

The Freedom of Work •



Speakers





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• Florent Canetti

Chief Financial Officer

in





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The talent market is undergoing deep change •

4 long term trends





THE POWER OF EXPERTS

In a context of a shortage, the best experts choose to become freelancers or set up their own start-ups.

A START-UP WORLD

Today, start-ups are leading the change. They are challenging the innovative power of the major players in every industry.

FREELANCING

A fast-growing lifestyle choice: desired rather than tolerated. A regulatory status evolution towards more social rights

THE MILLENNIALS

Millennials want to make an impact and be autonomous. They prefer freelancing, start-ups, humanized companies.

1,000,000

freelancers in France (+92% in 10 years)

Source: Eurostat

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848,160

new businesses in 2020, a record year (574,000 micro-entrepreneurs)

Source: INSEE

76%

of executives have a good opinion of freelance status

Source: IFOP

a rise in awareness from companies and freelancers





On the External Talent side

- Where to find the most interesting projects?
- What kind of welcome and services can I get at my client's site?

Our mission:

Facilitating relationship between enterprises and freelancers

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key figures





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* 2020 Proforma turnover - integration of INOP'S as of 18 June 2020

complete coverage of your needs





EXPERTISE SOURCING

based on a map of over 370,000 consultants and experts,



PROJECT DELIVERY

with a commitment to results, led by our Delivery team



COMPLIANCE

with our regulatory control solution Provigis.



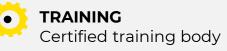
CONTRACTOR MANAGEMENT administrative and contractual,

