



H1 2020

RESULTS

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



www.groupe-crit.com

GROUP PROFILE IN 2019

2 BUSINESS DIVISIONS

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CRIT GROUP

2019 REVENUE : **€2.5bn** EBITDA : **€170m**



TEMPORARY STAFFING & RECRUITMENT
€2.0bn revenue (-2.2% organic growth)
(81.8% of total revenue)

MULTI-SERVICES
€480m revenue (+4.5%)
(18.2% of total revenue)

Top 20 worldwide ⁽¹⁾

600 branches

More than **30,000** clients

263,000 temp. workers

1.4 million temp. assignments in 2019



Airport services

No.1 in France

Exclusive licences

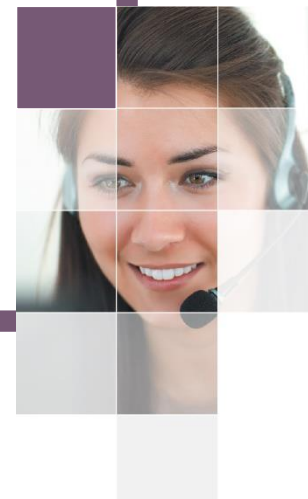
146 airlines

+466,000 aircraft movements



- Major covid-19 impact
- Resilience of operating margins

- > Revenue : €**814**m down **33.9%**
- > Positive Ebitda : €**20**m
- > Ebitda margin : **2,5%**
- > Net profit : €**(11)**m
- > €**611**m equity
- > €**274**m net cash

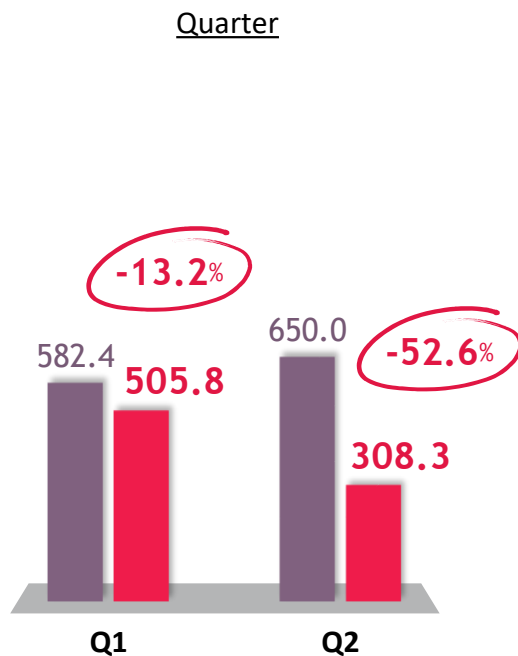


COVID 19 : Direct impact on business

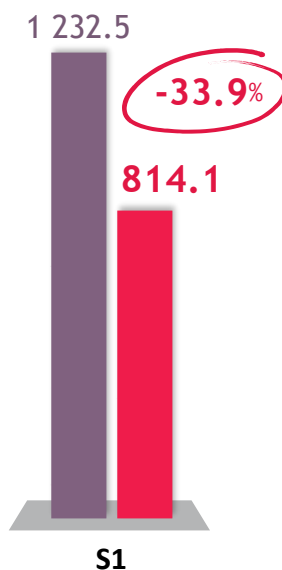
Groupe
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Change in revenue (€m)

