



PARTNER TO EXTENDED ENTERPRISES

European Large & MidCap Event
8 & 9 October 2018

Power-up



Your contacts



Claude Tempé

Chief Executive Officer
Groupe Freelance.com

 ctempe@freelance.com

 +33 (0)6 60 51 60 06

 [Link to my profile](#)



Marc Guezou

Chief Financial and
Administrative Officer

 miguezou@freelance.com

 +33 (0)6 28 10 44 47

 [Link to my profile](#)



Freelance.com @Grande Arche de La Défense

#Labour market

DISRUPTION

#Freelance.com

Agenda



01. The Freelancing market
02. Our positioning
03. Financial factors
04. Our goal



Freelancing: a global societal change

A GLOBAL TIDAL WAVE IN THE LABOUR MARKET



The extended enterprise: a wake-up call

A CHANGE IN THE RELATIONSHIP BETWEEN WORKERS AND COMPANIES



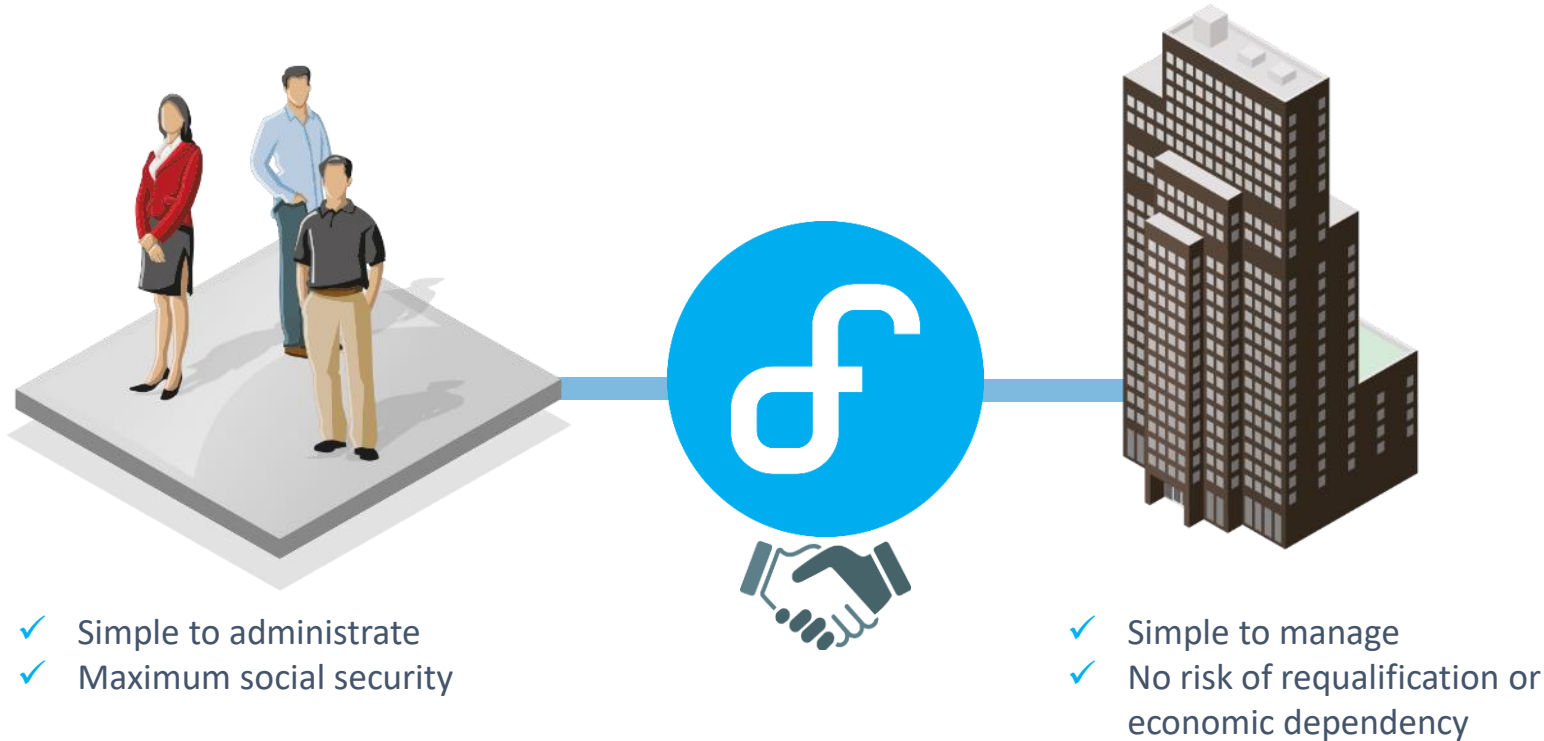
A new ecosystem is on the boil

NEW PLATFORMS BORN ON A DAILY BASIS



Enterprises & Freelancers: what are their needs?

TO WORK TOGETHER SIMPLY AND SECURELY



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20 YEARS

of experience managing subcontracting between businesses and autonomous resources.



€154.5 M

2017 Revenue: a solid, lasting partner. **9 consecutive quarters of double-digit growth.**



6 countries

with local teams to support you: France, UK, Germany, Morocco, Switzerland, Singapore



over 4,500 consultants

Over 4,500 management consultants each year, for missions in France and internationally



52nd of 500

ranked 52nd among the top 500 French Tech companies (FrenchWeb 500, 2017 edition)

Our clients

OUR CLIENTS SAY WE'RE THE BEST



"Our market analysis looked at a number of people platforms and providers and we opted for Freelance.com. This choice was based on their experience, their process, and the possibility of using a single platform for sourcing and wage portage services. "

Alexis Arroyo Soto - Director, HR and Subcontracting - TCS



We structure your meetings with the talents you need:
SOURCING, MANAGEMENT, PORTAGE and SECURITY



