

ANNUAL RESULTS 2017



S'engager, grandir, partager, **ensemble** >



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2 BUSINESS UNITS

Profil

GROUPE CRIT

REVENUE 2017: **2.4** €b (+12.7%) EBITDA: **149.6** €m (+20%)



TEMPORARY STAFFING & RECRUITMENT

2 €b revenue (+10.7%)

(83.8% of total revenue)

18^e world's largest staffing firm ⁽¹⁾

N.1 french independant

550 branches

+33 000 clients

+250 000 temp.workers

1.4 million temp. assignments in 2017

MULTI-SERVICES

412 €m revenue (+23.4%)

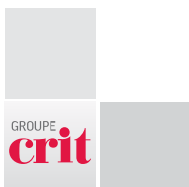
(16.2% of total revenue)

Airport services

N.1 in France

125 airlines

+418 000 aircrafts movements

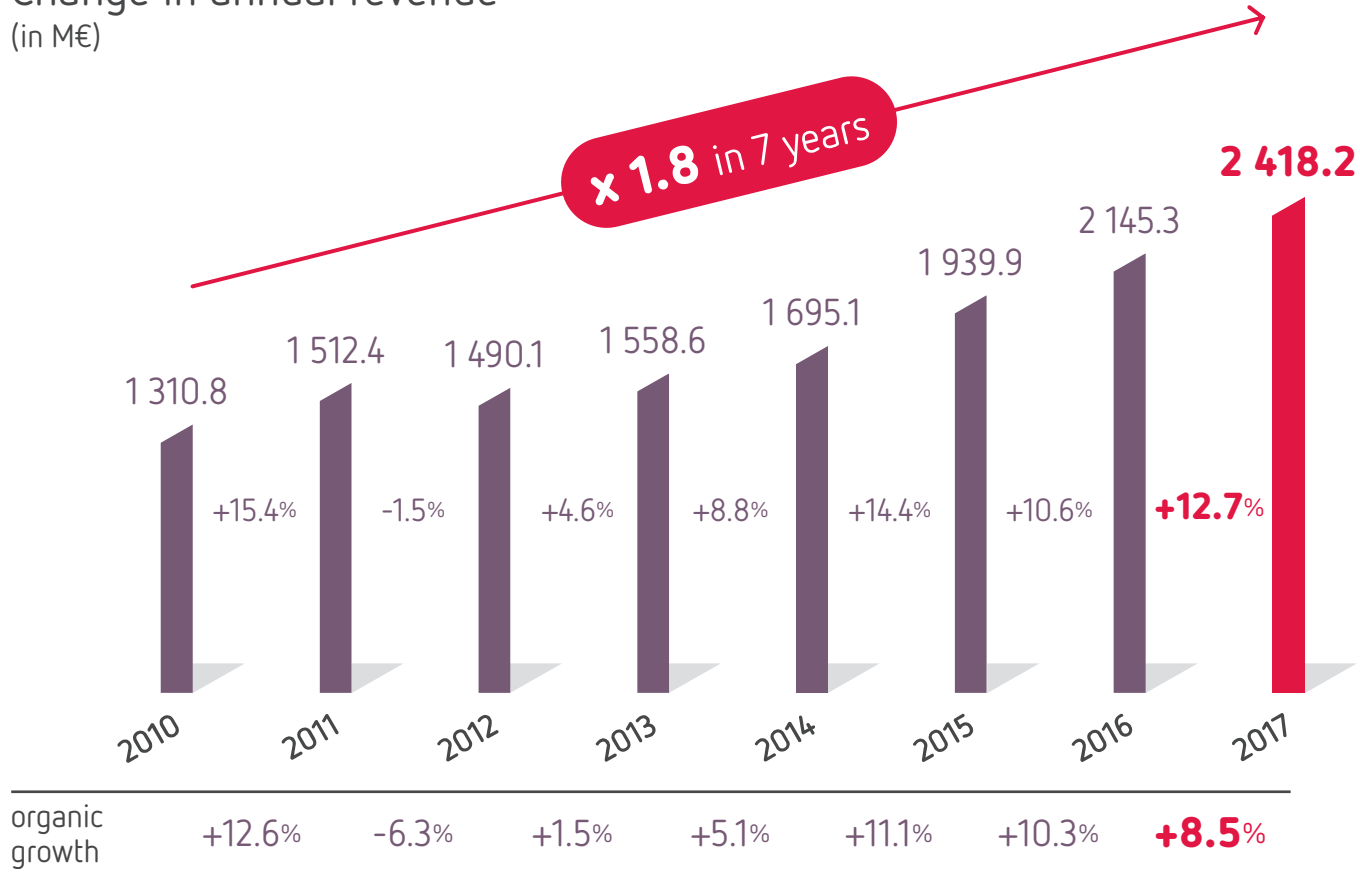


(1) Source Staffing Industry Analysts largest global staffing firms 2017



A SUSTAINED GROWTH...

Change in annual revenue
(in M€)



