



PARTNER OF THE EXTENDED ENTERPRISE

START



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Freelance.com @Grande Arche de La Défense

Agenda



01. Self-employment market
02. Freelance.com
03. Our ambition
04. Appendices



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More and more Freelance
Professionals

Recours abusif au statut d'autoentrepreneur : gare à la requalification en CDI !

MODE(S) D'EMPLOI
le monde du travail adapté aux REGIONS JOB

Le travail en freelance, un nouveau modèle économique ?



L'évolution du marché freelance en France

- 10 % de la population active française travaille déjà en tant que freelance et 51% préféreraient avoir le statut d'indépendant.
- Aux États-Unis, 90% des entreprises devraient faire appel à des freelances l'année prochaine et 30% de la population active devrait travailler en ligne en tant que freelance dans les prochaines années. Selon **Gunnar Berning**, PDG de **twago**, une évolution similaire est attendue en Europe.

Sources : McKinsey, Commission Européenne, twago



LA RÉVOLUTION FREELANCE SUR LE MARCHÉ DU TRAVAIL

Qui sont les 2,8 millions de travailleurs indépendants en France ?

40% of America's workforce will be freelancers by 2020

Le Point Économie

France : les travailleurs indépendants sont de plus en plus nombreux

Les travailleurs non salariés ne représentent qu'une personne en 10, ce qui place l'Hexagone parmi les pays de l'OCDE où le statut d'indépendant est le moins répandu.

Employment market is undergoing great transformation... as a result of freelancers

Freelancing: a global social change

A GLOBAL UNDERTOW IN THE EMPLOYMENT MARKET

9 to 10 M

freelancers in Europe

46%

Of french Millennials declared their desire to create their own company or work independantly

900 000

Pure freelancers in France
4,8 Millions Freelancers

110 000 +

Retirees in France cumulate retirement and employment / executive status

130%

Growth of the number of freelancers in France for the past 10 years

50%

of workers in the US will be freelancers in 2027

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Companies recognize
that they must work with
Freelancers

Extended Enterprise: a rise of awareness

A RELATIONSHIP TRANSFORMATION BETWEEN WORKFORCE AND COMPANY



Our clients (extract)



Top 20 Clients 2018	
Ranking	% CA 2018
1	8%
2	5%
3	4%
4	4%
5	3%
6	3%
7	2%
8	2%
9	2%
10	2%
11	2%
12	2%
13	2%
14	1%
15	1%
16	1%
17	1%
18	1%
19	1%
20	1%
Total	45%

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New players are born

everyday in this niche,

INVESTERS follow them

A hot new ecosystem

NEW PLATEFORMES ARE BORN EVERYDAY



Increasing investments

🏠 Accueil / Actualité / Freelances: la plateforme Malt lève 25 millions d'euros avec l'Europe en ligne de mire

Actualité Business Decode Business HR Tech TV

STAFFMAN lève 600 000 € et annonce l'entrée d'HELLOWORK à son capital

par Joël Alaux | 21 Jan. 2019 | News, Staffman |

CRÈME DE LA CRÈME LÈVE 3 MILLIONS D'EUROS ET SE REPOSITIONNE

02/07/2018 - par Cécilia Di Quinzio

Actualité Amérique du nord Bourse Business HR Tech Investissements

La plateforme de Freelances Upwork pourrait lever jusqu'à 172 millions de dollars en Bourse

- 02/10/2018

🗨️ 0 🕒 Moins d'une minute

Freelances: la plateforme Malt lève 25 millions d'euros avec l'Europe en ligne de mire

La start-up parisienne [Comet](#), qui connecte les grandes entreprises avec des freelances Tech et Data, a bouclé un tour de table de 11 millions d'euros auprès d'[Otium Venture](#) et [Daphni](#), le fonds de [Marie Ekeland](#). En octobre 2017, la société avait levé [2 millions d'euros](#).

Coworkees, la start-up qui fait matcher free-lances et entreprises grâce à l'IA

LEVÉE DE FONDS Créée à Annecy il y a 2 ans, Coworkees, start-up de mise en relation entre entreprises et indépendants, vient de lever un million d'euros. Objectif : accélérer son activité en France et en Suisse Romande.

