

23rd of april 2024

1st quarter results 2024.

Q1 2024: continued adaptability in challenging market

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randstad

partner for talent.

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, shortages on the job market, changes in the demand for personnel (including

flexible personnel), achievement of cost savings, changes in the business mix, changes in legislation (particularly in relation to employment, staffing and tax laws), the role of industry regulators, future currency and interest fluctuations, availability of credit on financially acceptable terms, the successful completion of company acquisitions and their subsequent integration, successful disposals of companies, the rate of technological developments, the impact of pandemics and our ability to identify other relevant risks and mitigate their impact. These prognosis therefore apply only on the date on which this document was compiled. The quarterly results as presented in this press release are unaudited.



definitions.

organic growth: externally reported income statement line items (revenue, gross profit, operating expenses and EBITA) adjusted for the impact of changes in foreign currency ("FX"), the effect of hyperinflation and excluding the impact of acquisitions and disposals.

EBITA: operating profit before amortization and impairment of acquisition-related intangibles and goodwill (EBITA) is a measure of company profitability used by investors in the staffing industry to analyze the results of staffing companies.

underlying EBITA: refers to Randstad's adjusted EBITA , excluding integration expenses and one-offs may distort the true operational performance of the business. It provides a clearer picture of the company's ongoing profitability by eliminating the impact of restructuring costs, integration and M&A costs related to acquisitions and other exceptional items.

agenda.

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performance.



Q1 2024: continued adaptability in challenging market.



summary

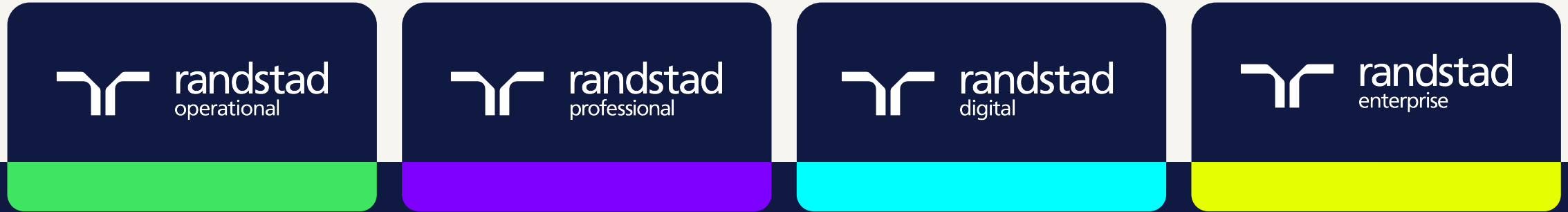
- challenging markets
 - continued adaptability
 - focused growth
-



key financials

- revenue € 5.9BN at -7.8%
 - gross margin 20.2%
 - EBITA € 177M, 3.0% margin
-

partner for talent.



90% of business aligned by specialization in Q2

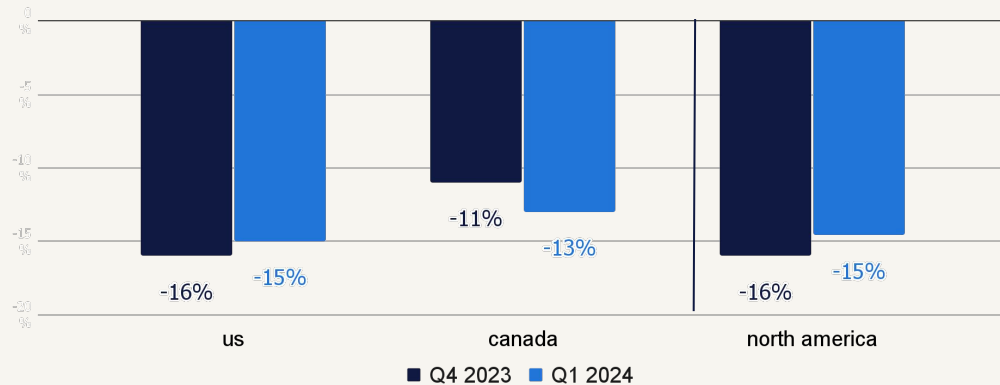
€ 2BN run rate through digital marketplaces in Q2

