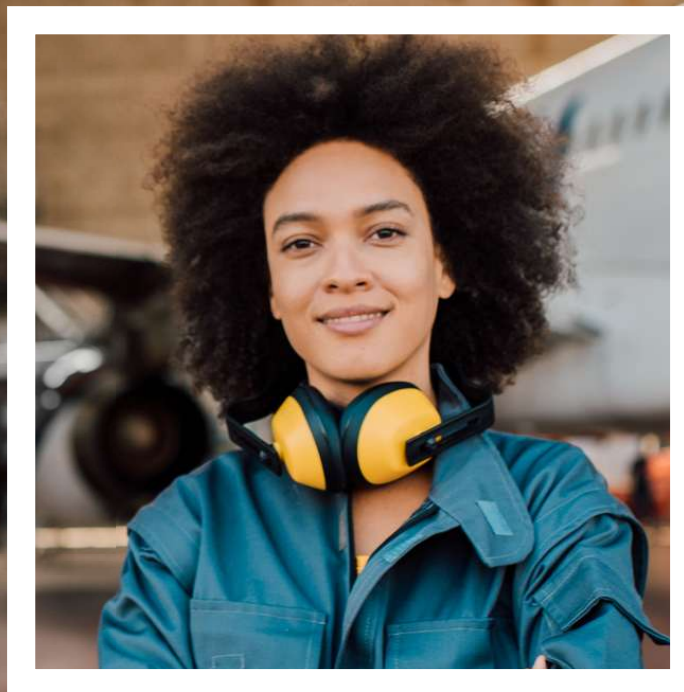




SFAF H1 2026 PRESENTATION



Summary

01

Our H1 2026

02

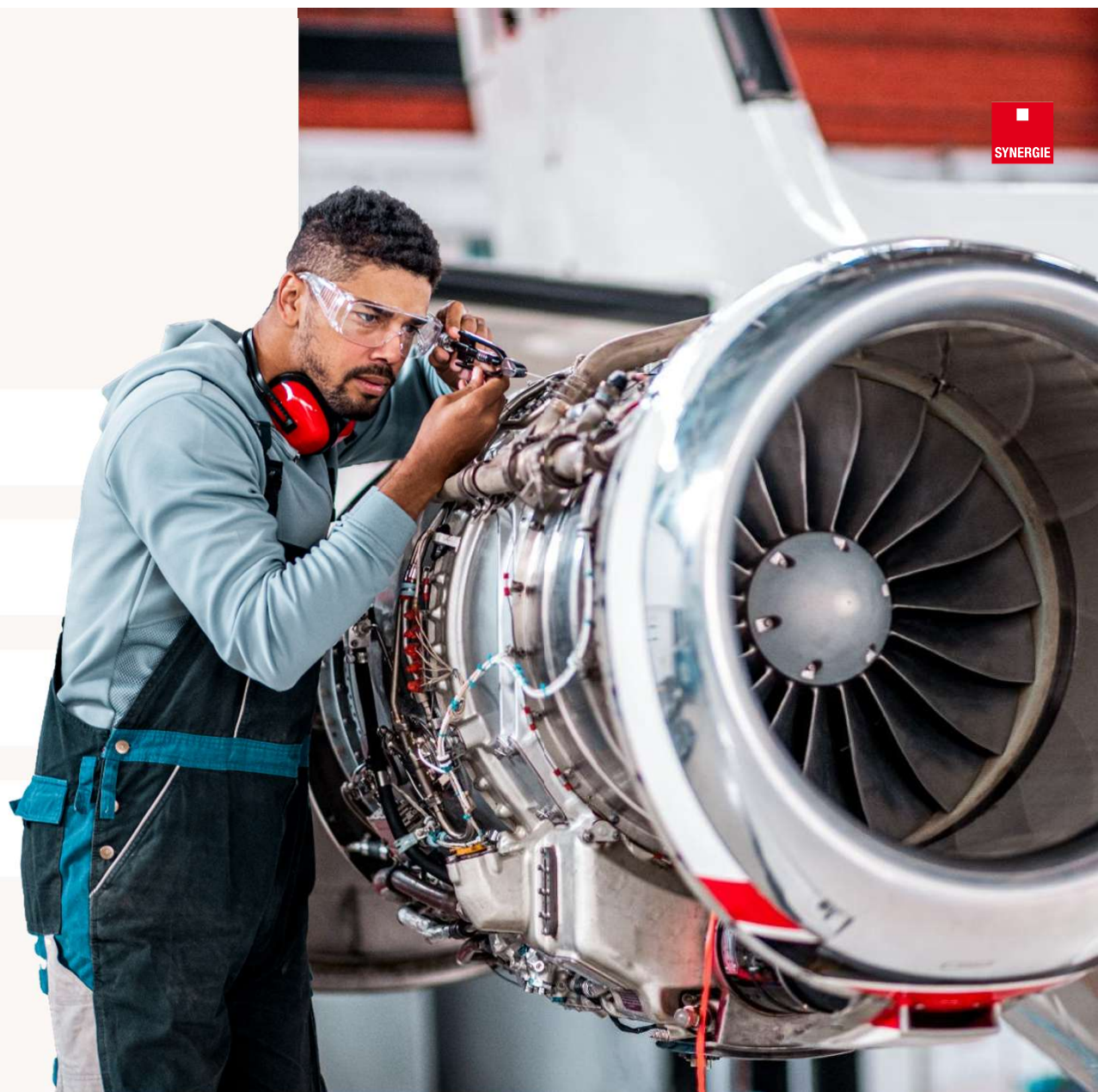
Our expertise

03

Our 2026 H1 results

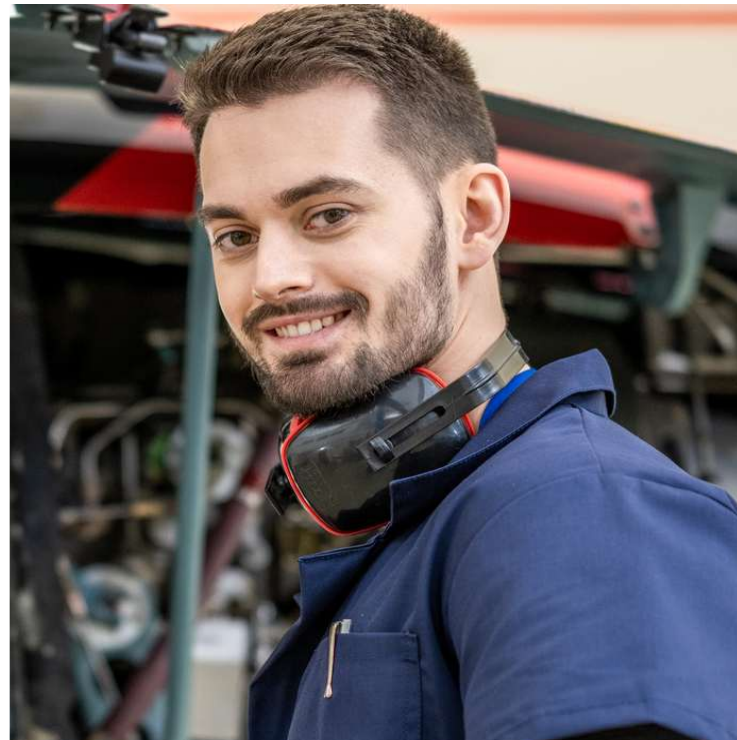
04

Perspectives

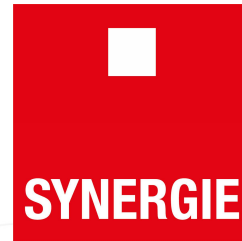




Our H1 2026



2026 H1 Highlights



Business Development & Rebranding



Our results

- ✓ Revenue of €1,7 billion
- ✓ EBITDA €61.4 million (3.6% of revenue)
- ✓ Net profit €24.5 million

ESG Policy

- ✓ Committed and recognised at the international level
- ✓ Synergie embeds CSRD principles and requirements to meet ESG challenges
- ✓ Creation of the SYNERGIE foundation

Synergie

Synergie : a European Leader

HR services leader in
Europe

€3.2 billion
Revenue in 2025

5 700
permanent
employees

71 000 temporary
workers

Located in 17 countries
