

1st quarter 2019 results

sales growth stabilizing;
gross and EBITA margin progression YoY

Jacques van den Broek, CEO
Henry Schirmer, CFO

Randstad N.V.
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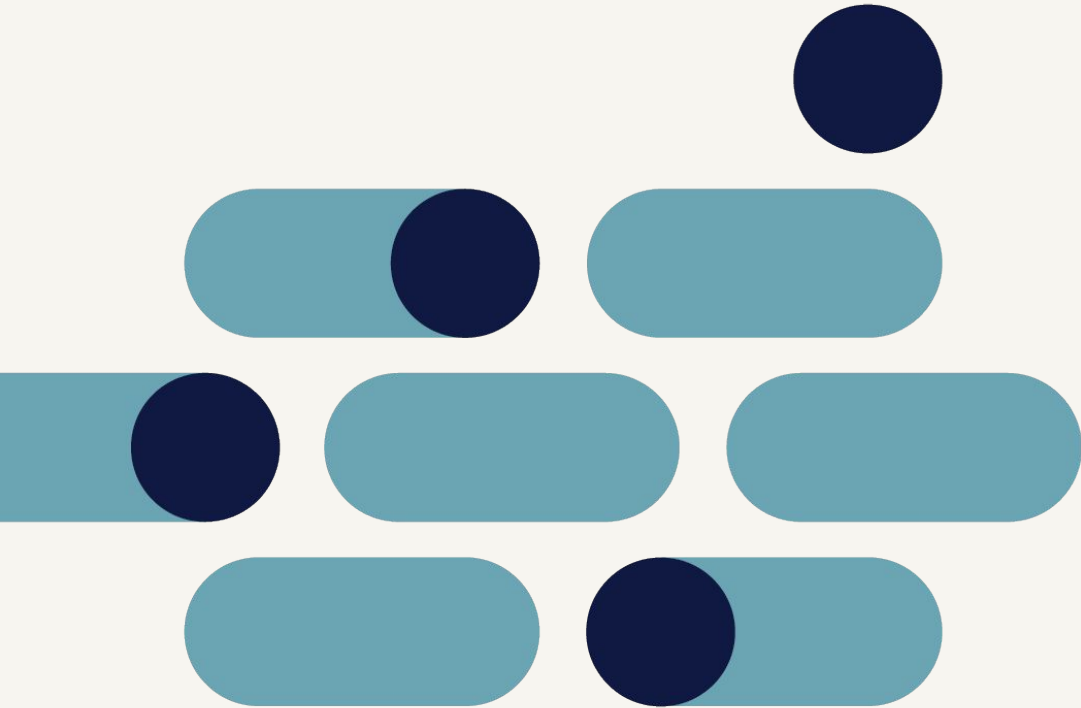


disclaimer.

Certain statements in this document concern prognoses about the future financial condition, risks, investment plans and the results of operations of Randstad N.V. and its operating companies, as well as certain plans and objectives. Obviously, such prognoses involve risks and a degree of uncertainty, since they concern future events and depend on circumstances that will apply then. Many factors may contribute to the actual results and developments differing from the prognoses made in this document. These factors include, but are not limited to, general economic conditions, a shortage on the job market, changes in the demand for personnel (including flexible personnel), achievement of cost savings, changes in the

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definitions.



EBITA: operating profit before amortization and impairment acquisition-related intangible assets and goodwill, integration costs and one-offs.

organic growth is measured excluding the impact of currency effects, acquisitions, disposals and reclassifications.

diluted EPS is measured before amortization and impairment acquisition-related intangible assets and goodwill, integration costs and one-offs.

agenda.

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performance



moving forward.

Q1 2019 revenue growth stabilizing, margins up YoY.



key financials*

organic growth +0.5%

gross margin expansion

EBITA € 227m, 4.0% margin



growth drivers

market share gains

ROW up 10%

Europe slightly rebounding



digital strategy

strong focus on pricing,
supported by digital tools

global roll-out workforce
scheduling and youplan

roll-out customer delight

* all figures include IFRS 16, unless explicitly stated otherwise

north america

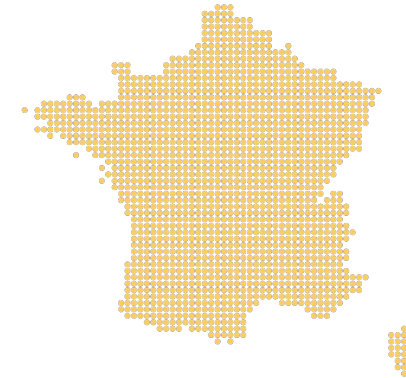
sound EBITA margin expansion.