growth
2017 vs 2016

France
+9.8%

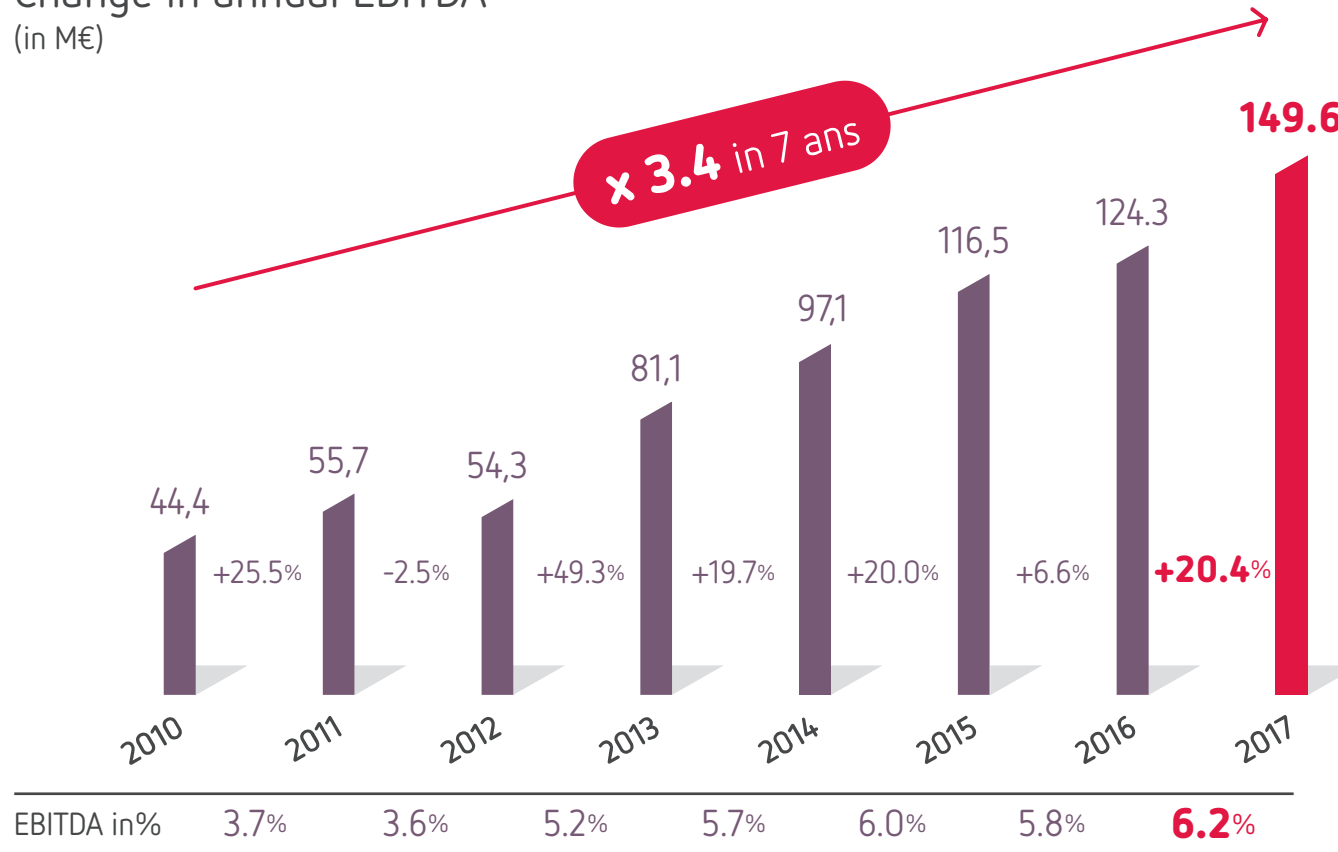
International
+23.1%



...IMPROVED EARNINGS AND MARGINS

Profil

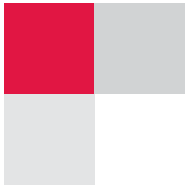
Change in annual EBITDA
(in M€)