and Recruitment in 49
countries

900
branches



Synergie around the world



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

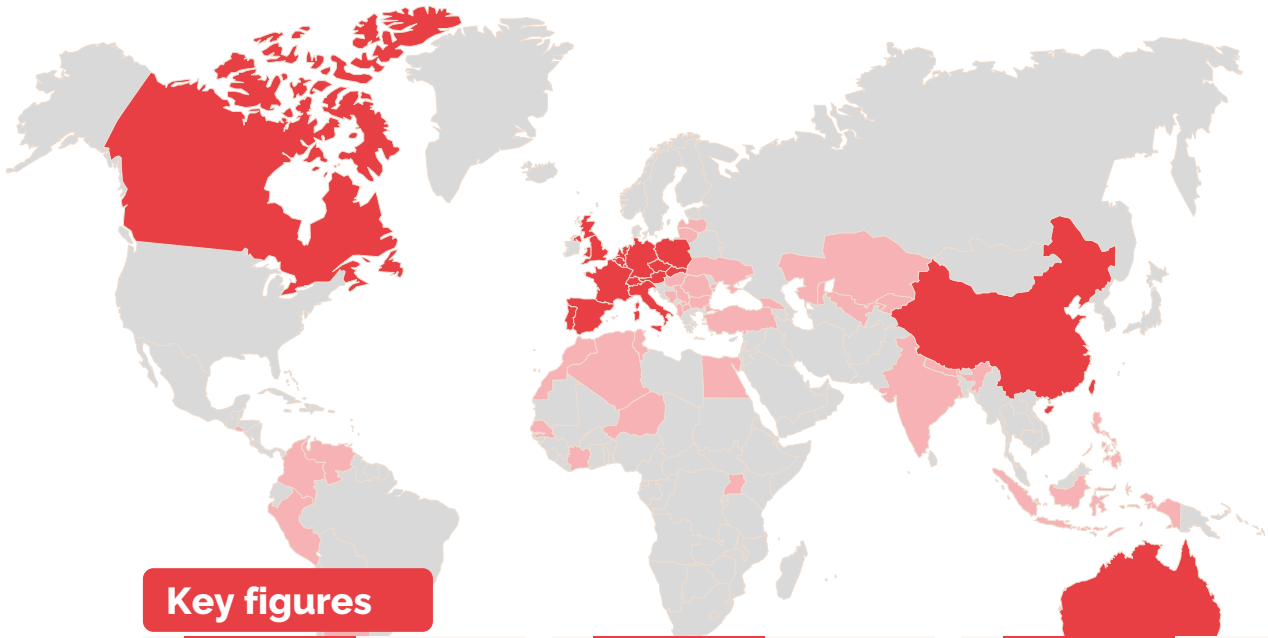
Our Values

Proximity

Team Spirit

Diversity

Innovation



Key figures

900

Branches and offices
worldwide

€1.7 billion

Revenue in S1 2026

France

36,4%*

25 000 temporary workers
410 branches

Europe du Sud

35,4%*

27 000 temporary workers
240 branches

**Europe du Nord et
de l'Est**

21,8%*

13 000 temporary workers
210 branches

Hors Europe

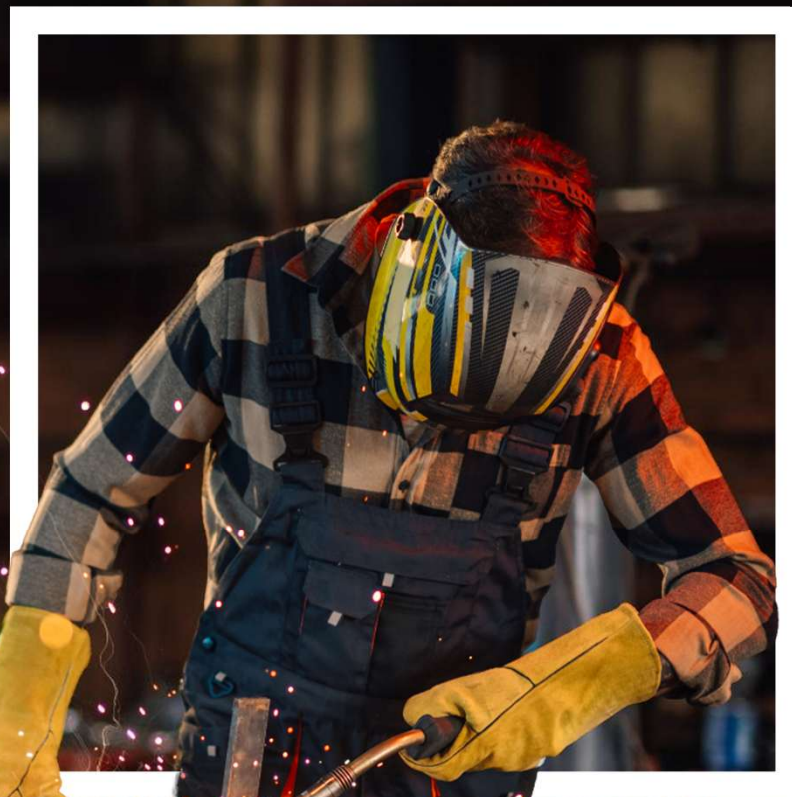
6,4%*

6 000 temporary workers
40 branches

*% of Revenue in H1 2026



Our Expertise



Our Committed and Award-Winning CSRD Policy



ECOVADIS GOLD

EcoVadis Gold in 2025, placing Synergie among the three companies in its sector to receive this distinction.