MÉLANIE BILLAUD | PUBLIÉ LE 27 MARS 2019 À 10H24

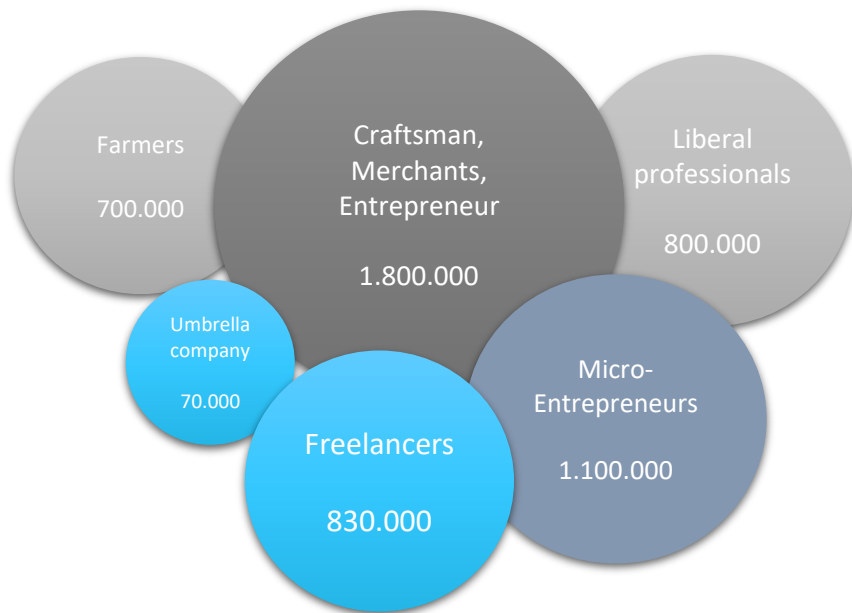


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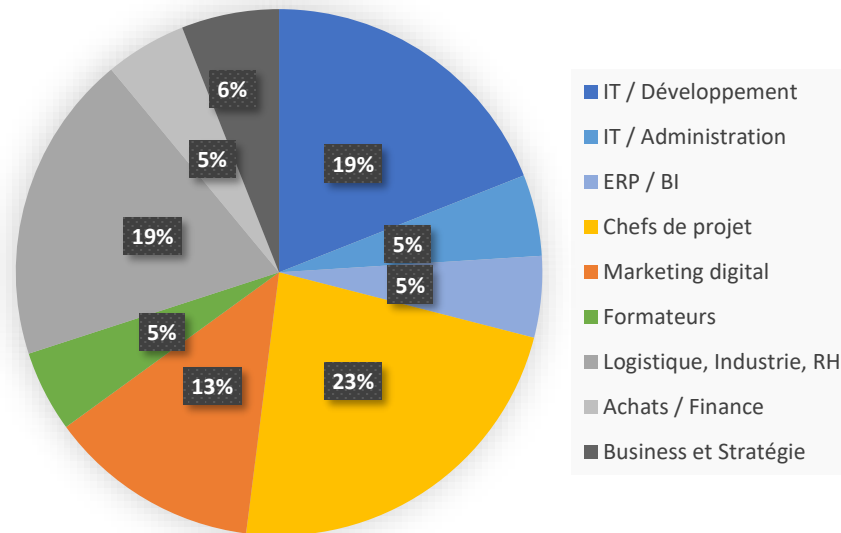
A **Freelancer** **market** that covers many different aspects

A fragmented market and various profiles

FREELANCE AND IT'S DIFFERENT CLASSIFICATIONS



 Freelance.com



Base de profils Freelance.com (mai 2019)

Turmoil in Umbrella companies

UN NOUVEAU MARCHÉ QUI SUIT LES TRACES DE L'INTERIM



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FREELANCE.COM is the global reference
PLATEFORME for the **TALENTS** —
ENTREPRISES ecosystem.

RESPONSABILITY



AUDACITY



COLLABORATION



RELIABILITY



OUR **VISION**

Because working is so important to our consultants, we contribute to making work more free and easy, to favor security and flexibility between talent and employer.



OUR **MISSION**

Inventing the futur of liberated employment, thanks to flexibility and self-empowerment in talent/company relationships.





We structure your meetings with talents
FIND, MANAGE, CARRY et **SECURE**



A full **coverage** of your **needs**

A full coverage of your needs

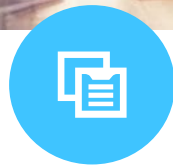
THE BEST FREELANCE SERVICES

FIND



We select the most skilled expert consultants to respond to your requirements specification.

MANAGE



We ensure a 360 management of your sub-contractors : registered freelancers, auto entrepreneurs, SME, non registered consultants through umbrella companies.

CARRY



We hire non registered experts for the time that they have their mission, this offers a flexible and secure environment for both parties.

