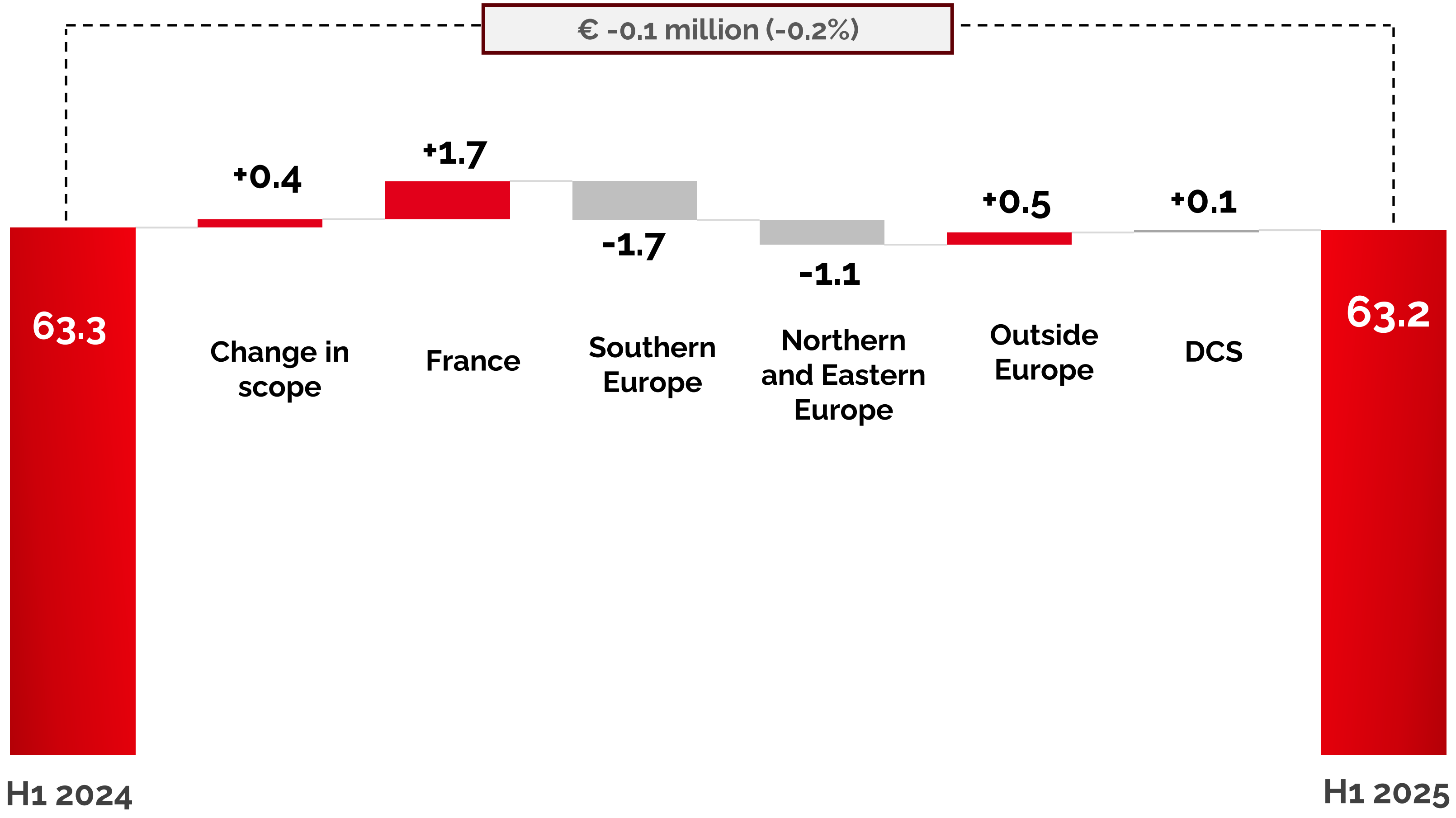
EBITDA (in € million)	H1 2025	H1 2024
France	**34.9**	**33.9**
Italy	23.6	25.9
Spain & Portugal	1.6	0.3
Southern Europe	**25.2**	**26.2**
Belgium	3.2	4.5
Other Northern and Eastern Europe	-0.7	-1.0
Northern and Eastern Europe	**2.5**	**3.5**
Outside Europe	**0.6**	**-0.3**
Total International	**28.3**	**29.4**
Total	**63.2**	**63.3**
of which Digital Services	**2.4**	**2.3**

