
MANAGEMENT DISCUSSION SECTION

Bart Gianotten, Director-Investor Relations

Good afternoon, ladies and gentlemen. Welcome to the Randstad's Q4 and Full-Year 2010 Results Presentation. We have the usual format. Ben will take us through the performance, including countries. Robert-Jan will take us through the financials. And after that, we'll have an extensive Q&A session, where I would take questions from the room first and then go straight to the telephone lines.

With that, I'll give the floor to Ben.

Ben Noteboom, Chief Executive Officer and Chairman of the Executive Board

Good afternoon everyone who's on the phone. Someone else in the world, good morning. Robert-Jan and I calculated, this is the 34th time we're presenting the quarterly results and we promise if we're still here at the 50th, we'll wear a golden suit.

We have one because we celebrated our 50th anniversary last year with 26 parties and somebody convinced me to wear a golden suit. It's really bad, you don't want me to wear a golden suit, I can tell you.

2010 was a remarkable year for a few reasons, of course. Again, 50 year, but more interesting, back to growth with a steep development through the year as you will have seen with all the normal recovery patterns which we've seen in the past with some exceptional items, which we'll try and address in the presentation.

Back to profit, good profit and also, very relevant in my view is the fact that we can pay dividend again, at least under the provision that our shareholders agree on us paying dividends. But I'd be very surprised if they would not agree to that.

Another thing is going to happen after 50 years; this month, April, not unexpectedly, of course, because this was already known, something like 11 years ago, Frits Goldschmeding is going to step down from the supervisory board, because it is the end of this third term. And in our rules and regulations, that is the maximum amount of time somebody can serve on the board.

We have made an agreement with the family as you might know, but we've had some questions. So, just to be sure, it's described in our Annual Report every year where we in exchange for the fact that if something with Frits would happen, which we hope we'll still take 25 years, the family will not sell any shares within one year.

And indeed, if they after that have any plan to sell, the board at that point in time will have six months to come up with another suggestion, will they not agree with the step that is being considered. In return for that, the family will have a permanent position in the supervisory board. So that's why Frits steps down and Jaap Winter will be his successor as representative of the family. So, for some, it was a surprise, but again this has been in the books as from '07 already.

And again, Frits is 76 and after 12 years in the board, but still, it is a special occasion of course. He will still be close to the company, because he still owns some shares as you know and that will not change. He'd rather own more than less. When we suggested the dividend, he said, "Are you sure you want to pay that much?" That's the sort of shareholder he is, but anyhow, we said we were sure.

If you look at markets in France, these are familiar pictures, only the curves add one point every time. It's clear that the market development in France have continued as we expected also in Q3, of course. On the top right-hand side, you'll see the market and the one at the bottom is the Randstad performance in those respective markets.

Again, 22% growth, that's of course including FujiStaff and currencies what have you, 17% growth organic, which is a very nice number to have, very consistent. We also shared with you the exit rates of January, of 14%. But as I want to make the comment that, that January is a difficult month to read a trend from, because we've had some extreme bad weather conditions. We don't know the impact, but for sure in some markets it did have.

But more importantly, we see that after the holidays, company start up a few days later, a few days earlier, that has quite an impact on one month only. So that's why the 14% is an indication, but I wouldn't put too much value to it. We always feel that the month of March is a real indicator of the trend and February is already more reliable than January will prove to be. But anyhow, we share this information with you nowadays, so no reason to change that.

I'll get back to the major markets, but I won't into too much detail now, because as Bart promised you an extensive Q&A session, I don't want to take too much time here. Thank you, Bart.

So revenue; up 17% organically to €3.9 billion, which again is an excellent development. We're still on the same picture more or less as we saw last year quarter. Last quarter Q3, we had 55% growth in in-house. This time it's 51%, still very, very high. That's including transfers by the way, but still it also means that our clients have become a lot more active and we reopened quite a few that we closed, because of lack of activity. We gained new clients, how we transferred clients especially in France as we promised, we would do already at a day, was a merger.

Staffing 13%, unchanged, although you see the mix changing a bit and the professionals' basis is increasing. I'll give you some insights on some markets comparing Q1 this year to Q4 to give you a feel of what's happening there.

Gross margin relatively flat, biggest impact is because of mix. And as you guys know, I have to explain to the press, the gross margin is no indication of profit, because you always have to look at the underlying concept with which we supply the market, because difference on concepts have different costs.

Operating expenses, up somewhat. We also shared with you that we expect Q1 to be at the highest point at the same level as Q4. Robert-Jan will get into those things in a bit more detail. Obviously, we consolidated FujiStaff as from the 20th of October; that means we added €15 million costs in Q4 from the FujiStaff operations. It's important to take those into account, of course, for the rest of this year, but it's obvious. And an EBITA of €161 million versus €106 million. Nice number, we're happy with the 4.2% EBITA, but we're not very happy yet, because as you know, we're still striving for 5% and we need to get there.

FujiStaff added €5.4 million and I'm going to go back to FujiStaff. We had a nice growth of 4% in a difficult market in Japan last quarter still. So they did very well, in spite of a profit warning they gave earlier this year, but they did well, growth and profit. So they delivered on what we expected them to deliver, actually even a bit better.

For the full year, starting from a -1% in Q1 to +17% in Q4, organic. Again, excellent in our view. Net market share in most markets, I'll get back to that too. France, we closed, I'll get back to France and Holland. I know you're not interested in the Netherlands, but I'll do it anyhow. EBITA; up 61% for the year. FujiStaff, done, and the leverage ratio had a very healthy 1.5 again, which means we'll pay dividends.

Strategically, we were very proud in 2008, let's say 2007, 2008, that we had a better spread of profit across different markets, because before that, the Netherlands were far too dominant in our view. It's a disadvantage than an advantage. The advantage is, of course, in a difficult year like '09, they again turned out to be a very reliable profit-maker; that helped a lot. But if you look at the strategic spreads, 55% of the Netherlands from this small country is too much for the company and we're happy that we are now in a more healthy distribution again and we can actually expect the distribution to get healthier in this year, because there are quite a few markets that can contribute more in the future. But we think this is an important development.

So let's get back to some markets. Let's first share some facts with you here. Of course, if you look at what happened – let's start with the profits. We have taken some extra cost in Q4 to do some additional re-organizations. I'm not going to get into details for obvious reasons. Would we not have done this, end in January, then the profit actually would have been at a 7.2%, 7.3%. So, profitability in Holland is not under threat, actually it's doing very well comparing to where we are now.

Look at markets, we are below market indeed. We always asserted ourselves, with the idea that we had a healthy spread, bigger part in government related, probably expanding related activities, which usually is a safe haven, if you want. I remember, when the crisis started everybody tried to move into that area, but we were already and that was very good, because it helped us. Of course now, it affects our business more.