Quarter



Semester

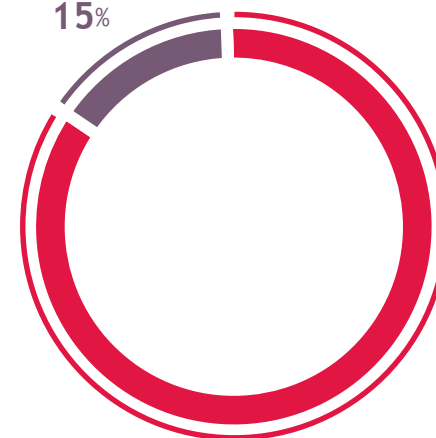


■ 2019 ■ 2020

Revenue breakdown by division

Multi-services

15%



Temporary staffing
& recruitment
85%

A downturn in demand starting in March



Temporary staffing & recruitment

COVID -19

- Major impact in France
- International more resistant

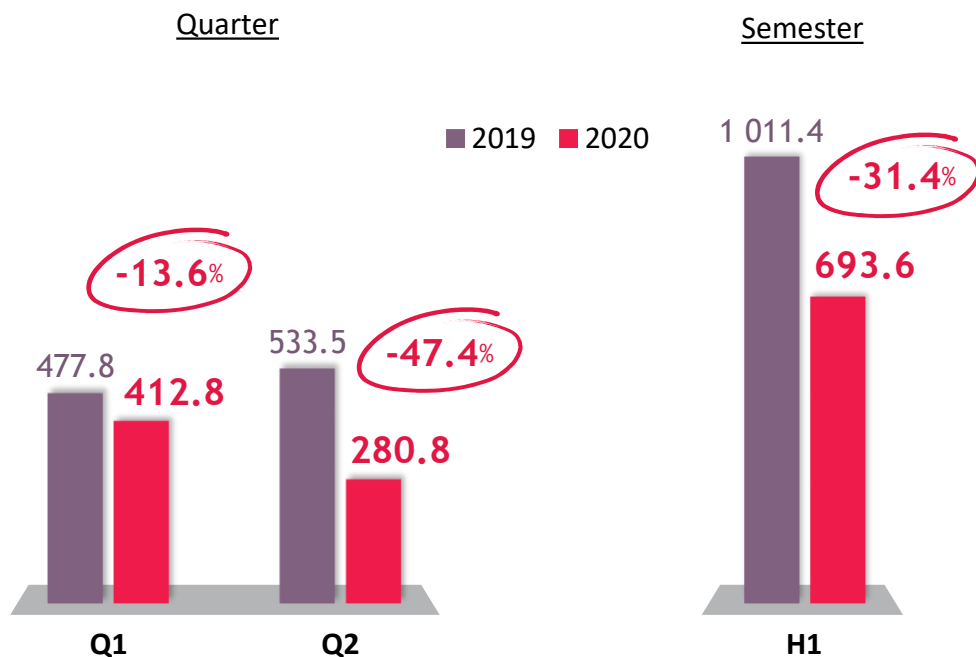
TEMPORARY STAFFING & RECRUITMENT

- Major Covid-19 impact in France
- International more resistant

Temp. Staffing
& recruitment



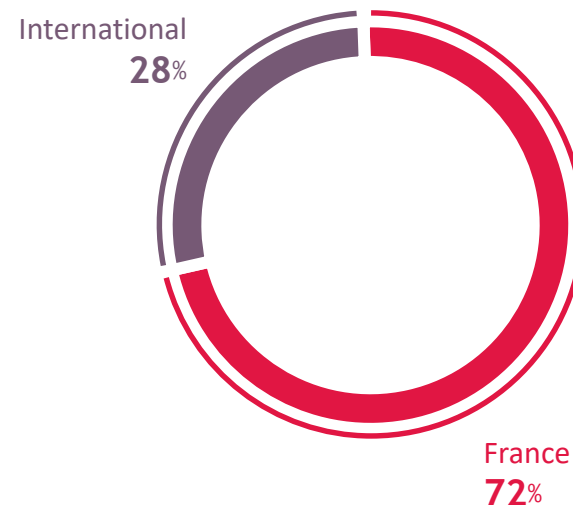
Temporary staffing & recruitment revenue (€m)



At constant exchange rate :

- Q1 2020 -14.1%
- Q2 2020 -47.5%

Geographical breakdown



TEMPORARY STAFFING IN FRANCE

Major Covid-19 impact in Q-2



72%
of temporary
staffing division

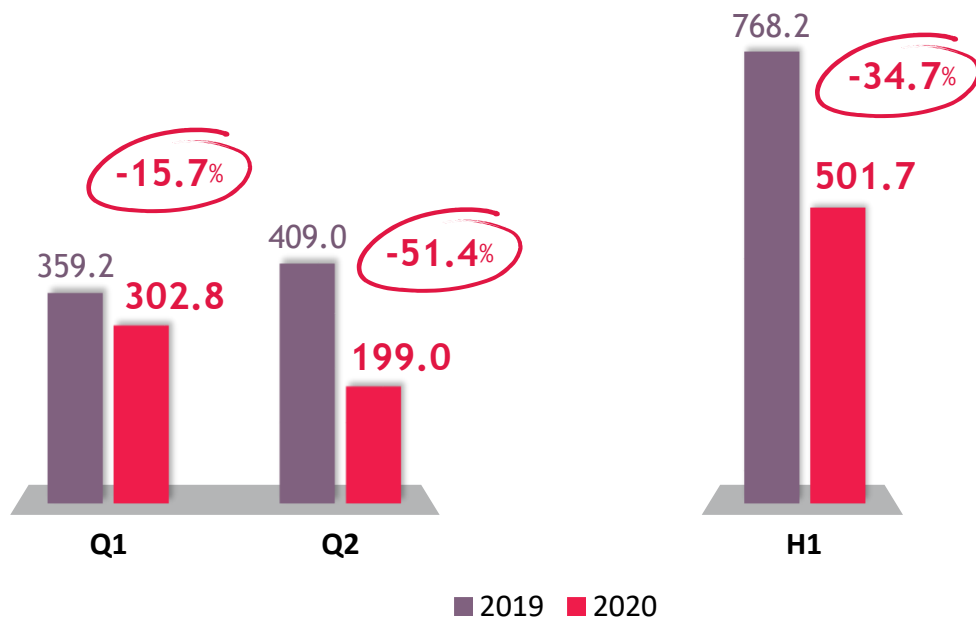
Temp. Staffing
& recruitment



Temporary staffing revenue - France (€m)