Randstad talent platform go live in the Netherlands



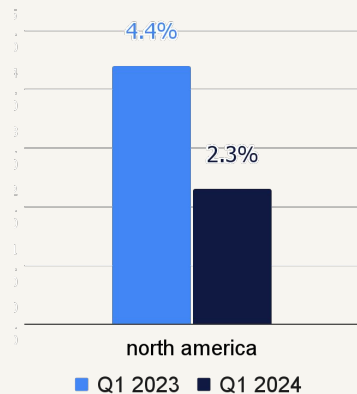
north america: challenging conditions continued.

organic revenue growth YoY, last two quarters*



- us: decline rates easing, largest transformational activities executed
- canada: decline bottoming
- profitability: continue to transform, cost initiatives in flight

EBITA margin (underlying)**



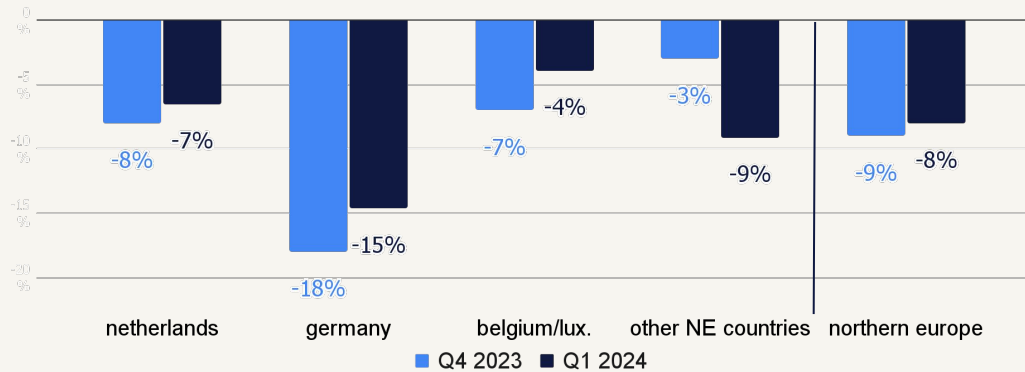
* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.

** before integration costs & one-offs.



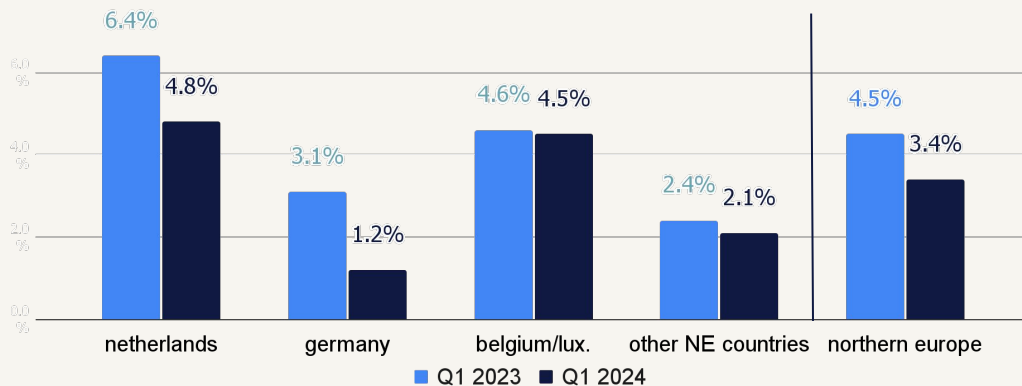
northern europe: persistent headwinds.

organic revenue growth YoY, last two quarters*



- **netherlands:** challenging market, solid adaptability
- **germany:** tough environment, continued impact of sickness, no signs of recovery yet, refocusing the business
- **belgium:** solid improvement throughout the quarter, strong adaptability
- **other NE countries:** poland growth continued, scandinavia challenging