If you look at the gap with the market, let's get into some specifics thereto. Tempo-Team for example; Tempo-Team has a very healthy professionals business. It was about 9% of the total revenue of Tempo-Team. We lost half of that business, because it was all government-related. That segment alone had a 4% impact on a relative performance versus market. So that really is big.

So we are worried and we want to do better, but we're less worried than you might think, because those markets are going to come back. And at the same time, we will develop the market where we are too weak and we have not performed good enough, because for sure, first reason for under performance is the mirror; it's us. We should have developed other segments earlier, that's clear. But on top of that, I think it's important to really understand what's behind it, because we've got many questions about it and as you know, our vision and mission is to be as transparent as we can to you.

Randstad is moving closer to the market again. I explained a big part of the gap between Tempo-Team and the market. Yacht of course, being right cyclical, although it is improving quite a lot. In Q1, Yacht was at minus 29%, to give you an idea compared to a year before. In Q4, Yacht is at minus 9% and if you look at December, it's getting very close to zero. So it is improving fast, not fast enough in our taste, but anyhow, it is a big improvement.

So we are pretty optimistic about the fact that the Dutch market is going to develop in the right way and that we will also regain market share. One additional reason for the market share story is that we deliberately did not enter into a few contracts while we were convinced we will not be able to make money. Some competitors thought they could make money on the contracts, I'd be very surprised, but we'll see.

Next market, France; we promised you in the end of '09 that we – well, promised- that we expressed our expectation that we would be back at market in about two quarters. That actually happened. We're now outperforming the market, which I think is excellent. And also in France, if you look at the professionals business, it's doing well. Start that minus 2 in Q1 and Q4 was plus 12. So that also, it starts to really move. That's a very healthy business with a very nice profitability.

In the meantime, we also invested quite a lot in the French organization. We opened 250 specialty units, which I think is huge. We moved quite a lot of business from the branches to in-house to be able to do that, to actually increase the mix we have towards a more specialized organization. As

you know, the old Randstad was almost exclusively focused on that segment, because it generated higher growth and higher profits.

Over the end, a mix between more specialties, more efficient and better-served industrial segment. And at the professionals, that's our subsidy to get to a more – a higher profit level than historically it was the case in France. As, of course, François explained in his presentation at the Investor's Days in Paris.

We had one small drawback obviously, the subsidy system. We already shared with you early that we won't be able to get a subsidy. It was a bit of a surprise, it was all too short-term. We are now working on it, [inaudible] or below 0.5% effect. It was up 18%, it's clear. I talked about the transfer and that I think concludes what I want to tell you about France. But you might have more questions.

Germany; Germany has been expensive at the beginning. Here, professionals run from plus 17% in Q1 to plus 41% in Q4. Main driver being IT. That business is really booming. Engineering is also picking up. The only area where it's still a bit tough is the aerospace, which has been for quite a while as you know. We shared it with you now and again.

Big growth again and a very healthy profitability and we kept on investing. We've got here, we reached our capacity. That means the leverage disappeared. So if we want to grow, we need to invest in people. The productivity gains are very, very limited, which makes sense, of course, after like Q2 and Q3 where we had 40% growth. It gets very difficult to keep on increasing your productivity.

But with 7.5% EBITA, we can live with that. We've seen worse. So we're very happy with the performance in Germany. They really did an excellent job. Idle time problem in the professionals improved a lot and it's going to improve more this year. And we also decided to invest more in marketing again. There's quite a lot of talk in Germany about the image of staffing, about equal pay. There's lots of newspapers writing about it. Especially the unions make a lot of noise about staffing [inaudible] even launched special campaign.

Now, I don't know how long you guys follow Germany. I lived there for a couple of years in the early '90s. In the first year, I was always shocked by the press on unions, because the things they asked for are usually outrageous like 8% salary increases, but then funny enough they settle for 2.5%. So what I have learnt is that two things happen. At the end of a crisis, when the economy starts to improve, we get more if you want a war talk from unions.

So far in all cases, the result always has been a lot more favorable than the war talk would actually suggest. So we do not take this lightly. We take this very serious, of course. We've put a lot of effort in lobbying and talking to everybody, et cetera, et cetera. And but I'm less worried than you might think based on German newspapers.

Staffing industry in Germany has taken care of one-third of the extra jobs that have been created last year, one-third. It's very difficult to defend that you would re-jeopardize an industry that creates that many jobs. And that's only the direct jobs.

We know from experience that if staffing is really under pressure, the market finds other solutions. They're very often, are labeled outsourcing and they're very often mean that it is unregulated, free market, very fragmented where the unions have no influence at all and also no interest.

Same goes for the Netherlands, by the way. If you read the newspapers, you get worried. If you talk to FNV they said, we don't mean you, because you are well regulated, but all the other forms of flexibility, they are not regulated. And if you kill staffing, you will create exactly the opposite.

But, we're investing more in marketing for two reasons, first of all, because it's a business. It makes business sense as we have proven and showed to you very often. And two, we have to work on the image there. A minimum wage, which we are in favor of, of course, is for sure a big help, especially given the fact that the borders in Germany will open to Eastern Germany later this year, that a minimum wage for sure is easy to defend.

UK; organic revenue growth, plus 9%. Inhouse keeps on growing fantastically. We see a very scattered picture in the professionals segment. Quite a big part of our business as we shared with you, 30% or maybe even a bit more, is government-related, especially our most profitable operation, education suffered from the budget that cuts in the UK, also around healthcare.

And on top of that, of course, this is a country with the world record of mergers. We started with something like 28 companies and now we have the bulk of our business in five companies. And it has been an ongoing process. The reason the EBITA is negative in Q4 is specifically that. It's again a bit more reorganization, et cetera, but we are sick and tired of calling them one-offs and exceptionals, but you should know.

We do feel a lot more optimistic about this year, given the fact that we've done a lot of these reorganizations that we really reduced a lot of costs, especially in management. You can imagine, if you have a lot of small companies, you have a lot of important managing directors and a lot of important CFOs and a lot of – et cetera. If you have five companies, you have five of each. That has a big impact, but there are some costs attached to IT, back office combination, and of course streamlining the organization. So that's happening.

What is going to happen with the public sector spending? I don't know. I'm a bit more optimistic than most people, also for Holland by the way, because if I look at the recovery of the economy, I think the statistics are still not really giving full benefit into what's happening and that might mean that governments will have more money sooner than they anticipate today. But I may be completely wrong and we didn't put it in the budget.