Quarter

Semester



Second quarter :

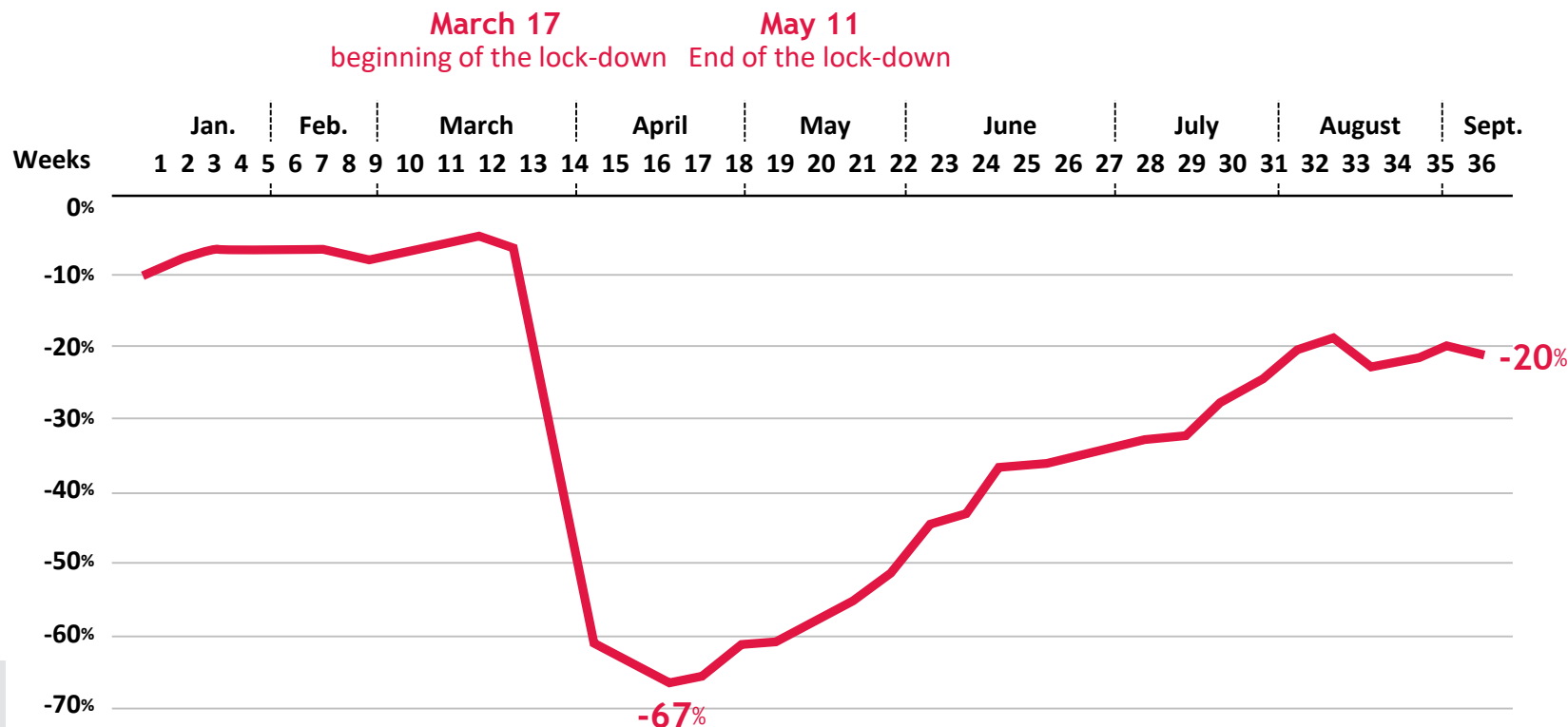
- Low point in April
- Progressive recovery over the months



TEMPORARY STAFFING IN FRANCE

- Sector particularly affected by the crisis
- Gradual recovery over the months

- ➔ **Market** decreasing by **-30.7%** in FTEs, 1st half of 2020 (*baromètre Prism'emploi*)
Low point between March 15 and March 30 : **-70%**
- ➔ **CRIT** : Temp. employees decreasing by **-32%**, 1st half of 2020
Low point in April at **-67%**