growth
2017 vs 2016

France
+19.1%

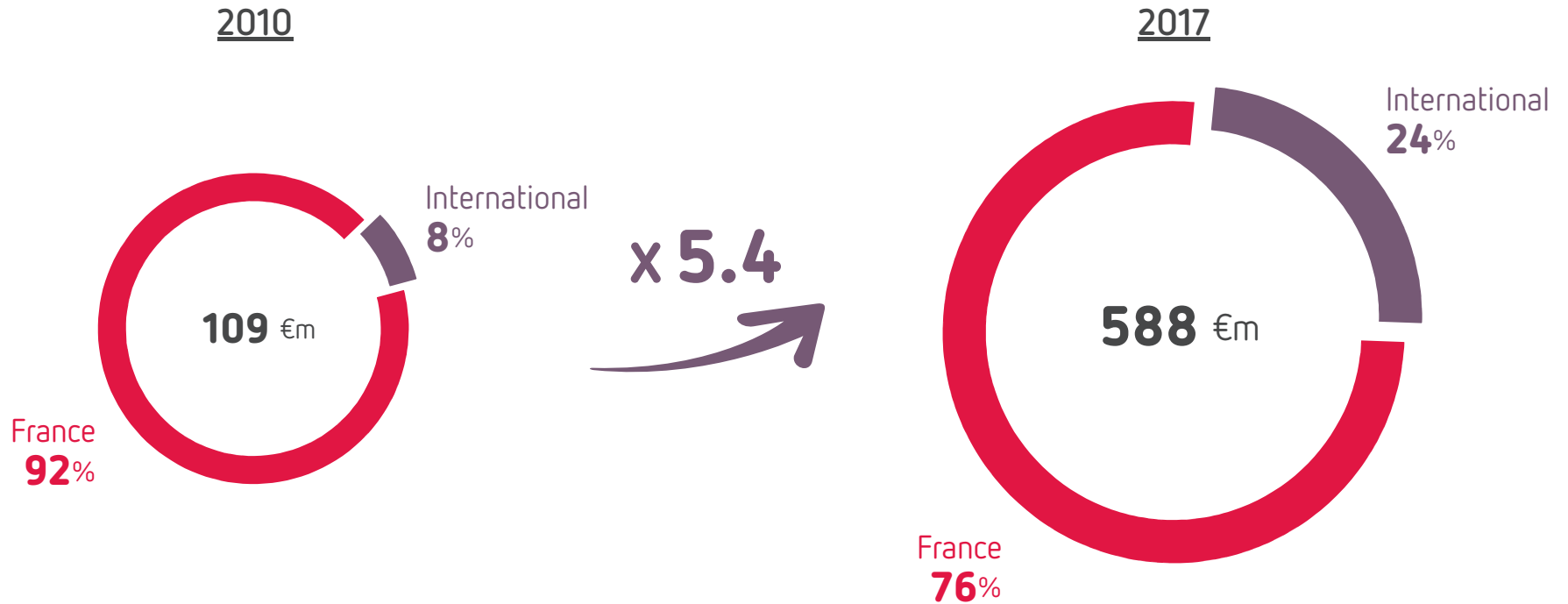
International
+25.4%

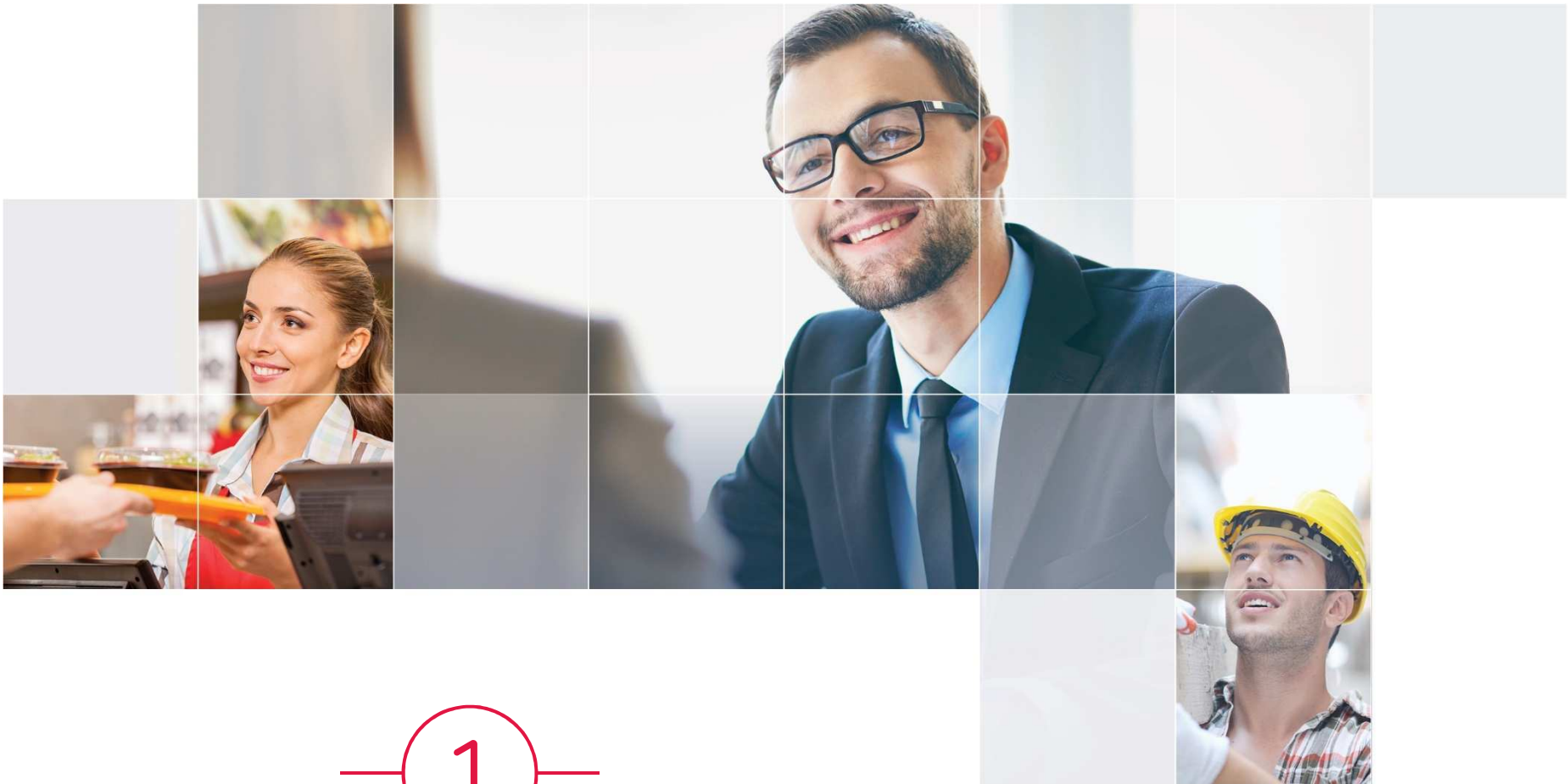


CONTINUED INTERNATIONAL DEVELOPMENT



Share of international revenue
(in €m and % of total revenue)





1

2017. Significant developments

S'engager, grandir, partager, ensemble >



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2017 GROUP KEY ISSUES



Temporary staffing & recruitment

Airport services

- 1 Confirm growth trend in France
- 2 Strengthen international positions
- 3 Accelerate the digitalization of the business

- 4 Maintien French performance
& integrate COBALT

> Significant progress on all these issues



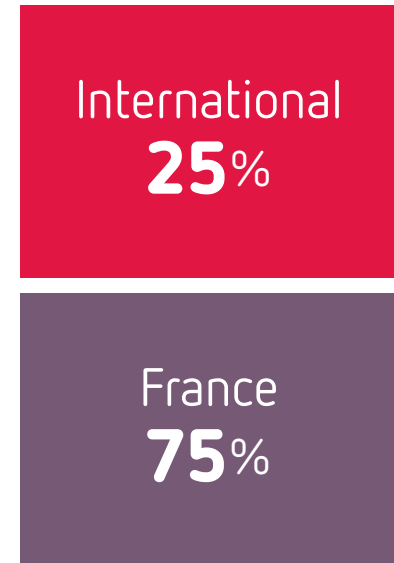
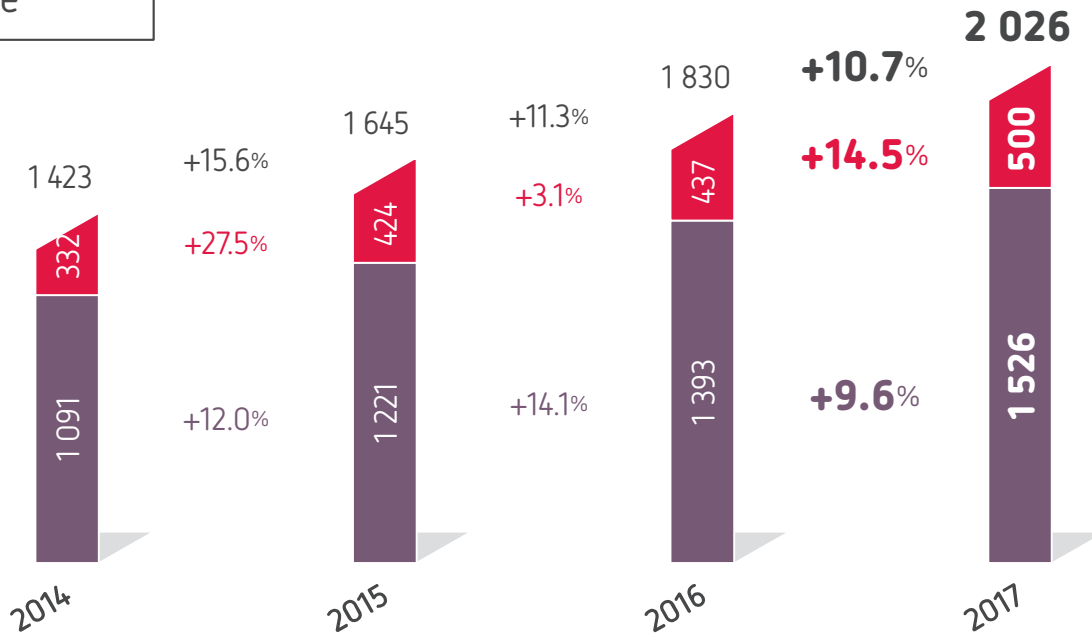
1. CONFIRM GROWTH TREND IN FRANCE

