

capital
markets
day

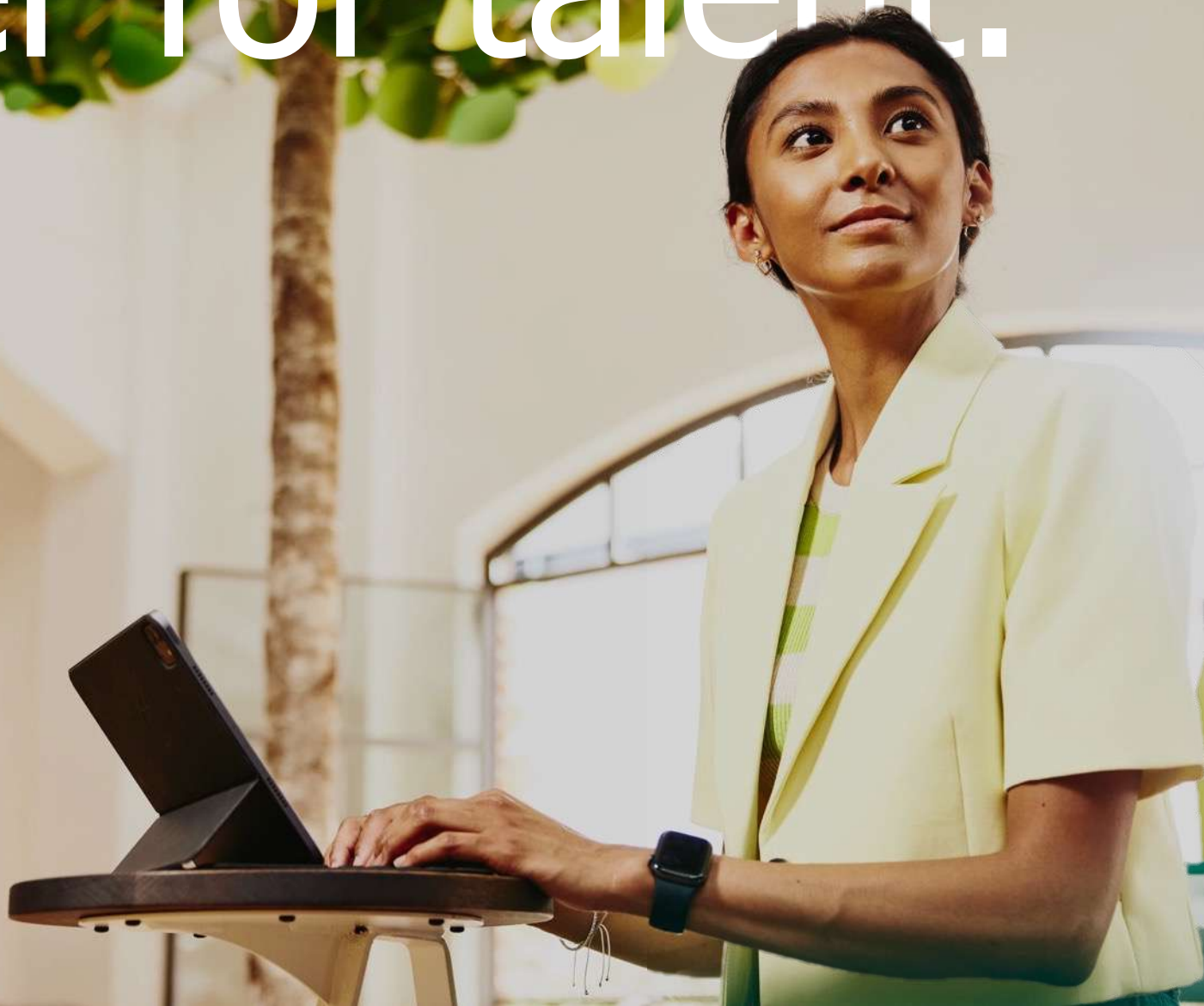
2023.



01

partner for talent.

sander van 't
noordende

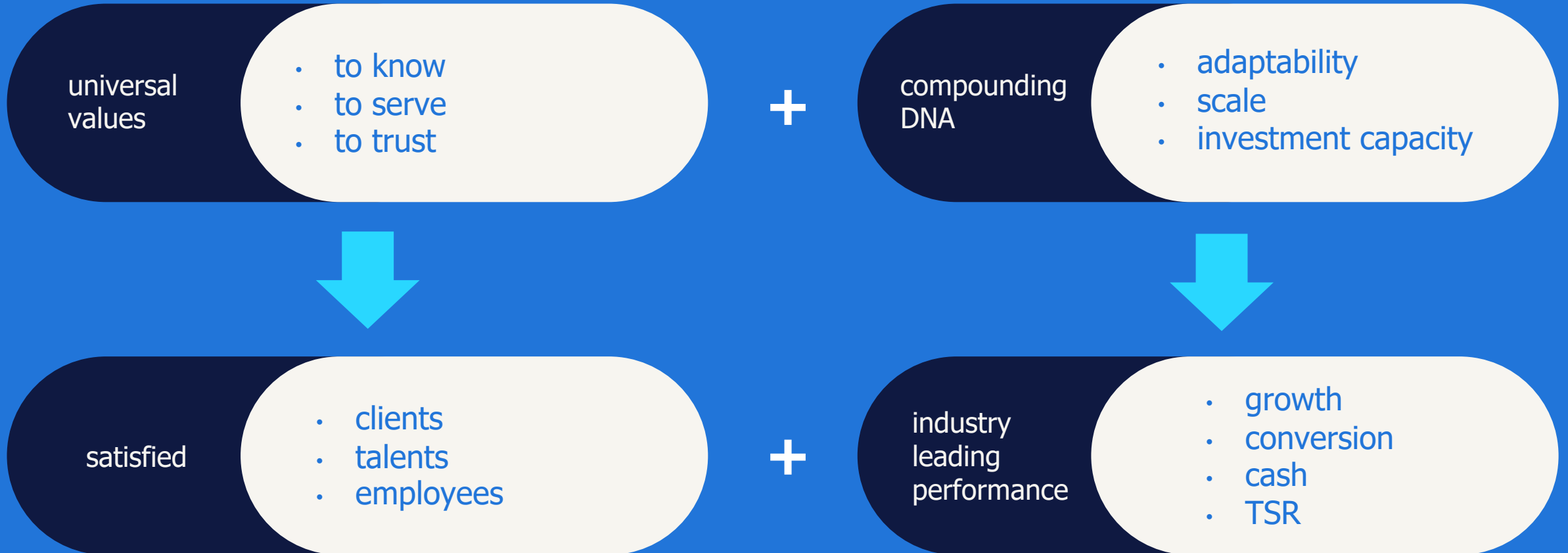


key takeaways.

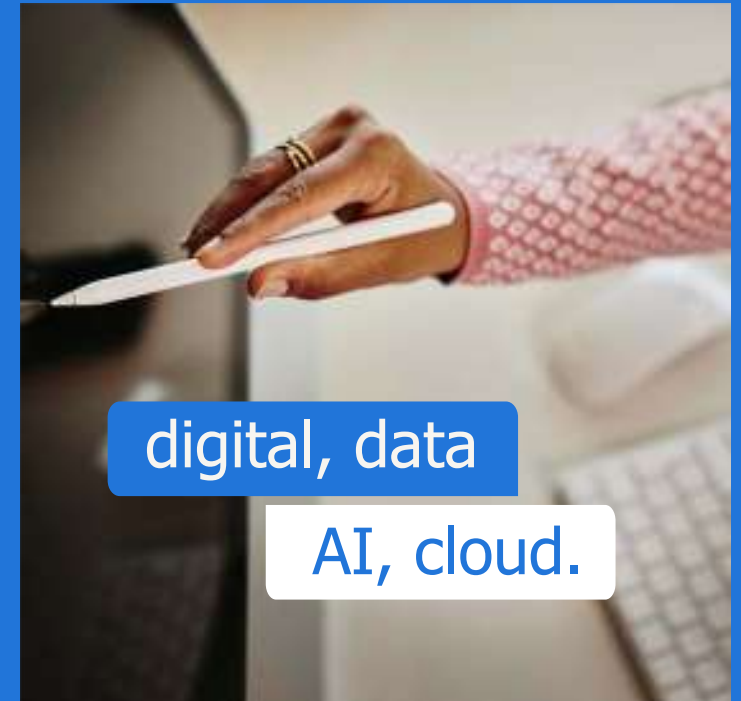
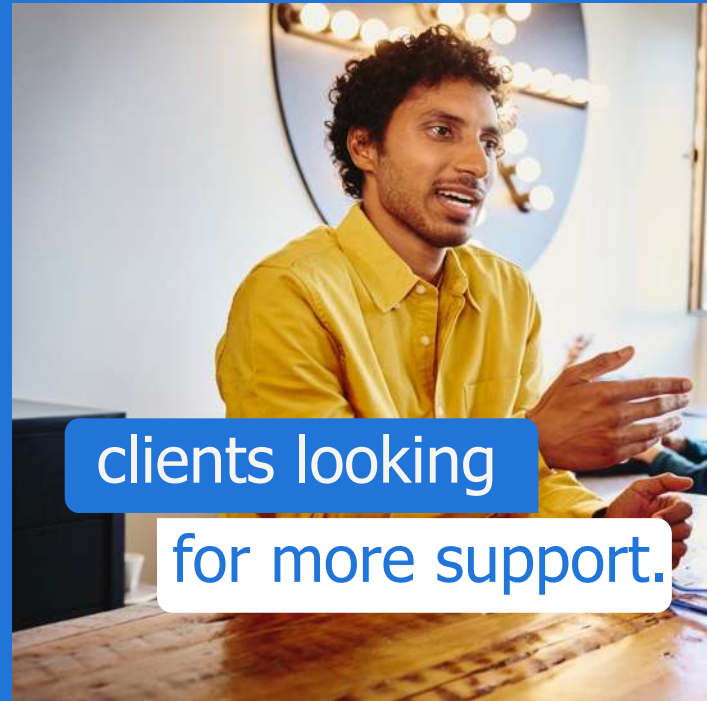
"to be the world's most equitable and specialized talent company"



strongest foundation.



the world of work is changing rapidly.





the world's most
equitable and
specialized
talent company.



partner for talent

operational

professional

digital

enterprise



our partner for talent strategy is built on 5 pillars.