community animation

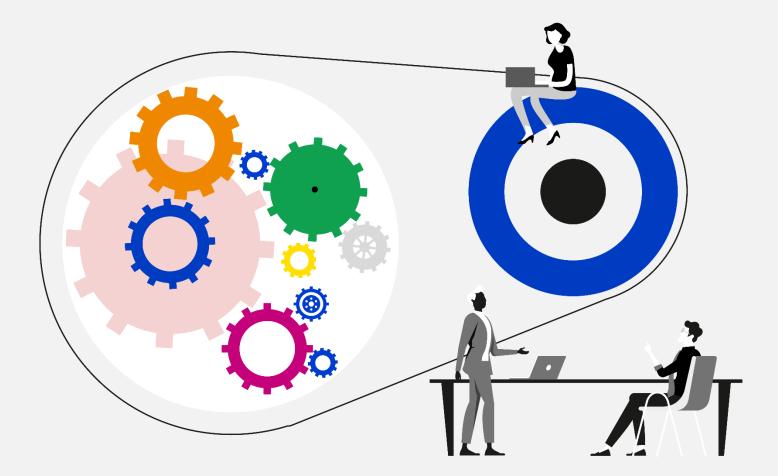


WAGE PORTAGE

with ad'missions, the leader in France

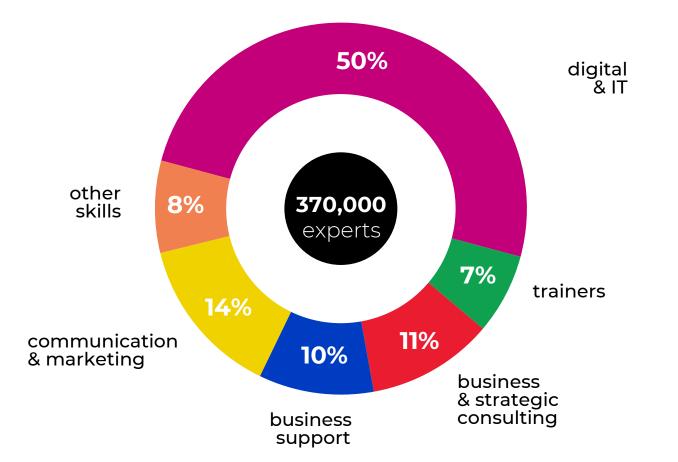






in France and abroad, 370,000 experts covering more than 240 fields of expertise







our talent ecosystem in France





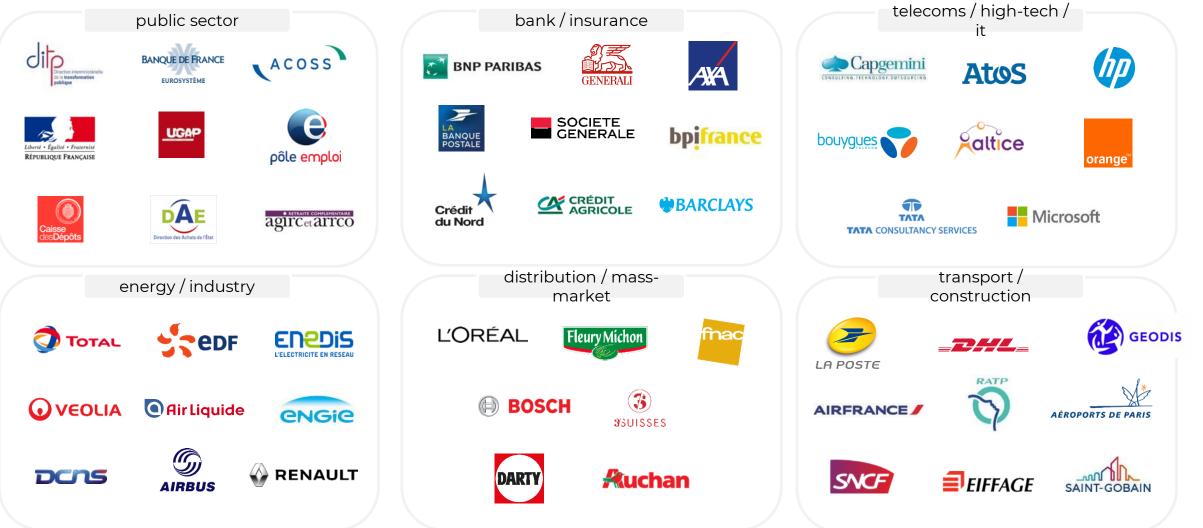
200 certified partners
 +
800 affiliate partners
 =
1,000 partners
in digital and
consulting bringing together

40,000 experts

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our clients





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Our figures 37% increase in 2020 turnover

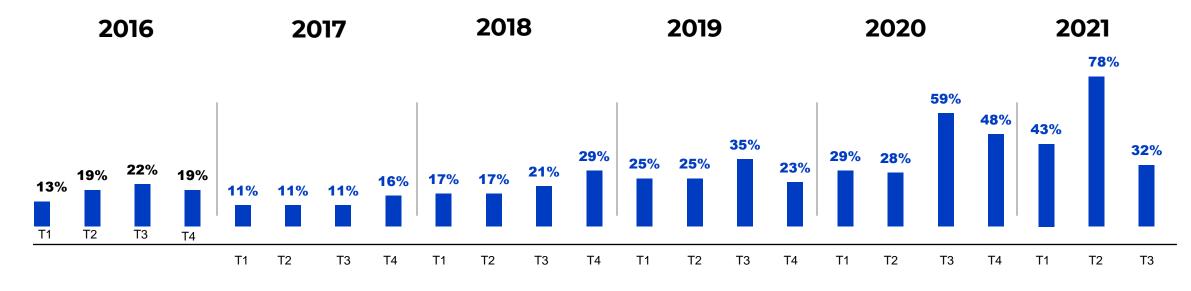
Freelance.com a growth stock

START UP

Ο

a growth stock





December 2016

- Partial shares brought in by the umbrella company branch: €90 m in sales revenue
- CBV Ingénierie holds 88.4% of the capital.

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June 2018

- Unwinding of the partial transfer of assets with the conversion of the warrants (+€4.3 m)
- Repurchase of the monority in the Moroccan branches

June 2020

- Acquisition of 75% of INOP's for €14 m
- Bought with equity capital
- 2019: €81.4 m in sales revenue

March 2021

- Acquisition of **coworkees**
- Bought through share swaps
- Specialist in running Freelance networks and custom digital projects

June 2021

- Acquisition of **tmc france**
- Bought through share swaps
- QUALIOPI-certified training organisation

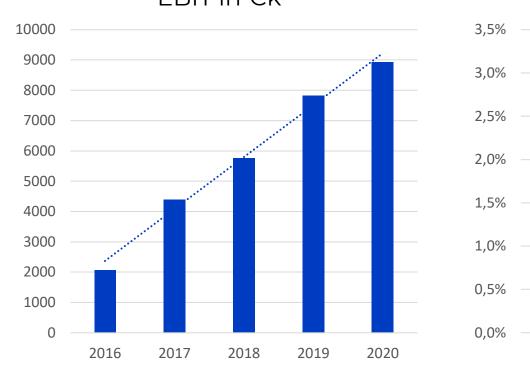
October 2021

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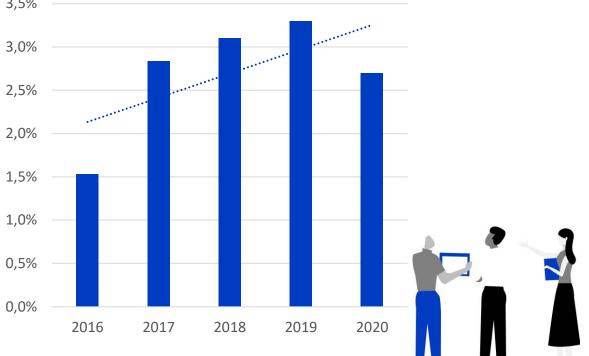
- Acquisition of **helvetic payroll**
- Bought with equity capital and share swaps
 - Wage portage leader in Switzerland