North America; since I started to share these to professionals numbers with you, I'll do the same. Professionals in U.S. was growing at 0% in Q1 and is now growing – in Q4, it's over 20%, obviously, the first indication of what's happening. You see the same happening in Canada and the other markets I just shared with you. Actual performance. Staffing U.S. has made a – has realized a major turnaround.

It's in a very pleasant area today making a nice profit, especially given the history, are growing at an excellent rate, of course, already for a longer period of time. And so we're very pleased there and we see especially of course our jewel, which was used to call Sapphire IT, doing very, very well in North America. Finance is still in the corner, is contributing. So all in all, we're pleased with the performance in the U.S., in North America, actually both Canada through the year improved.

Permanent fees going up 34%, which is nice, although the basis, which we compare to is still relatively low. Of course, for total growth, comparables got a lot more tough. That, by the way, is a good part on the 14% of January and EBITA, 4.6%.

Also in staffing in the U.S., we started to invest again by adding people, because they had grown quite a lot. So we needed to add capacity to be able to handle the extra growth. We were a bit late in making that switch, which was during, let's say, the end of Q2, begin of Q3, Greg? And that caused us a little bit of growth I think, but then machine started to work and it's going well.

If you look at segments, the scientific explanation of the pluses is that a plus is 10%, two pluses 20%; a minus is 10% and two minuses, well, 20% or more. We see that that many industries and segments are doing very, very well with high growth. By the way, this is science based on

Randstad numbers. It's not market. In some markets, we are big, in some markets we are small. So that's not always a true representation of the actual development in that complete country.

We see financials in the Netherlands being slow somewhat, public administration helped and social work. Obviously, UK is not on this list, but that you would see the same. So, in development there, all other segments are doing well; do very well, which is an encouraging sign.

As you know, we are in 44 countries and this morning, I made a mistake. I said that all countries are growing, again, there are a few small ones in the Middle East that are not growing, but they are tiny, tiny, tiny, they are smaller than probably a medium-sized branch in the Netherlands, but still, all the other markets are growing. So that to me is a very encouraging sign.

To illustrate again, because we always talk about unit steering, and we change it in view of the professionals to field steering. Of course, that covers a bit more. We think it makes sense. We just wanted to share with you, although, I know you guys look at it all the time, and you lady, of course.

This is what happened. To be able to gain market share, to be able to be profitable, you have to move with the market. Again, '09 wasn't exceptionally strong decline. In spite of that, if you look at what happened here to our FTE; the number of FTE people we employ, the result of that on the gross profit for FTE, how we adjust, of course, the branches, but that's due to two things. The merger, but the biggest part is due to inhouse branches, which we closed or actually also, in quite a number of cases, we more or less froze. So we closed them, but we kept all the stuff there. And by now, we've opened up quite a few of them again.

This is how we manage through the recycle. So, we feel that this tool is still extremely important. We put more emphasis, again, on it, because as you know, we have a lot – a bigger population, more companies, and within those companies are less people that have the experience of field steering. So that's why we developed the professionals concept that we tested that we now are using and rolling out in all of our professional operations and we're going to be more aggressive in expanding in the professionals business based on the proven success of this concept.

And that field steering, of course, plays a major role, because here we have to change the – if you want, the culture a little bit, while in some professionals companies, consultants enter the company, they built up a book of business, then had a very nice commission, and then they were happy.

Well, as you know, we are happy about five minutes every quarter and then we are unhappy again. So we have to make more people unhappy and make sure that we keep on executing the growth model, which is in here. So we should put a lot more emphasis on it this year to push that more in all operations, which of course already started quite a while ago. But this was the effect during the crisis.

Now, I'll hand over to Robert-Jan for the financial results and the outlook. Thank you.

Robert-Jan van de Kraats, Chief Financial Officer and Vice-Chairman of the Executive Board

Thank you. Well, it was quite a year. The first quarter with a revenue development of around zero and a decision not to pay dividend, towards the end of the year with organic growth in the fourth quarter of 17% and total growth even north of that and the completion of the acquisition of FujiStaff. So quite a special year. Things changed rapidly throughout the year.

Just from a financial standpoint, revenues up, gross profit up, expenses up, but a little less as a result of which the productivity improved. So leverage took place. The effective tax rate in the fourth quarter was impacted by a revaluation of the net operating losses in America, due to the fact that the developments have been more positive than anticipated.

And I'll mention it at the end, I've got a slide on the taxes, but it had an impact of €60 million in the fourth quarter, EPS to €0.64. And moving average DSO improved by three days. That's quite a lot. That provides the company with funding of at least €100 million to €150 million or equal to the acquisition of FujiStaff. This is the way we like funding our acquisitions. Of course, this is limited in terms of potential, but we've made good steps in this year.

Free cash flow arriving at €203 million and net debt at €899 million. We didn't do – we didn't go through a lot of trouble to end below the €900 million. This is the authentic number. Leverage ratio, just below 1.5, resulting in a spread of 50 basis points now for the first quarter. The stand-by facility that we've organized in the summer of, I think it was '09 with Fortis Bank has been ended. We didn't want to pay the commitment fees anymore and obviously the balance sheet is in pretty good shape and as a result of that, we feel we don't need it anymore. The dividend was already mentioned by Ben.

The P&L for the fourth quarter; the familiar numbers up here, underlying it says, but underlying equals EBITA, because there's no deviations for this quarter, €161 million. And then we get to the amortization of the other intangibles. So this is the amortization of the brand names, the value of the client database, and the value of the flex worker database. It increased compared to the fourth quarter of last year and we've explained that last time, that's because we have accelerated the amortization of the value allocated to brand names due to the fact that our integration is running faster than anticipated. So, this is the reflection of success.

Net finance costs, relatively low. As described in the press release, it's a bit lower than one would expect also due to the fact that this line also records the changes in the valuation of the minority interests. And that had some impact here as well. And as you can see here, positive number on tax, which is the balance of the regular tax, the effective tax rate and on top of that, the impact of the revaluation of the U.S. tax assets.

This is the full-year overview and I'm not going to say a lot more about it, but again, the amortization increased due to the same reason as I've just explained. The gross margin, just looking at a couple of lines, the gross margin impacted 0.3%, the temp margin 0.3% due to business mix and some, let's say, resulting effects of the pricing pressure that we have seen over the previous quarters, more or less made up for by reclassification item, which is the French tax, the business tax, moved from gross profit to the tax line and some minor issues in between.

So, across the board, we can say that the commercial pressure on the temp margins has now stabilized and we do see perm fees growing there, now 7.6% of gross profits, but still significantly below historical peaks.