- Group EBITDA : **-0.2%**
- **France** : impacted by a market downturn and Group investments
- **Southern Europe** : due to increased investment despite higher revenues
- **Northern and Eastern Europe** : impacted by the slowdown in demand. mainly in Germany
- **Outside Europe** : driven by IPA acquisition

EBITDA



€ 63.2 million

International
€ 28.3 million

France
€ 34.9 million

inc. DCS
€ 2.4 million

Income Statement

SYNERGIE

Income Statement (in € million)	H1 2025	H1 2024	Variation
Revenue	**1,583.6**	**1,555.4**	**+1.8%**
EBITDA	**63.2**	**63.3**	**-0.2%**
% EBITDA	*4.0%*	*4.1%*	
EBITA	**48.5**	**50.4**	**-3.8%**
% EBITA	*3.1%*	*3.2%*	
Operating profit	**45.4**	**46.2**	**-1.9%**
Financial result	0.4	4.2	-
Net profit before tax	**45.8**	**50.4**	**-9.2%**
Tax expense	-18.6	-18.7	-
Net profit	**27.2**	**31.7**	**-14.1%**
% Net profit	*1.7%*	*2.0%*	-
of which Group share	**27.2**	**29.4**	**-**

Cash Flow

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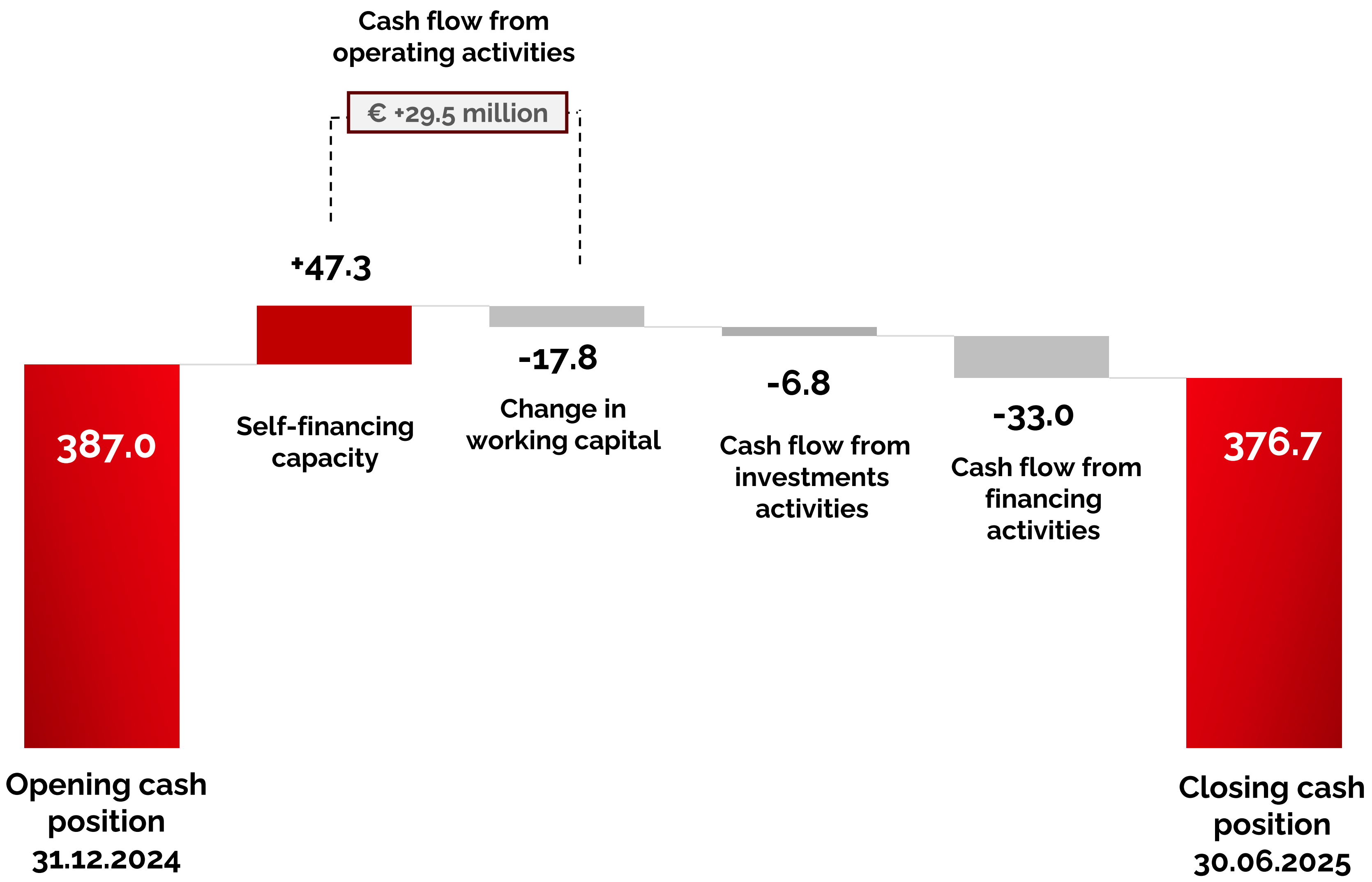
Cash flow (in € million)	H1 2025	H1 2024
EBITDA	**63.2**	**63.3**
Other items related to operations	-0.1	0.6
Taxes paid	-15.8	-14.6
Change in working capital	-17.8	-2.2
Cash flow from operating activities	**29.5**	**47.1**
Cash flow from investments activities	-6.8	-7.8
Cash flow from financing activities	-33.0	-9.6
Change in net cash position	**-10.2**	**29.8**
Closing net cash position	**376.7**	**396.2**