Temp. staffing & recruitment



> Exceeded the 2B € mark

Change in revenue (in M€)



Growth at constant perimeter and exchange rates

+8.3%





1. CONFIRM GROWTH TREND IN FRANCE

Temp. staffing
& recruitment



> Historical performance compared to market leaders

France	Change in revenue 2014	Change in revenue 2015	Change in revenue 2016	Change in revenue 2017	CAGR 2013-2017
Adecco	-2.0%	+2.0%	+5.0%	+8.0%	3.2%
Manpower	+1.2%	+4.3%	+4.0%	+10.6%	5.0%
Randstad	-4.0%	+4.0%	+7.0%	+12.0%	4.6%
CRIT ORGANIC	+5.4%	+12.0%	+14.1%	+9.6%	10.2%
Synergie	+5.4%	+3.1%	+11.8%	+11.3%	7.8%
Market ⁽¹⁾	-0.3%	+4.3%	+ 6.8%	+10.9%	5.4%



Source : companies – data published
(1) Prism'emploi raw data



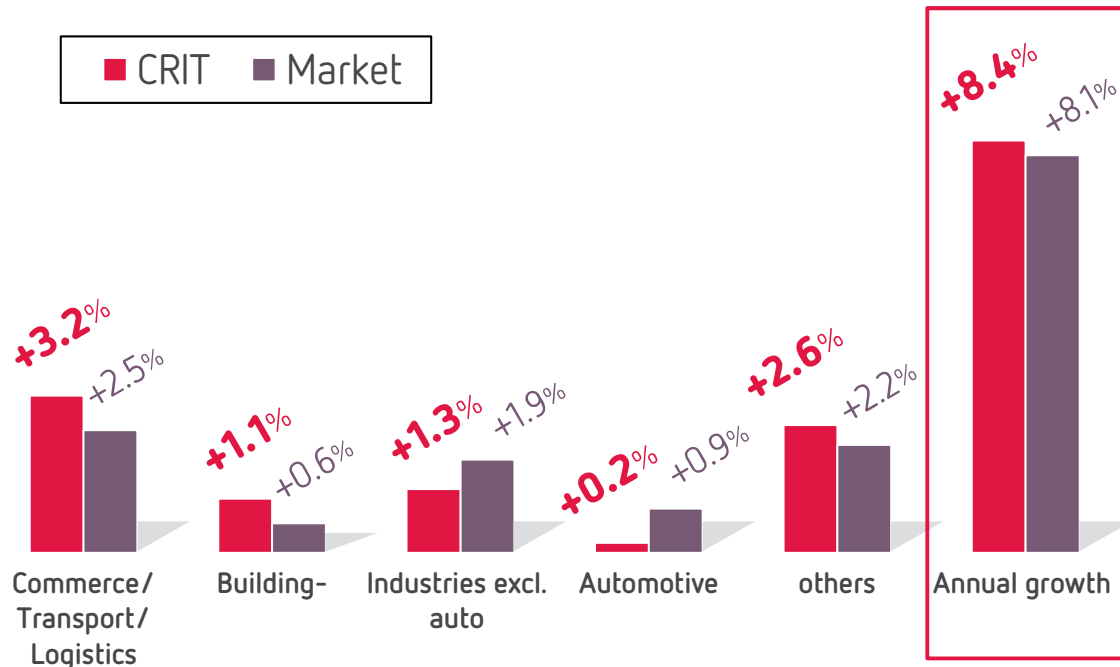
1. CONFIRM GROWTH TREND IN FRANCE

Temp. staffing & recruitment



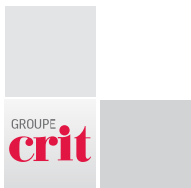
> Progress in all key sectors

Contribution to growth by main sectors
(in full-time equivalent – France)



CRIT : **+9.9%**
FTE growth
excl. automotive

Market ⁽¹⁾ : **+7.7%**
FTE growth
excl. automotive



(1) Source Prism'emploi raw data



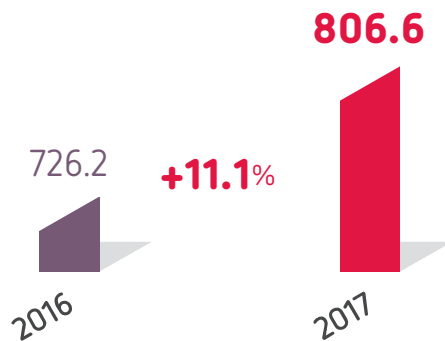
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Temp. staffing & recruitment

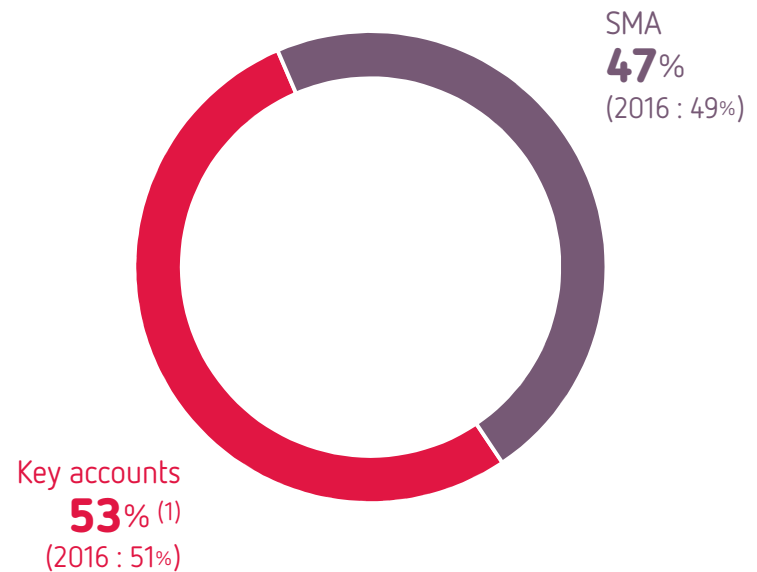


> A dynamic and balanced customer mix

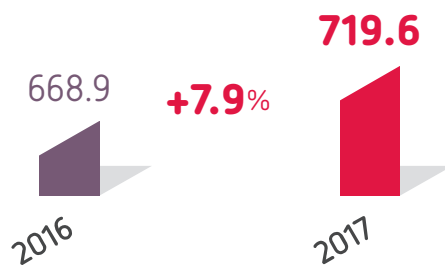
Change in key accounts revenue (1)
(in €m)