The consolidated balance sheet as always, not very exciting, but the intangible assets, mostly the goodwill, on the Vedior transaction, as we are obliged to do, we have evaluated these valuations. And I made the point on the Investor Days, contrary to economic reality, the goodwill has to be allocated to the various countries, which is something one cannot avoid. So we have done this and we have, looking at the valuations relative to the goodwill numbers, no impairment necessary. And current asset mostly reflects our receivables, which are also stated here, 50 days.

I just wanted to make the point that if you just look into that a bit more in detail, as you might know, we do provide any receivable, all within 182 days. That's like the standard routine in the company, which might not be completely in line with reality, because it also includes receivables on governments. But it helps us to manage the receivables, because everybody wants to avoid having an increase in OpEx as a result of increased provisions. The amount – the percentage of receivables over than 182 days is below 1%, which is a pretty good indicator of the quality of the receivables booked in the company.

Also, if you look at the cost that we incurred as a result of bad debts, typically, this is around 10 basis points across the cycle. And in '09, it was just a little north of it; in '10, it's already south of it again. So these are relevant indicators for the quality of the receivables portfolio.

Consolidated cash flow for the final quarter of the year, €130 million from operations released. This is typical at the end of the year, the timing in our payables and receivables has an impact here, €95 million release. Additions of some property, plant, and equipment, which is our, sort of our CapEx, you could say, and software €19 million still, below the level of our depreciation.

And the free cash flow allowed us the financing of the acquisition. This line does include some translation and other net debt – sorry, overall net debt, this includes the net debt of FujiStaff when that was taken onboard in the fourth quarter of last year. So across the whole year, again, excellent results in terms of revenue growth and the strong cash flow of €309 million. And only invested €94 million in working capital to fund the growth.

This is geographical performance. I'm sure you'll all have a look at it in the booklets and in the press release. This is quite a nice reflection of what we have seen over the last years – over the last months and years. And what we are showing here is that the development is very typical. If one could have drawn the development in advance, this is what one would have drawn; expect inhouse to grow, then to see – sorry, expect the U.S. inhouse and staffing to grow, then to see the German industrially-focused market to pick up as well and then finally to see the U.S. professionals business to grow. And as you can see at the very end of it here, the growth rates are competing at this point in time.

So this is the classical recovery pattern that one would expect. And it's also supported by the slide over here. This is where you see steep improvement in inhouse. Ben already referred to the enormous percentages. And if you look at this line, it's staffing coming here now, and professionals is slow. It's a bit slow coming in as well.

It's a pretty good development in the U.S. already, but across the board, the Netherlands and the UK lagging a little bit, but for example, France doing rather well. So typical to us, no surprise at all. Leverage ratio within the group, this is the net debt level. I mentioned it, just below €900 million at the end of the year; leverage ratio now stands at 1.5. I already mentioned at the beginning that I had one slide on taxes.

Just to go back to the €60 million again. At the end of the year, we again looked at the value of the net operating losses from the past. We also mentioned this is an advantage of the combination of Randstad and Vedior, because the earnings capacity of the two combined made it more likely that we would generate profits in the future that would compensate the losses from the past. And that's exactly what we expect to see happening and it's happening as we speak already.

And as a result of this improved outlook, we have to revalue the value of our deferred tax assets, so there's value of the net operating losses in the U.S. We did have a substantial allowance and that allowance has been reduced now. And I don't expect major changes here when the outlook improves or even when it deteriorates slightly. Only when their losses are really realized, we'll see some effect of that coming into the P&L, but that's not going to be very substantial.

Well, the effective tax rate for 2011 is anticipated to be between 29% and 32% and the same applies to the tax rate. And going forward, it might be a little higher. And then if you look at the lower part of the page, as you can see here, we've sort of outlined some drivers that will have an effect on the effective tax rate or on the cash tax rate or even on both. Well, it is obvious that if we grow our business, the impact of a certain kind of back basket with permanent differences will become relatively less, as a result of which the tax rate will go up somewhat.

The growth of OpCos, especially when it's the countries with higher corporate income tax rates that will have an impact on the group income tax rate as well. For example, the U.S. carries a higher corporate tax rate and that will have an impact on the average applicable to the group. Of course, if we have changes in the corporate income tax rate, then we'll have either positive or negative effects. Of course, we hope it will have a negative effect, but it might not be high on the agenda of most governments at this point in time.

And then the repayment, you used to see €150 million here, but upon completion of the 2008 tax accounts, we have concluded that already €20 million has been sort of dealt with through the 2008 tax accounts. As a result of which, €130 million is still outstanding and is anticipated to be dealt with in 2012. And for now that is still the view, which was a very nice gesture of the Dutch tax authorities to help us out here.

And then the payment regarding the recapture obligation, we have taken the losses in the U.S. and in Germany in the past into the Dutch tax accounts, but over time when making profits that has to be repaid, for that we have formed a obligation, a liability in the balance sheet, and that will have some impact, and finally timing differences can have an impact as well.

The dividend policy, no change. It's the policy that stood. And unfortunately, we haven't been able to use it in the past two years, but it's back now. The aim is still the same. We're looking at a consistent dividend growth through the cycle, but the floor of €1.25. And we've tested that as you know in the past against certain downturn scenarios, but not against the severe scenario that we have experienced in '09.

And if earnings capacity in the financing policy allow for it, well, that's clearly the case with the leverage ratio. And as a result of that, we pay out between 30%, but maximum 60% of our adjusted net profit. And as a result of that we arrived at €1.18 per share.

This again is sort of the storyline through the cycle. In the growth rates, we're looking for conversion ratios of 50% in order to get back to EBITA of between 5% and 6%. Of course, the longer this lasts, then eventually this will not become possible anymore. But for now, we still see substantial upside opportunity in a variety of OpCos, has been explained it through field steering, because that's what supports this.

So just to conclude the outlook for the year, the trends have continued into January and it arrived at 14% organic growth per working day in January. And then one should note that the months of January and also after effectively a February, like December, are more difficult to read than the more stable months, the impact in December of the Christmastime, the start-up phase of the New Year again in January. So we believe that the January indications are, least to say, a bit soft, a bit more difficult to read.

But I'm going to give you the exit rates of the year and then the January growth rates. In the Netherlands, from – we're moving from 1% to 6%, in France from 20% to 16%, in Germany from 29% to 29%, it continues nicely, but again difficult to read in the beginning of the year. Belgium 13% to 19%, the UK 13% to 5%, might be some impact of permanent placement business and timing of closing of transactions here. Iberia, 9% to 6%, and North America 27% to 16%, totaling 16% December and 14% in January.

Inhouse and staffing continued to show robust growth, and the professionals segment as said before is gradually strengthening. Again, their focus on field steering, the copy-pasting of specialties throughout the group, even the professionals concepts are being copy-pasted in 2011, and that should help us to outperform the markets. We will continue to do and to make investments in people also in certain countries in marketing expenses and some outlets to support growth. And our OpEx in the first quarter are expected to be in line with Q4 2010.