Comprehensive coverage of your needs

Revenue per Activity / Geographic Region



SOURCING



MANAGEMENT



PORTAGE



SECURITY

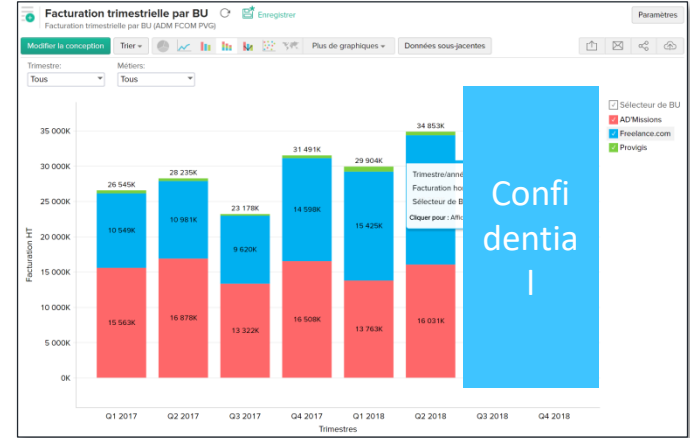
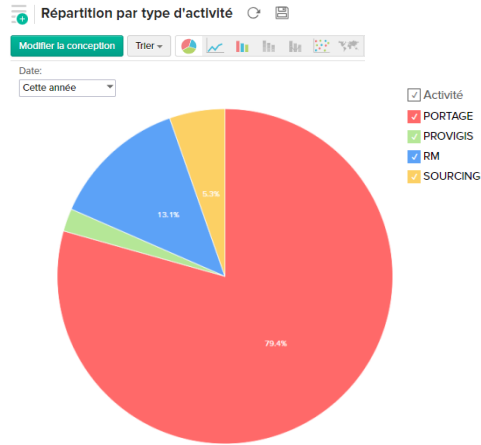
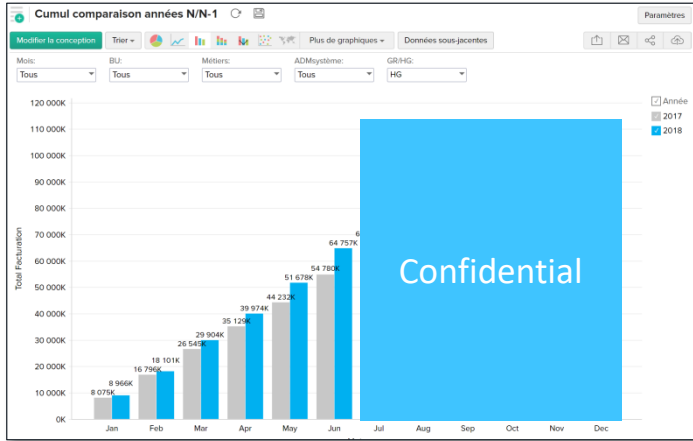
TOTAL

FRANCE	€10 M	€30 M	€90 M	€2 M	€132 M
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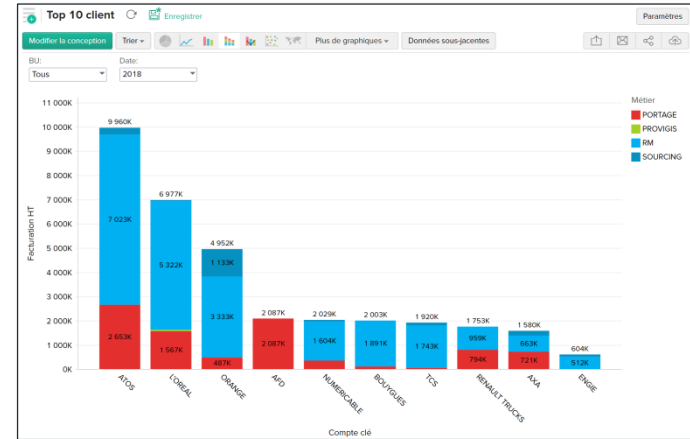
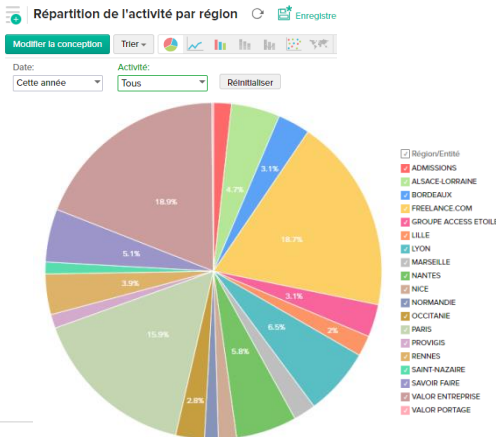
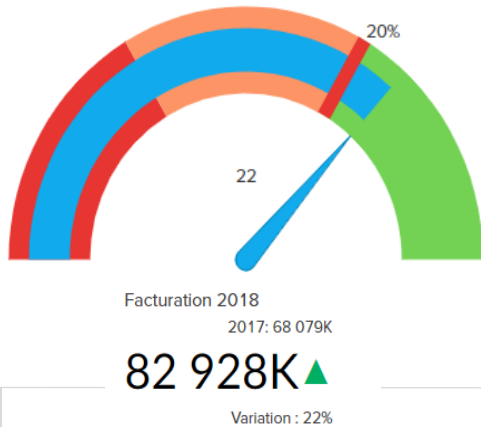
INTERNATIONAL	€10 M		€40 M		€50 M
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TOTAL	€20 M	€30 M	€130 M	€2 M	€182 M
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Dashboard: Total France



Croissance 2018



Search & Sourcing / Management

THE BEST IN SERVICES FREELANCE.COM



Talent Acquisition



We select the most skilled independent experts to suit your corporate specifications.