- revenue up 2% (Q4: +3%)
- US Staffing & Inhouse, revenue up 3% (Q4: +5%)
- US Professionals, revenue up 2% (Q4: flat)
- Canada: revenue down 2% (Q4: +1%)
- EBITA margin at 4.7% vs. 4.3% LY

france

back at market growth.



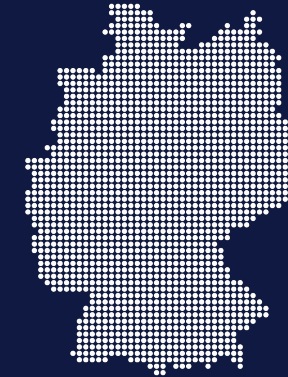
- revenue flat (Q4: down 4%)
 - perm up 9% (Q4: +15%)
- Staffing & Inhouse down 3% (Q4: down 7%)
- Professionals up 9% (Q4: +8%)
- EBITA margin at 5.3% vs. 5.6% LY

the netherlands ahead of market.



- revenue at +1% (Q4: +3%)
 - perm up 20% (Q4: down 14%)
- combined Staffing & Inhouse businesses flat (Q4: +1%)
- Professionals up 7% (Q4: +13%)
- EBITA margin at 5.2%, stable vs. LY

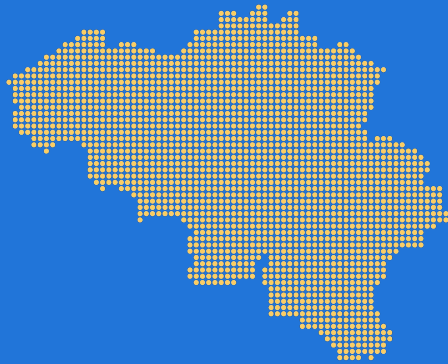
germany challenging market conditions.



- revenue down 10% (Q4: down 7%)
- Staffing & Inhouse down 13% (Q4: down 12%)
- Professionals down 1% (Q4: +7%)
- EBITA margin at 2.5% vs. 3.1% LY

belgium

continued market outperformance.



- revenue up 1% (Q4: flat)
 - market outperformance
 - positive impact data-led 'Customer Delight'
- EBITA margin at 6.0% vs. 6.2% LY

italy

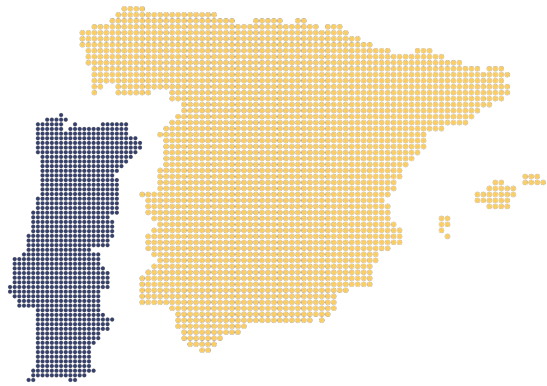
growth back in positive territory.



- revenue up 1% (Q4: down 1%)
 - strong perm growth at +29% (Q4: +28%)
- EBITA margin at 6.0% vs. 5.9% LY

iberia

spain returning to growth.



- spain revenue up 3% (Q4: down 3%)
 - strong pricing discipline
- portugal revenue down 6% (Q4: down 9%)
- EBITA margin at 5.0%, stable vs. LY

other european countries
mixed trends.



- UK revenue growth up by 3% (Q4: +5%)
- nordics down 10% (Q4: down 4%)
- switzerland growth up 2% (Q4: +6%)
- poland down 8% (Q4: down 13%)
- EBITA margin at 2.7% vs. 2.8% LY

rest of the world
double-digit growth, strong conversion.