And please note that the inclusion of FujiStaff, as from the 20th of October, had an impact of €15 million that equals, let's say, 80% of the quarter. So if you sort of upper that to a full quarter impact, you get very close to €20 million. So if you take the base of Q3, which was €545 million, add the €15 million of FujiStaff, you arrive at €560 million, then add the full-quarter impact, you get even a little north of that.

At the same time, we have explained in the press release that we did have some restructuring costs that we have absorbed of a couple of millions in the UK, some cost in the Netherlands, the marketing cost in the UK. Marketing timing in the first quarter can also deviate a little bit, which results in the statement over here. So, finally, fully committed to realize further enhanced returns in 2011.

We have some changes in the Investor Relations department. Bart Gianotten is moving on in the group. He is going to take a full responsibility for another role of which he has stepped in already a little bit, but officially, as for the 1st of March, he will be promoted.

Pascal will continue. Unfortunately he is ill today, but he'll continue in his role as Investor Relations Officer and Jan-Pieter van Winsen, who is sitting up here, if you raise your arm, will take over from Bart as from the 1st of March and Jan-Pieter has been with us in at least two departments over the last couple of years. So an excellent preparation to step into the shoes, but it won't be easy of Bart Gianotten.

Okay. We're now moving to Q&A. Bart?

QUESTION AND ANSWER SECTION

<A – Bart Gianotten>: Arun.

<Q – Arun Rambocus>: Good afternoon. Let me start with two questions. First of all, on the U.S. profitability, actually you show very strong operation leverage over there. But can you give us an indication on how the U.S. general staffing business is doing, i.e., is it only driven by the professionals business or is the U.S. general business also showing some decent leverage?

And the other question I had is on the pricing environment in the Netherlands. Is there anything unusual going on versus previous cycles? Are the competitors more aggressive or is it just a normal supply-demand behavior you're seeing and you expect things to go back to normalized levels?

And please allow me to have a third question, because at the point you're making on these exceptionals in the Netherlands, I'm seeing some inconsistency in your reporting. In the UK, you do mention that you have sort of 4 million of exceptionals, which is mentioned in the press release. Why didn't you take the opportunity to also disclose it in the press release of the Dutch business instead of doing that at the presentation? Thanks.

<A – Ben Noteboom>: Yeah, since Bart is here the last time, he will answer the last question. Staffing has improved a lot. Profitability in Q4 is north of 3.5%, that's all I'm going to say. I'm not going to repeat this, but anyhow so they really made a big turnaround, so that they for sure are also a contributor next to the increase in business as I shared with you on the professionals in the U.S.

Competition in the Netherlands was the other question, right? The Netherlands, you referred to Arun, yeah?

<A – Robert-Jan van de Kraats>: Yeah, we will always have competition, I guess. But, again, it is something we've seen through every cycle that you first need a volume improvement before you see price improvements already. We still have some effects of some of the bigger contracts, which were renegotiated. We also, for the first time again, in a real big contract managed to get price increases. So, I think that's going to have the normal pattern. It's the normal battle uphill, which will take – we might still see strong some effects on margin from the bigger contracts from last year. But I think over time, we'll see a recovery in the margin.

And of course, for the average of the Netherlands, Yacht being that much under pressure has a big influence, because in the past, as you know, they had margins above 30% and a bigger part of the business. And we see that, of course, as everywhere else, inhouse is having the biggest growth. So that, of course, on the average margin has quite some effect.

<Q – Arun Rambocus>: [inaudible] sequential decline in the gross margin, right? That's what you're telling me actually. In the Netherlands, you're still seeing a sequential decline in the gross margin?

<A – Ben Noteboom>: I know exactly what I told you and that's what I want to tell you.

<Q – Arun Rambocus>: Okay. Thanks.

<A – Ben Noteboom>: And then, on the disclosure, Bart?

<A – Bart Gianotten>: I mean, our disclosure on exceptionals is quite easy. We have not excluded any restructuring charges from the normalized result, because we think it's a normal part of business. We just showed in the press release, when it really explains the performance of given

country. And for UK, it made a significant difference. Therefore, we gave it to you upfront. For the Netherlands, it's just a very small effect on the country where the profitability is fantastic.

<A – Ben Noteboom>: But since we got all the questions about it, we thought we'd disclose a bit more than in the press release. But if you don't want us to do it anymore, Arun, then we can do that.

<Q – David Tailleux>: Thanks. David Tailleux, Rabo. First question on your conversion ratio, because you have a level of 43%, your target is 50%. Is it more one-off related? How important is this target for you and how easy is it to lift it again to above 50%?

And then maybe on the performance of Tempo-Team, 6% growth in January, I would say at least 1% positive impact of Yacht. Randstad is getting closer to the market. So Tempo-Team seems to be flattish versus Q4. And 20% is public sector related, I would say, what's the other part of the explanation? And how fast can you improve the performance? Thanks.

<A – Robert-Jan van de Kraats>: Yeah, with regards to your first question on conversion ratio, David, this is a sort of a guiding principle in the company. This is something we think about all the time, but in the end, we have to make decisions. And for example, the mix has an impact here. We do have, most of our companies are showing very, very attractive conversion ratios. At the same time, we've also had some underperforming units. And we have decided given the outlook not to enforce them to make radical adjustments at this point in time, which would help us to get to the right conversion overall for the portfolio, but due to the outlook, it doesn't make sense and let's say the payback term would be too short.

But we are using it as very much as a guiding principle whenever we evaluate planning, when we look at the budget, when we look at the outlook for the quarter, and then we make our decisions. And in some cases, for example, we do – we have decided to invest additionally in marketing.

<Q – David Tailleux>: Maybe a quick follow-up then. So it could be possible that let's say, for the coming quarters, it will remain below the 50%?

<A – Robert-Jan van de Kraats>: Yeah, theoretically, that is possible, but again it's a guiding principle. This is how we try to run our business. And one example is Germany. And Germany is running at a level, which is getting pretty close to full capacity. And there we will not doubt any moment to add capacity, whereas in other countries, we're still running below the right productivity levels. Now that's just the fact, but we look at it OpCo by OpCo and in most of the cases, it will arrive at the positive level also when you consolidate the data, but not always.

<Q – David Tailleux>: Yeah, thanks. And then second one maybe?

<A – Ben Noteboom>: [inaudible] we've shared already what we thought were the issues. So I'm not going to try and agree with your calculations [inaudible]. What we said earlier is we missed part of the increase in the industrial market in early days of the recovery; it takes time to rebuild that. We have on purpose let go some contracts, because we thought we could not make money on them. And the government spend has its effect as I said, that's a 4% effect on the total Tempo-Team. There was one more, [inaudible], and the SME segment, I think, we also missed some of the markets.