Synergie Group recognised by Deloitte France as a « **Best Managed Company 2026** ».



For the **9th consecutive year**, Synergie Group has been included in the ranking of the top **250 recruitment firms**.



30 years of ISO 9001 Certification dedicated to Quality, Innovation and Continuous Improvement.



The Financial Times awarded the Synergie Group the title of « **Diversity Leader 2026** » recognising the Group's commitment to **diversity and inclusion**.



Synergie ranked, **n°1 Employer** in Europe's recruitment industry by the Financial Times for the second consecutive year.



Carbon Disclosure Project

In 2025, Synergie, **Synergie received a CDP rating of C**, reflecting its level of maturity in managing climate-related challenges



Synergie, **signatory of the United Nations Global Compact** since 2017 : Annual Communication on Progress (CoP)



Our Brands



Recruitment 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



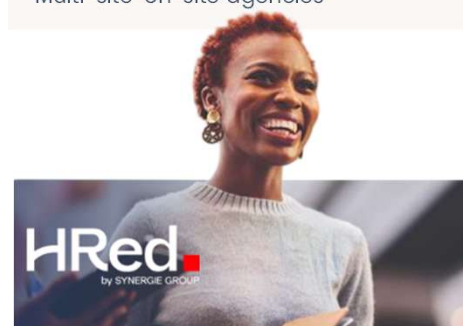
International Executive Search Firm (C-level)

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 | Centralisation 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



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)



HR Consulting & training



Development of the group's consulting practice through tailor-made advisory services and training solutions



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





Recruit to perform

Synergie, Official Recruitment Partner of the French National Basketball Team

International partner of the (FFBB) for the next three years, the Group has chosen a sport that resonates with the younger generations and embodies values that reflect its DNA:

Team Spirit

Diversity

Inclusion

Self-improvement

Commitment

“

We are proud to partner with the FFBB to help bridge the gap between younger generations and the world of work, enhance youth employability and create opportunities across France.

”

Victorien Vaney, CEO of Synergie



Talent sourcing diversification strategy



SYNERGIE **SYNERGIE** **11e édition**
JOB TOUR

SORTEZ DU CADRE
Tracez votre voie
Trouvez votre prochain emploi

Venez créer votre CV
et postulez aux
150 000 offres

Retrouvez toutes les infos
sur synergie.fr/jobtour



LE FORUM

Le salon de l'emploi dédié aux **+50 ans**

9 juin 2026 | Stade Jean Bouin - PARIS 16e

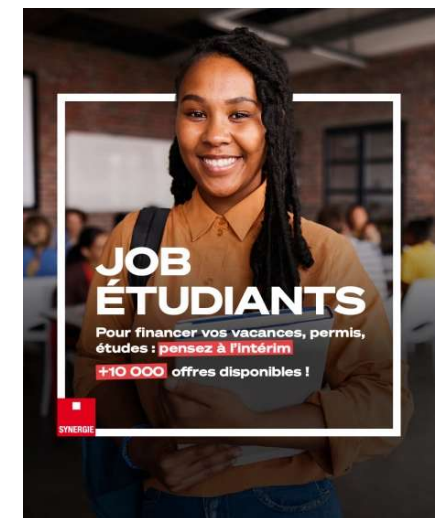
SYNERGIE **seniors & TALENTS**



**DES CENTAINES D'EMPLOIS
SAISONNIERS À POURVOIR**
Agriculture - Viticulture

SYNERGIE

Nom du poste F/H
Localisation



**JOB
ÉTUDIANTS**

Pour financer vos vacances, permis,
études : pensez à l'intérim

+10 000 offres disponibles !

SYNERGIE



SYNERGIE x **AIRBUS**

SYNERGIE RECRUTE
pour Airbus Atlantic

France Marketing Campaigns



SYNERGIE

SYNERGIE, RECRUTEUR OFFICIEL DES ÉQUIPES DE FRANCE DE BASKET

FFBB

BEST MANAGED COMPANIES

Le label d'excellence des entreprises françaises

SYNERGIE

RSE, Stratégie, Gestion
Synergie, au service de votre performance

BEST MANAGED COMPANIES FRANCE 2026

GOLD | Top 5%
ecovadis
Sustainability Rating
DEC 2025

MÉDAILLE GOLD ECOVADIS 2025

Synergie figure parmi les 2% des entreprises de travail temporaire les mieux notées.

JOURNÉE DE LA SANTÉ ET SÉCURITÉ AU TRAVAIL

Rendez-vous dans votre agence Synergie
Boulogne-Billancourt
Jeudi 25 juin 2026 | Jeux | Codesport | Shocks

Tous engagés, tous responsables
SYNERGIE BOULOGNE - 01 23 45 67 89
boulogne.billancourt@synergie.fr
100 rue de Paris - 92100 Boulogne-Billancourt

Nos énergies en commun

CHALLENGE MOBILITÉ SYNERGIE X
BLABLABAR DAILY
Covalitisez et tentez de gagner 70€ en carte-cadeau

SYNERGIE

Du 05 au 26 juin 2026

Blabla Daily

LE SALON DE L'EMPLOI
STADE DE LA BEAUJOIRE
01 AVRIL 2026 | 9H-13H

INScrivez-vous

SYNERGIE

SYNERGIE

NOUVELLE APPLI My SYNERGIE care

SYNERGIE

+5 000 missions dans votre poche

International Marketing Campaigns



EUROGLAS
X
SYNERGIE

Op zoek naar een job
IN DE GLASINDUSTRIE?

Magazijnier Operator Techniker Procesoperator

Vaste job Doorgroeimogelijkheden Competitieve verloning

Contacteer ons
SYNERGIE PELT - 011 71 09 20
pelt@synergiejobs.be
Dorpsstraat 115 - 3900 Pelt



Scan & ontdek
onze vacatures!



SYNERGIE
REKRUTUJE

Kierownik Działu Kadr i Płac (K/M/X)

Kraków Middle management level



SYNERGIE Care together

Vind je job
IN DE ZORG

Administratief bediende Zorgkundige Laba-assistent
Keukenhulp Schoonmaker Verpleegkundige Andere

Vaste job Student Interim Flex-job

synergie-care.be



WE'RE HIRING
→ Service Technicians

Adelaide location Competitive pay rate
Electrical + ARC license required



VIND JOUW FLEXI-JOB.
Binnen enkele klikken
aan de slag.