- japan growth up 5% (Q4: +6%)
- australia & new zealand grew 5% (Q4: +10%)
- china up 12% (Q4: +31%)
- latin america up 24% (Q4: +25%)
- EBITA margin at 4.2% from 3.0% LY

global businesses
improved growth and profitability.



- global businesses up 4% (Q4: 0%)
- sourceright global double-digit revenue growth
 - strong performance in EMEA and APAC
 - integrated data and technology approach
- monster: stable revenue decline versus Q4
 - improved contribution to the randstad group
- EBITA margin at -1.8% from -2.5% LY

financial
results

& outlook.



Q1 2019 strong operational performance.



Q1 performance

€ million	Q1 '19	Q1 '18	% org.
revenue	5,718	5,683	0%
gross profit	1,128	1,114	1%
gross margin	19.7%	19.6%	
operating expenses*	901	892	(1)%
opex %	15.8%	15.7%	
EBITA*	227	222	1%
EBITA margin*	4.0%	3.9%	

* before integration costs & one-offs



Q1 key financials

- revenue up 0.5%
- EBITA margin 4.0% (Q1 2018: 3.9%)
- agile opex steering (down 1% YoY)

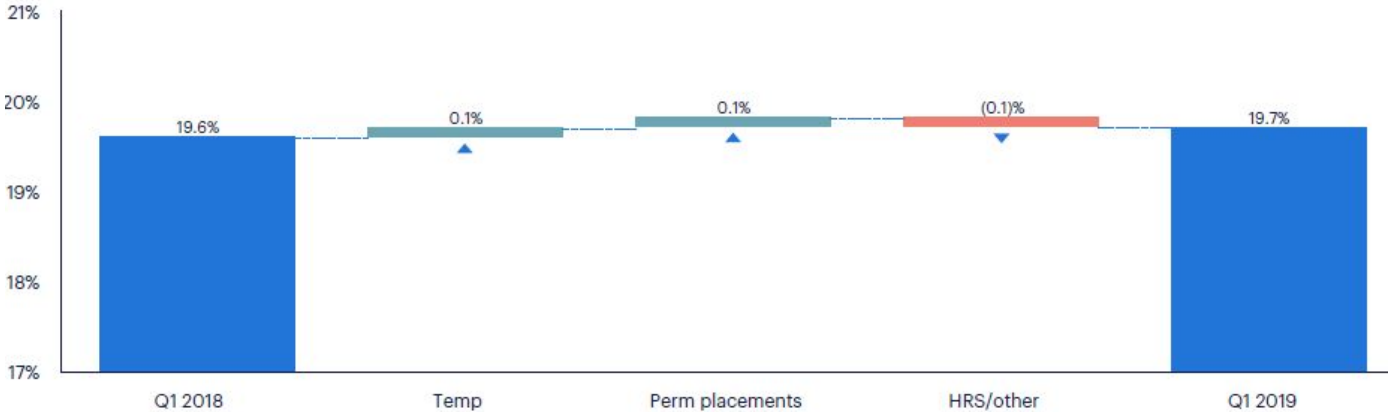
Q1 2019 improved pricing drives gross margin up.



Q1 gross margin development YoY



Q1 highlights



- temp margin impact +10bp
- perm fees grew 5% YoY organically, adding 10bp
- HRS/other impact -10bp