1

growth through specialization

2

talent and equity at the heart

3

delivery excellence

4

randstad talent platform

5

best team



an outstanding leadership team.



sander van 't
noordende
chief executive
officer



jorge vazquez
chief financial
officer



myriam beatove
moreale
chief human
resources officer



jesus echevarria
chief talent & client
delivery officer



miriam van
der heijden
chief marketing
officer



martin de weerdt
chief information
officer



chris heutink
chief operating
officer



dominique hermans
chief executive
northern europe



herman nijns
chief executive
southern europe,
uk & latin america



kajetan slonina
chief executive
asia pacific



marc-etienne julien
chief executive
north america



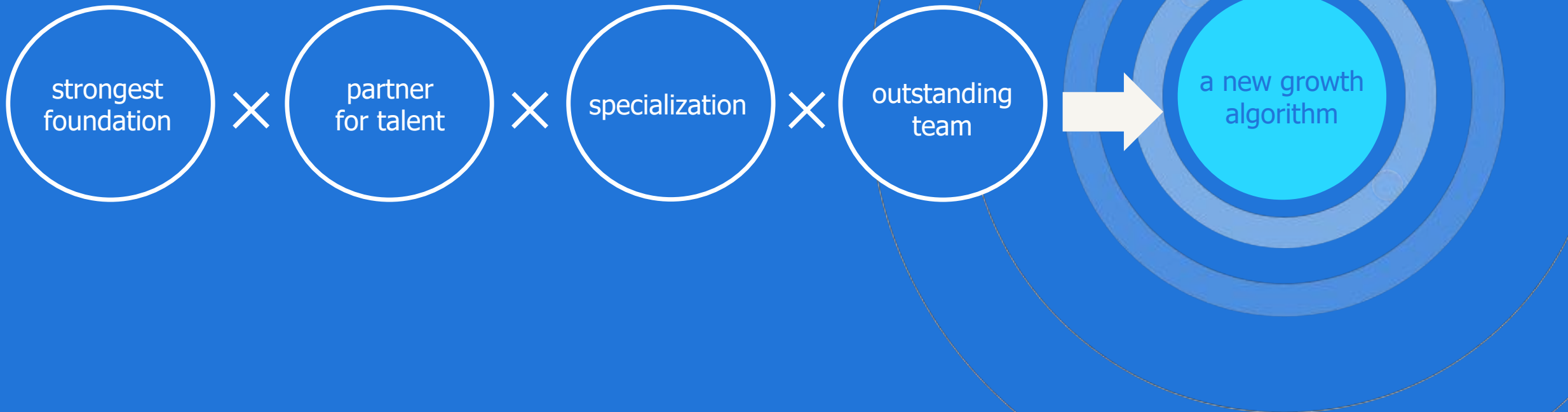
venu lambu
chief executive
randstad digital



michael smith
chief executive
randstad enterprise

key takeaways.

"to be the world's most equitable and specialized talent company"



our agenda.

01. partner for talent

02. growth through specialization

break

03. talent and client delivery

04. randstad talent platform and best team

05. new growth algorithm

06. Q&A



02

growth through specialization.

dominique hermans



our specialization framework.



- light industrial
- skilled trades
- supervision
- engineering, design, R&D
- industrial management
- hospitality, retail & events
- call & contact center reps



- operational accounting
- finance management
- HR & legal management
- sales & marketing management
- health & education
- office & administrative support



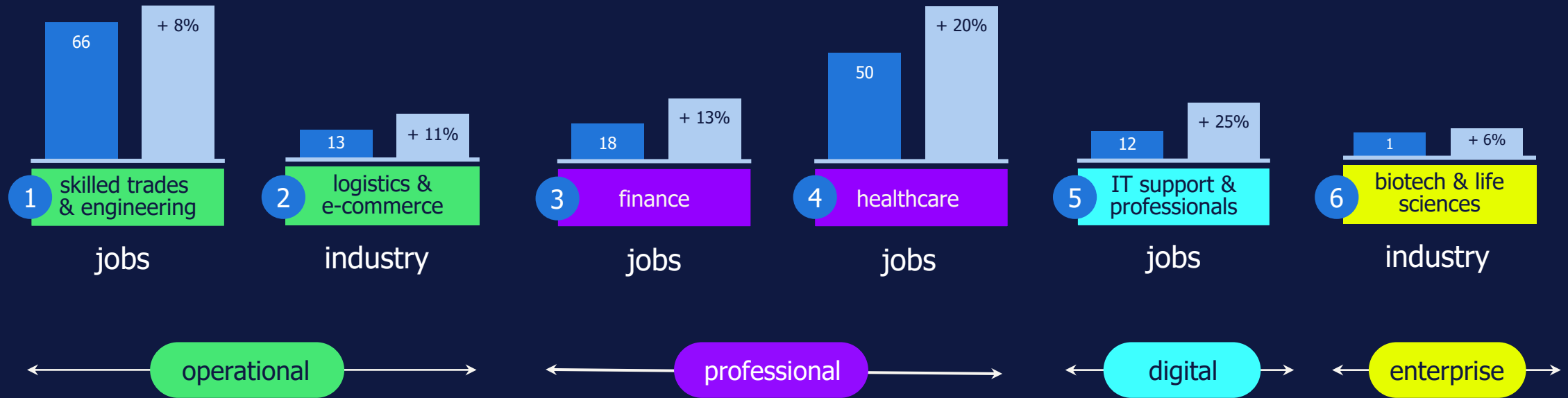
- customer experience
- cloud computing and infrastructure
- data & analytics
- digital & product engineering



- RPO
- MSP
- career transition
- workforce advisory
- total talent solutions



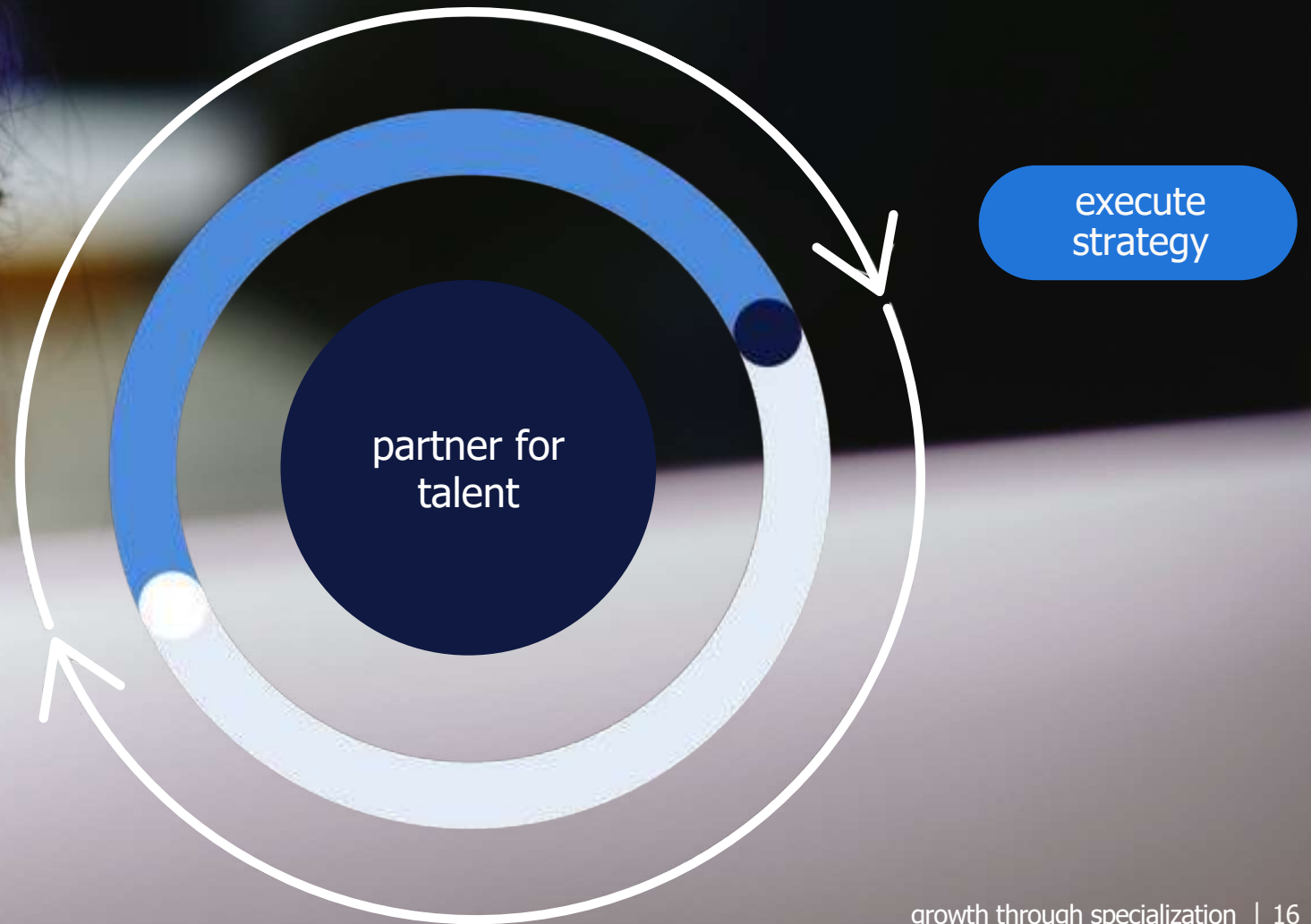
6 high growth job segments for our key markets.



broadening our services towards an end-to-end service portfolio.



drive performance and execute strategy.



growth through specialization.



dominique
hermans

chief executive
northern europe



herman nijns

chief executive
southern europe,
uk & latin america



kajetan slonina

chief executive
asia pacific



marc-etienne
julien

chief executive
north america



venu lambu

chief executive
randstad digital



michael smith

chief executive
randstad enterprise

southern europe, uk & latin america.

herman nijns – regional chief executive

key financials

€ ~1,040m
GP
operational

€ ~355m
GP
professional

talent

258,000

8.6

client

90,000

8.3



asia pacific.