BEKIJK VACATURES

SYNERGIE

From pilot to impact: Synergie AI Agents redefining the candidate experience



Synergie is exploring the most innovative AI agents to deliver a best-in-class experience for our temporary workers.

Intake Call Coach

- Client requirements qualification
- Recruiter assistance
- Provides structured data to other AI agents

Resume Review Agent

- CV analysis
- Detection of gaps and knockout criteria
- Decision rationale and justification
- Fully configurable

POC

AI Interview Agent

- Real-time candidate interviews
- Audio, video, SMS, and email interactions

POC

Fraud Prevention Agent

- Identity verification
- Fraud and inconsistency detection
- Suspicious behavior alerts

Scheduling Agent

- Automated interview scheduling
- Calendar synchronization
- Reminders and rescheduling

Test

Interview Coach

- Real-time interview assistance
- Interview question suggestions
- Structured notes and candidate insights

Rediscovery Agent

- Rediscovery of qualified talent within the candidate database
- Re-engagement of previously qualified candidates

Test

Candidate Concierge

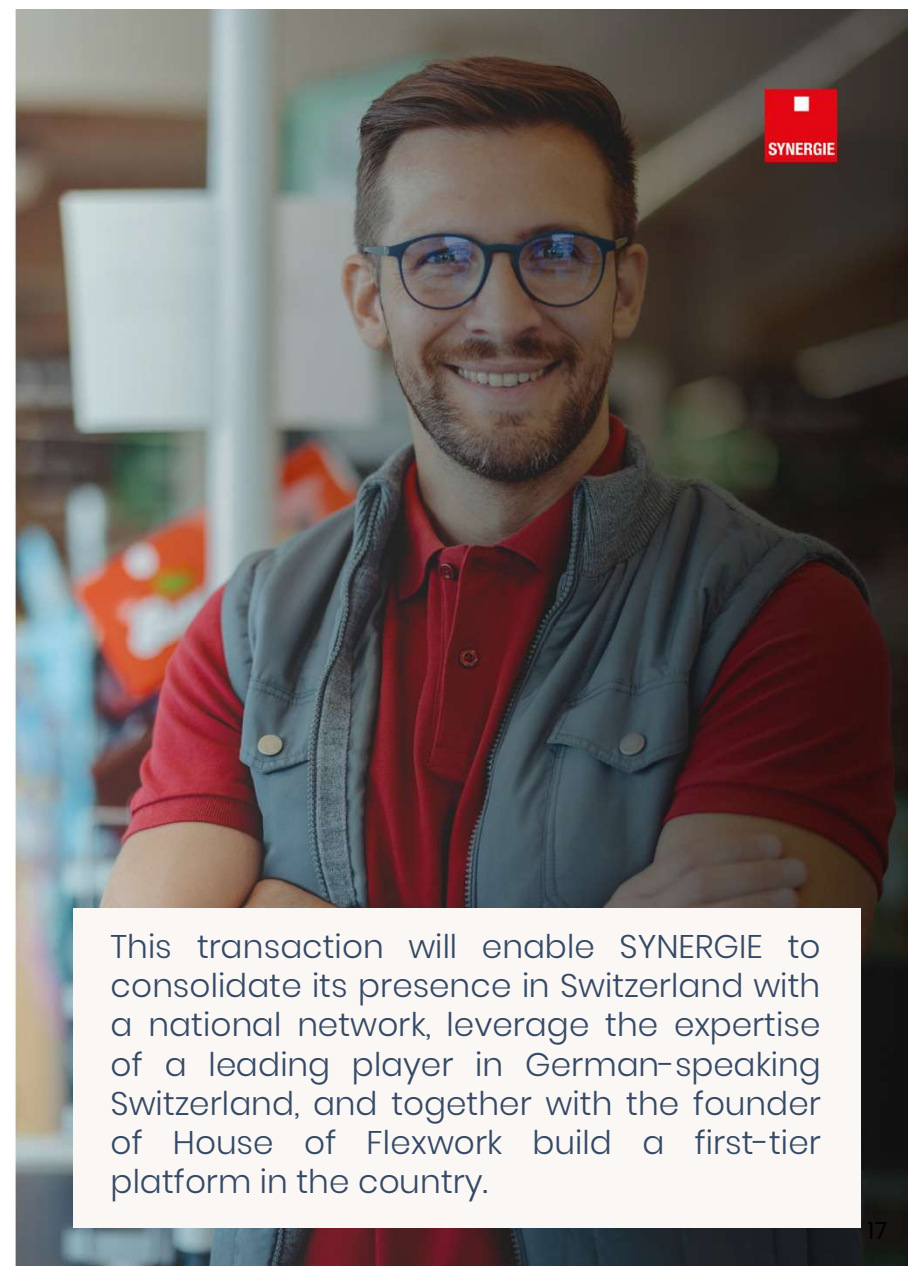
- Personalized job matching
- Career mobility guidance and support

Test

Expanding our presence in Switzerland



- Acquisition of **House of Flexwork**, in February 2026, one of 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 78 million in 2025.
- House of Flexwork's core activity is the management of temporary staff for industrial clients. The company also offers payrolling services.