TEMPORARY STAFFING IN FRANCE

Impacting all sectors

Temp. Staffing
& recruitment



Sector breakdown and change in revenue (France)

	% of rev. H1 2020	Change 2020/2019	Incl. change Q1	Incl. change Q2
Industry	45%	-38%	-20%	-55%
Building	14%	-40%	-16%	-62%
Services	41%	-28%	-10%	-44%
TOTAL	100%	-34.7%	-15.7%	-51.4%
TOTAL excl. auto		-29.6%	-9.1%	-47.3%

Contributing sectors

The most impacted

Automotive

- ➔ Q2 decreasing by **-80%**
- ➔ S1 decreasing by **-65%**

Building

- ➔ Q2 decreasing by **-61%**
- ➔ S1 decreasing by **-40%**

Metallurgy

- ➔ Q2 decreasing by **-72%**
- ➔ S1 decreasing by **-48%**

Revenue breakdown by type of customer⁽¹⁾



The most resistant

Transport

- ➔ Q2 decreasing by **-32%**
- ➔ S1 decreasing by **-19%**

Commerce

- ➔ Q2 decreasing by **-34%**
- ➔ S1 decreasing by **-22%**

Food industry

- ➔ Q2 decreasing by **-12%**
- ➔ S1 decreasing by **-6%**



CRIT : EARLY ADJUSTMENT MEASURES

To protect our employees and temporary workers

During the lock-down

- > Setting up home working
- > Online trainings

After the lock-down

- > Reopening branches to the public
- > Health and safety prevention campaigns among permanent and temporary employees



To ensure service continuity - digital at the heart of the relationship

Close to our clients

- > Commercial proximity maintained
- > Digitalization of customer relationship (crit job, crit online, crit one...)

Close to our temp. staff

- > Maintaining proximity: website, apps, telephone platforms, social networks
- > Digitalization of recruitment and administration to facilitate remote exchanges (crit-job, application my-crit,...)

To adapt the cost structure and secure cash consumption

Mesures implemented

- > Partial activity
- > Close supervision of the workforce and the network
- > Enhanced focus on client risk and receivable collection



TEMPORARY STAFFING IN FRANCE

Strong impact on all sectors



Crit : very strong resilience of Ebitda margin

France	Revenue Change H1 2020	Ebitda margin H1 2020	Change Ebitda margin vs. H1 2019
Crit organic	-34.7%	4.3%	-110 bps
<i>Excl. automotive</i>	-29.6%		
Adecco (organic ATD)	-29.0%	3.3%	-260 bps
Manpower	-31.0%	1.9% (1)	-290 bps
Randstad (ATD)	-25.0%	1.7%	-410 bps
Synergie (constant scope)	-28.0%	4.2%	-200 bps
Market (Prism'emploi - Gross revenue)	-31.0%		