So what has happened in the meanwhile, of course, is as the distribution network, the units, have been redirected into the areas where we see the growth. So we expect the situation to improve through the year. So I'm not going to comment on a month comparison between the OpCos, because that require a lot of detail.

<Q – David Tailleux>: I know, but of course, in the past, you more or less promised that it would take two or three quarters to solve these conditions.

<A – Ben Noteboom>: No, it takes longer than I had expected to happen. The impact of the professionals business was bigger than we had anticipated, because you see more or less the same picture as we saw in Yacht. So we adapted our, if you want, capacity and the number of professionals on the contract, and then the market deteriorated again. And then we adapted and then we deteriorated again. So what we have now into the market would come down that much, we would have, of course, have got a lot more and a lot earlier. You see the same phenomenon here in this professionals business happening.

<Q – David Tailleux>: Okay, thanks.

<Q – Teun Teeuwisse>: Hi. It's Teun Teeuwisse, ABN. Two questions on your cost base, if I'm correct, you have had about €7 million to €8 million of exceptionals, in the fourth quarter relating to U.K., Iberia, the Netherlands and acquisition-related costs. Can you confirm that your guidance then actually is an underlying cost increase for the first quarter?

And second question, if I look at the cost increase compared to the third quarter, which would then be about €15 million if you adjust for the exceptionals, can you indicate how this €15 million is divided? So what is increased marketing versus the third quarter and what is increased bonus payment versus the third quarter?

<A – Robert-Jan van de Kraats>: Teun, you're asking a bit too many details, but stating – reporting the cost level is sort of providing indications. It's never completely exactly as you know. What happened in the fourth quarter was that we did learn that we would get to the high levels of our ranges set for bonuses, which is something you only know at the very end of the year. And as a result of that, we did have additional bonus accruals.

In the New Year, we're starting off with higher levels of targets as a result of which we're not yet providing to the maximum level of bonuses. That also had an impact in the fourth quarter. So if you add it all up, then I think we really talk about the flat level and I mentioned already that marketing is always a matter of timing. We don't have the same marketing spend every quarter and that will also be eased a little in the first quarter whereas we'll see more of that again in the second quarter.

<Q – Teun Teeuwisse>: Can I have a slight question on your marketing then? Because luckily you already put your Annual Report on the website today and I see that your marketing spend increased by €50 million. How was the marketing spend skewed over the years? Is the majority of the marketing spend, the €113 million in the second half of the year, is that correct?

<A – Ben Noteboom>: Yeah, that's correct. That's correct. In Q4, it was definitely higher marketing than Q3...

<A – Bart Gianotten>: Including the rebranding project, for example.

<Q – Teun Teeuwisse>: Okay, thank you.

<A – Ben Noteboom>: There's quite a few rebrandings, do not forget that. We had in the UK quite a few. We had in Portugal and a few more countries, Germany. And so that really had quite an impact on the marketing spend, although, we are in the favor of, by the way, a decent level of marketing spend.

<Q – Konrad Zomer>: Konrad Zomer, Berenberg Bank. The first question on your professionals business in the Netherlands and in the UK, you mentioned in your statement that that's still worsening. And can you maybe be a bit more specific there, because I do think that you're a little

bit cagey about explaining why you're still lagging in the market in the Netherlands and this could be a bigger reason than what is clear from the press release. Because also in the UK, if you do take out the restructuring charges that you explained, then even excluding those costs, I think the results are a little bit disappointing in the UK.

And the second question is on the difference in the tax number – or the amount you have to pay back to the government from the 150 and the 131. Just to be clear, is that a number that is also okayed by the government or is that just a number that you think is the right number now?

<A – Robert-Jan van de Kraats>: The second one is the easier one, yes, it has been okayed and that's the number now.

<Q – Konrad Zomer>: Okay.

<A – Ben Noteboom>: Well, the first one is not so difficult either. I shared with you the exit rates of Yacht in the Netherlands, so that means not corrected for working days, by the way, but we were close to zero in December. So that is an improvement. Correct for working days, by the way December isn't a difficult month, because a full day is another full day, et cetera, but still there are still some decline. And what we shared about the UK is exactly what happened. So we see a mixed landscape.

But as everything that is government related like education and that's again used to be a big, big – and still is by the way, but less profit contributor, but also building construction, although it is improving somewhat are still suffering. Finance is improving, gross margins as you will have read. I think we painted the picture. So what part are you missing there and except for the exact P&Ls obviously.

And the exceptional cost by the way on the profit, we did – again, take a lot of reorganizations. We took quite a lot of exceptionals. If you look at the total for the UK, I guess, correct me for that old brain, we would have made 10 million, 11 million in the UK last year, which for sure is not enough. So we fully agree that, but given the mixture of business we have and the dependency on government, which is really over 30% and profit-wise probably even more, that's the impact we see.

<Q – Konrad Zomer>: Right. And my question also related to the Dutch business. I mean the professionals business in Holland is still down. Can you explain – can you tell us a little bit more about how bad that is or is that stabilizing? Is that...

<A – Ben Noteboom>: I shared with you the Yacht of the Netherlands' exit rates.

<Q – Konrad Zomer>: Okay. So when you mentioned the professionals business, that's only the Yacht business?

<A – Ben Noteboom>: In this case, yeah.

<Q – Konrad Zomer>: Right, okay. Thanks.

<Q – Wim Gille>: Yeah, Wim Gille, Royal Bank of Scotland. Two questions from my side, first of all in Germany, we had a verdict last Friday on, I think it was equal pay. Can you give us an overview of which legislative discussions are still open in Germany and what the potential impact can be on your business on these cases?

The second question would be coming back to market growth in the Netherlands, earlier on you indicated that you wanted to be back at market growth in two to three quarters, i.e. in the first or second quarter of 2011. Do you still stand by that argument or do you now think it may be a little bit later than that? Thank you.

<A – Ben Noteboom>: Yeah. On Germany, I referred to it earlier. I said, if you listened to the language being used and the actual facts, first of all, there's a legal aspect. I think that legally it might be actually difficult to do what some parties in Germany suggest, because in Germany, of course, we are really a full employer.

The situation in Germany is that they are talking about equal pay and there are different ways to explain equal pay. You can either have, as in other countries talk about the primary salary, but you can also look at all the aspects of the salary.

To give you an idea, in Germany there are about 50,000 collective labor agreements. I think everybody in his right mind would understand that it's impossible for an industry like ours to be aware of all the aspects of 50,000 collective labor agreements. I don't know if you ever read one, but if it's really rainy on a Sunday, do that and then try to imagine that you understand 50,000 of them is not possible.