Breakdown by customer profil
(in %)



Change in SMA revenue
(in €m)



(1) Key accounts > 2 M€ / an



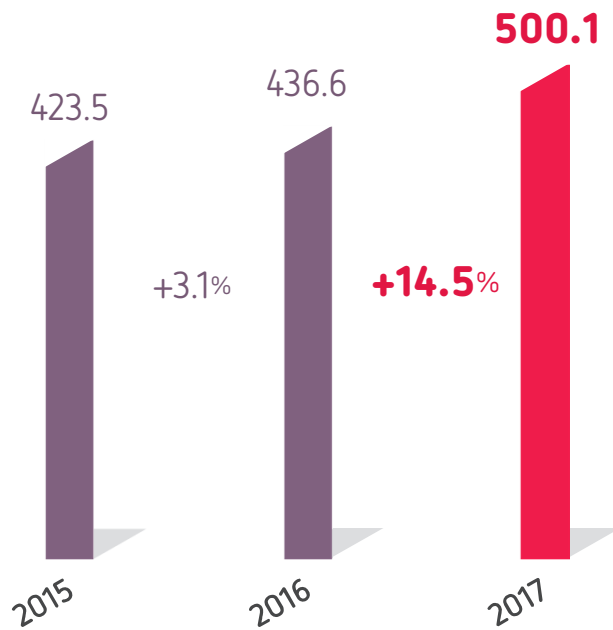
2. STRENGTHEN INTERNATIONAL POSITIONS

Temp. staffing & recruitment

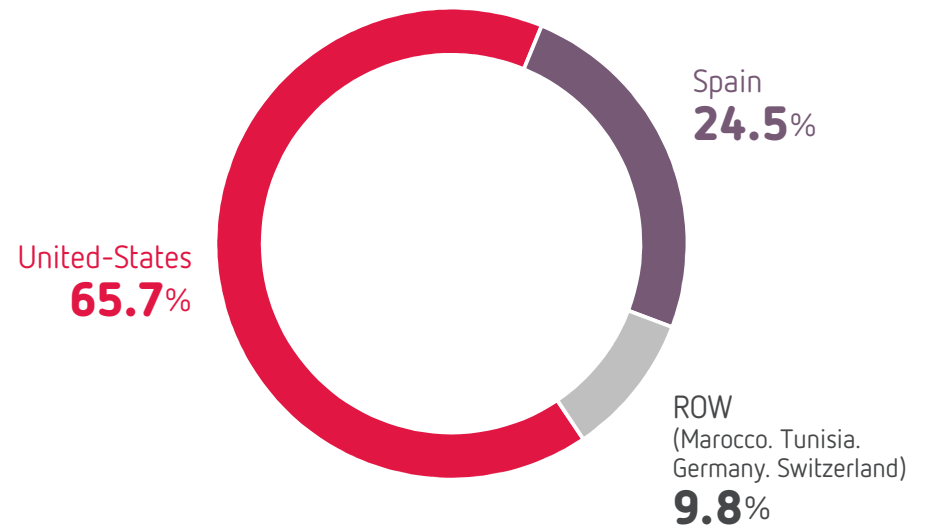


> over 500 €m revenue

Change in international revenue (in €m)



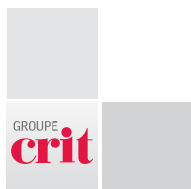
Breakdown by geography (in %)



Growth at constant perimeter and exchange rate

+4.5%

25% of Temp staffing & recruitment division revenue





2. STRENGTHEN INTERNATIONAL POSITIONS

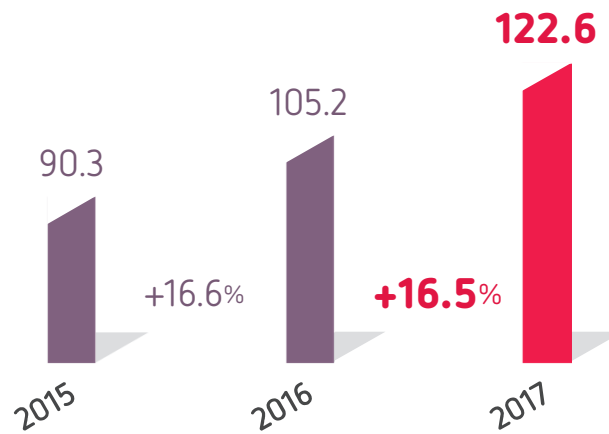


Temp. staffing
& recruitment

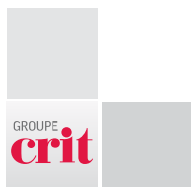
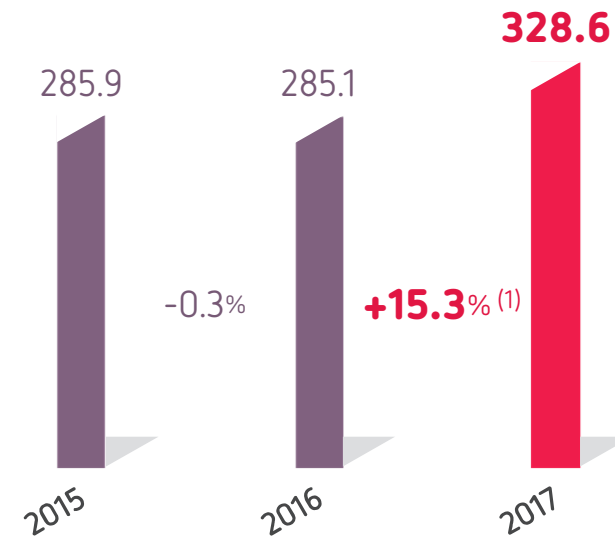