a profitable growth model





EBIT in €k



EBIT as % of turnover

From 2020 onwards, start of the impact of IT investments

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sales revenue by activity / geographical area



GROWTH 2019/20		93%	-12%	13%	37 %
TOTAL	2019 2020	€109 m €210 m	€126 m €111 m	€2.1 m €2.4 m	€237.1 m €325.4 m
INTL	2020	€23 m	€29 m		€52 m
	2019	€25 m	€33 m		€58 m
FRANCE	2020	€188 m	€83 m	€2.4 m	€273.4 m
FDANCE	2019	€84 m	€93 m	€2.1 m	€179.1 m
		SERVICES	WAGE PORTAGE	OTHER	Total

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P&L 2020 / great increase in profitability



n €k French standards	2020 consolidated co	2019 onsolidated	% Variation	2020 pro forma	2019 pro forma	% Variation	2018 consolidated
ırnover	325,017	237,127	37.1%	376,277	321,615	17.0%	187,711
BITDA	10,064	8,196	22.8%	11,312	10,362	9.2 %	5,537
BITDA margin - in %	3.1%	3.5%		3.0%	3.2%		2.9%
Operating result	8,921	7,824	14.0%	9,882	9,613	2.8%	5,768
perating margin - in %	2.7%	3.3%		2.6%	3.0%		3.1%
nancial result	- 724	- 674		- 712	- 639		- 737
ktraordinary result	1,183	- 222		1,165	- 937		388
ncome taxes	- 566	- 1,024		- 836	- 1,569		- 970
Consolidated overall esult	8,814	5,904	49.3 %	9,499	6,468	46.9 %	4,448
let margin - in %	2.7%	2.5%		2.5%	-		2.4%

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H1 2021 Results 22 consecutive quarters of profitable growth



Unaudited consolidated data, in €k (French GAAP)	H1 2021* Consolidated	H1 2020 Consolidated	Change
Revenue	212 239	132 546	+60%
EBITDA	5 222	2 821	+85%
Operating income/loss	4 428	2 650	+67%
Financial income/loss	-62	-277	
Non-recurring profit/loss	72	604	
Income tax	-832	-286	
Consolidated income	3 605	2 190	+65%
Net income (Group share)	3 255	2 201	+48%

*including Inop's since 01/07/2020, Coworkees since 05/03/2021

Balance sheet 2020 / strong improvement in equity capital



2020	2019	2018	2017	2016
54,739	40,587	40,062	38,289	39,372
152,098	89,682	69,415	60,058	48,895
77,571	49,689	39,704	32,197	25,389
21,240	13,389	9,384	8,500	5,441
53,287	26,624	20,327	19,362	18,064
1,288	489	373	275	348
208,125	130,758	109,850	98,622	88,615
	54,739 152,098 77,571 21,240 53,287 1,288	54,73940,587152,09889,68277,57149,68921,24013,38953,28726,6241,288489	54,73940,58740,062152,09889,68269,41577,57149,68939,70421,24013,3899,38453,28726,62420,3271,288489373	54,73940,58740,06238,289152,09889,68269,41560,05877,57149,68939,70432,19721,24013,3899,3848,50053,28726,62420,32719,3621,288489373275

In €k, French standards 2020 2019 2018 2016 2017 47,760 33,519 23,609 39,737 21,798 Shareholder equity-part of the group 1.165 311 **Minority interests** 245 1,404 1.097 2.438 **Provisions for liabilities and charges** 1.561 2,667 155.948 71,298 Debts 89,115 73,848 63,113 Loans and financial debts 38.452 11.482 11.411 13.555 13.667 66,848 34,729 19,424 14,272 Supplier debts and attached accounts 10.622 48,691 41,764 42,165 42,017 Social and tax debts 36.609 Amounts payable on fixed assets and 14 14 7 15 10 related accounts Other debts 1,944 1,126 841 1,439 2,204 1.848 809 966 922 792 **Charges and accrued income** 208,125 130,758 109,850 98,622 88.615 Total liability

Net cash position + €15.1 m

As of December 31, 2020, the freelance.com group benefited from a solid balance sheet structure with equity capital strengthened to **€48.9 million**.