kajetan slonina – regional chief executive

key financials

€ ~250m
GP
operational

€ ~180m
GP
professional

talent

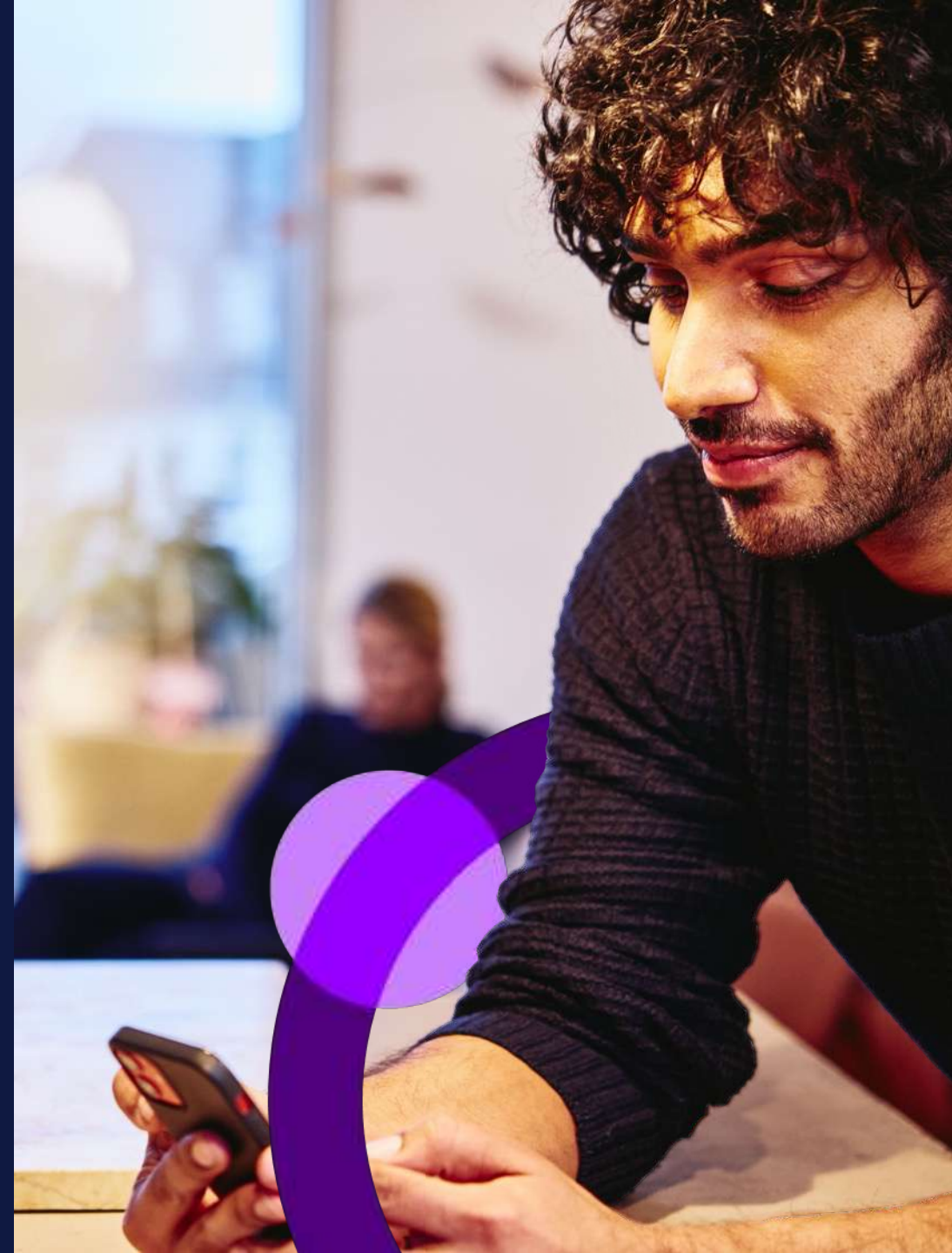
112,000

8.3

client

28,000

7.0



north america.

marc-etienne julien – regional chief executive

key financials

€ 696m
GP
operational

€ 152m
GP
professional

talent

75,000

8.3

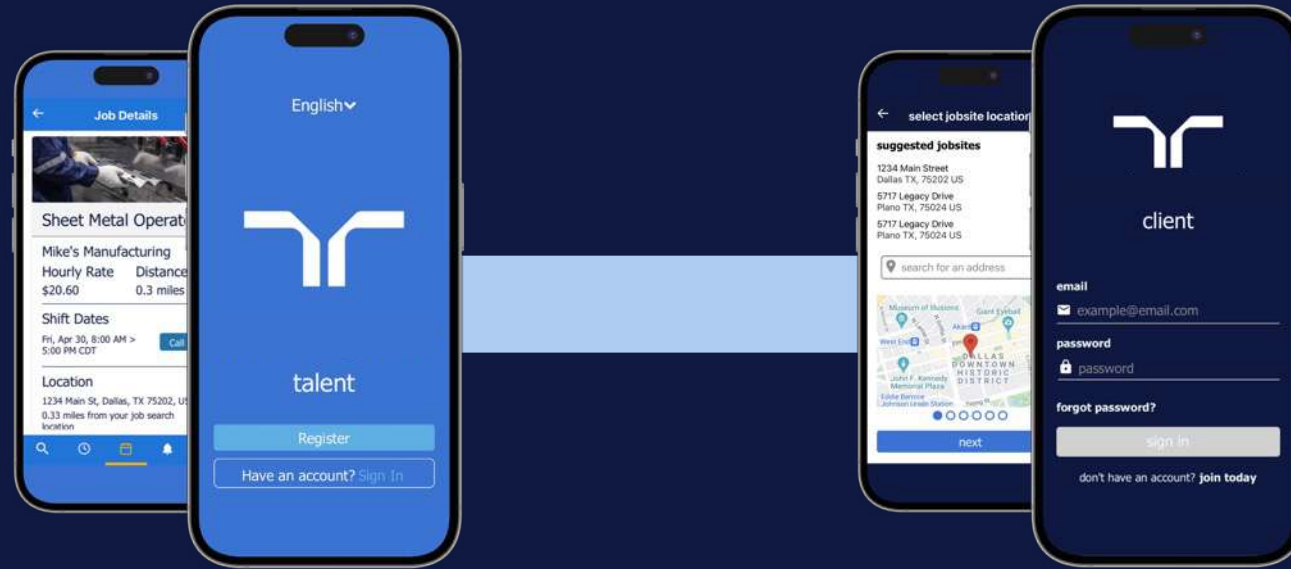
client

26,000

7.9



accelerating roll-out of our digital marketplace.



randstad benefits

- talent loyalty and utilization gains
- increased revenue per client
- higher productivity

talent benefits

- skills & geo-based job matching
- 24/7 access
- ability to rate client after working shift
- end-to-end workflow digital

client benefits

- access via app or desktop
- 24/7 access
- create new orders
- approve hours from the app or desktop



northern europe.

dominique hermans – regional chief executive

key financials

€ ~1,200m
GP
operational

€ ~300m
GP
professional

talent

187,000

7.9

client

45,000

7.5





randstad digital.

venu lambu

randstad digital is well positioned to capture growth.



25,000+

engineers &
digital experts
worldwide



20+

markets operated
by randstad
digital



4

customer experience
cloud & infrastructure
data & analytics
digital & product
engineering



5

global talent centers:
bangalore, hyderabad
romania, portugal,
canada



€2.6bn

in revenue



300

fortune 500
company clients



20+

technology
related
partnerships



1200+

digital enabled
projects

digital transformation is a "massive" opportunity for randstad.

9 out of 10

c-level and senior
execs have pursued 1+
large digital
transformation(s) in
the past 2 years

AI growth

is pushing companies
to get their data and
cloud infrastructure in
order fast

\$2-4 trillion

annually from
generative AI is
expected, as the next
productivity frontier

\$3 trillion

in EBITDA to be
generated from
cloud adoption by
2030

talent is a critical challenge for digital transformation.

93%

are unable to source/train talent on next-gen technologies

68%

of enterprises are not able to realize value of tech investments

67%

believe situation is critical

58%

have insufficient in-house talent to achieve digital product success

randstad digital is positioned as a digital enablement partner.



generate talent at scale.

randstad digital academy

cloud

data & analytics

digital & product
engineering

customer experience

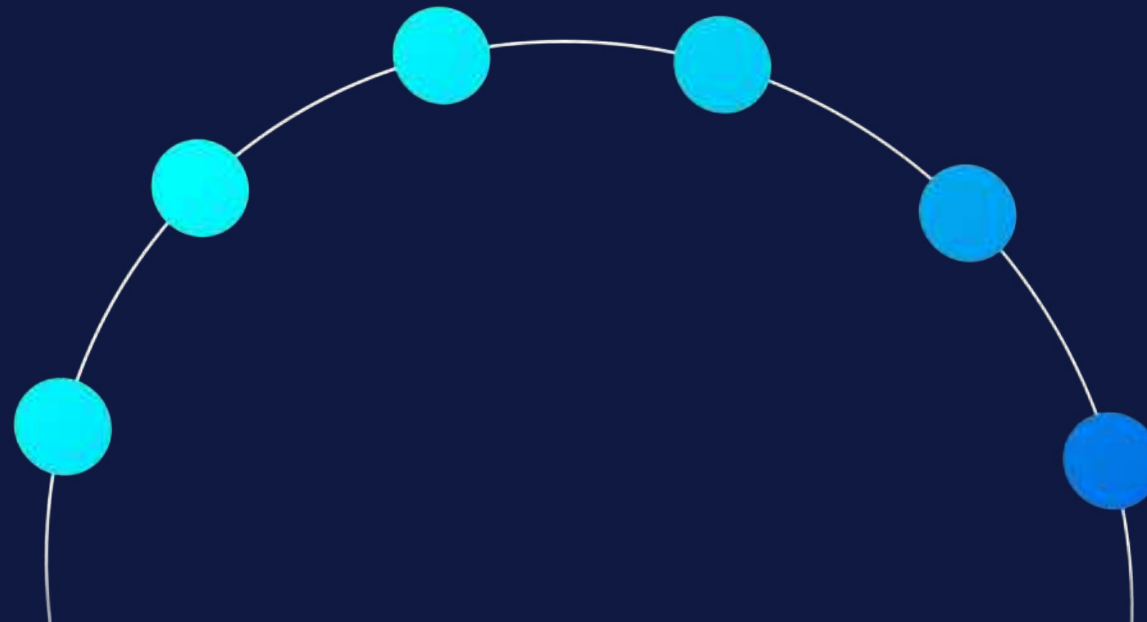


key clients are selecting randstad digital for digital transformation.

global automobile
manufacturer
digital & product
engineering
200+ talent

healthcare & life sciences
customer experience
100+ talent

financial services
cloud
data & analytics
300+ talent





randstad enterprise.

michael smith

randstad enterprise is talent-led & enterprise focused.



representing
the world's
largest brands

100+ brands | €5bn

delivering
strategic talent
solutions



clients are facing significant talent related challenges.