SECURE



We hire non registered experts for the time that they have their mission, this offers a flexible and secure environment for both parties.

A unique OFFER



A trustworthy partner for your company

CERTIFICATIONS, ACCREDITATIONS, PARTNERSHIPS, ECC.

Signatory of the
« Responsible
supplier
relationships »

Charte 
RELATIONS FOURNISSEUR
RESPONSABLES



Innovative
status
(20th place on 500
« French Web »)

Ecovadis
Silver



Member of the
CNA (Conseil
National des
Achats)

3rd Party
Certifier



Accredited
Datadock
course

Co-founder of
the Buyers Club
for intellectual
services



Ranked 1st
supplier
compliance
solution

Stock exchange
EURONEXT
GROWTH





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Freelance.com

History and key elements

FREELANCE.COM : PARTNER OF THE EXTENDED COMPANY



+23 years

Experience in managing sub-contractors between autonomous resources and companies



6 countries

With local teams to support you : France, Germany, Morocco, Switzerland, Singapour



1M users

On our platform in France and abroad



+4 500 consultants

Consultants in management every year, on missions in France or abroad



360° services

Find, Manage, Carry, Secure : our 4 intermediat services between companies and service providers.

FREELANCE.COM : PARTNER OF THE EXTENDED COMPANY



187,5 M€ SALES REVENUE

A solid and longstanding partner. Since 2005 publicly traded company Alternext Paris



2 digit growth

13 consecutive trimesters of growth between 11 and 29% since 2016



5,8 M€ EBIT

progression of 31% compared to 2017



2019 Goal

220 M€ of sales revenue and e7M€ of EBIT



500 M€ of sales revenue within 5 years

and 1,5 B€ in 10 years

Freelance.com: **History**

UNE SUCCESS STORY AVEC UNE HISTOIRE MOUVEMENTEE

1992	Creation of the company « Groupement Des Freelances en Informatique » (GDFI) by one person surrounded by a few independant computer engineers under contract and on missions.
1996	Takeover of GDFI by André MARTINIE and Sylvain VIEUJOT.
1997	Launch of the first website « Freelance Technologies ».
1999	GDFI changes it's title to FREELANCE.COM.
2005	Introduction on Euronext Growth (previously Alternext), the Groupe raised 2,5 M€.
2015	Arrival of the Groupe CBV Ingénierie and new groupe created in october 2015. Freelance.com makes 37 M€ of sales revenue.
2016	End of december 2016, GROUPE CBV INGENIERIE gains control of FREELANCE.COM by bringing in it's umbrella company branch representing 90M€ of sales revenue. The Group Freelance.com becomes a group worth 135M€ of sales revenue.
2017	The 5 parisian headquarters are grouped together in one building « la Grande Arche de la Défense (Paroi Nord de la Grande Arche 92044 Paris La Défense Cedex) ».
2018	The group continues it's growth by integrating Morocco. The group unwinds the partial transfer of assets with the conversion of the warrants (+4,3 M€)

A national and international implantation

THE BEST SERVICES FREELANCE.COM

- Freelance.com is present in France, Germany, Switzerland and Morocco
- 25 agencies available for our prospects and clients
- We have representation in the UK and in Singapour