What I said earlier is, at this point of the cycle, we have always seen rather aggressive language from unions in all countries. Actually the same is happening in the Netherlands. The actual effect of that – and so let's hear the translation of that in legislation or rules or whatever, has always been very reasonable, because we're creating a lot of jobs.

So the outcome so far is that it has been postponed and now have I think three old, wise men that will – I hope they are wise, I think they are wise, will look at the problem or at the challenge. Personally, I'm not too pessimistic about the outcome. In the worst of cases, I will expect that only after a lead time, which we'd be obliged to pay – to go to user pay. The longer it takes, of course, the smaller the population is that would be affected by these rules. So I'm not too worried about the actual effects there. But it makes a lot of noise in Germany, for sure, as I mentioned earlier.

And the other question was, oh yeah, Q1 or Q2 back at market. We are working hard to achieve that.

<A – Bart Gianotten>: We'll take one more question here and then we'll switch to the telephone lines.

<Q – Marc Zwartsenburg>: It's Marc Zwartsenburg, ING. Quick question on Germany. Robert-Jan, I think you mentioned that 7.5% – only 7.5% margin in Q4 that the company in Germany is running on full capacity. Does it mean that even though growth is accelerating through it or it will continue to grow further, that this is basically where it is in terms of peak margins or should we see a bit of mix effect to that, say 8% as a maximum? Is that where it is?

<A – Robert-Jan van de Kraats>: Marc, there's more of it. I said close to full capacity and it doesn't mean that across the country we always have everywhere exactly the same situation. So there's always opportunities left. And secondly, the business mix in itself is another opportunity, and the seasonality, of course.

<A – Ben Noteboom>: And we have the little thing called, your tack-on wage, showed profitability, which was not major yet. But we expect some improvement there.

<Q – Marc Zwartsenburg>: How big is it now as the percentage of Germany?

<A – Bart Gianotten>: We shared it with you Investor Presentation in November. So, it's a few percent.

<Q – Marc Zwartsenburg>: I'll look it up. And then another question, on Yacht, can give us an indication what the EBITA was in 2010 for Yacht and what was it on a former peak?

<A – Robert-Jan van de Kraats>: Yeah, we've made the point before that Yacht is not contributing a profit, and we have seen it already the recovery coming in that respect in the fourth quarter and we're looking forward to see that continuing in 2011.

<Q – Marc Zwartsenburg>: In the former peak in terms of EBITA?

<A – Robert-Jan van de Kraats>: Very high, I mean, in line with the targets that we have submitted to you where we set in north of 10%.

<Q – Marc Zwartsenburg>: Okay. Thank you.

<A – Bart Gianotten>: So please, operator. Get us some questions from foreign country.

Operator: Thank you. [Operator Instructions] Laurent Brunelle from Exane BNP Paribas is online with a question.

<Q – Laurent Brunelle>: Yes. Good afternoon. It's Laurent Brunelle, Exane BNP. Three question if I may. First, can you maybe share with us your view regarding your client's behavior in term of search for more flexibility?

And second, is there a good reason to explain why you have underperformed the market in France engineering? And last in term of gross margin development, when do you expect the mid-shift to turn positive and the gross temp margin to improve, please?

<A – Ben Noteboom>: I'm sorry. I didn't get your first question. Could you please repeat that?

<Q – Laurent Brunelle>: It was regarding the search for more flexibility from your key clients. Can you comment a bit on it and give possibly some numbers?

<A – Ben Noteboom>: Well, the number is yes. And if you're looking for flexibility, it's difficult to give an average number. What we see happening is, there are two developments. One is cyclical, the other one is structural. Structurally, flex is increasing and will increase, because companies need to be flexible to compete. Two, you have a cyclical one, of course, we're short. After a big downturn, companies are a bit more insecure about the future. And of course, the press helps us there a bit and that means they will, by definition, have a bit more flexibility than they would have from a strategic point of view. That's all I can say to that.

I'm not aware of an underperformance in France in January. We haven't seen the numbers yet and I don't think we are underperforming. And there was a third question, my apologies, but [inaudible]

<A – Robert-Jan van de Kraats>: The question was about the mix effect coming through with the gross margin and that is – and that's something you see in the U.S. already. I gave you the slide where professionals at the very end, the tail of the graph is showing a slightly higher growth in staffing.

So, this will be something that should be looked at market-by-market and it's at the very early stages. But we clearly see clerical coming through now and professionals already, as I mentioned, in the U.S. and also in France.

<A – Ben Noteboom>: Sorry, I'd like to make an addition to the answer, because the assumption you said, a turn for the positive. We make 4.4% in last quarter in in-house services. So, the gross margin on average, again, is no indication for our profits. Just look at the underlying concept, with which we supply the market. We can make very decent profits with low gross margin business,

providing we supply it through the right channels. So, I can't agree to any positive change. We like all segments actually. We love all of them.

<Q – Laurent Brunelle>: Okay, thank you.

<A – Bart Gianotten>: Next question, please.

Operator: Jaime Brandwood from UBS is online with a question.

<Q – Jaime Brandwood>: Hi, good afternoon. I just wanted – can I start by asking, I missed the start of the call, so I don't know if you already mentioned this, but can you just say what impact, if any, you're expecting from higher state unemployment insurance taxes in the U.S. and lower French subsidies in Q1, if you're not able to fully pass this onto your customers?

<A – Ben Noteboom>: We've seen some tax about the SUI?

<Q – Jaime Brandwood>: Yeah.

<A – Ben Noteboom>: State Unemployment Tax. Well actually, we are not touched or at least, shocked or surprised, because, it always happens at this point in the cycle. So--

<Q – Jaime Brandwood>: Yes.

<A – Ben Noteboom>: We expect a marginal effect of that, nothing spectacular. We already referred to the French subsidies earlier where we said that the December effect was a bit early than we expected.

<Q – Jaime Brandwood>: Yeah.

<A – Ben Noteboom>: And gave us little time to pass on to the clients. We expect a diminishing effect per quarter whereas for the average of the year, we already forecasted, it was in November, I think, that we would expect to be able to compensate half of it. So that would mean an effect of 0.5% on France, assuming everything else is unchanged, of course. Changes in mix, et cetera will also have an effect. But if you would have to let's say, the safest comparison, expectation would be 0.5%.

<Q – Jaime Brandwood>: I'm sorry, because I missed the earlier part, but what did you say the impact was in Q4, because it already started hitting you earlier than you thought?

<A – Ben Noteboom>: In December – only for the month of December, it was 1%.

<Q – Jaime Brandwood>: A full 100 basis points?

<A – Ben Noteboom>: No, 1%, 100 basis points.