1

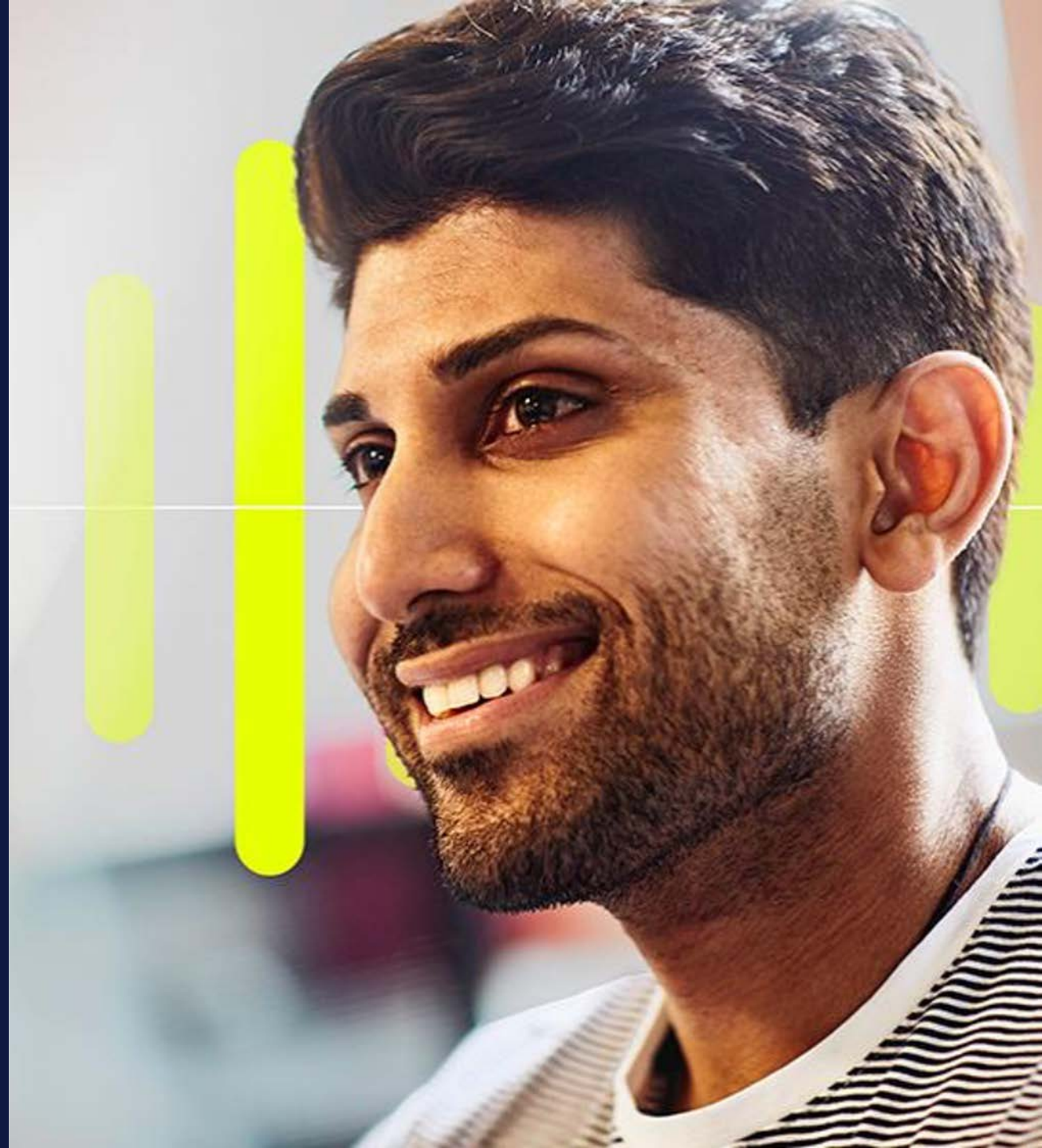
scalable hiring models

2

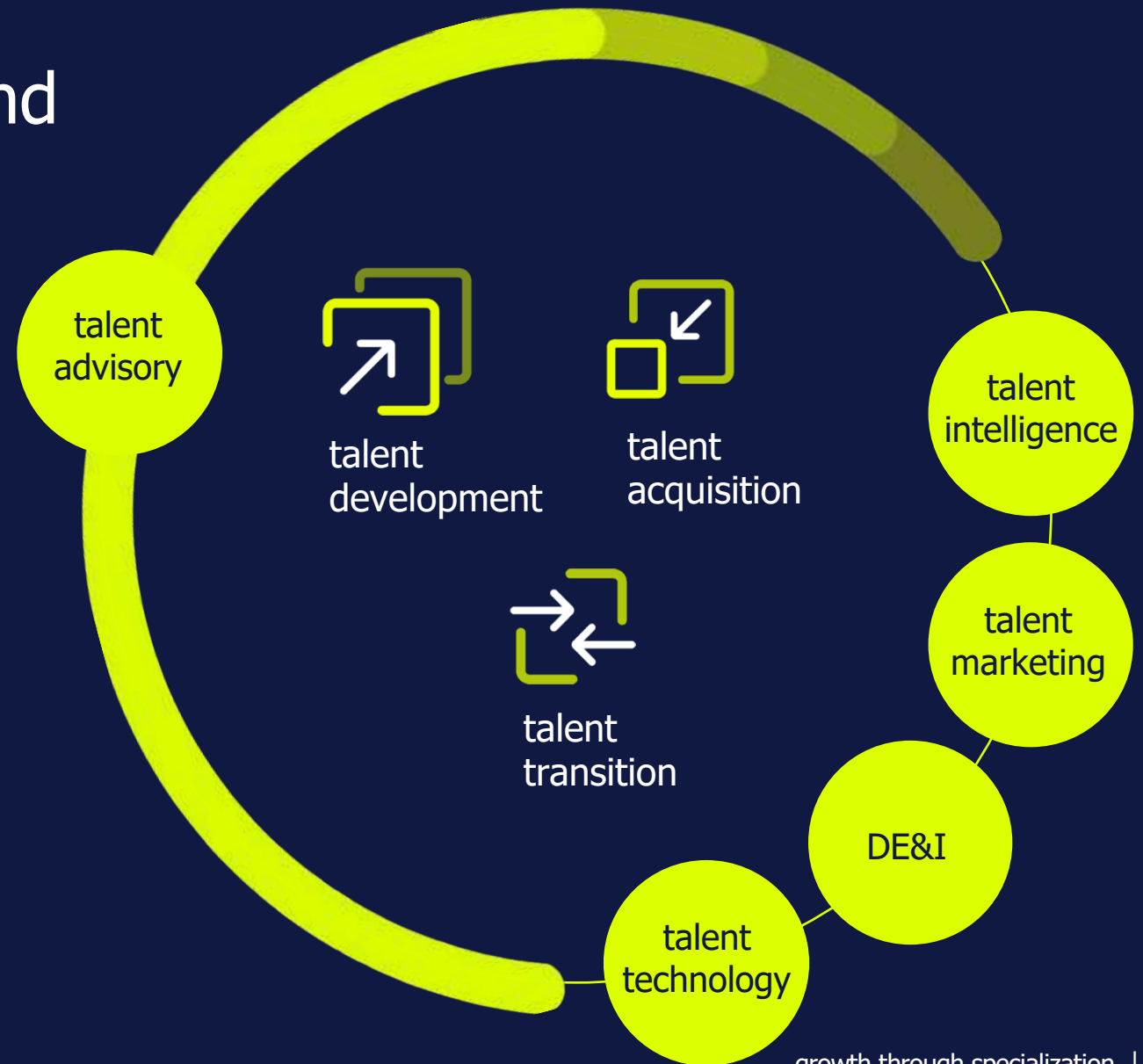
implementing diverse employment solutions

3

talent intelligence



randstad enterprise is positioned as an end-to-end partner for talent.



clients and industry analysts recognize our leadership.

"as the client base increasingly looks to strategic support rather than just local placement or high-volume rostering, we think randstad has the strongest portfolio, positioning, and momentum."



"randstad is the only organization with a leading position in every talent solution category."



randstad enterprise generates significant value.



growth and resilience

41 diamond accounts



attractive margins

value add services
and solutions drive
our margin



the world's best brands

retaining and
working with over
50% of the fortune
500 companies

talent & client delivery.

jesus echevarria



increasing talent expectations.



belonging



learning



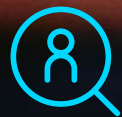
flexibility



career



experience



purpose

A photograph of two women standing outdoors on a city street. The woman on the left has long, dark, curly hair, wears glasses, a mustard-colored jacket, and a light blue patterned scarf. She is looking towards the woman on the right. The woman on the right is a Black woman with her hair styled in braids, wearing a dark jacket, and is smiling broadly while gesturing with her right hand. The background shows trees with autumn foliage and a blurred city street.

set new equity standards for our industry.

- global and diverse talent
- new norm
- equity is an opportunity
- equity by design
- social impact



partner for talent.
capitalizing on our strong position

- job opportunities
- professional growth
- skilling
- access to talent

randstad: partner for talent.

2,083,000
talent placed in 2022



75,000,000
talents on our website



343,000
individuals placed in
permanent positions

30,000
talents registered
every day



663,000
individuals payrolled
every week



10,000
people hired
every day

client delivery is pivotal.

- by specialization
- industry knowledge
- at scale
- on time
- right quality



delivery value creation.