As a precautionary measure, freelance.com called on **€26.7 million in governmentbacked loans**, which remained in cash at the end of the financial year and will be partly repaid in 2021.

As of 31 December 2020, freelance.com had a net cash position of

€15.1 m stable compared to the end of 2019 despite the acquisition of a majority stake in the capital of inop's.

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Stock profile





Key stock market data

- Listed on Euronext Growth Paris (ISIN: FR0004187367 / ALFRE)
- Number of shares: : 55,598,609 (at 29/11/2021)
- Share price: €7,23 (at 29/11/2021)
- Market capitalisation: €376,3 m (at 29/11/2021)
- Title animation and cover: Gilbert Dupont

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12 times the performance of the CAC 40 in 5 years...





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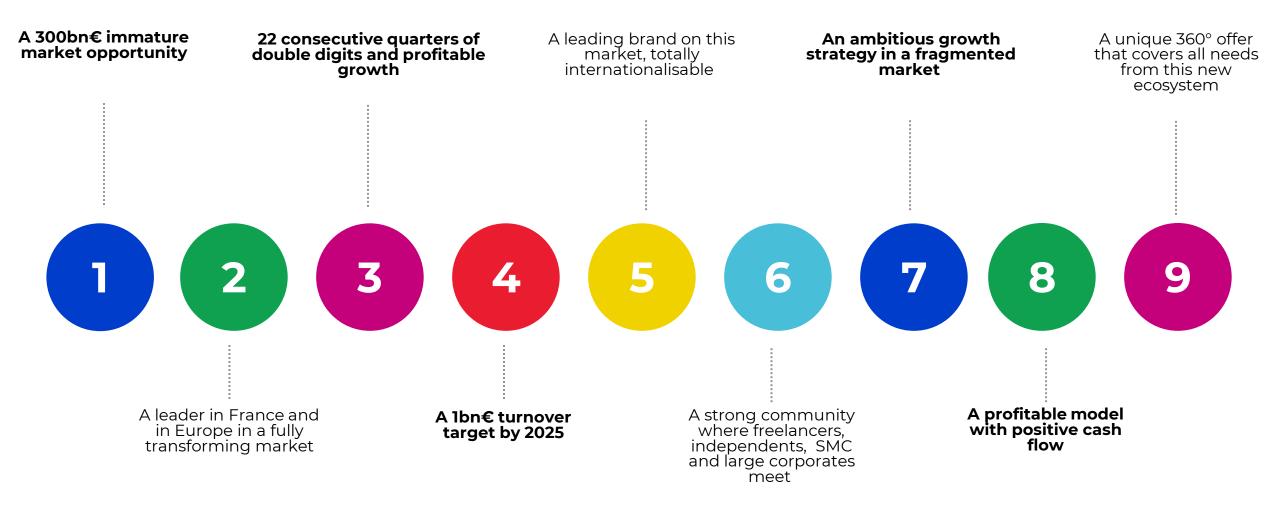


Conclusion.

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Why bet on freelance.com ?







See you soon.

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Appendix •

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the major generalist players in transforming key accounts are being challenged by specialists



Generalist players who must call on subcontracting for expertise subjects.

IT CONSULTING

The top 10 account for 60% of the services market, but the expertise market is highly fragmented, with 99% of the sector made up of SMEs.

CONSULTING FIRMS

97% SMEs and VSBs, and 20,000 independent consultants challenge the big names in consulting.

TRAINING BODIES

A hyperatomised market: 67,000 training bodies using individual trainers,

COMMUNICATION AGENCIES & DIGITAL MARKETING

Big names in advertising challenged by new tech & data entrants

THE EXPERTISE MARKET

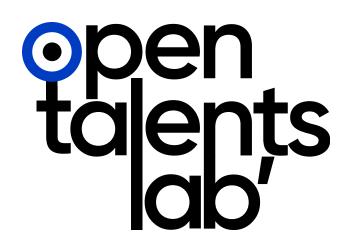
project delivery with a commitment to results





Co-construction of tomorrow's solutions





Creation of a think tank bringing together both HR and purchasing departments to reflect on best practices for working with external talent.



LA POSTE Fabien Krawczyk Founding member



TRANSDEV Sonia Hugot Founding member



NEXANS Fabien Gillen Founding member





SOCIÉTÉ GÉNÉRALE Christine Gourrion-Memlouk Founding member **L'ORÉAL** Charles Arkwirght Founding member



CARREFOUR Louis-Laurent Preux Founding member