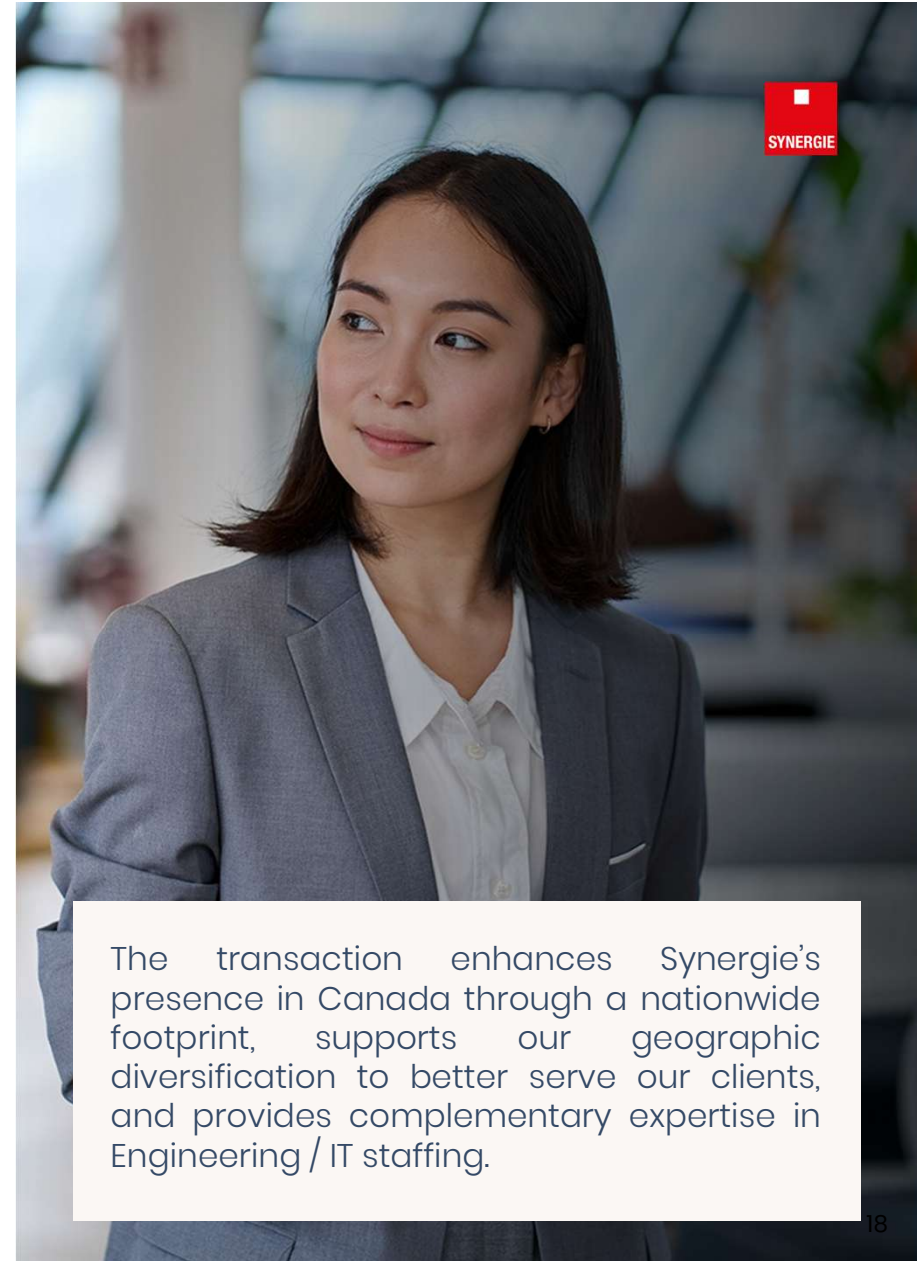
This transaction will enable SYNERGIE to consolidate its presence in Switzerland with a national network, leverage the expertise of a leading player in German-speaking Switzerland, and together with the founder of House of Flexwork build a first-tier platform in the country.

Expanding our presence in Canada



- ◆ Synergie Canada Branches
- ◆ Agilus Branches

- Acquired in March 2026, **Agilus Workforce Solutions**, is a leading human resources service provider in Canada
- Founded in 1976, 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 295 million in 2025, representing €187 million.
- Agilus' core business is the provision of temporary staffing for industries linked to natural resources as well as IT. The company also offers payrolling services.



The transaction enhances 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.



Our 2026 H1 Results



Our key financial indicators – H1 2026

Revenue

€1 711 million

+8,0% vs LY

Revenue up by €+127 million driven by new acquisitions and the resilience of our continued operations.



EBITDA

€61.4 million

-2,8% vs LY

A 3.6% EBITDA margin reflecting the group's operational strength in a challenging environment



Net profit

€24.5 million

-10,0% vs LY

In line with the decrease in EBITDA



Operating Cash Flow

€63.3 million

€29.5 million in H1 2025

Cash generation to provide liquidity for our investments



Net cash position

€259 million

€ 317 million as of end-2025

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



Shareholders' equity

€762 million

€754 million as of end-2025

A strong financial structure



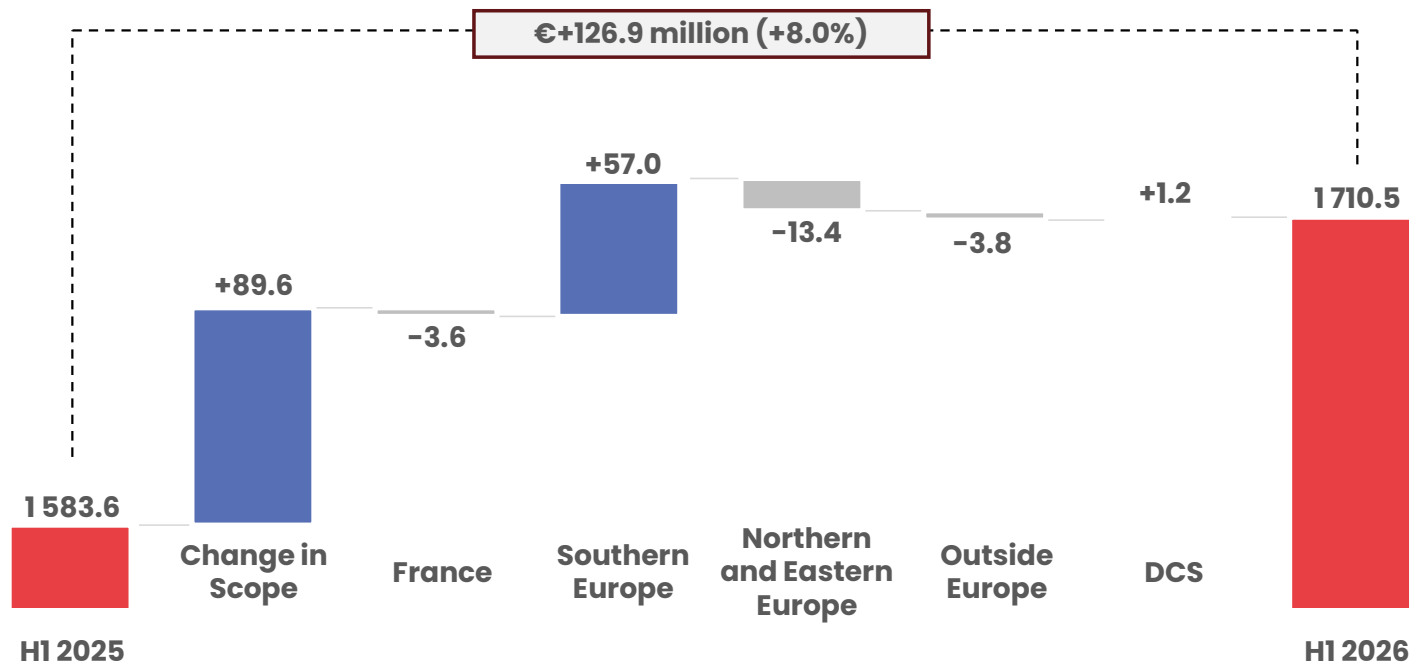
Revenue growth of +8.0%



Revenue (in € million)	H1 2026	H1 2025
France	622.8	626.1
Italy	452.4	413.0
Spain & Portugal	152.9	134.5
Southern Europe	605.4	547.5
Belgium	138.6	145.8
Other Northern and Eastern Europe	234.1	207.1
Northern and Eastern Europe	372.7	353.0
Outside Europe	109.7	57.1
Total International	1 087.7	957.5
Total	1 710.5	1 583.6
of which DCS Group	37.8	36.6