- talent and client satisfaction
- consistent
- efficient
- scalable
- risk management
- innovation



unique
competitive
advantage



omnichannel go to market.



sales

strategic accounts

branch

digital



matching

branch

in-house

delivery
center

digital



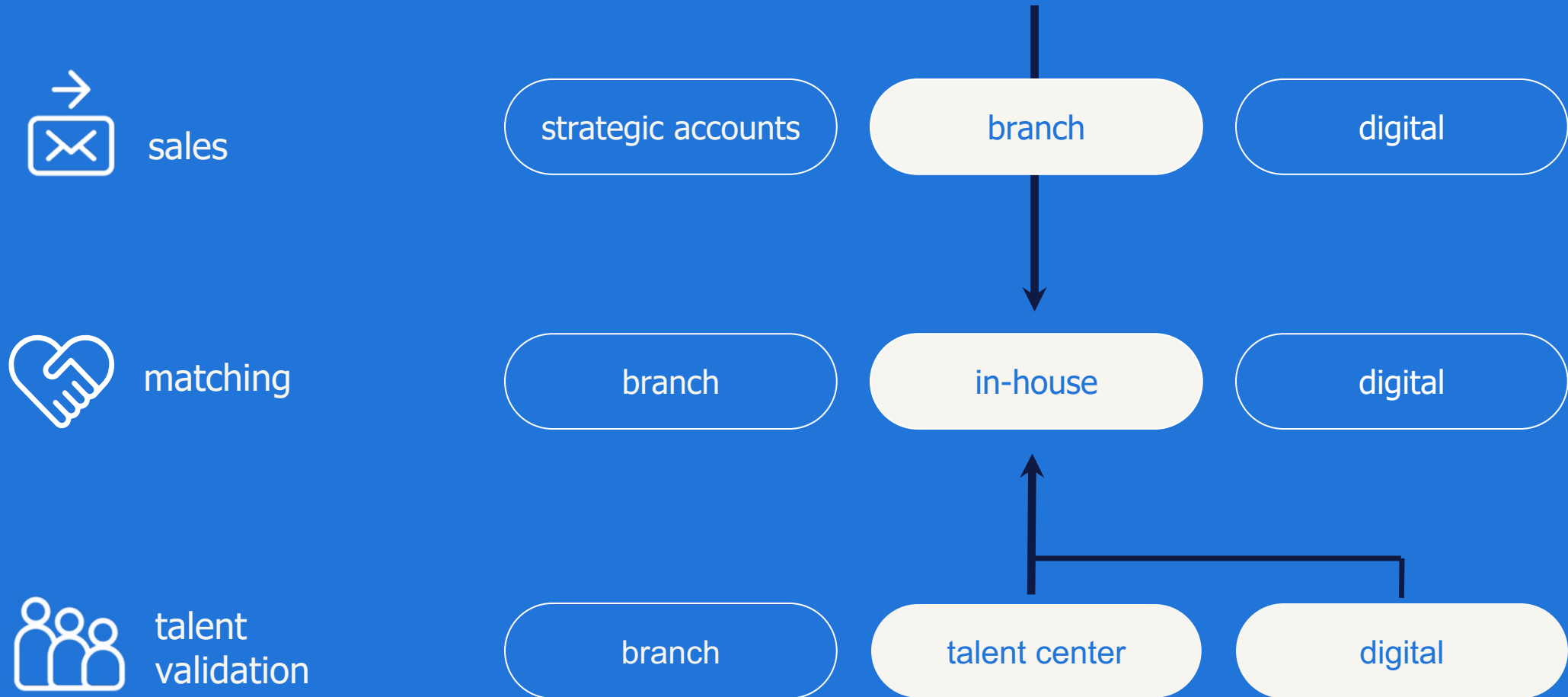
talent
validation

branch

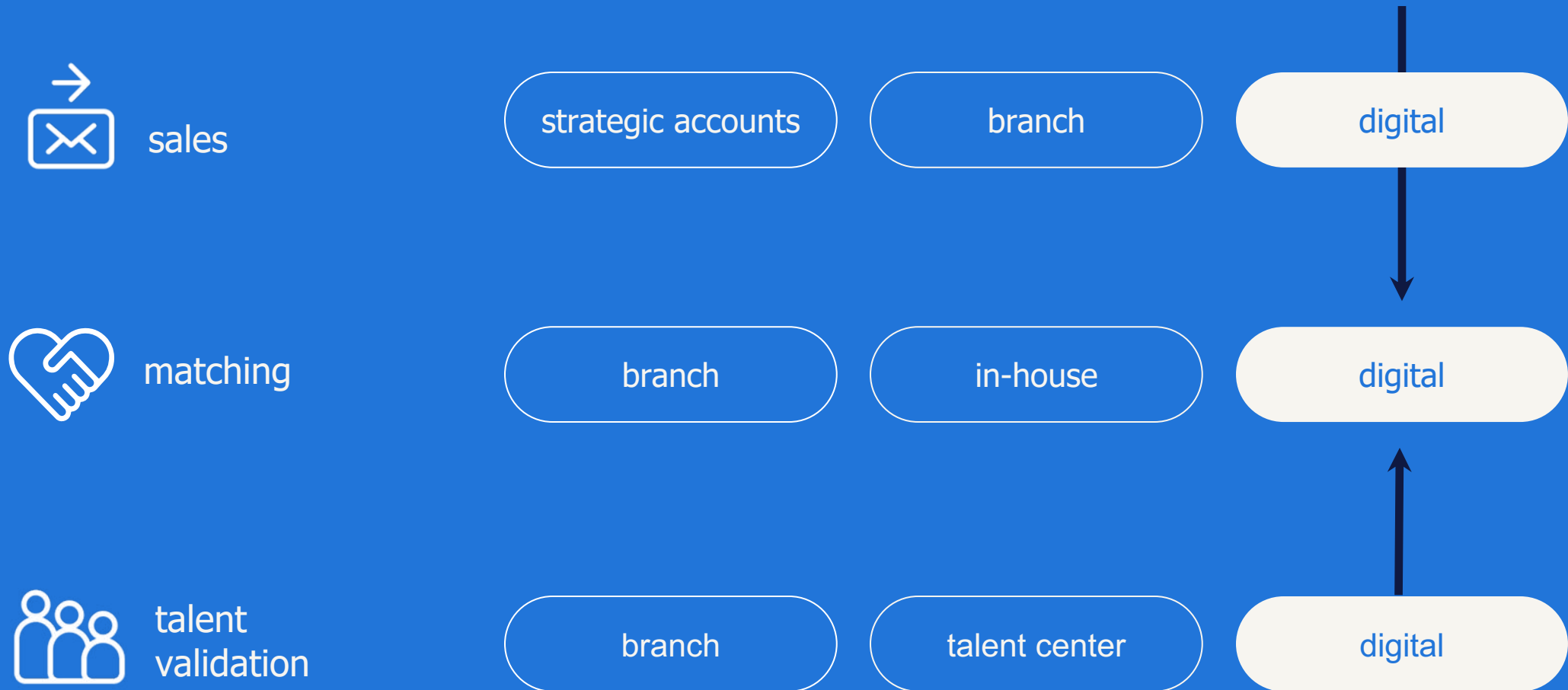
talent center

digital

omnichannel go to market.



omnichannel go to market.



specialized sourcing through talent centers.



spain: operational

- 5% fulfillment uplift
- 25% productivity gain
- 60% reduction in time to fill



japan: operational & professional

- increase 10% talent utilization
- >50% colleagues with a disability

customized delivery solutions for the best client experience.



spain: professional banking

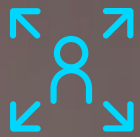
- 1749 different locations
- 100% fulfillment
- 70% productivity uplift



netherlands: professional government

- one dedicated team
- client satisfaction >8
- 30% productivity uplift

exceed client expectations.



quantity

database
& search
& match



quality

validation
process



speed

from order-driven
to forecast-driven



global talent & delivery centers.

key locations:

- canada
- brazil
- portugal
- czech republic
- hungary
- romania
- india (3)



productivity
gains

25-50%

digital marketplaces driving 1 billion euro in revenues.

operational
united states



- over 30,000 workers by 2023
- increased talent utilization
- more revenue per client

professional education
australia



- 1,000,000 shifts in 2023
- 90% full digital matching
- 52% revenue growth

operational retail
france



- 25,000 talent across 1,400 locations
- market share gain
- >100% revenue growth

talent & equity and delivery excellence benefits.

- talent & client satisfaction
- reliable @scale @speed
- cost effectiveness



randstad talent platform and best team.

martin de weerd

myriam beatove moreale

an amazing engine.

- 75 million talents on our websites
- 100,000 clients on our portals
- multiple digital marketplaces
- flawless execution every day
- a reputation for delivery

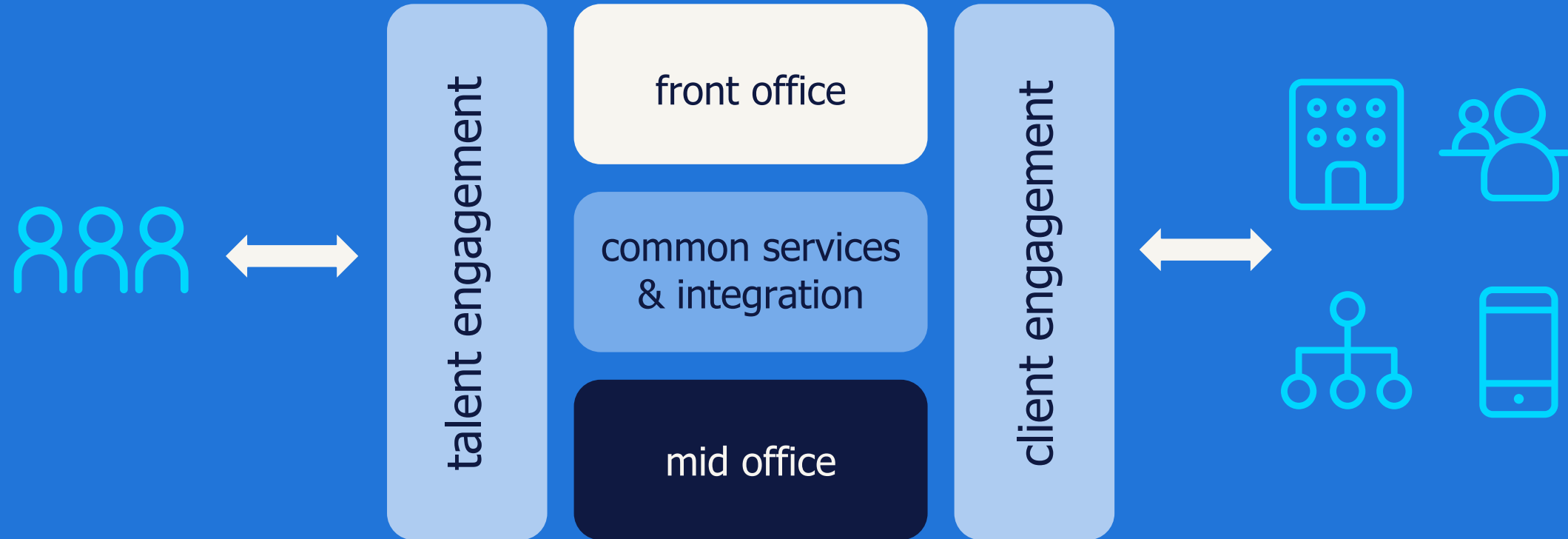


randstad talent platform.