Change in revenue by country
(in €m)

Spain



United-States



(1) -0.5% at constant perimeter and exchange rate



2. STRENGTHEN INTERNATIONAL POSITIONS



Temp. staffing
& recruitment



Consolidation in a contrasted market

> Stability in organic growth

- Lack of human resources in key sectors: IT...
- Penalized organic growth despite dynamic labor market

> Successful integration of TeamSoft and EHD Technologies

- Contribution in 2017 : **52.73** €m
- Strengthened verticals

CRIT IN THE US:

- > **Rank 42** in US staffing industry (85th in 2012) ⁽¹⁾
- > **118** branches in **23** states
- > Expertises: IT, control quality, industrial & commercial staffing
- > **+70 000** temp. assignments in 2017 closed to **5 000** clients



(1) Source : Staffing Industry Analysts - largest staffing firms in the United States 2017 Update July 17



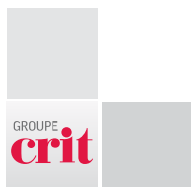
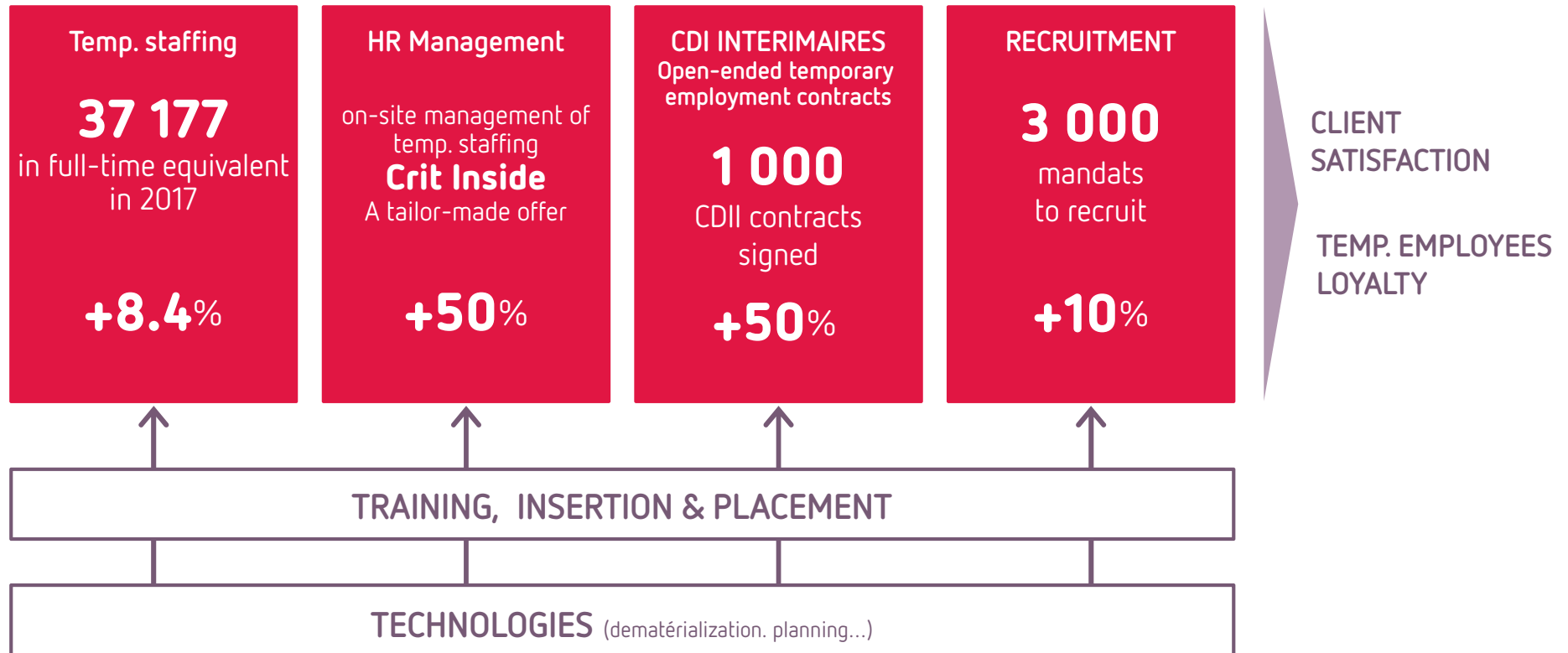
3. ACCELERATE THE DIGITALIZATION OF THE BUSINESS

Temp. staffing & recruitment



From temp. staffing to HR solutions

Objective: to become the reference actor of all HR solutions





3. ACCELERATE THE DIGITALIZATION OF THE BUSINESS

Temp. staffing & recruitment



> CSR commitment

TRAINING: skills development

Training budget up **+17%** vs 2016 = closed to **3%** of the payroll

- > **17 700** employees trained (**+14%** vs 2016)
- > **30 600** trainings in 2017 (**+19%** vs 2016)
- > **800 000** training hours

HEALTH & SAFETY: prevention and awareness

- > Occupational Health and Safety Management System: 18 001 CERTIFICATION
- > **100%** of permanent employees made aware each year
- > Daily actions with temp. employees and client companies

NON-DISCRIMINATION : equal opportunities

- > « Diversity and equal opportunities » plan implementation
a national team dedicated, permanent local correspondents
- > Insertion of disabled persons : a national team dedicated, permanent local correspondents

SRI : entry of Groupe CRIT in the 2017 Gaia Index





3. ACCELERATE THE DIGITALIZATION OF THE BUSINESS

Temp. staffing & recruitment



> DIGITAL STRATEGY

To retain our temp. employees

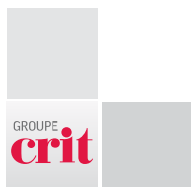
- > **MyCRIT : a secure professional et personal online space dedicated to temp. Employees**
Dematerialization: contract / e-signature, personal record, attestations from the French employment agency, insurance health mutual, pay statements, planning, number of hours reporting,...