- Organic Revenue: **€+37 million; +2.3 %**
- **France** : slight decrease **€-3.3 million; -0.5 %** in a still challenging market
- **Southern Europe** strong growth of **€+57.9 million; +10.6 %** driven by Spain and Italy
- **Northern and Eastern Europe** growth of **€+19.7 million; +5.6 %** driven by the integration of House of Flexwork in Switzerland
- **Outside Europe** growth of **€+52.6 million ; +92.1 %**, driven by the acquisition of Agilus in Canada
- **International** grew by **€+130.2 million; +13.6 %**

Synergie's diversification strength



€1.7 billion

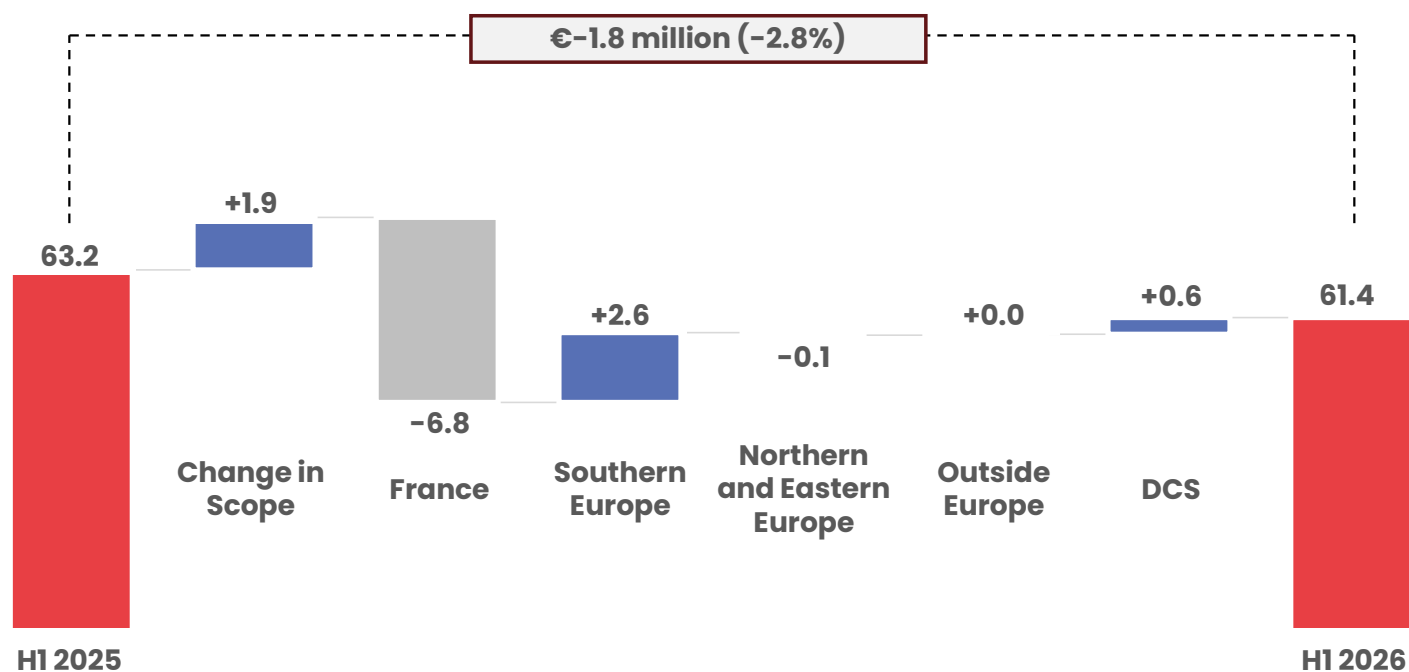
- ✓ International
€1 088 million
- ✓ France
€623 million
- ✓ inc. DCS
€38 million

EBITDA

EBITDA (in € million)	H1 2026	H1 2025
France	28.4	34.9
Italy	26.1	23.6
Spain & Portugal	2.0	1.6
Southern Europe	28.1	25.2
Belgium	3.7	3.2
Other Northern & Eastern Europe	-0.5	-0.7
Northern & Eastern Europe	3.2	2.5
Outside Europe	1.8	0.6
Total International	33.0	28.3
Total	61.4	63.2
of which DCS Group	3.0	2.4

- Group EBITDA: **-2.8%**
- **France** : market contraction and the Group's investments
- **Southern Europe: +11.3 %** growth driven by Italy and Spain, despite sustained investment levels
- **Northern and Eastern Europe: +29.5 %**, driven by the integration of House of Flexwork in Switzerland
- **Outside Europe**: driven by the integration of Agilus in Canada

EBITDA



€61.4 million

- ✓ International
€33.0 million
- ✓ France
€28.4 million
- ✓ inc. DCS
€3.0 million

Diapositive 24

SA1 Remplacer les virgules par des points dans les chiffres du bridge
Sogona ADEOSSI; 2026-09-17T09:27:39.176