- best online and offline experience
- for all specializations
- next level productivity
- innovation at pace and scale
- drive economies of scale
- right-sourcing



driving specialization and talent & client engagement.



standard where possible, randstad where needed
based on best-in-class technologies and partners

implementing with care.



focus on
value



free up
capacity
to invest



keep the
business
running

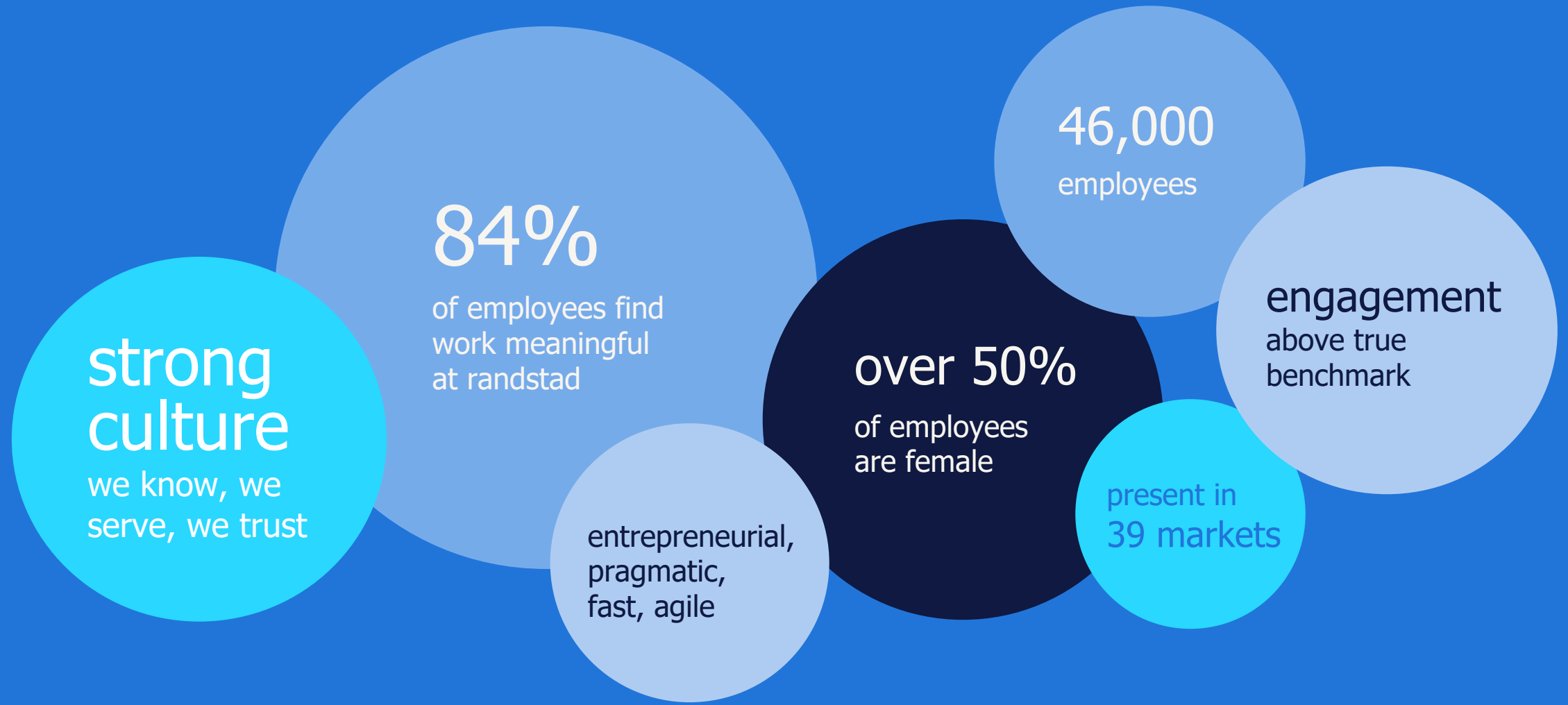


bring the
people
along

let's talk
best team.



we have the best team in the industry.



external recognition.



AI at randstad: massive opportunity.

early adopter

scaling LLM

at speed

yet responsibly



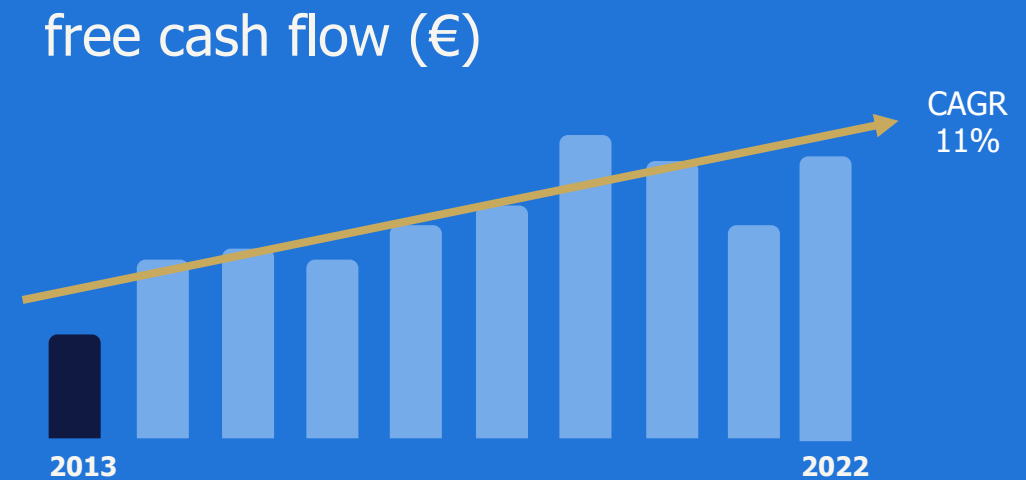
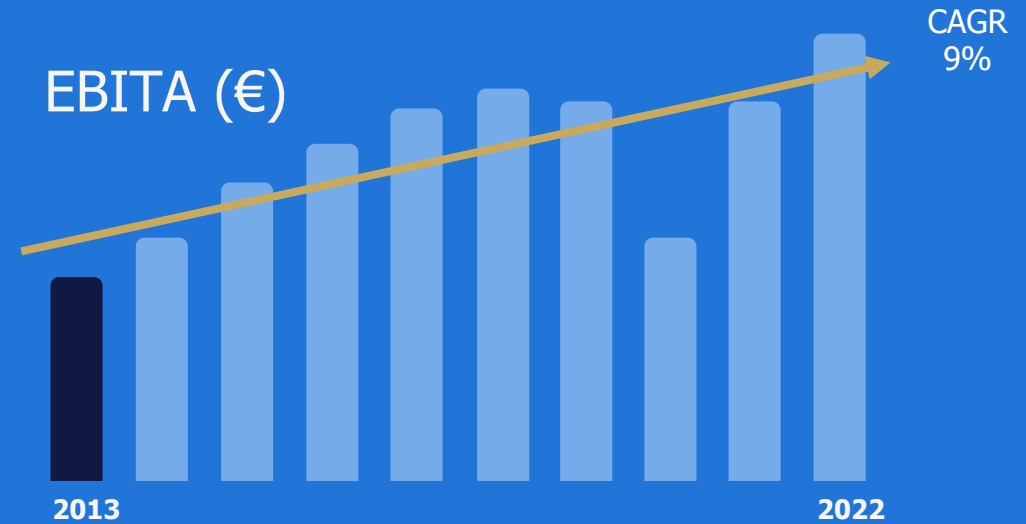
05

new growth algorithm

jorge vazquez

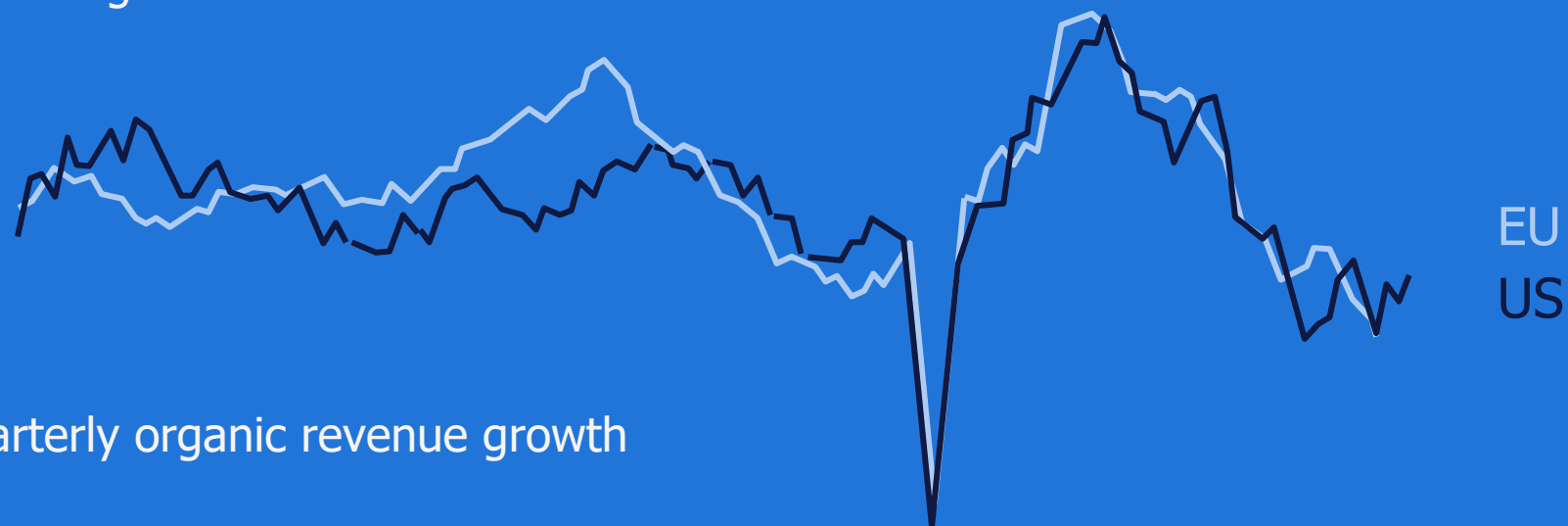


strongest foundation.