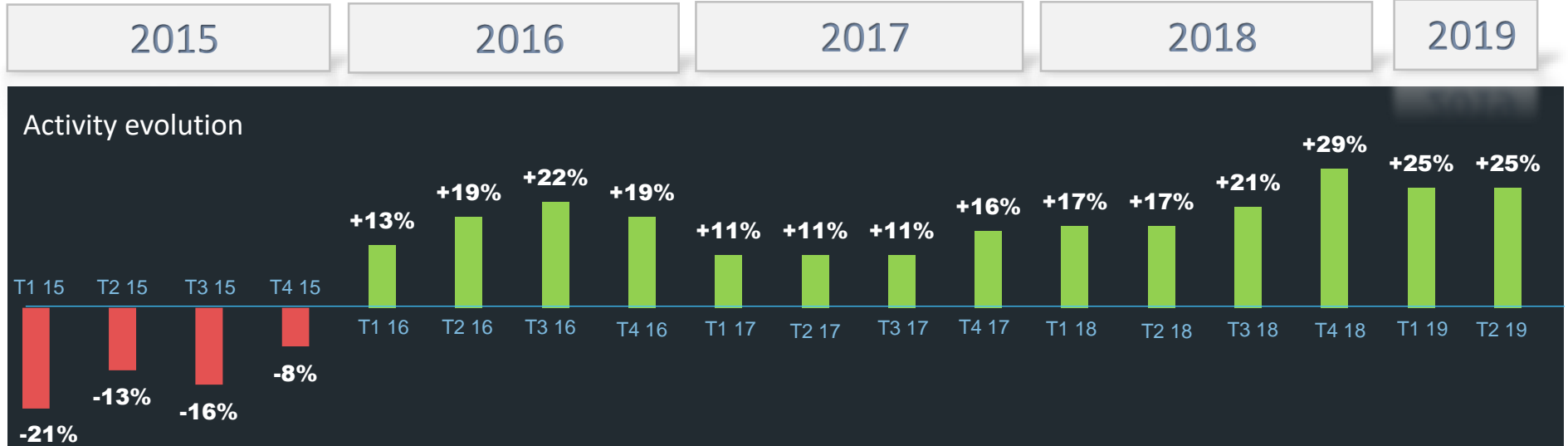


SINGAPOUR



A growth value turnaround made in history

NEW SHAREHOLDER, NEW MANAGEMENT, NEW GROWTH



OCTOBRE 2015

- Arrival of new management
- Reorganization of the company and relaunch of activity

DECEMBRE 2016

- Partial shares brought in by the umbrella company branch : 90 M€ of sales revenue
- CBV Ingénierie holds 88,4% of the capital

JUIN 2018

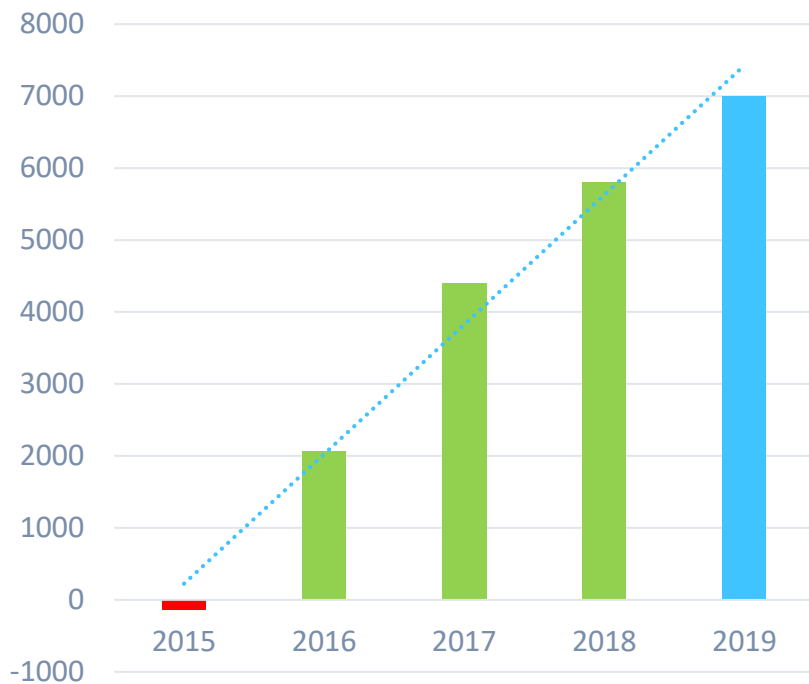
- Unwinding of the partial transfer of assets with the conversion of the warrants (+4,3 M€)
- Rebuy of the minority in the Moroccan branches



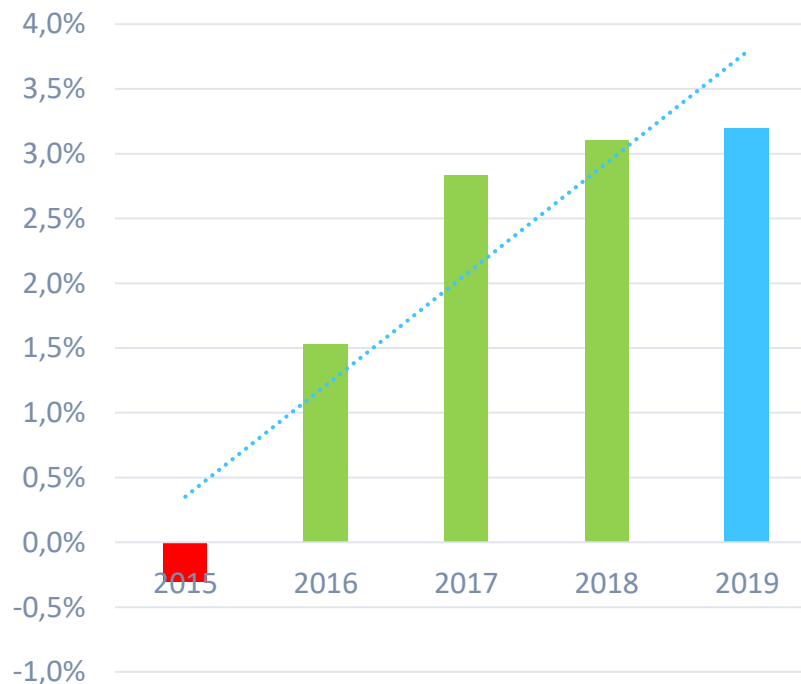
A growth value turnaround made in history