EBITA margin (underlying)**



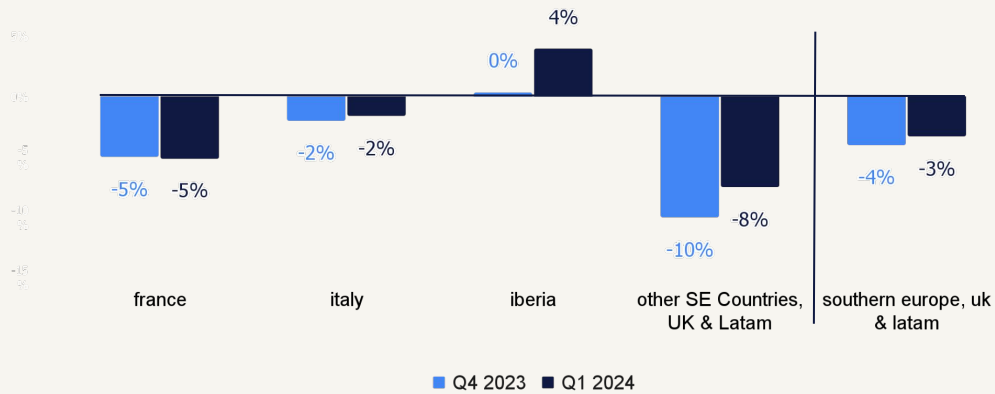
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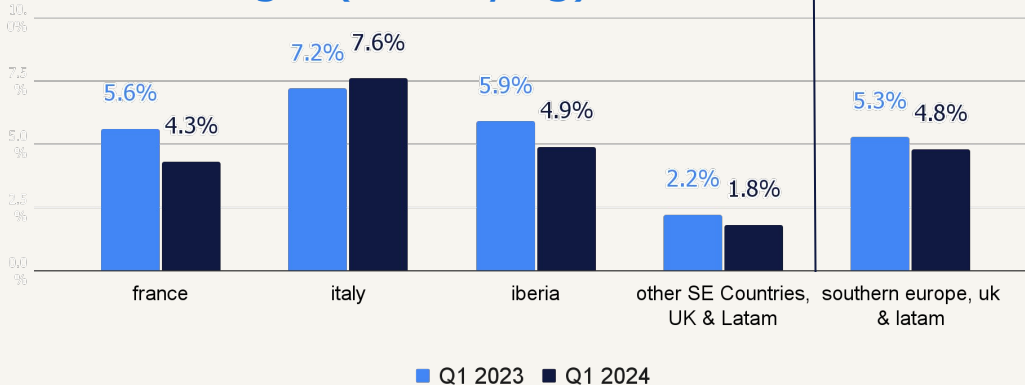


southern europe, uk & latam: positive momentum

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



- **france:** challenging start of the year, professionals continued to grow
- **italy:** positive momentum throughout the quarter, adding field capacity
- **iberia:** back to growth, driven by spain
- **other countries:**
 - **UK:** declines rates easing
 - **latam:** mid single digit growth, driven by brazil

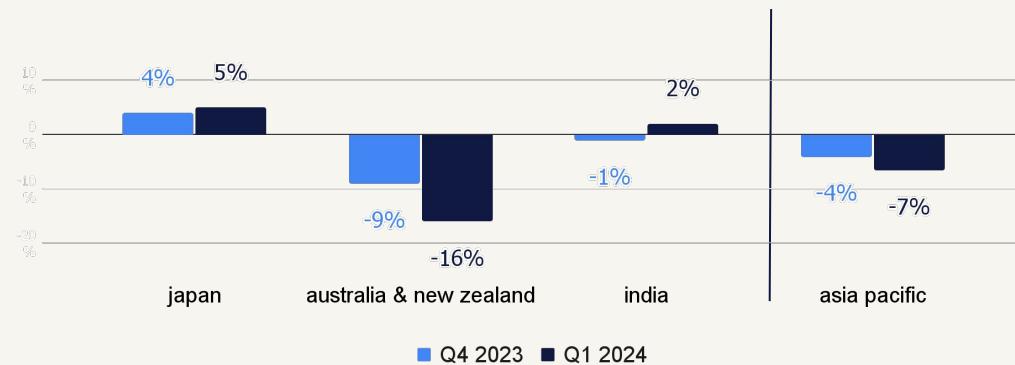
* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.