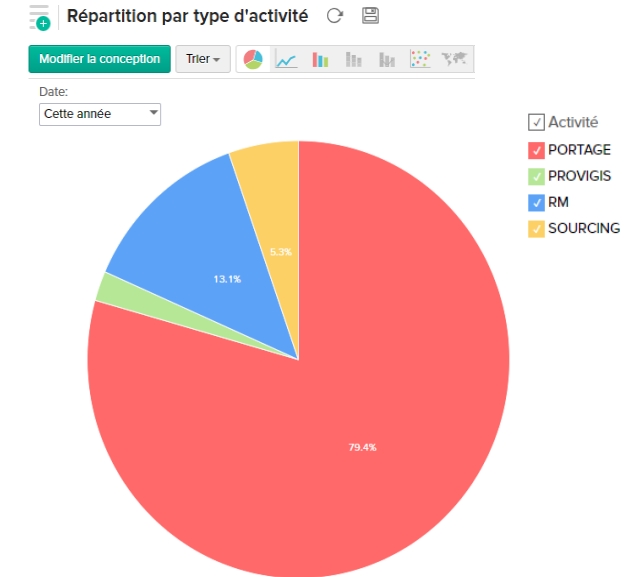
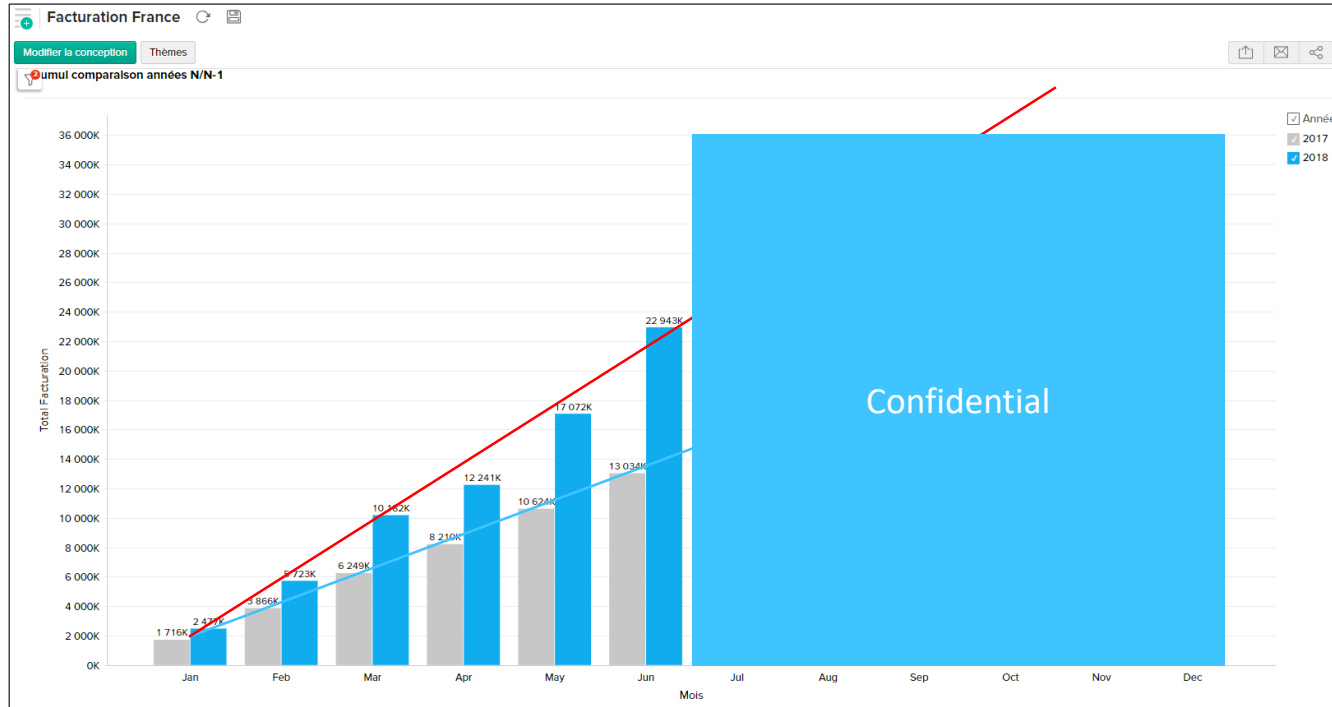
Outsourcing Management



We ensure 360° management of your outsourcing to registered freelancers, self-employed, SMEs, consultants not registered as self-employed