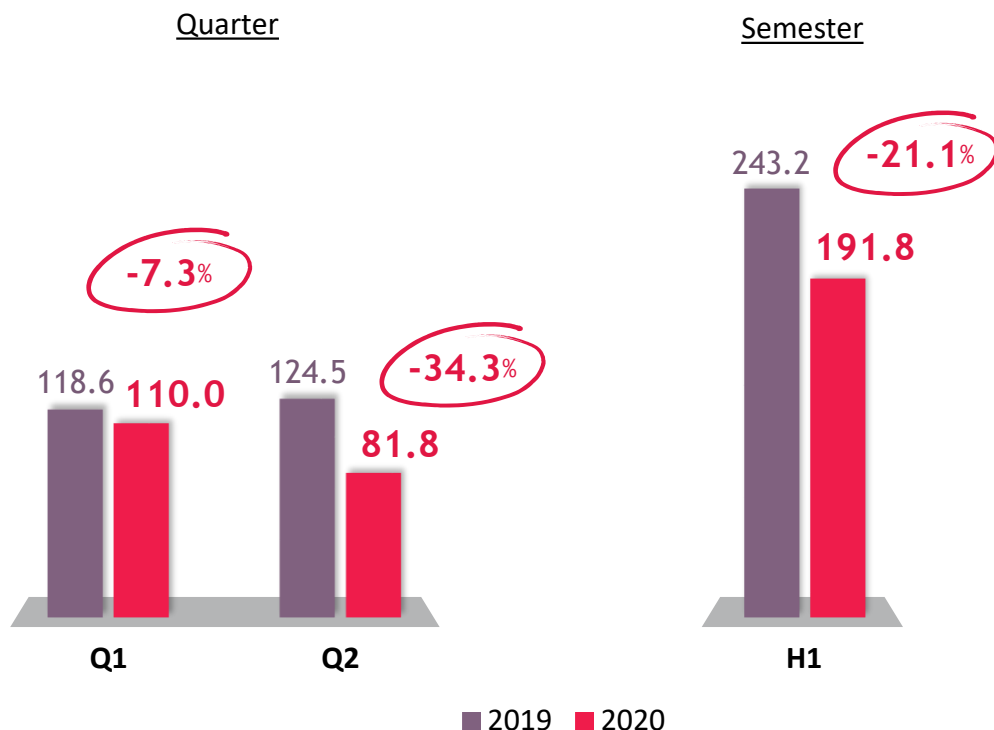
INTERNATIONAL : TEMPORARY STAFFING

More resistant

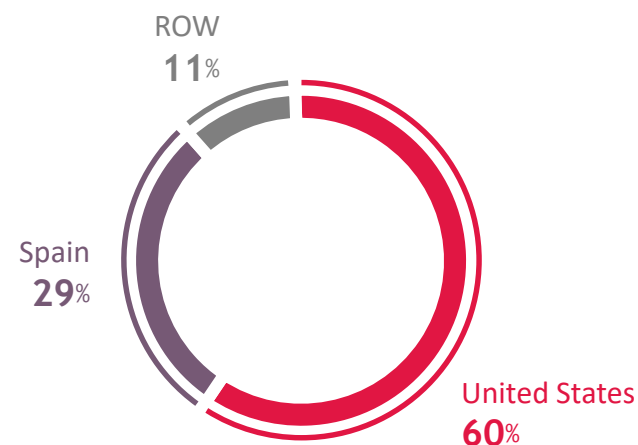
Temp. Staffing
& recruitment



Temporary staffing revenue - International (€m)



Half year revenue breakdown by geographic area



28% of the temporary
staffing division

First half revenue
at constant exchange
rate

-22,4%

INTERNATIONAL : TEMPORARY STAFFING

Temp. Staffing
& recruitment

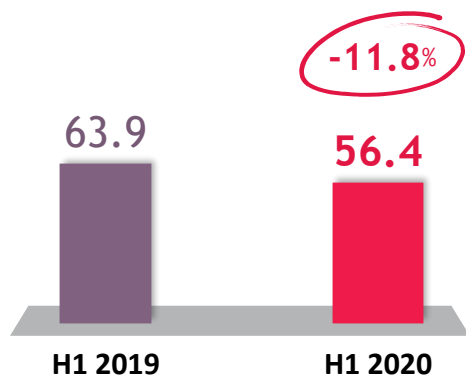


- Limited decline in United States
- Significant resistance in Spain

H1 revenue
(€m)

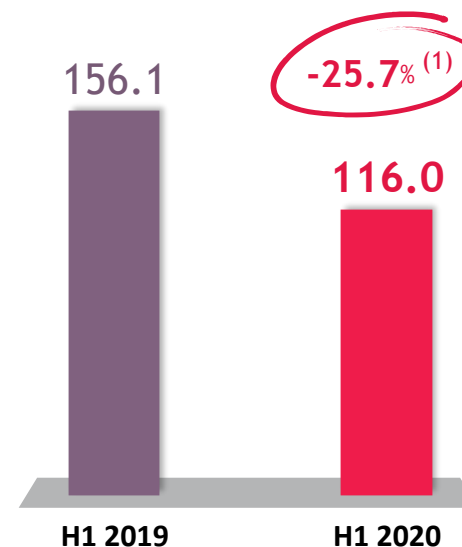


Spain



Significant resistance in Spain
with positive impact of the
food industry

United States



(1) At constant exchange rate H1 2020 -27,5%

US : limited decline
with rapid adaptation of fixed
costs



Multi-services
Airport services
heavily impacted



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AIRPORT SERVICES HEAVILY IMPACTED MARKET

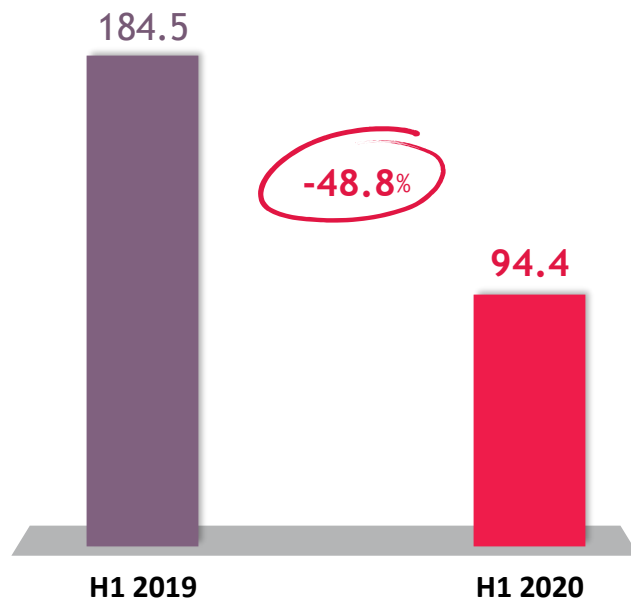


Airport services



74%
of multi-services
division
(79% in H1 2019)