** before integration costs & one-offs.



asia pacific: mixed growth trends, good adaptability

organic revenue growth YoY, last two quarters*



- **Japan:** continued growth driven by professionals, strong profitability
- **Australia & New Zealand:** slow start of the year
- **India:** return to growth

EBITA margin (underlying)**



* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.

** before integration costs & one-offs.



financial results & outlook.

Q1 2024: continued adaptability.

performance

€ million	Q1 '24	Q1 '23	% org.
revenue	5,938	6,518	-7.8%
gross profit	1,199	1,368	-11%
gross margin	20.2%	21.0%	
operating expenses*	1,022	1,102	-7%
opex %	17.2%	16.9%	
EBITA*	177	266	-33%
EBITA margin*	3.0%	4.1%	
integration costs & one-offs	-/- 41	-/- 37	
amortization & impairment	-/- 10	-/- 11	
net finance income (costs)	-/- 7	-/- 14	
tax	-/- 31	-/- 50	
reported net income**	88	154	
adjusted net income	123	191	-36%

* before integration costs & one-offs.

** including share of profit of associates.

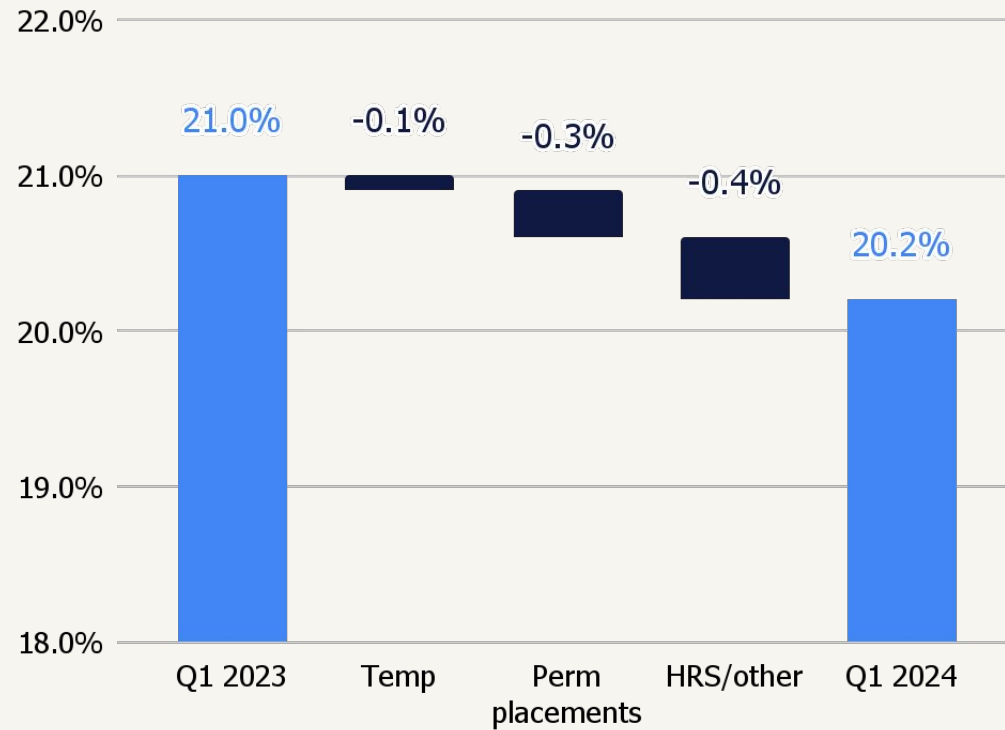


key highlights

- organic revenue down -7.8% YoY
 - operational: -/- 7% at € 3.8BN
 - professional: -/- 6% at € 1.0BN
 - digital: -/- 12% at € 0.7BN
 - enterprise: -/- 10% at € 0.3BN
- EBITA € 177m, EBITA margin of 3.0%
- one-offs costs driven by rightsizing indirect cost base

gross margin: impacted by services mix.