Income Statement



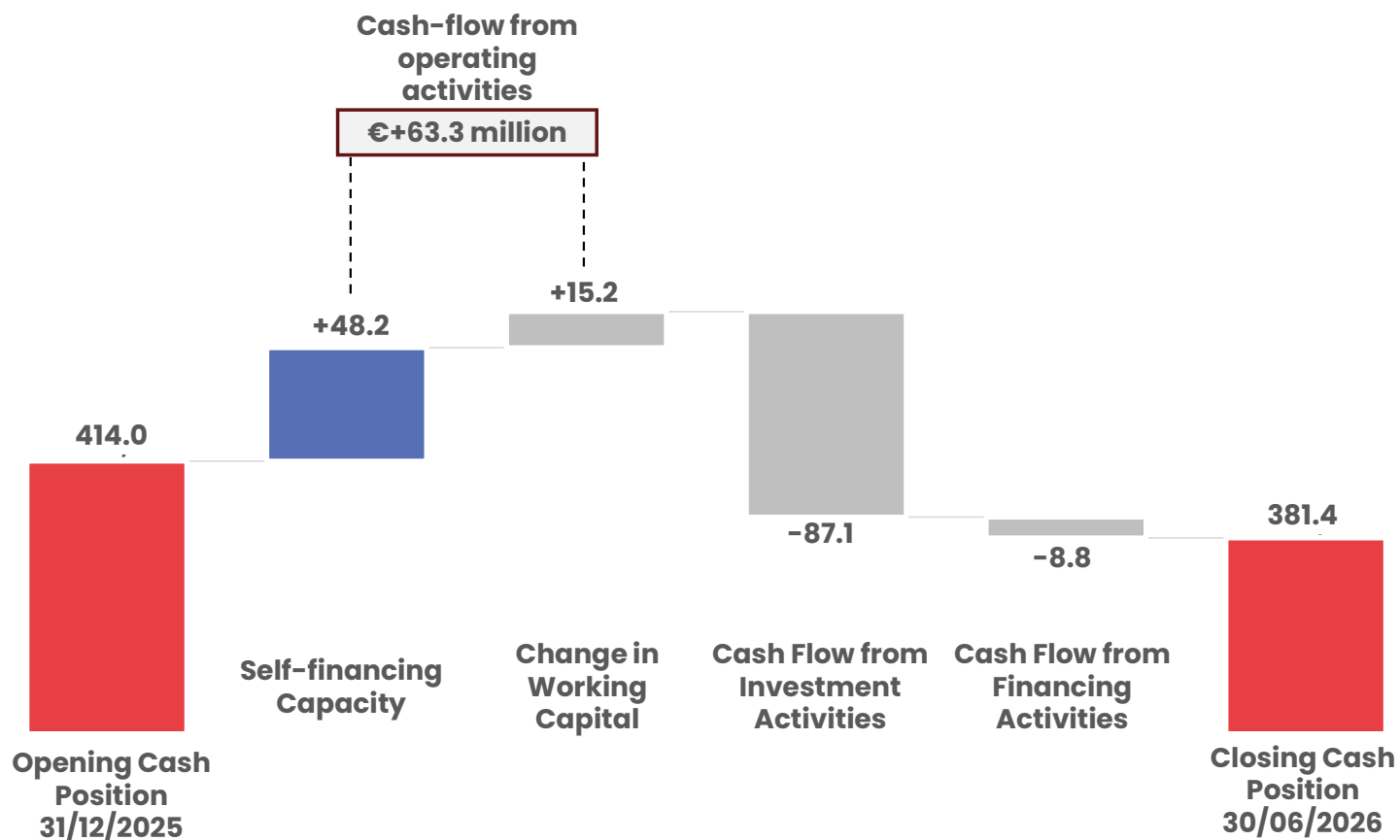
Income Statement (in € million)	H1 2026	H1 2025	Variation
Revenue	1 710.5	1 583.6	+8.0%
EBITDA	61.4	63.2	-2.8%
<i>% EBITDA</i>	<i>3.6%</i>	<i>4.0%</i>	<i>-</i>
Operating Profit	40.0	45.4	-11.8%
Financial Result	1.1	0.4	-
Net profit before tax	41.1	45.8	-10.2%
Tax expense	-16.6	-18.6	-10.5%
Net profit	24.5	27.2	-10.0%
<i>% net profit</i>	<i>1.4%</i>	<i>1.7%</i>	<i>-</i>
of which Group share	24.4	27.2	-10.3%

Cash Flow



Cash flow (in € million)	H1 2026	H1 2025
EBITDA	61.4	63.2
Other items related to operations	2.0	-0.1
Taxes paid	-15.3	-15.8
Change in working capital	15.2	-17.8
Cash flow from operating activities	63.3	29.5
Cash flow from investment activities	-87.1	-6.8
Cash flow from financing activities	-8.8	-33.0
Change in net cash position	-32.6	-10.2
Closing net cash position	381.4	376.7

Cash Flow



€381.4 million



Cash flow from operating activities / EBITDA

✓ H1 2026 : 103.1%

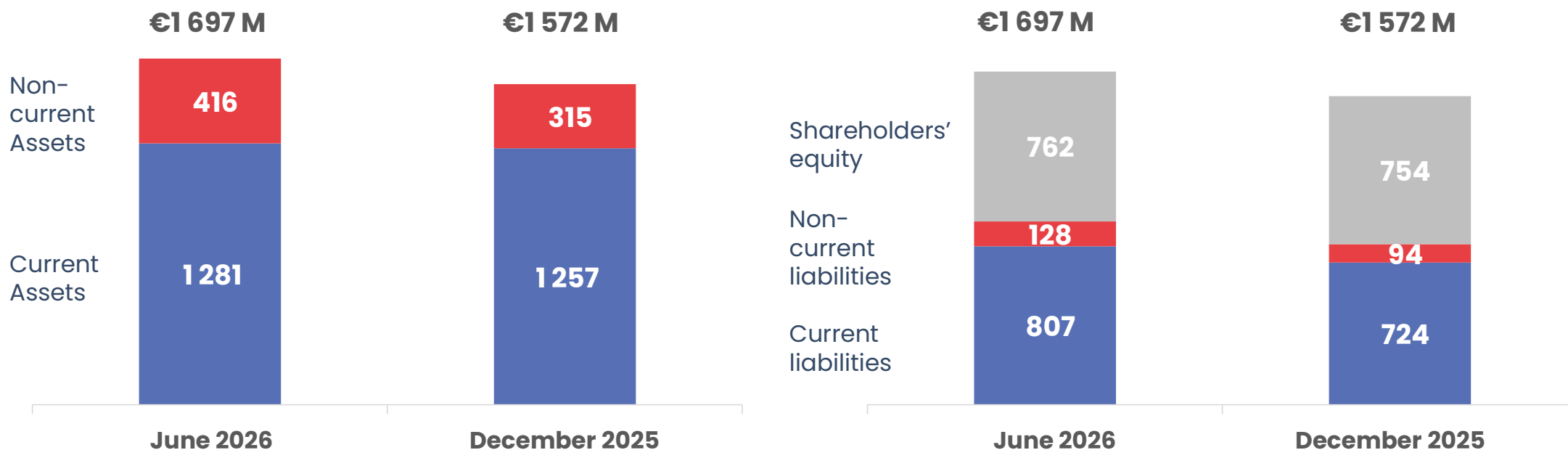
✓ H1 2025 : 46.7%

SA1

Diapositive 27

SA1 Idem pour les séparateurs des chiffres du bridge
Sogona ADEOSSI; 2026-09-17T09:30:49.602