NEW SHAREHOLDER, NEW MANAGEMENT, NEW GROWTH

EBIT en k€



EBIT en % de CA



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Freelance.com

Key numbers 2018

P&L 2018 : Great increase in profitability

En K€, French standards	2018	2017 consolidated	Variation	2018 S1 consolidated	2016 pro forma
Sales revenue	187 711	154 497	+21%	88 909	135 046
Operating results	5 768	4 394	+31%	2 470	2 066
Operating margin – in %	3,1%	2,8%		2,8%	1,5%
Financial result	-737	-100		-130	-321
Extraordinary result	388	-1 321		-59	-1 162
Taxes on result	-970	-652		-376	291
Net result (part of the group)	4 448	2 189	+103%	1 905	257
Net margin – in %	2,4%	1,4%		1,4%	

The contribution brought by the group CBV Ingénierie of AD'Missions and its branches Savoir-Faire and Access Etoile, was achieved the 31st of december 2016. For additionnal information, and to establish a comparison between both fiscal years , a result account 2016 pro forma was done, to see the contribution of this company on the 1st of january 2016.

Balance 2018 : A healthy financial structure

In K€, french standards	2018	31/12/2017	31/12/2016
Fixed Asset	40 062	38 289	39 372
Current asset	69 415	60 058	48 895
Client receivables and prepaid expenses	39 704	32 197	25 389
Other receivables	9 384	8 500	5 441
Cash and cash equivalents	20 327	19 362	18 064
Accounts reclassification	373	275	348
Total assets	109 850	98 622	88 615

Net treasury + 8,9 M€

In K€, french standards		31/12/2017	31/12/2016
Shareholder equity– part of the group	33 519	23 609	21 798
Minority interests		311	245
Provisions for liabilities and charges	1 561	2 438	2 667
Debts	73 848	71 298	63 113
Loans and financial debts	11 411	13 555	13 667
Supplier debts and attached accounts	19 424	14 272	10 622
Social and tax debts	42 165	42 017	36 609
Amounts payable on fixed assets and related accounts	7	15	10
Other debts	841	1 439	2 204
Charges and accrued income	922	966	792
Total liability	109 850	98 622	88 615

Debt ratio means a debt subscribed through Groupe CBV Ingénierie in the form of convertible bonds

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Freelance.com

Ambition 2019-2024

Sales revenue by occupation / geographical zone 2018/2019



FIND



MANAGE



CARRY



SECURE

TOTAL

FRANCE	2018	9 M€	39 M€	87 M€	1,5 M€	136,5 M€
	2019	10 M€	63 M€	90 M€	2,0 M€	165 M€
INTL	2018	9 M€	14 M€	28 M€		51 M€
	2019	10 M€	15 M€	30 M€		55 M€
TOTAL	2018	18 M€	53 M€	115 M€	1,5 M€	187,5 M€
	2019	20 M€	78 M€	120 M€	2,0 M€	220 M€
GROWTH 2018/19		11 %	47 %	4%	25%	17%

P&L 2019 : Profitability objective and growth

In K€, French standards	2019 Budget	2018	Variation	2017 consolidated
Sales revenue	220 000	187 711	+17%	154 497
Operating results	7 000	5 768	+21%	4 394
<i>Operating margin – in %</i>	3,2%	3,1%		2,8%
Financial result	-400	-737		-100
Extraordinary result	0	388		-1 321
Taxes on result	-1 150	-970		-652
Net result (part of the group)	5 450	4 448	+22%	2 189
<i>Net margin – in %</i>	2,5%	2,4%		1,4%

Diversify share ownership to support growth



Key stock market data

- Scoring on Euronext Growth Paris (ISIN : FRO004187367 / ALFRE)
- Number of shares : 36 144 635 (au 30/09/19)
- Stock exchange price : 2,18 € (au 10/10/2019)
- Market capitalization : 75,9 M€ (au 10/06/2019)
- Animation of hedge portfolio : Gilbert Dupont