Find / Manage: considerable potential

THE BEST IN SERVICES FREELANCE.COM

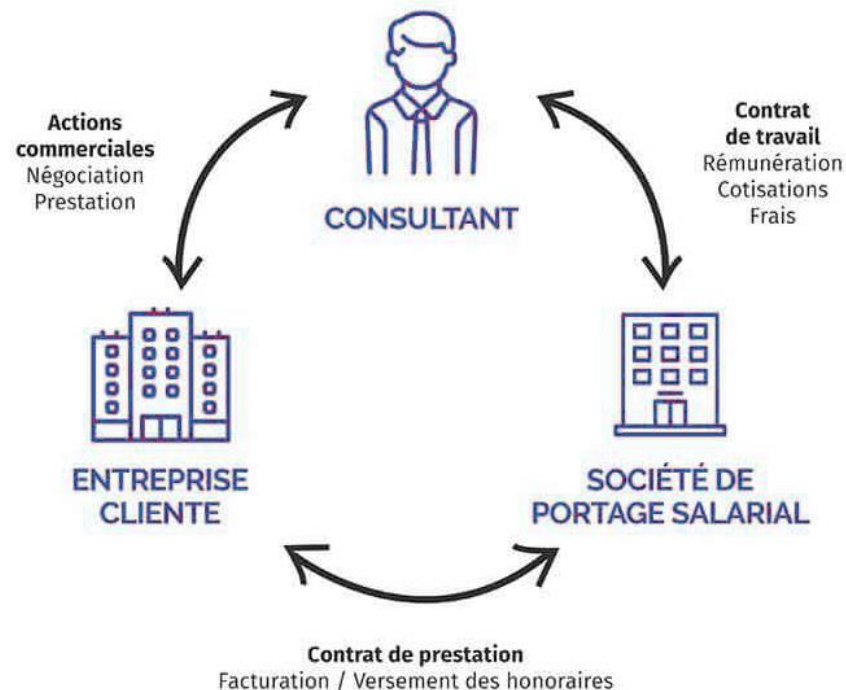


Portage

THE BEST IN SERVICES FREELANCE.COM

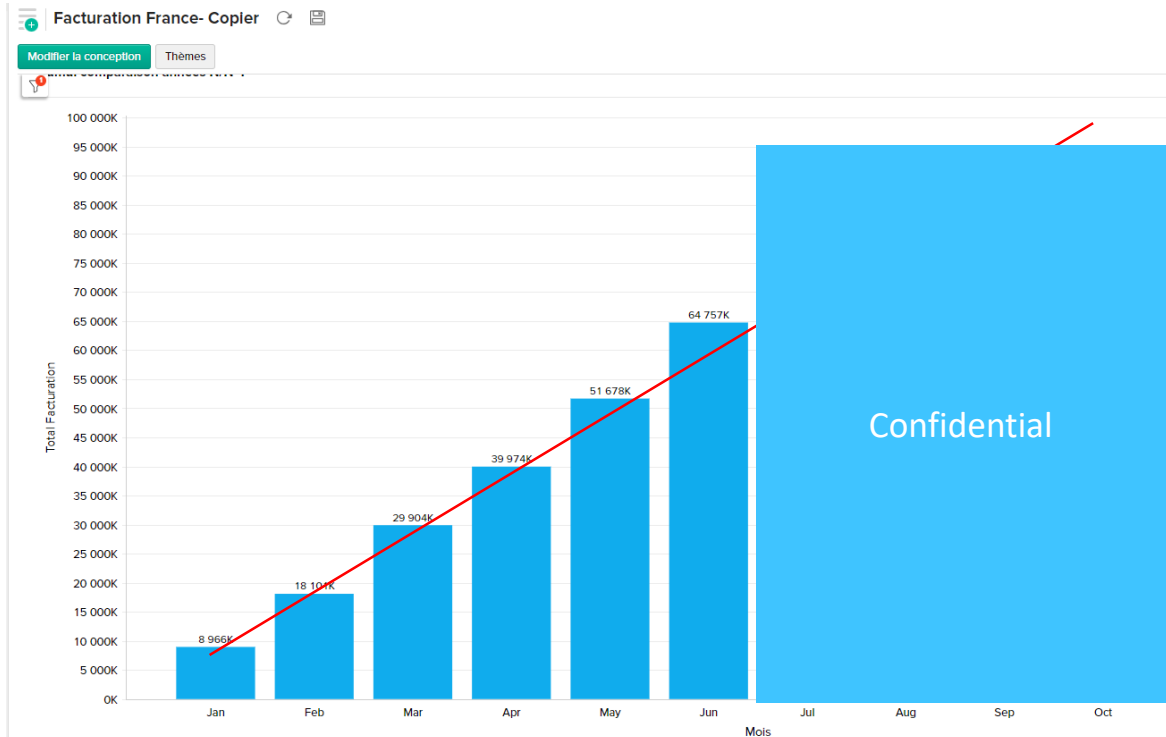
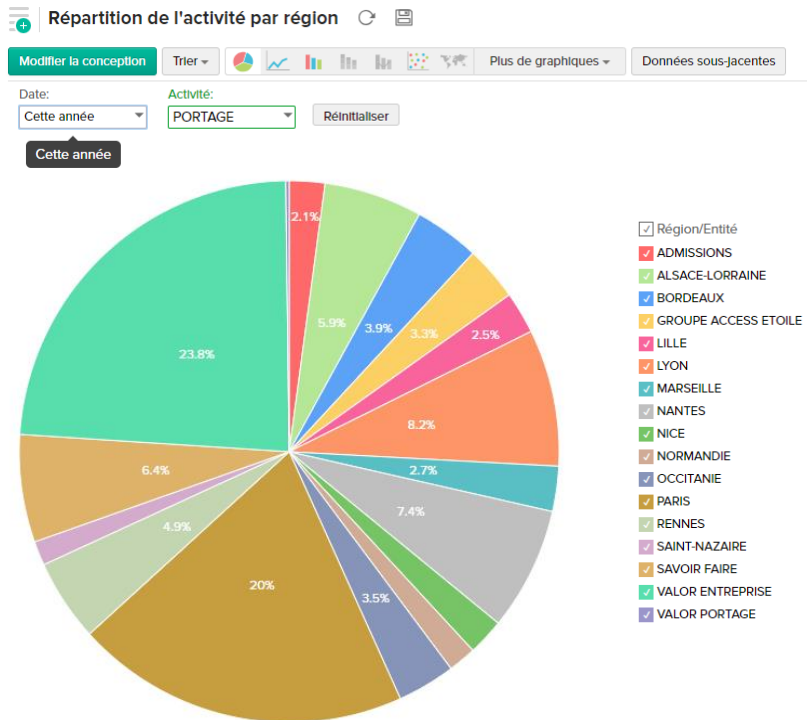


We take independent experts not registered as freelancers, onto our books as salaried employees, thus offering a flexible and secure framework for both parties.



Wage portage: a **stable and growing** economic model

THE BEST IN SERVICES FREELANCE.COM



Security / Compliance

THE BEST IN SERVICES FREELANCE.COM



We take charge of collecting and verifying all your suppliers' documents via our PROVIGIS solution.

500,000 suppliers referenced and verified on our online platform.