Cash Flow



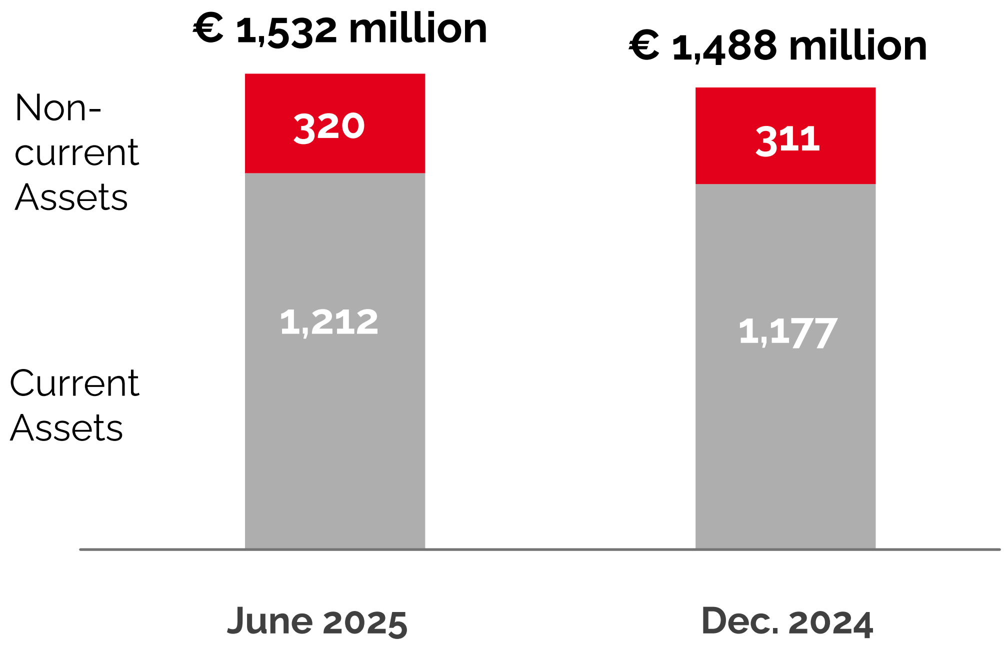
€ 377 million

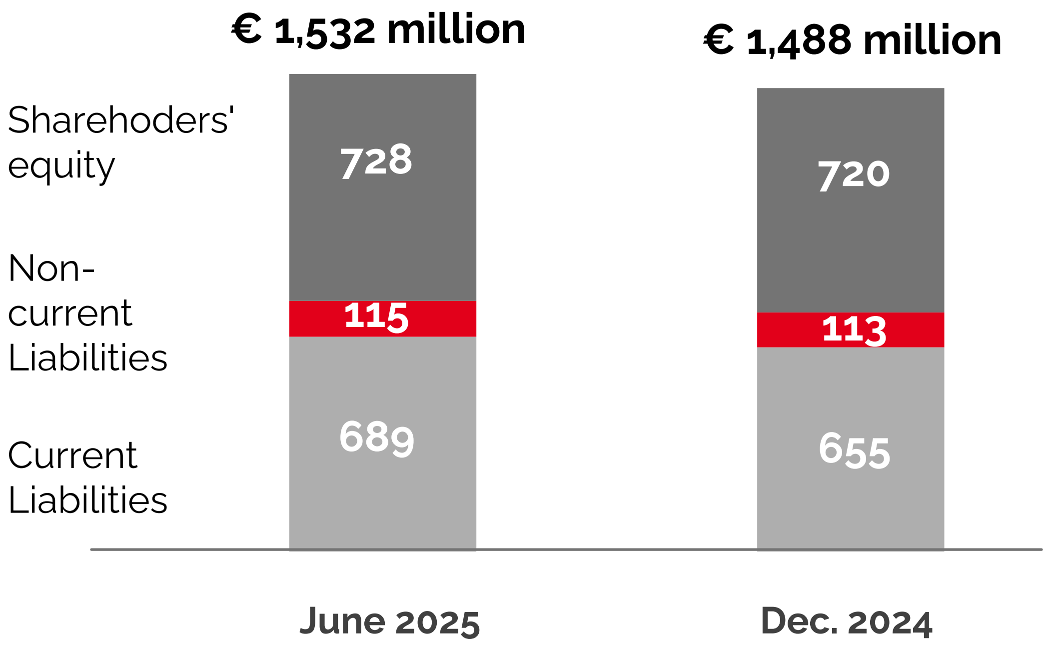
Cash flow from operating activities /EBITDA

H1 2025 : 46.7%

H1 2024 : 74.4%

Balance sheet structure





Financial structure

Financial structure (in € million)	30.06.2025	31.12.2024	30.06.2024	Variation vs. FY 2024
Shareholders' equity	**727.8**	**719.6**	**690.3**	**+1.1%**
Cash position net from bank loans	376.7	387.0	396.2	-2.6%
Cash position net of any debt excluding lease liabilities	354.9	362.4	382.9	-2.1%
Lease liabilities	-80.6	-73.7	-69.9	+9.3%
Cash position net of any debt	**274.3**	**288.7**	**313.0**	**-5.0%**