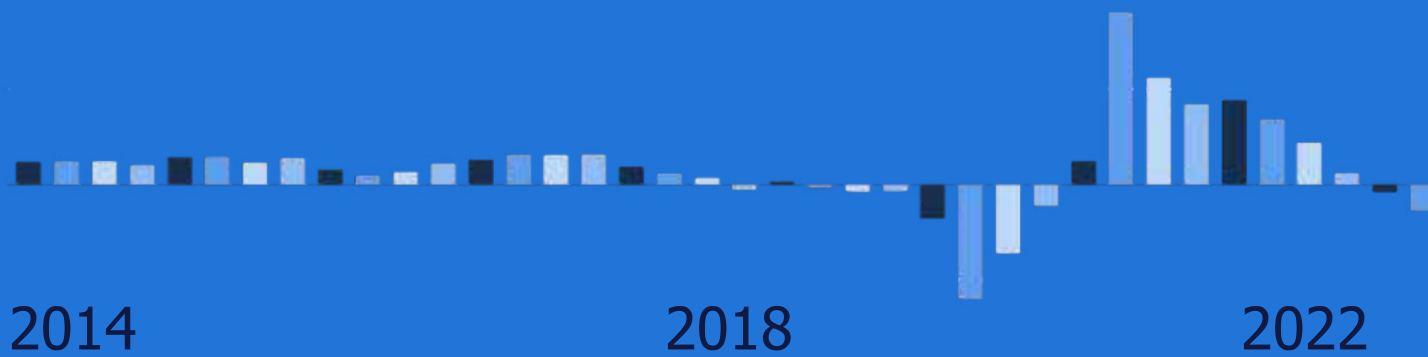


positioned to benefit from recovery.

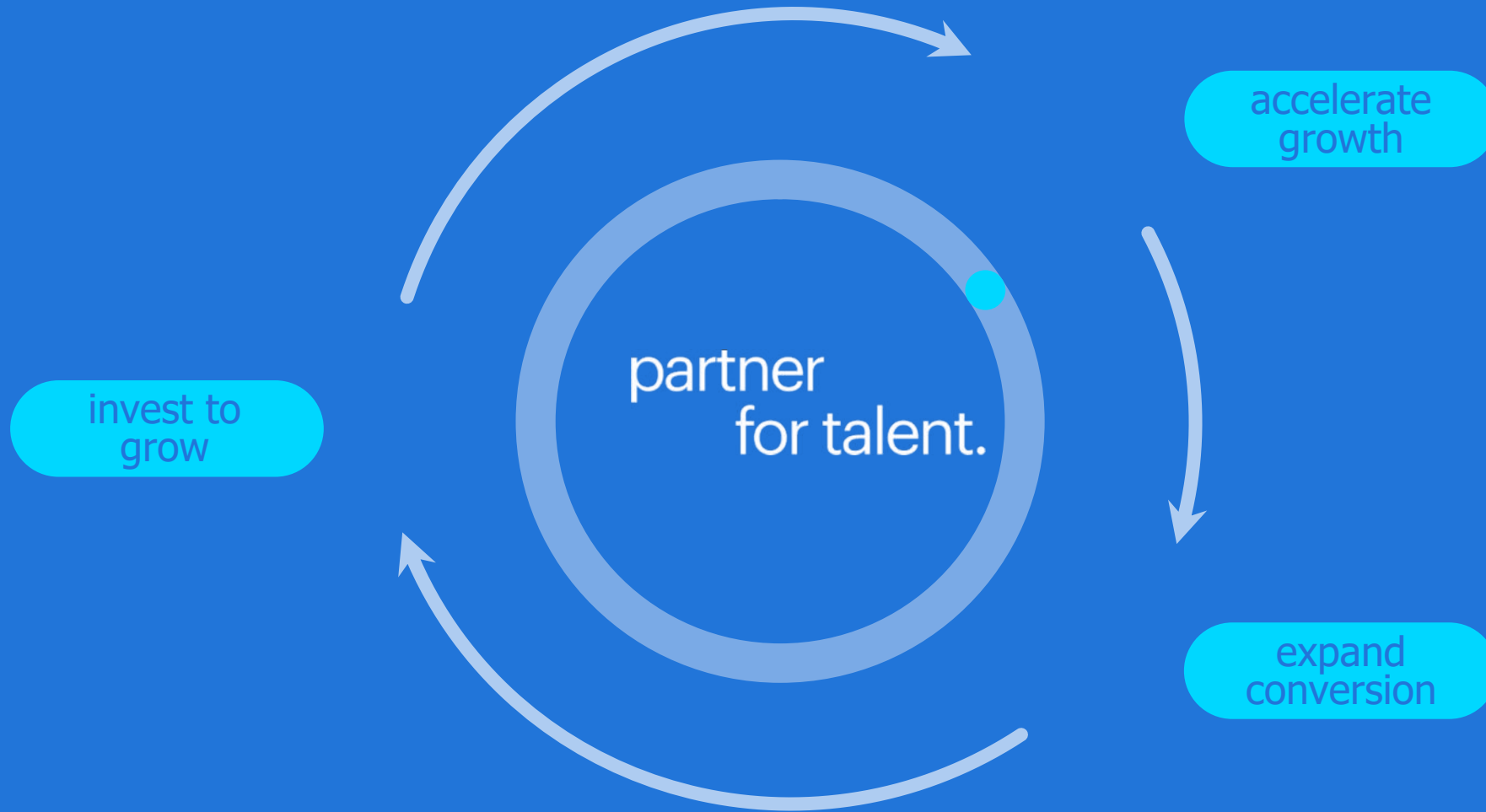
PMI manufacturing index



randstad quarterly organic revenue growth



new growth algorithm for randstad.



specializations as growth platforms.



revenue in 2022**

~€19bn

~€4bn

~€2.6bn*

~€1bn

gross profit in 2022**

~€3bn

~€1bn

~€0.6bn*

~€0.7bn

conversion rate in 2022

mid to high 20s%

mid to high 20s%

mid to high 20s%*

mid 10s%



*digital: randstad technologies, ausy
**excluding monster and corporate

accelerate growth.



specialization



high growth segments



expand service portfolio



addressable market

~€ 320bn*

~€ 220bn*

~€ 1.2tn**

~€ 250bn****

CAGR L6Y

~GDP

~8%

~7%

~14%

growth outlook

GDP

GDP+

~8-10%***

>10%

client access (41 diamond clients, total clients 233,000)



* Staffing Industry Analysts (SIA) 2016/2019-2022
 ***2022-2026, CapIQ, Gartner, randstad analysis

**randstad analysis peer groups 2017-2022
 ****2022-2026, verified market research, SIA, Everest research (RPO, MSP, TTS)

expand conversion.

delivery excellence



- field steering
- talent and delivery centers
- digital marketplaces



- dynamic pricing
- talent and delivery centers
- digital marketplaces

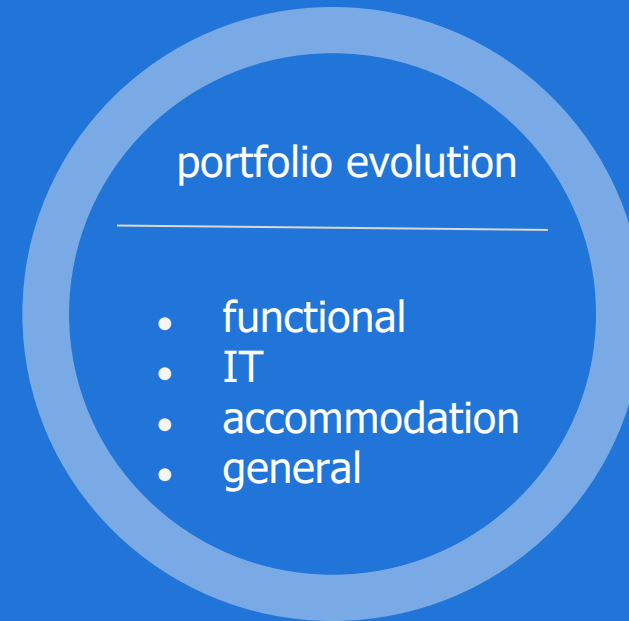


- dynamic pricing
- global delivery centers
- best practices



- global delivery centers
- best practices

free up capacity

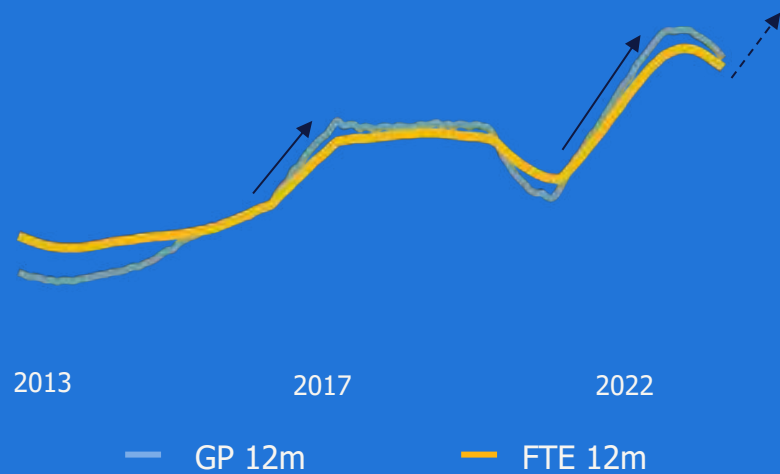


gradual margin expansion
5-6% underlying EBITA margin

balance short-term performance
with long term investments

invest to grow.