Security: an annual subscription model

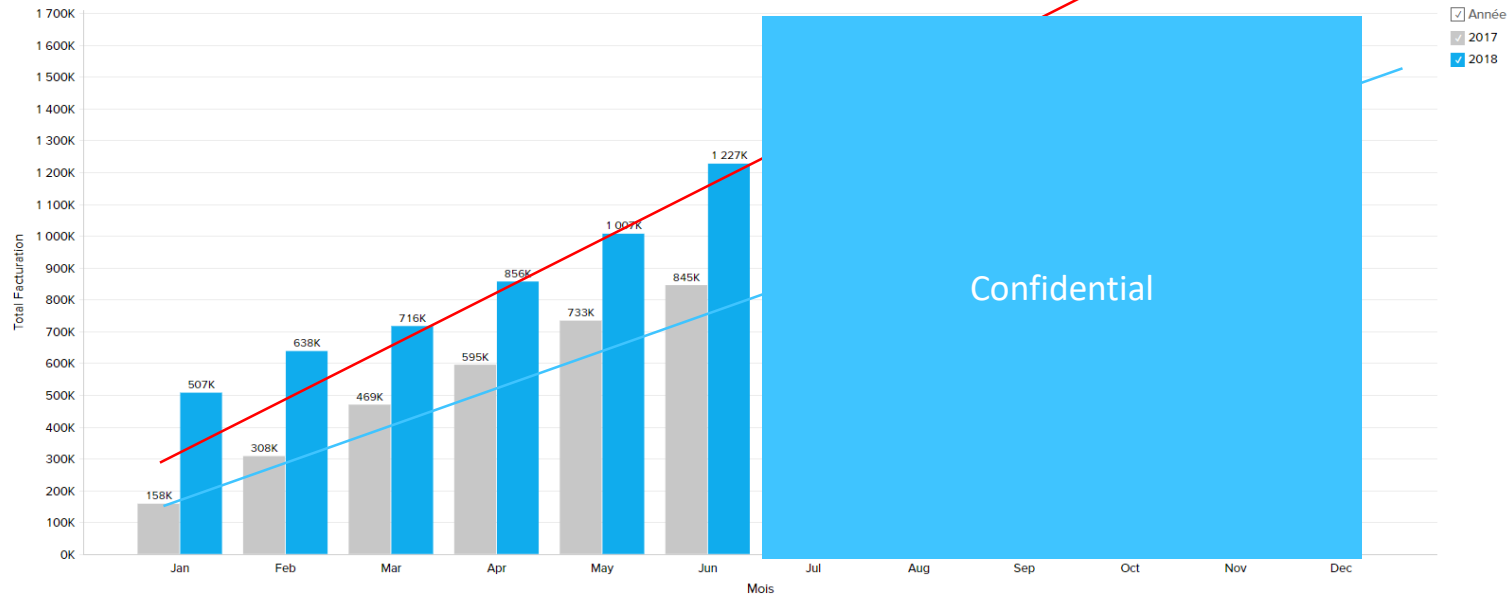
THE BEST IN SERVICES FREELANCE.COM

Facturation Provisis

Modifier la conception Thèmes



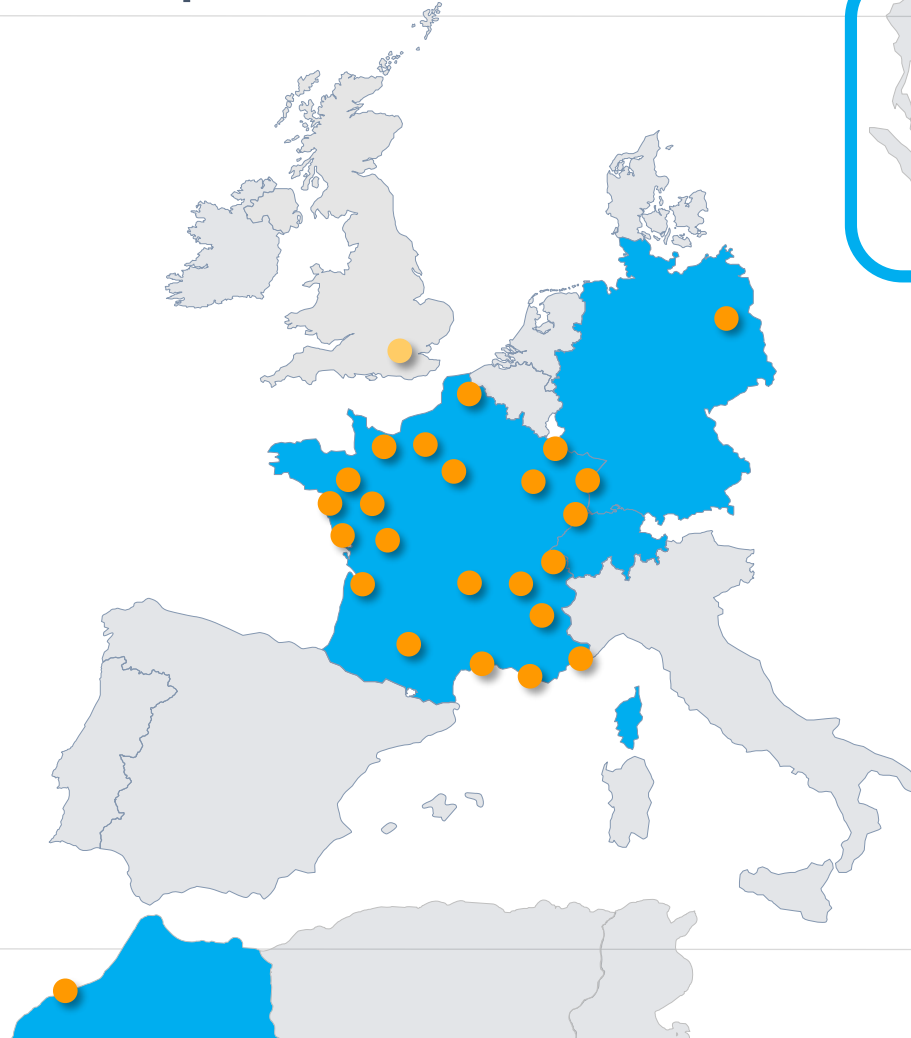
Cumul comparaison années N/N-1



National and International operations

THE BEST IN SERVICES FREELANCE.COM

- Freelance.com has offices in France, Germany, Switzerland, Morocco
- 25 offices to serve our prospects and clients