Airport services H1 revenue
(€m)



Paris Aéroport (CDG-Orly) :
traffic ⁽¹⁾ H1 2020 down
-55.9%

Q1 : -10.1%

Q2 : -82.3%

AIRPORT SERVICES

Action plan implemented vs. Covid-19



Airport services



H1 measures

- > Implementation of partial activity (according to specific framework per country)
- > Workforce adaptation depending on country legislation
- > Expenses reduction
- > Termination of fixed-term, recruitment, temporary staffing contracts and subcontracting

H2 measures

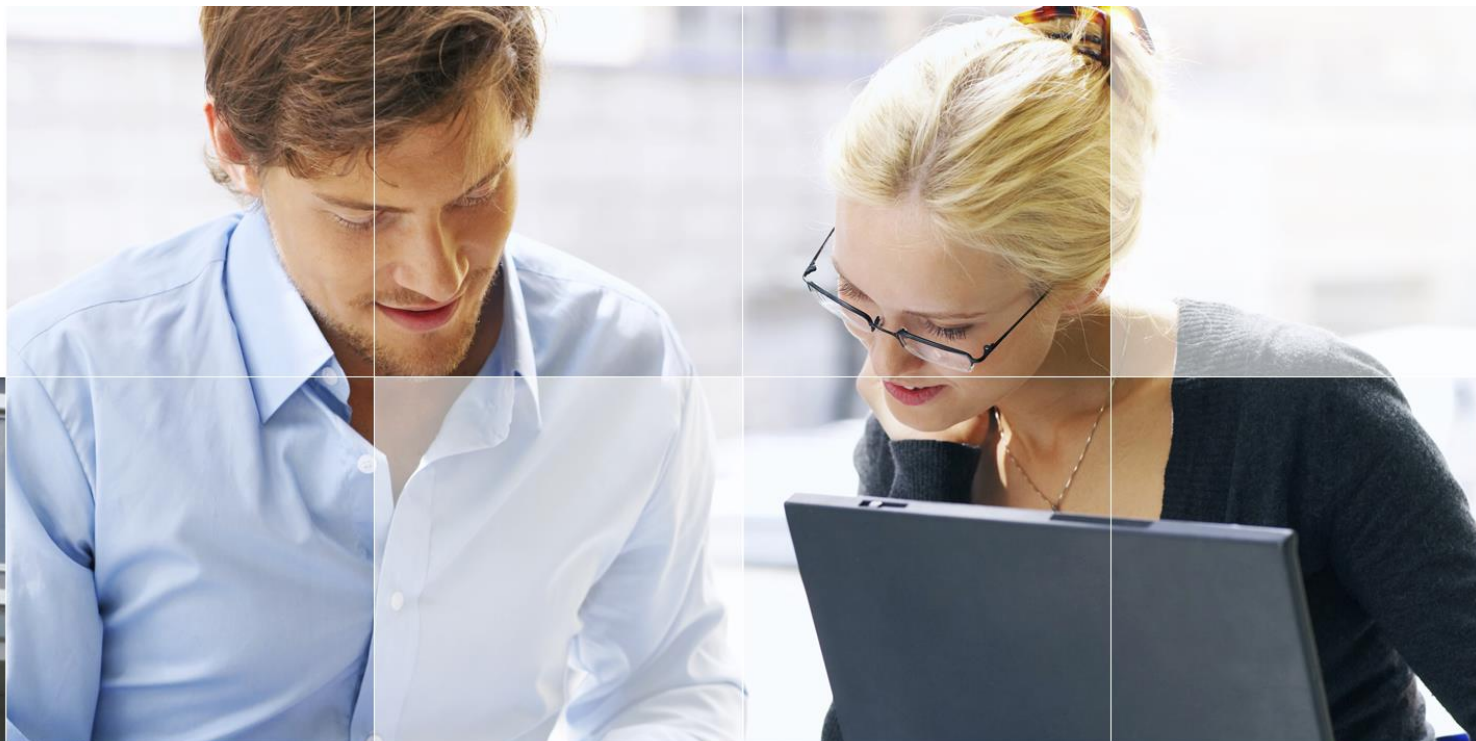
France

- > Partial activity maintained as air transportation still eligible to government's initial partial activity benefit
- > « APLD » to be implemented
- > Negotiation of a « collective performance agreement »