To improve our operational performance

- > Dematerialization of process / administratives documents
- > Planning assignments
- > Automated workflow management

To digitalize the customer relationship

- > **CRIT Online : a complet temp. HR management portal dedicated to SMA**
Administrative simplification, securing customer processes: online order, electronic signature on contracts, follow-up mission, staff records, pre-billing, reporting



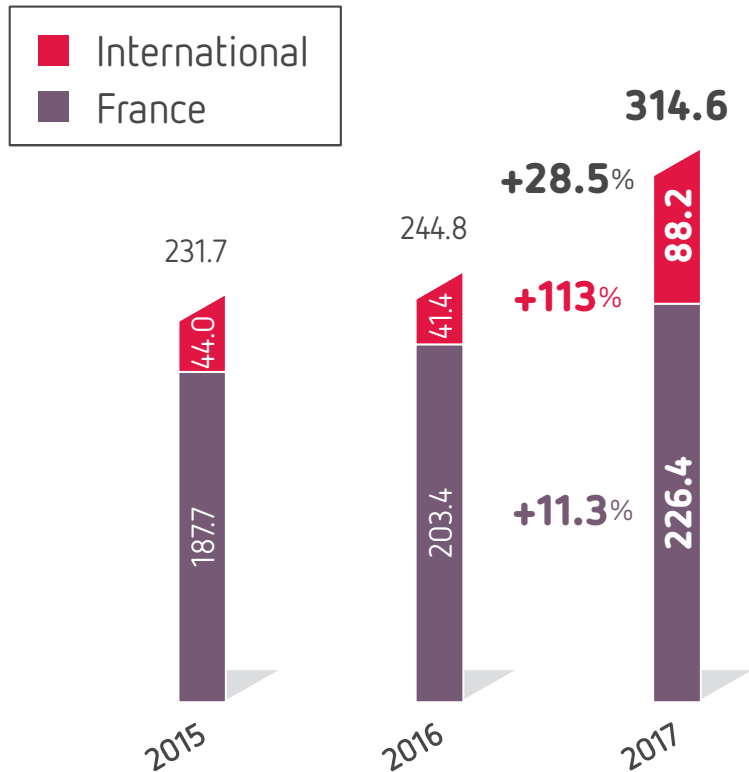


4. AIRPORT SERVICES : MAINTIEN FRENCH PERFORMANCE & INTEGRATE COBALT

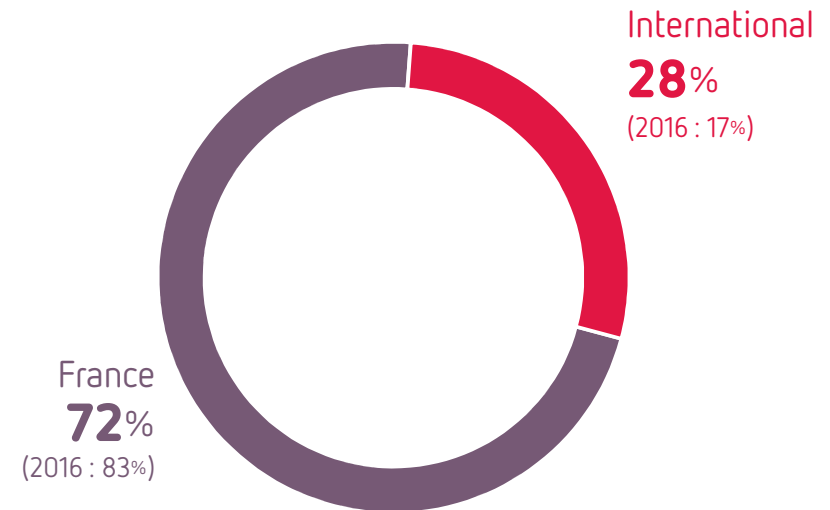
Airport services



Change in Airport services revenue
(in €m)



Breakdown of Airport services revenue
(in %)



Growth at constant perimeter and exchange rate
+9.3%

4. AIRPORT SERVICES: MAINTIEN FRENCH PERFORMANCE & INTEGRATE COBALT

Airport services



FRANCE

- > A growth purely organic up **11.3%**
 - > **13** contracts signed in 2017...
 - > ... of which **7** new contracts
- +20 000** mvts / year

INTERNATIONAL

- > **Successful Integration of COBALT GROUND SOLUTIONS**
 - **N.3** in ground handling services at London Heathrow airport
 - **13** companies
 - **+40 000** aircrafts mvts / year
 - **46.5** €m revenue in 2017 up **11.5%** (at constant perimeter and exchange rate)
- > **New commercial successes**
 - **10** new contracts signed abroad in 2017 of which Qatar Airways, Norwegian, SAS (Ireland) KLM, TAP, VLM (London City, Sierra Leone), Air France (USA)...
- > **New position in USA on Boston Airport**

2



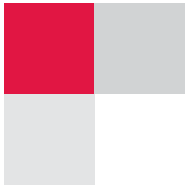
RESULTS

Strong performance in growth and profitability

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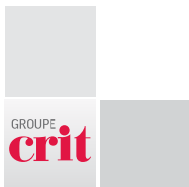


ACTIVITY



Change in revenue
(in €m)

	2016	2017	Change 2017/2016	Organic change	Currency effect ⁽¹⁾	Perimeter effect ⁽²⁾
Temp. staffing & recruitment	1 829.7	2 026.3	10.7%	8.3%	(0.4)%	2.8%
Airport services	244.9	314.6	28.5%	9.3%	(0.2)%	19.4%
Other services	89.7	98.1	9.4%	9.4%	-	-
Inter-segment elimination	(19.0)	(20.8)	9.4%	9.4%	-	-
TOTAL GROUP	2 145.3	2 418.2	12.7%	8.5%	(0.4)%	4.6%



- (1) Impact of currency variances are calculated by converting the figures from the current year as reported in their local currencies using the exchange rate for the previous year.
- (2) The perimeter impacts are calculated by restating the revenue on the one hand of the contribution of the entities acquired in the year and on the other, of the entities acquired the previous year until the anniversary date of the year.