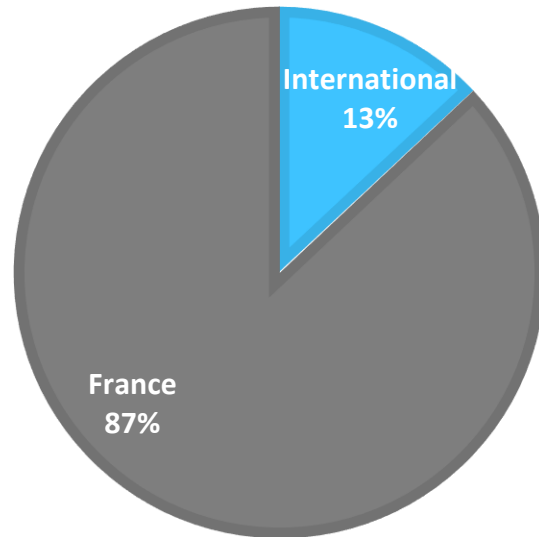
SINGAPORE



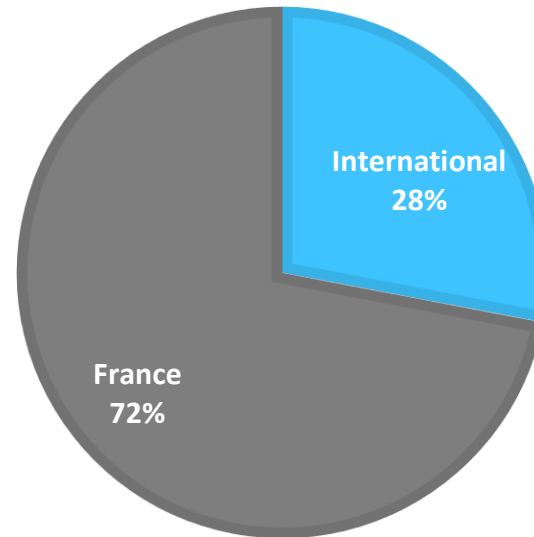
International: a solid presence

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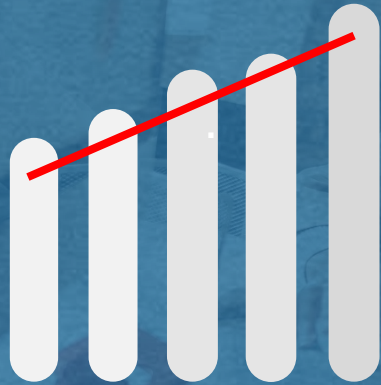
AT 31 DEC 2016



AT 30 JUNE 2018



**WAGE
PORTAGE**



€130 M
revenue



€50 M
revenue

7-15%
growth



50-100%
growth

FREELANCING

(Sourcing + Management)



 **Industrial
Model**

 **Digital
Model**

Agenda

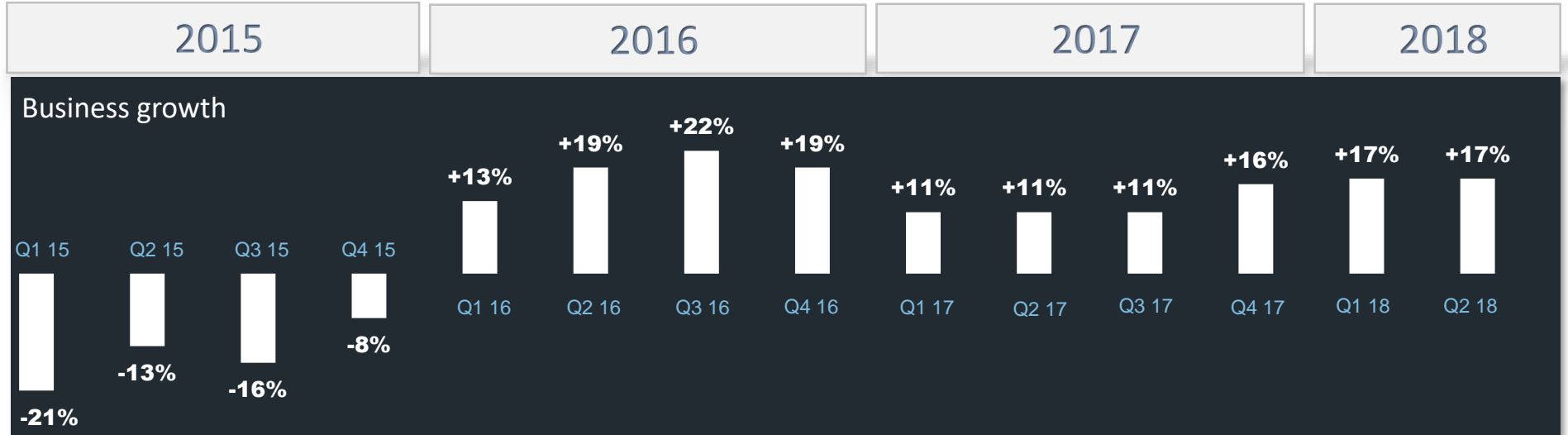


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History of the company's return to growth

NEW SHAREHOLDING, NEW MANAGEMENT, NEW GROWTH



OCTOBER 2015

- New Senior Management arrives
- Corporate restructuring and business recovery plan implemented

DECEMBER 2016

- Partial contribution of portage division assets: €90 M profitable revenue growth
- CBV Ingénierie holds 88.4% of share capital

JUNE 2018

- Unwinding of the partial asset contribution transaction with the conversion of BSAs (warrants) (+€4.3 M)
- Buyout of minority interests at Moroccan subsidiary

P&L: sharp growth in profitability

€K, French accounting principles	2017 consolidated	2016 pro forma	Change
Revenue	154,497	135,046	+14%
Operating profit/loss	4,394	2,066	+113%
<i>Operating margin - in %</i>	<i>2.8%</i>	<i>1.5%</i>	
Financing profit/loss	-100	-321	
Non-recurring profit/loss	-1,321	-1,162	
Income tax	-652	291	
Net profit (Group share)	2,189	257	+752%
<i>Net margin - in %</i>	<i>1.4%</i>	<i>0.2%</i>	