SYNERGIE

Perspectives

Outlook
Market situation

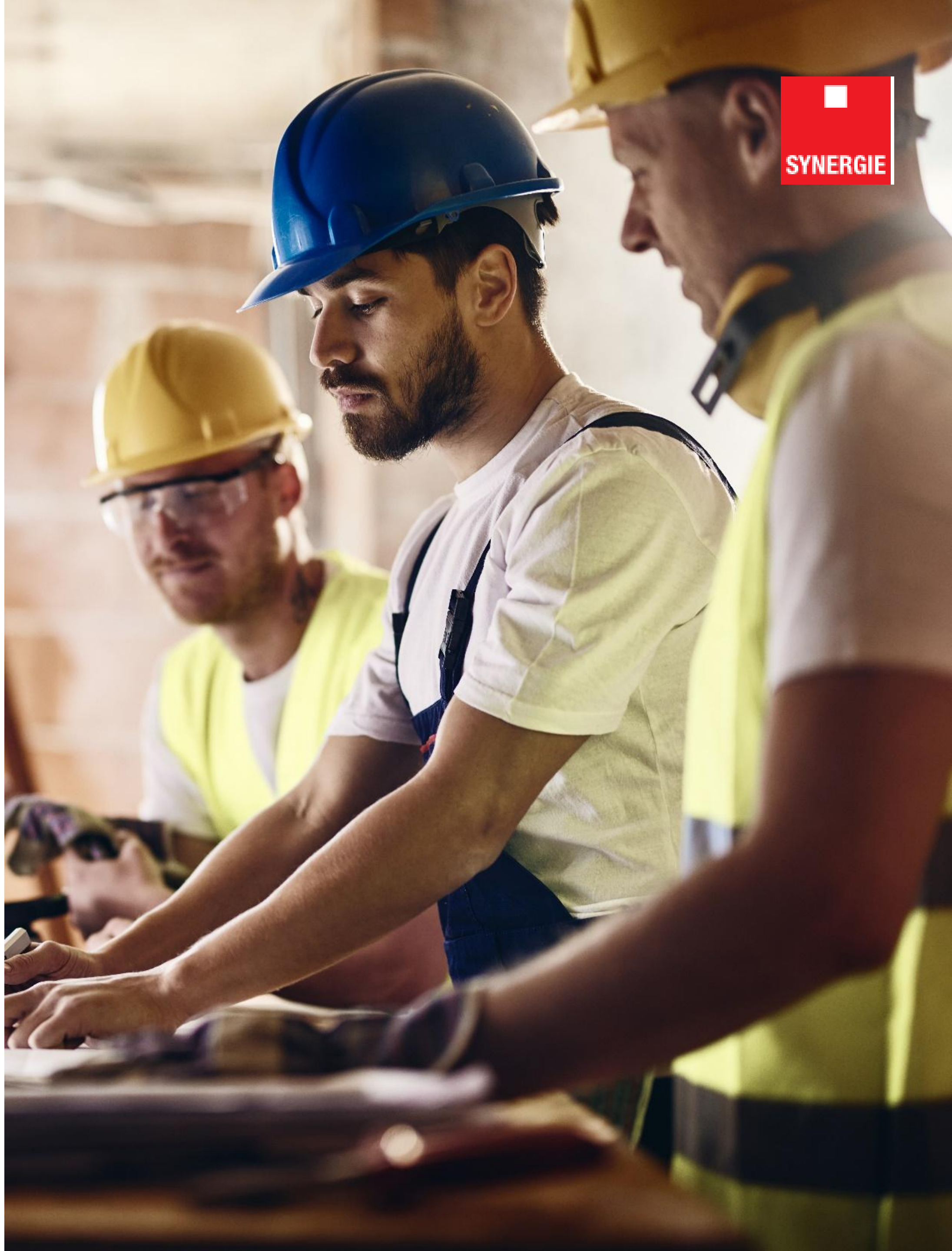
Market situation H1 2025

Economic and geopolitical uncertainties weakening economic growth and global demand

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

Ecological transition creates new needs in terms of talent and skills

Innovations and impact on the workforce



Outlook
Group objectives

Group objectives for H2 2025

Accelerate market share growth, increased diversification and target acquisitions in countries where the Group is present

Cost reduction plan and optimization of Working Capital

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

Cross-selling and globalization of client service offerings thanks to Synergie Global Talent and our Statement of Work offerings