International

- > Continuous adjustment of staff according to legislation and changes in air traffic





Results

- Resilience of the results
- Strengthening of the financial structure in an exceptional context

Change in half-year revenues (€m)

	H1 2019	H1 2020	change H1 2020/ H1 2019	Organic change	Forex impact ⁽¹⁾	Perimeter impact ⁽²⁾
Temp. Staffing & recruitment	1 011.4	693.6	(31.4)%	(31.7)%	0.3%	0.0%
Airport services	184.5	94.4	(48.8)%	(48.9)%	0.0%	0.0%
Other services	49.0	33.2	(32.2)%	(32.2)%	0.0%	(0.0)%
Inter-segment eliminations	(12.4)	(7.1)	(42.4)%	(42.4)%	0.0%	(0.0)%
GROUP TOTAL	1 232.5	814.1	(33.9)%	(34.2)%	0.3%	0.0%

(1) The foreign exchange impact are calculated by applying to the year's foreign exchange revenue, the exchange rate of the prior year.

(2) The perimeter impacts are calculated by restating the revenue:

- on the one hand, from the contribution of the entities acquired during the year and of the entities acquired during the previous year until the anniversary date of the acquisition,
- on the other hand, for the entities sold in the year, from the revenue contribution of the previous year for which the entities are no longer consolidated in N and for the entities sold in N-1, from the revenue contribution of the previous financial year up to the date of transfer.

EBITDA ⁽¹⁾ BY BUSINESS UNIT

	H1 2019		H1 2020	
	€m	% of rev.	€m	% of rev.
Temp. Staffing	55.9	5.5%	27.2	3.9%
France	41.5	5.4%	21.6	4.3%
International	14.4	5.9%	5.6	2.9%
Multi-services	22.2	9.5%	(7.0)	(5.5)%
Airport services	18.1	9.8%	(6.1)	(6.5)%
Other	4.1	8.4%	(0.9)	(2.7)%
GROUP TOTAL	78.1	6.3%	20.2	2.5%

INCOME STATEMENT

€m	H1 2019	H1 2020
REVENUES	1 232.5	814.1
Operating expenses	(1 150.8)	(791.5)
Provision	(3.6)	(2.4)
EBITDA	78.1	20.2
<i>EBITDA/REVENUE</i>	6.3%	2.5%
Depreciation	(20,3)	(21.7)
CURRENT OPERATING INCOME	57.7	(1.5)
<i>COI/REVENUE</i>	4.7%	(0.2)%
Other income and expenses	0.8	(0.3)
OPERATING INCOME	58.6	(1.8)
Income from equity affiliates	(0.3)	(1.0)
Financial results	(0.6)	(0.9)
EARNINGS BEFORE TAX	57.7	(3.7)
Income tax	(25.3)	(7.1)
NET INCOME	32.4	(10.8)
NET INCOME (GROUP SHARE)	32.5	(10.1)

BALANCE SHEET

€m	June 2019	Dec. 2019	June 2020	June 2020 vs. dec. 2019
Goodwill	158.7	159.5	159.4	(0.1)
Net fixed assets	222.5	212.6	198.7	(13.9)
Working capital	82.9	56.1	(5.7)	(61.8)
Provisions	(48.6)	(43.2)	(43.6)	(0.4)
Tax payable and deferred tax	3.5	15.7	27.9	12.2
CAPITAL EMPLOYED	419.0	400.7	336.7	(64.0)
Shareholders' equity	575.6	622.3	610.6	(11.7)
Net financial debt	(156.6)	(221.6)	(273.9)	(52.3)
CAPITAL	419.0	400.7	336.7	(64.0)

WORKING CAPITAL

€m	June 2019	Dec. 2019	June 2020	June 2020 vs. dec. 2019
Inventories and work in progress	2.1	2.3	2.4	0.0
Trade receivables	522.1	463.2	307.1	(156.1)
Trade payables	(44.3)	(37.7)	(30.6)	7.1
Social security and tax liabilities	(395.8)	(360.4)	(292.8)	67.6
Other receivables and payables	(1.3)	(11.3)	8.2	19.5
WORKING CAPITAL	82.9	56.1	(5.7)	(61.8)

NET FINANCIAL DEBT

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€m	June 2019	Dec. 2019	June 2020	June 2020 vs. dec. 2019
Gross financial debt	170.1	140.4	140.4	0.0
Net cash	(120.0)	(224.9)	(337.4)	(112.5)
NET FINANCIAL DEBT	50.2	(84.5)	(197.0)	(112.5)
Competitiveness and Employment Tax Credit CICE	(206.8)	(137.1)	(76.9)	60.2
NET FINANCIAL DEBT AFTER DEDUCTION OF CICE	(156.7)	(221.6)	(273.9)	(52.3)