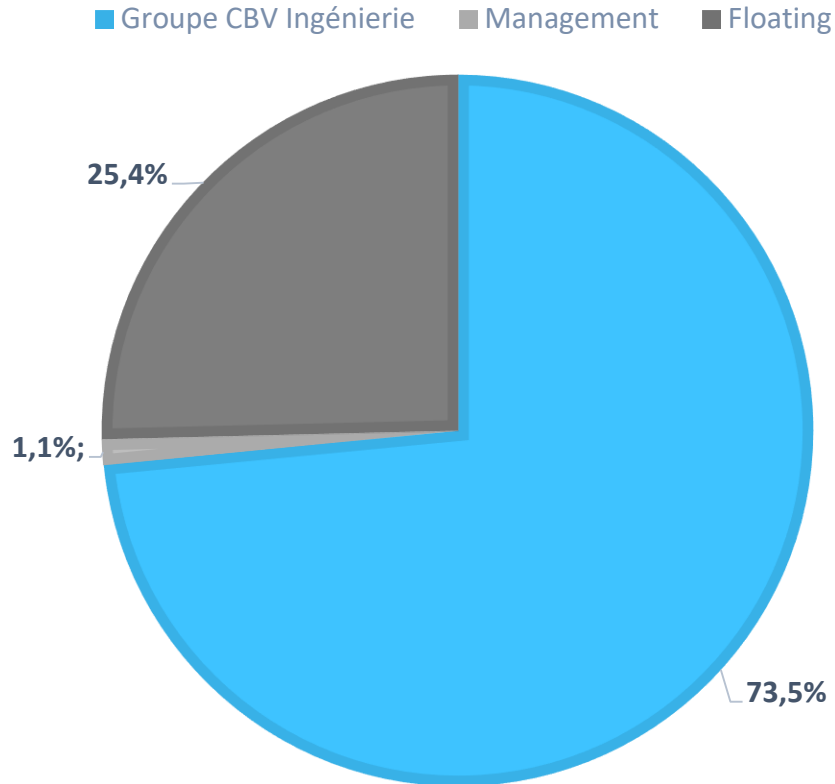
The contribution by CBV Ingénierie d'AD'Missions Group, Savoir-Faire and Access Etoile was completed on 31 December 2016. For information purposes, to permit comparison of the two financial years, a 2016 pro forma income statement has been prepared as if these companies' contributions had occurred on 1 January 2016.

A healthy financial structure

€K, French accounting principles	31/12/2017	31/12/2016
Non-current assets	38,289	39,372
Current assets	60,058	48,895
Trade receivables and related accounts	32,197	25,389
Other receivables	8,500	5,441
Cash & cash equivalents	19,362	18,064
Accruals	275	348
Total assets	98,622	88,615
€K, French accounting principles	31/12/2017	31/12/2016
Equity - Group share	23,609	21,798
Non-controlling interests	311	245
Provision for risk and expenses	2,438	2,667
Debt	71,298	63,113
Borrowings and financial liabilities	13,555	13,667
Trade payables and related accounts	14,272	10,622
Tax and social security liabilities	42,017	36,609
Fixed-asset liabilities and related accounts	15	10
Other liabilities	1,439	2,204
Accruals	966	792
Total liabilities	98,622	88,615

Breakdown of capital at 30 September 2018

A MAJORITY SHAREHOLDER, "FAMILY OFFICE"



Key stock market data

- Listed on Euronext Growth Paris
- ISIN: FR0004187367
- Ticker: ALFRE
- Number of shares: 35,770,284 (at 30/09/18)
- Share price: €1.80 (at 01/10/2018)
- Market capitalisation: €64.4 M (at 01/10/2018)

Stock stimulated by Gilbert Dupont

Hedging introduced by Gilbert Dupont (11/06/2018)