Balance Sheet Structure



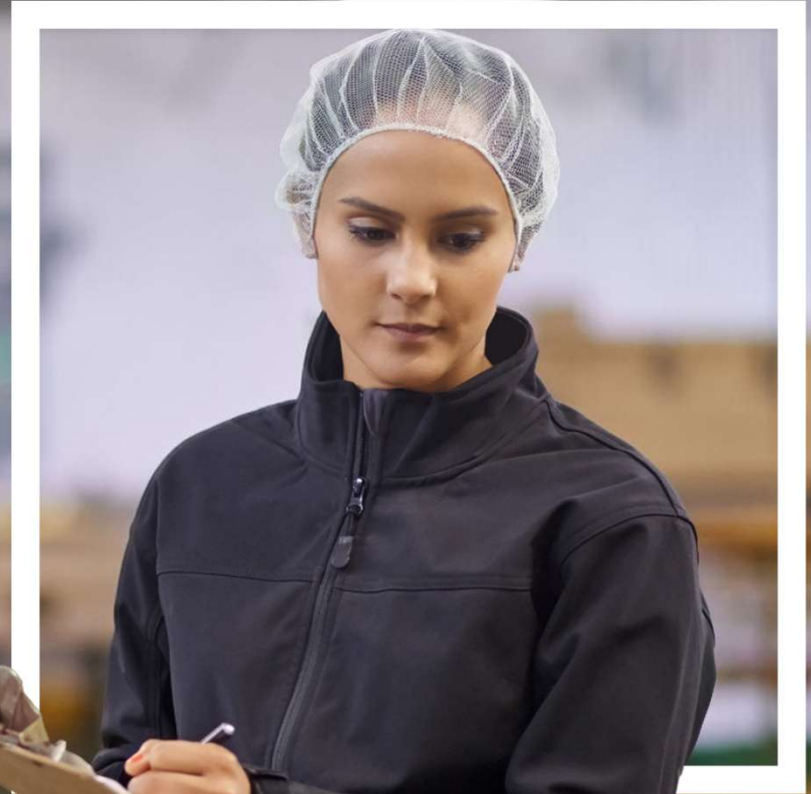
Financial Structure



Financial Structure (in € millions)	30/06/2026	31/12/2025	30/06/2025	Variation vs. 31/12/2025
Shareholders' equity	762.3	754.0	727.8	+1.1%
Cash position net from bank loans	381.4	414.0	376.7	-7.9%
Cash position net of any debt excluding lease liabilities	340.0	398.5	354.9	-14.7%
Lease liabilities	-81.6	-81.3	-80.6	+0.4%
Cash position net of any debt	258.5	317.2	274.3	-18.5%



Outlook



Outlook market situation

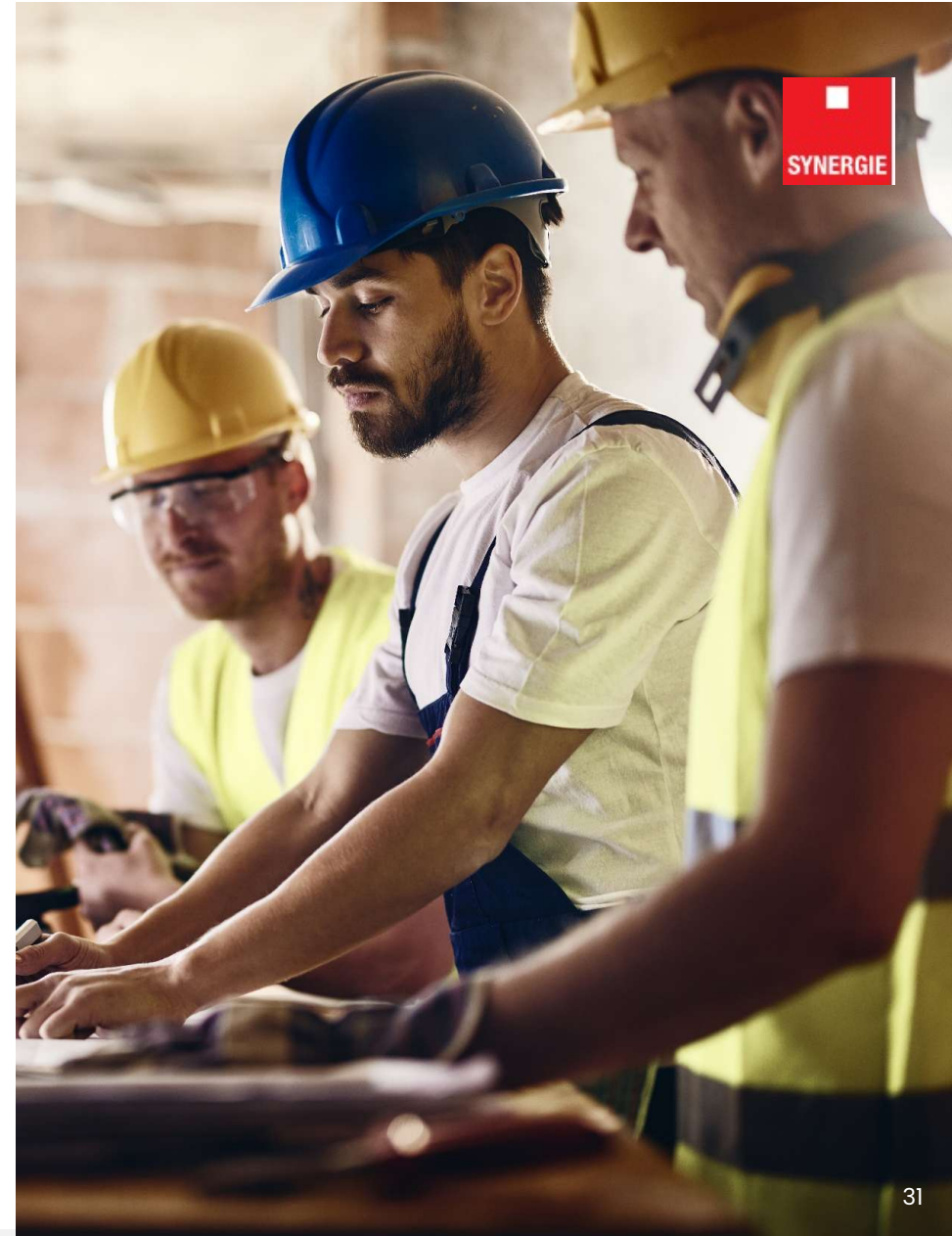
Market Situation 2026

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 Group objectives

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 target acquisitions in key markets





THANK YOU