Increase the free float

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CONCLUSION

ROADMAP 2022+

DEPLOYMENT OF OUR MODELS ABROAD

Integration of the entities acquired in France

Digitalisation of the Business Model. Investissements in IT, Marketing, sales force and Build-up

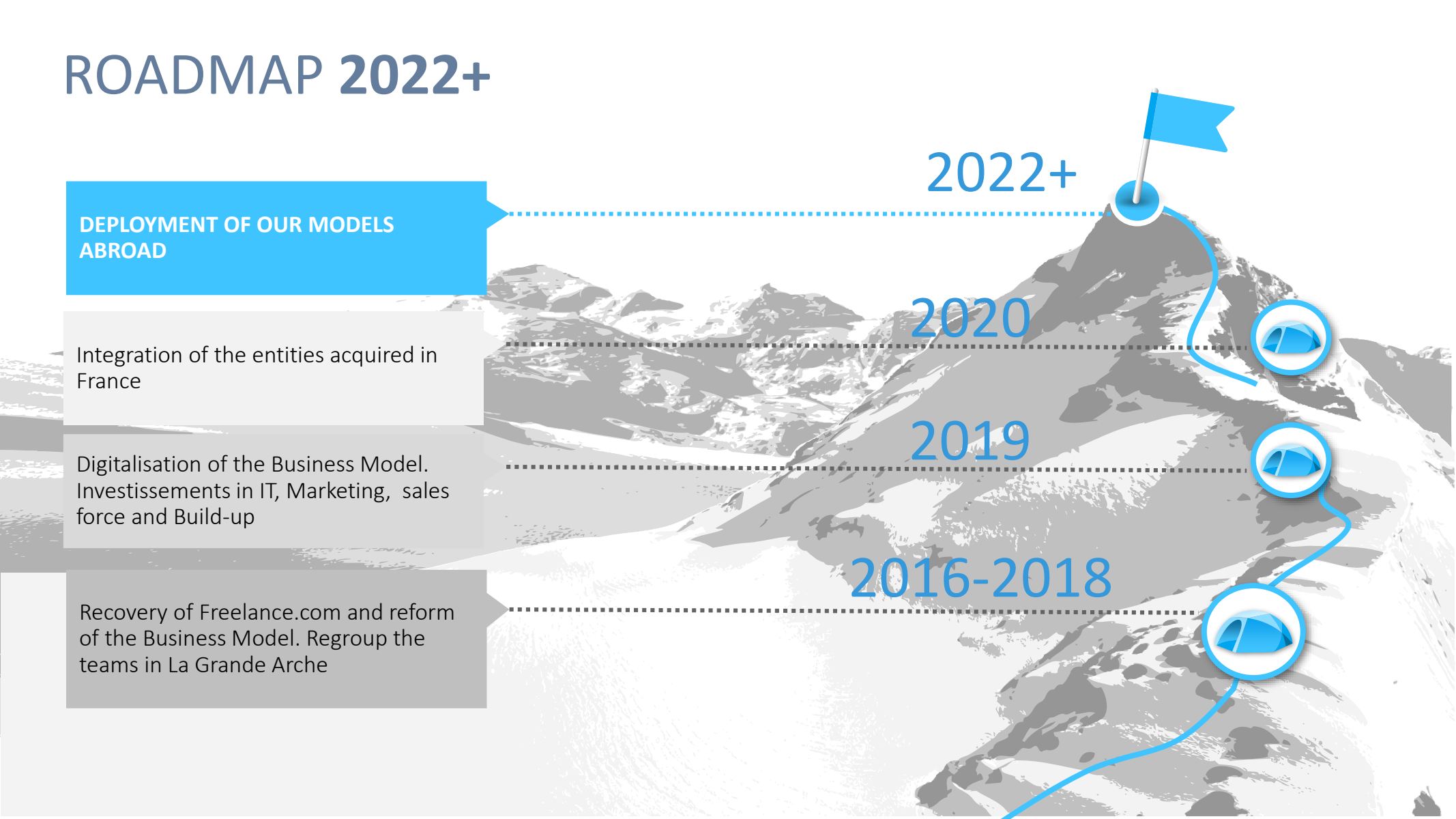
Recovery of Freelance.com and reform of the Business Model. Regroup the teams in La Grande Arche

2022+

2020

2019

2016-2018



WHY BET ON FREELANCE.COM ?