487,548 free shares allocated to employees

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ROADMAP 2022+

DEPLOYMENT OF OUR MODELS
INTERNATIONALLY

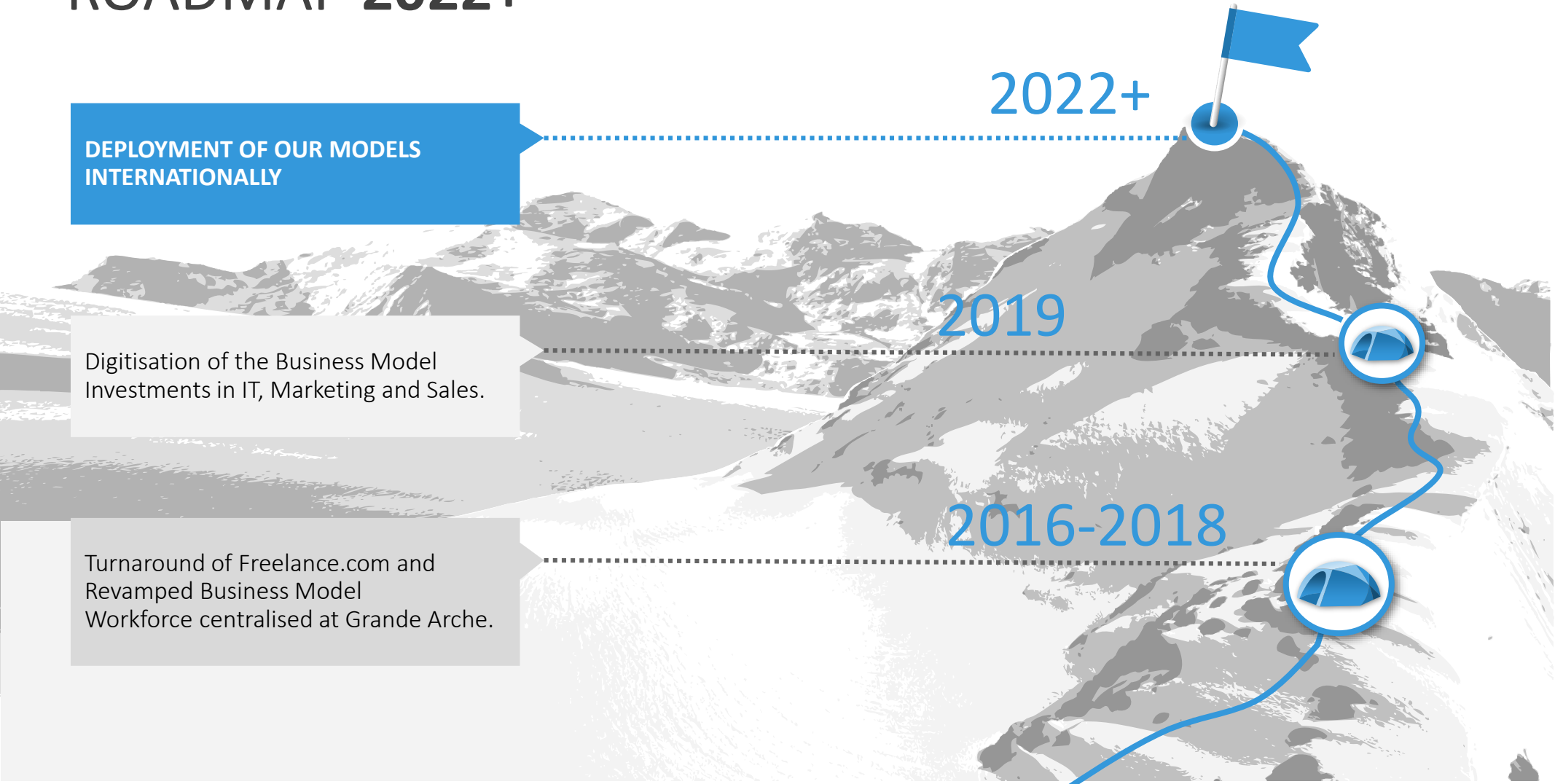
2022+

Digitisation of the Business Model
Investments in IT, Marketing and Sales.

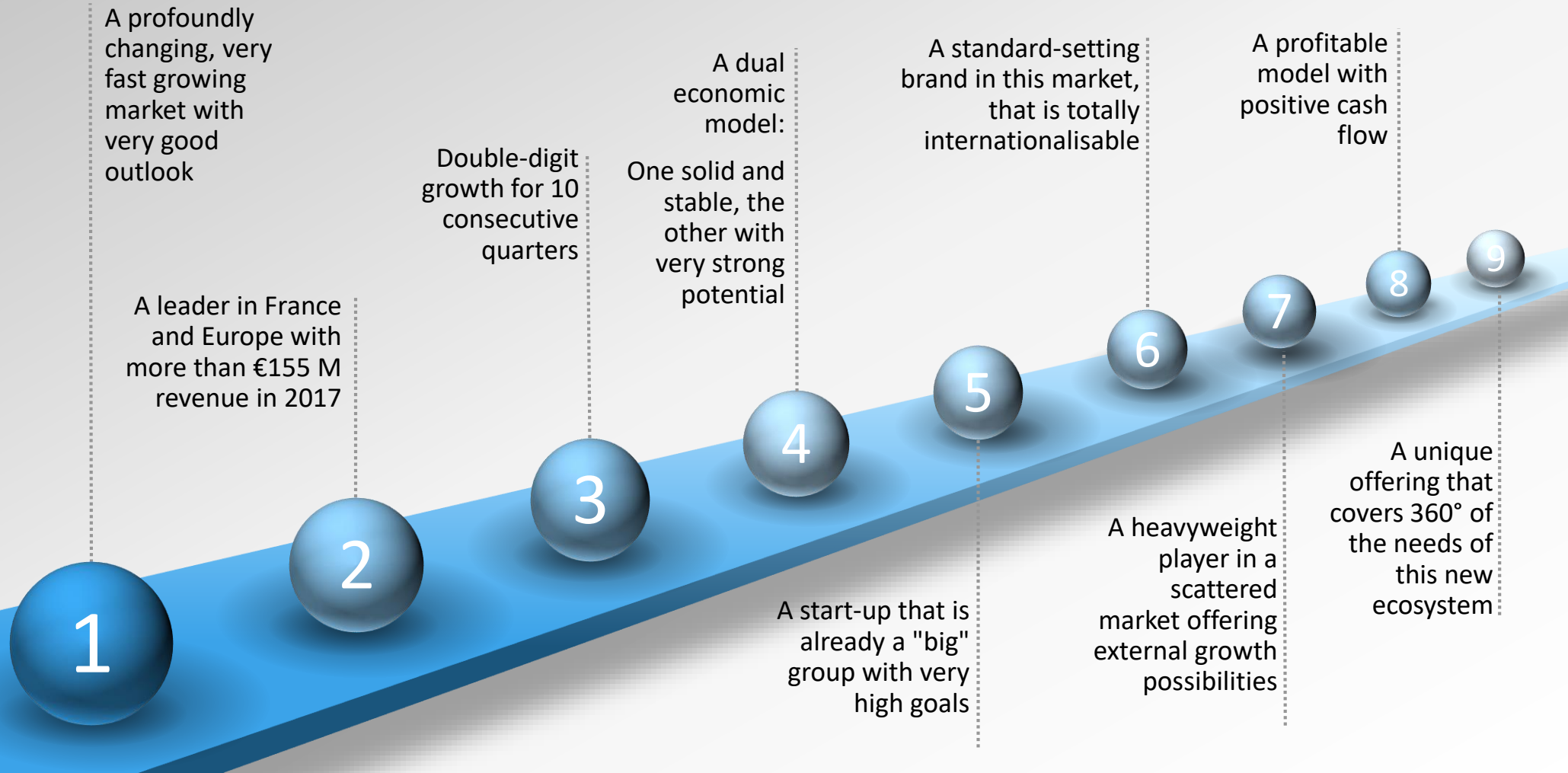
2019

Turnaround of Freelance.com and
Revamped Business Model
Workforce centralised at Grande Arche.

2016-2018



WHY CHOOSE FREELANCE.COM ?





Paroi Nord de la Grande Arche
1, parvis de La Défense
92044 PARIS LA DEFENSE CEDEX
Tel: 01 55 62 12 34