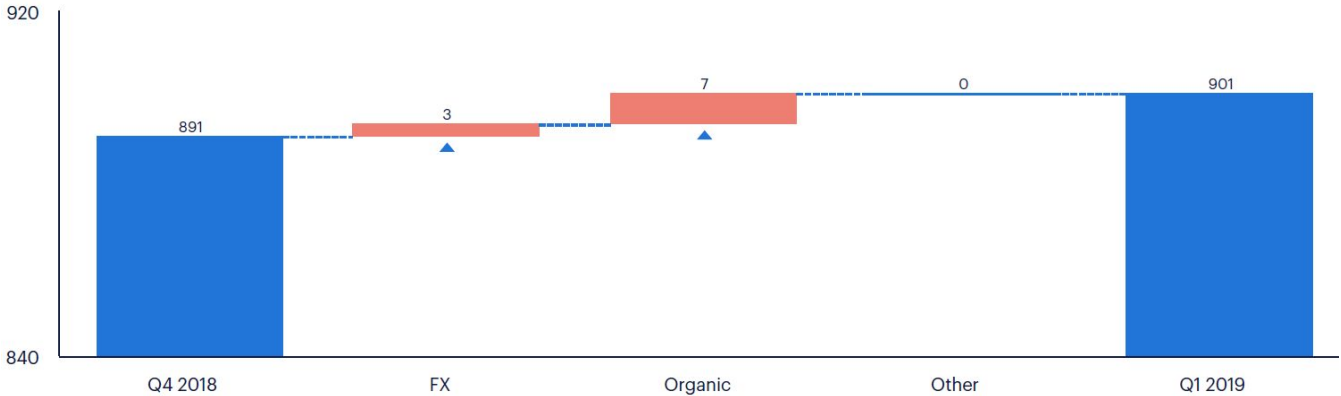
agile cost management in Q1 2019.



Q1 sequential opex bridge



Q1 cost management



- organic opex increased 1% vs. Q4, down 1% YoY
- on track to deliver cost savings program
- flexible cost base and tight steering continues to pay off

increasing free cash flow, **sound FY 2019 outlook.**



improved free cash flow YoY

- Q1 FCF € -2m (+ € 23m vs. Q1 2018)
 - positive impact French subsidy change
 - DSO 53.9, stable YoY
-



strong balance sheet

- net debt € 1,640m (down € 86m vs. LY) including lease liabilities due to IFRS 16
 - leverage ratio pre IFRS 16: 0.8 (Q1 2018: 0.9)
 - IFRS 16 has no impact on our capital allocation strategy
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conclusion and outlook: continuous tight steering.

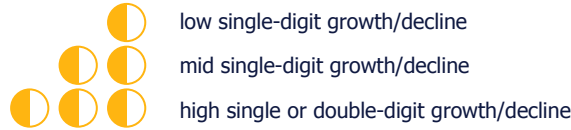


Q1 conclusion and outlook

- stabilizing competitive revenue growth
- gross margin up, driven by pricing
- agile opex management, EBITA margin up 10bp YoY



March trend in line with Q1



questions



& answers.

appendices



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outlets by region.

end of period	Q1 2019	Q4 2018	Q3 2018	Q2 2018	Q1 2018
North America	1,138	1,142	1,119	1,090	1,091
France	628	625	645	657	663
the Netherlands	660	658	664	665	648
Germany	589	601	601	595	588
Belgium & Luxembourg	329	326	322	325	323
Italy	264	265	264	266	269
Iberia	377	371	369	365	360
Other European countries	450	430	441	435	424
Rest of the world	239	241	241	241	243
Global businesses	127	134	134	134	135
total	4,801	4,793	4,800	4,733	4,744

corporate staff by region.

average	Q1 2019	Q4 2018	Q3 2018	Q2 2018	Q1 2018
North America	5,680	5,840	5,840	5,720	5,660
France	4,540	4,540	4,590	4,500	4,410
the Netherlands	4,270	4,370	4,380	4,360	4,350
Germany	2,880	3,080	3,180	3,120	3,020
Belgium & Luxembourg	2,050	2,130	2,230	2,130	2,100
Italy	2,240	2,270	2,260	2,210	2,170
Iberia	2,200	2,220	2,240	2,210	2,180
Other European countries	3,710	3,780	3,810	3,810	3,870
Rest of the world	5,540	5,420	5,260	5,090	5,020
Corporate	250	250	250	240	220
Global businesses	4,910	5,010	5,060	5,200	5,660
total	38,270	38,910	39,100	38,590	38,660

staffing employees by region.

average	Q1 2019	Q1 2018
North America	93,400	97,300
France	83,300	84,000
the Netherlands	80,100	80,900
Germany	41,800	47,200
Belgium & Luxembourg	44,300	42,900
Italy	45,600	48,000
Iberia	63,700	66,600
Other European countries	60,700	64,000
Rest of the world	113,100	109,000
Global businesses	9,900	9,300
total	635,900	649,200

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human forward