EBITDA ⁽¹⁾ BY DIVISION



	2016		2017	
	€m	%	€m	%
Temp. staffing & recruitment	98.6	5.4%	115.4	5.7%
- France	78.0	5.6%	93.5	6.1%
- International	20.6	4.7%	21.9	4.4%
Multi-services	25.7	7.7%	34.2	8.3%
- Airport services	20.4	8.3%	29.2	9.3%
- Other	5.2	5.8%	5.0	5.1%
TOTAL GROUP	124.3	5.8%	149.6	6.2%

PROFIT & LOSS

(€ million)	2016	2017
REVENUE	2 145.3	2 418.2
Operating expenses	(2 013.8)	(2 259.8)
Provisions	(7.2)	(8.8)
EBITDA	124.3	149.6
<i>EBITDA/revenue</i>	<i>5.8%</i>	<i>6.2%</i>
Depreciation	(19.2)	(23.0)
CURRENT OPERATING INCOME	105.1	126.6
<i>COI/revenue</i>	<i>4.9%</i>	<i>5.2%</i>
Other expenses	-	0.2
OPERATING INCOME	105.1	126.8
Share of profit in associates	(0.2)	(3.5)
Financial result	4.7	(8.2)
EARNING BEFORE TAX	109.6	115.1
Income tax	(34.3)	(31.7)
NET INCOME	75.3	83.4
NET INCOME (GROUP SHARE)	75.4	84.8



BALANCE SHEET



(€ million)	12/31/2016	12/31/2017
Fixed assets	487.6	518.0
Current assets	472.6	517.3
Treasury	107.1	137.6
ASSETS	1 067.3	1 172.9
Shareholder's equity	435.6	511.9
Provisions	39.0	43.5
Financial debt	153.4	146.8
Current liabilities	439.3	470.7
LIABILITIES	1 067.3	1 172.9

NET FINANCIAL DEBT

€ million	12/31/2016	12/31/2017
Borrowings, non current portion	96.1	62.8
Borrowings, current portion	34.2	56.6
S/T GROSS FINANCIAL DEBT	130.3	119.4
Cash and cash equivalents	(107.1)	(137.6)
Overdrafts	23.1	27.4
S/T NET CASH	(84.0)	(110.2)
NET FINANCIAL DEBT	46.3	9.2
CICE	(155.3)	(198.8)
NET FINANCIAL DEBT (CICE DEDUCED)	(109.0)	(189.6)

CASH FLOW STATEMENT

€ million

12/31/2016

12/31/2017

Net results including minority interests	75.3	83.4
Restatement of non cash items	(25.9)	1.1
Cost of financial debt	1.4	2.6
Income tax	34.3	31.7
CASH FLOW BEFORE COST OF NET DEBT AND INCOME TAX	85.1	118.8
Change in working capital	(26.9)	(17.1)
Taxes paid	(37.7)	(33.2)
CASH FLOW FROM OPERATIONS	20.5	68.5
Cash flow from investing activities	(28.1)	(17.9)
Cash flow from financial activities	(25.3)	(24.3)
CHANGE IN CASH	(32.9)	26.3



3

OUTLOOK

2018

Offensive in France and abroad

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TEMP. STAFFING & RECRUITMENT: UNDER FAVORABLE MARKET CONDITIONS

Temp. staffing
& recruitment



> Under favorable market conditions...

FRANCE

Good orientation of the activity

- > GDP estimated growth up **1.9%** in 2018 (Banque de France March 2018)
- > New acceleration of the French manufacturing PMI ⁽¹⁾ in December 2017 to **58.8**, highest level since Sept. 2000
- > Business climate at the highest in 10 years, business investment of at least **4%/year**
- > CRIT cumulated temp. employees as at Feb.2018 up **+7.4%**

INTERNATIONAL

- > **Spain**: a favorable dynamic driven by a GDP growth forecast up from **2.3%** to **3%**
- > **United-States**: a still vigorous labor market, a GDP growth forecast up **2.3%** (FMI)



TEMP. STAFFING & RECRUITMENT

Temp. staffing
& recruitment



> ... Our priorities

IN FRANCE

1. To benefit from the dynamics in our markets...
2. To accompany the evolution of our regulatory environment
3. To accelerate the digitalization of our businesses

ABROAD

1. Priority to organic growth
2. Looking for external growth opportunities in Europe
 - > Objective: to reach **300** €m revenue in Europe (excluding France) in 2020



AIRPORT SERVICES : STRONG VISIBILITY



Airport services



FRANCE : a good beginning of year

- > Good orientation in airlines traffic
- > Cumulated revenue as at Feb. 2018 : **+15.5%** (**100%** organic)
- > 1st January, 2018 : **two 5 years major contracts** renewed at Orly and Roissy CDG airports

INTERNATIONAL : the pursuit of growth

- > **13** M€ of new pluriannual contracts
 - **Sierra Leone** : **2** new contracts (Air Peace and Turkish airlines)
 - **London Heathrow** : **1** new contrat with Cobalt Air
 - **USA Boston** : March 2018 – 5 years contract signed with Norwegian and 3 years contract signed with Primera Air (Lithuanian long-haul low cost airline)
aircrafts movements **x2** at Boston Airport in 2018
- > **Dublin** : renewal of Norwegian 5 years contract



DIVIDEND :
4.40 €/SHARE

- > Proposed at the next shareholder's general meeting of **June 08th, 2018**
- > Dividend of **4.40** €/share



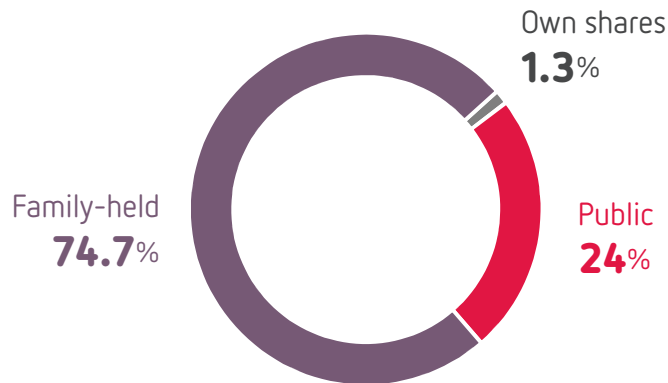
SHARE CHARACTERISTICS



2017

Group CRIT enters the indice **Euronext Family Business**
Group CRIT enters the **Gaïa Index**

Distribution of capital
at 02/28/2018



Change in market price over 1 year



Code ISIN	FR000036675
Market segment	Euronext B
Number of shares	11 250 000
Average number of shares per day Since January 1 st 2018	4 033
Share price at 03/26/2018	74.00€
Capitalisation	833M€
Share price since January 1st 2018	+1.68%
Share price since 3 years	+51.02%



Source : ABC Bourse