<Q – Jaime Brandwood>: Yeah, it's okay.

<A – Ben Noteboom>: A full 1%, yes, sorry.

<Q – Jaime Brandwood>: Okay.

<A – Robert-Jan van de Kraats>: Just to make sure, only for the month of December, not for Q4.

<Q – Jaime Brandwood>: So therefore, roughly 30 basis points for the quarter, I guess, you could say roughly, may be any.

Okay, and then second question, if I may. Just coming back to the fact that you're at full capacity or getting close to full capacity in Germany, what about idle time, because it's obviously evident from your Annual Report that your German gross margin, at least on a full-year basis is still at a cyclically depressed level, obviously higher levels of idle time than you'd expect perhaps in a more normal environment? So, I mean, is there a scope at the very least to see gross margin expansion in 2011 just by virtue of further reduction in idle time?

<A – Robert-Jan van de Kraats>: Well, I've made this point before. Idle time in Germany, let me start by saying, in the staffing and inhouse business, it's a non-event, it's a non-issue.

<Q – Jaime Brandwood>: Yeah.

<A – Robert-Jan van de Kraats>: It is, however, an issue in the professionals business, which I just mentioned, it's a relatively small part of the business. So the improvement in the earnings in Germany will, for sure, be supported by improvements in business mix, a reduction of idle time in the professionals business as well. But again, it's not a big issue in the majority of our business in Germany and it hasn't been one.

<Q – Jaime Brandwood>: Okay. And then very lastly on the UK, I think basically excluding the various one-offs in Q4, you basically suggested, it was about breakeven in Q4. I mean obviously too early to say the outlook for the full year, but what sort of prospects do you see here to actually be able to turn the UK business around to profitability over the next couple of quarters? Is it about cost cutting? Is it about trying to somehow improve your gross margin by getting rid of lower margin contracts? How exactly, if at all, can you get the UK back to profitability, on a near term basis?

<A – Ben Noteboom>: Medium-term, we are pretty optimistic, because also if you look at the history of course of the UK, we see that we have a number of excellent businesses. However, they are being hit by the effects of the recession, one. Two, we've had quite a lot of reorganizations and mergers that also has had its effect. And so we think that we are now more or less, well, not in the perfect situation, but we have improved, let's say the starting point, a lot by combining companies, reducing overhead quite a lot. So now, in my view, the main focus has to be on markets and gaining market share.

And then, of course, we also do see segments that are improving and they, of course, should compensate for the other ones that are still lagging behind because of market. I think it's in the mix when it all happen. And now, I see by far, the biggest growth still in in-house. And again, normally, that means that the other segments will follow. Once they follow, we will see high acceptable returns again from the UK. It's a matter of time, but timing is difficult to give.

<Q – Jaime Brandwood>: Thanks very much.

<A – Bart Gianotten>: Okay. As we get the signal, if there's no more questions from UK, we could take a few here in the room still and then we'll close off.

<Q>: Could you share with us, what the percentage of your growth in-house is, that has come from existing business? Just the conversion of existing business into in-house, please?

<A – Robert-Jan van de Kraats>: Yeah, it's about 10% or so.

<Q>: Thank you.

<Q – Arun Rambocus>: Thanks. Two more detailed questions. If you compare the third quarter presentation about the various sectors in various geographies, it strikes me that in the Dutch

market, you're becoming more negative on the food sector. If you look at a Q4 presentations versus Q3, is anything happening over there? That's the first question.

<A – Ben Noteboom>: It's actuals, Arun. So it's not a forecast. It's actuals.

<Q – Arun Rambocus>: So what happened in the food sector in Q4 in the Netherlands? That's my question, sorry.

<A – Ben Noteboom>: Yeah. Well, not a lot it has to do with – for the fact – first, I think the fact that food didn't deteriorate as much as the other markets, well they stayed at a very steady level through the crisis, that's more or less it.

<Q – Arun Rambocus>: Okay. The other question is on Germany. I mean, obviously, you've talked about your capital markets there, that volumes are already back above peak levels. Do you already see some temp to perm conversion and is your organization equipped to benefit from that type of movement, at all? Thanks.

<A – Ben Noteboom>: Leo, do we see any more temp to perm?

<A – Leo Lindelauf>: [Inaudible] I think it's a normal growth we are faced now and we are very prepared to take more. So.

<Q – Wim Gille>: Yeah, Wim Gille from Royal Bank of Scotland. Robert-Jan, would you be so kind to reiterate the exit rates for your business, because it can – you're pretty fast?

<A – Robert-Jan van de Kraats>: You're ready to go? I'm going to give you the rates of January. Netherlands 6%, France 16%, Germany 29%, this is okay? This speed? Belgium 19%, UK 5%, Iberia 6%, and North America 16%, adding up to 14.

<Q>: [inaudible]. A question on the European agency directive, do you see progress there in some countries? And can you, maybe, give some examples.

<A – Ben Noteboom>: Yeah. The last accomplishment is the opening up of the professional market or the public sector in Spain. The other ones are still under the radar, but of course we are lobbying very hard along with our industry associations per country to make those changes happen. So we gradually, we see the changes.

<A – Robert-Jan van de Kraats>: Our growth in the French public sector is enormous. We've been starting from a small base.

<A – Ben Noteboom>: Yes. [inaudible].

<A – Robert-Jan van de Kraats>: Yeah. I mean, that's one that has happened. So it's difficult to talk about the things that are about to happen, because it's sensitive, let's put it that way.

<Q>: You mentioned that overall OpEx will stay flat, more or less. Could you mention in which countries you expect to invest most and in which countries you expect to take most cost out?

<A – Robert-Jan van de Kraats>: Well, it's clear that the countries that have shown the highest growth rates will carry the higher investments. So Germany is logical in that respect, the U.S. the same. And the low growth countries will really try to keep the cost flat, maybe with the exception of marketing expenses.

<A – Bart Gianotten>: We will take the last question from David.

<Q – David Tailleux>: Thanks. On UK perm fees, trend slowing down quite rapidly from, above 30% growth to 5%. Is the trend, let's say, stabilizing or is it going into minus?

<A – Ben Noteboom>: Brian, you want to take that question? It's your, I mean, you're a real expert here.

<A – Brian Wilkinson>: Thanks. We saw an improving trend in UK perm net fee income all the way through from the bottom in Q2 2009 right through to Q3 2010. Q4 last year was extremely volatile. We saw negative growth in October, November, and then a hugely positive growth in December. January, if I'm allowed to disclose that, Bart, it was plus 10%.

Bart Gianotten, Director-Investor Relations

Now we conclude from here. Thanks for being here. And well, I might still see you next time, because I'm very curious. Thanks.

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