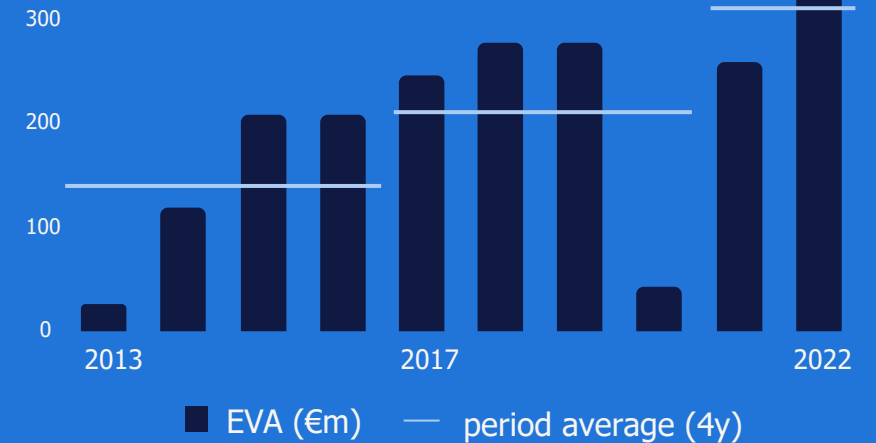
organic growth: field capacity and digital capabilities



M&A by specialization



strong focus on ROIC

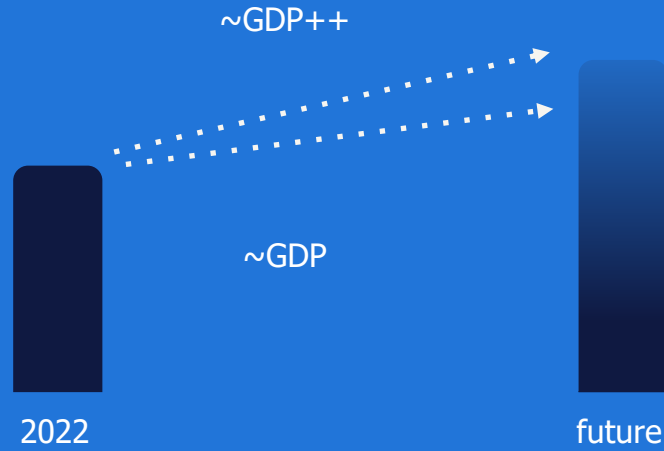


adaptability through field steering | maintain capital allocation discipline



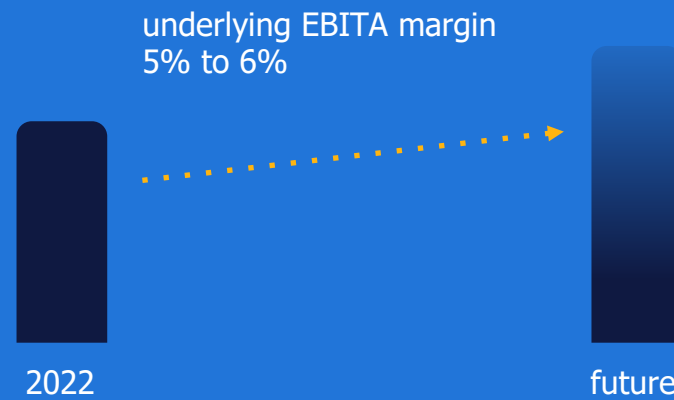
strong and resilient cash flow.

accelerate growth



revenue (€)

expand conversion



EBITA

resilient cash flow generation

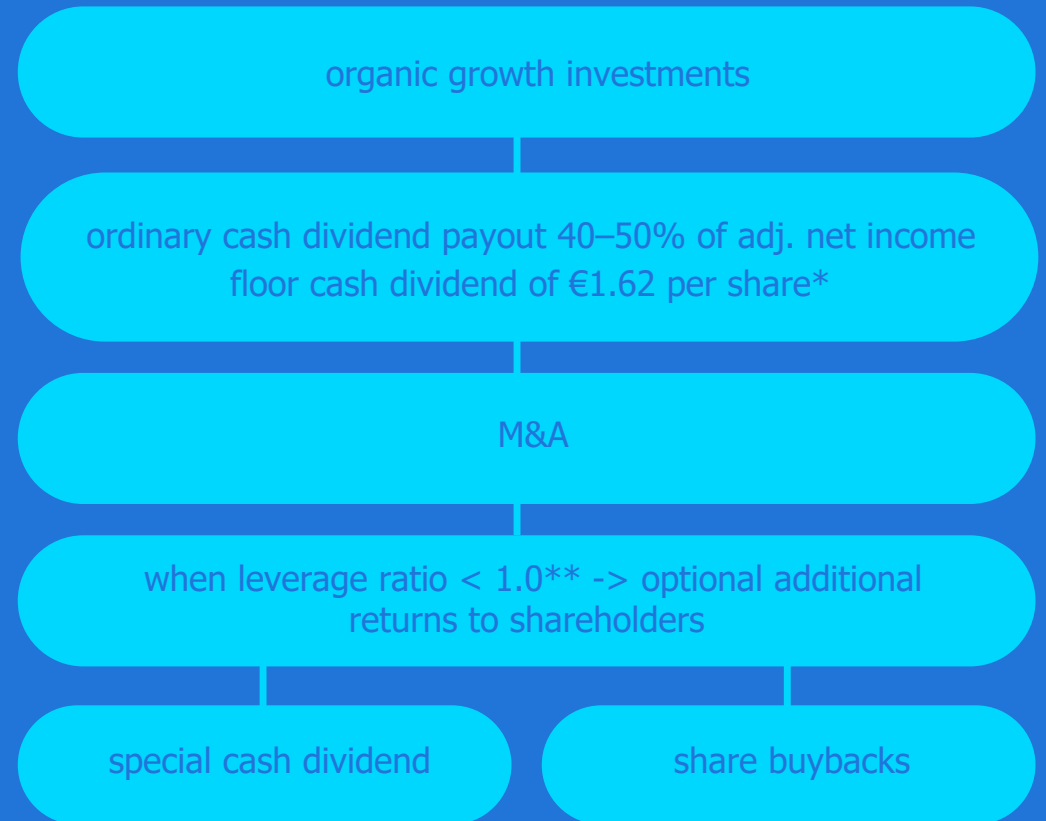
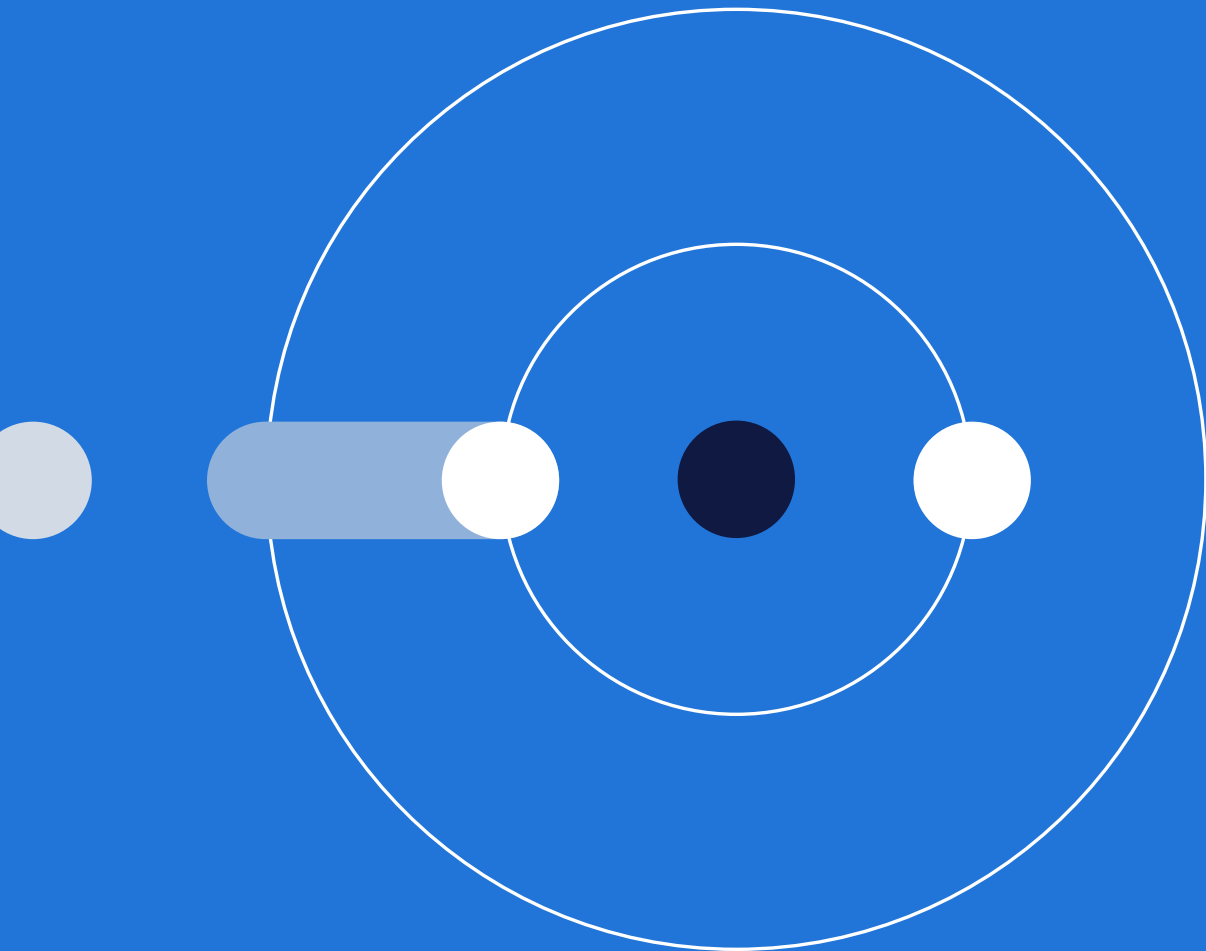


free cash flow



*future means through the cycle and indicative only

randstad capital allocation policy.



*barring (i) seriously adverse economic conditions, (ii) material strategic changes to the sector, and (iii) a material deterioration in our solvency and liquidity ratios ** leverage ratio excluding lease liabilities

growth algorithm for randstad.



partner
for talent.



thank
you.