CASH FLOW STATEMENT

€m	H1 2019	H1 2020
Net results including minority interests	32.4	(10.8)
Restatement of non cash items	18.7	71.4
Cost of financial debt	2.1	1.5
Income tax	25.3	7.1
CASH FLOW BEFORE NET COST OF DEBT AND INCOME TAX	78.5	69.2
Change in working capital	(24.7)	62.3
Tax paid	(14.9)	(7.4)
CASH FLOW FROM OPERATIONS	38.9	124.1
Cash flow from investing activities	(3.9)	(3.3)
Cash flow from financing activities	(31.6)	(7.6)
Change in exchange rate effect	-	(0.8)
CHANGE IN CASH	3.4	112.4



Outlook

- Temporary staffing : a gradual recovery
- Airport services : full recovery will take time

TEMPORARY STAFFING & RECRUITMENT

Towards a gradual recovery



- Positive signs of economic recovery
- Uncertainty related to the Covid-19 evolution

France



Recovery in line with the market

- > Temp. FTEs CRIT July / August : **-26%**
- > Temp. FTEs CRIT September (first two weeks) : **-22%**

International

United States :
a gradual recovery



- > Temp. FTEs CRIT July / August : **-26%**

Espagne :
a fast recovery



- > Temp. FTEs CRIT July / August : **-10%**

AIRPORT SERVICES

Airlines traffic significantly impacted



Airport services



Wordwide airlines traffic: Full recovery will take time

Traffic Paris Aéroport in CDG and Orly (in movements of planes), source ADP

- > July : **-77.1%**
- > August : **-53.1%**
- > YTD traffic (8 months) **-56.8%**

Airport services division (France and International)

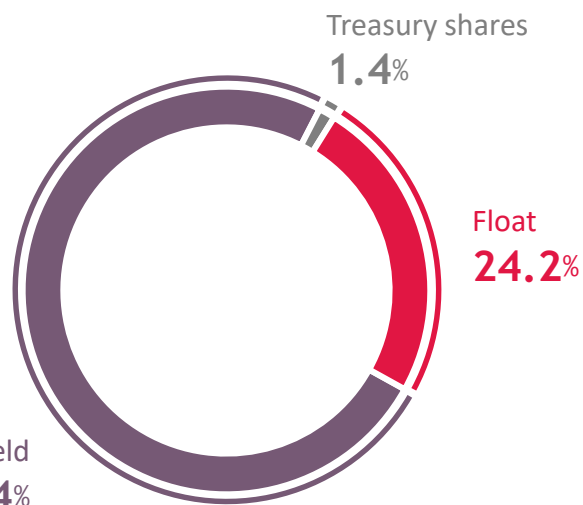
- > H2 trending on 40% volume



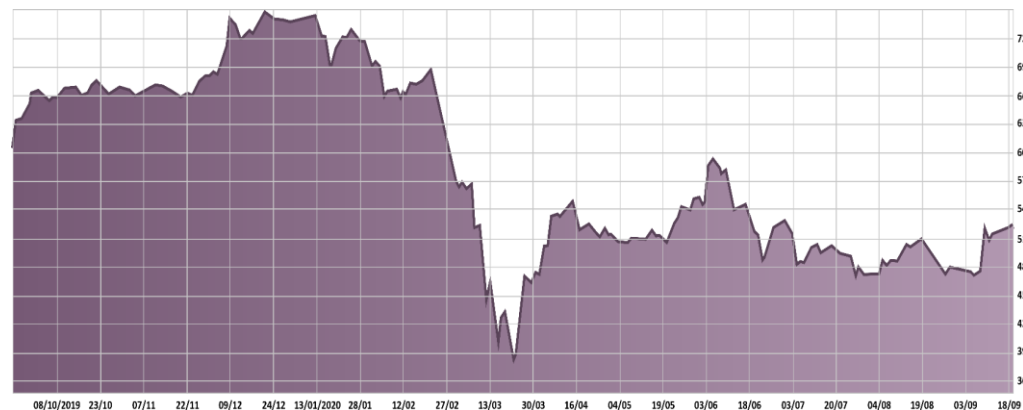
SHARE CHARACTERISTICS

Groupe
Crit

Shareholder structure
at 30/06/2020



Share price movements (rolling 12-month)



ISIN code

FR0000036675

Market compartment

Euronext B

Number of shares

11,250,000

Average daily trading volume since 1 year

2,426

Share price at 21/09/2019

€**52.40**

Capitalisation

€**590m**

Change since 1 january

-28.8%

Change over 5 years

+11.02%