Q1 gross margin development YoY

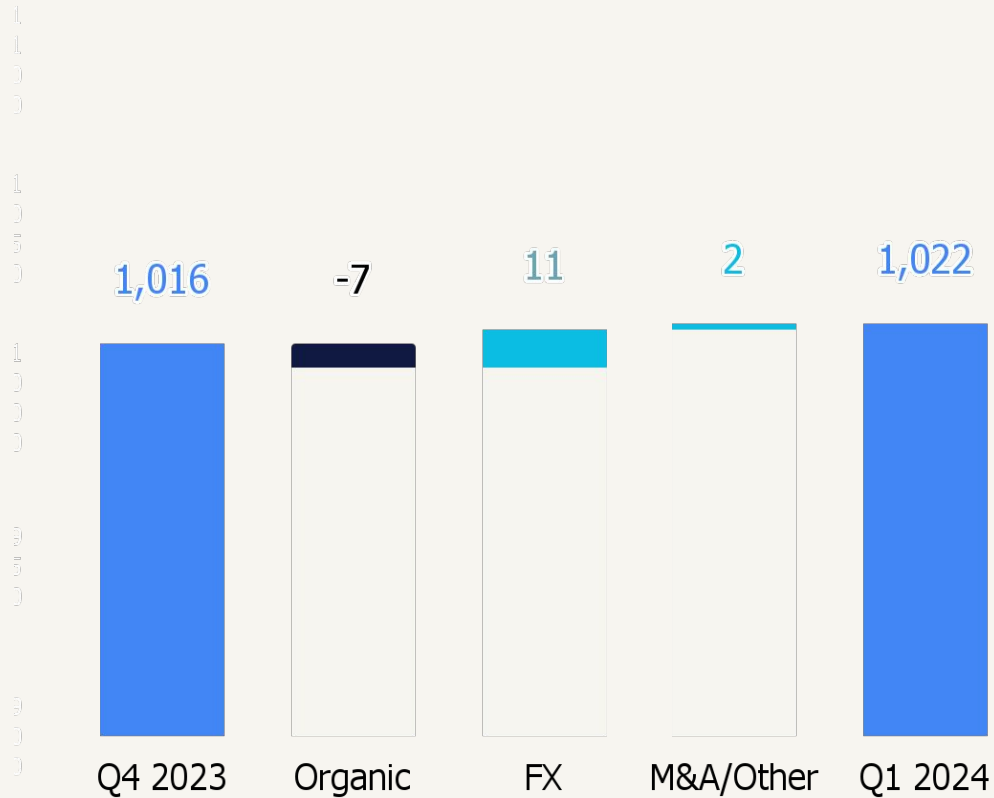


key highlights

- temp margin -10 bp YoY
- perm fees -30 bp YoY
- HRS/other -40 bp YoY

costs: continued field steering

Q1 sequential opex bridge (€m)



key highlights

- opex down 1% QoQ, down 7% YoY
- # FTEs broadly in line with Q4, down 8% YoY
- number of outlets reduced by 153 to 4,726
- Q1 recovery ratio 47%

sound balance sheet.



Q1 free cash flow

- Q1 FCF -/- € 42m (Q1 2023: € 169m)
 - DSO 53.7, up 0.7 days vs Q1 2023
 - ROIC: 14.2% (Q1 2023: 19.7%)
-



balance sheet

- net debt € 437m excl. lease liabilities
 - leverage ratio excl. lease liabilities: 0.4
 - SBB fifth tranche: € 83m remaining
-

outlook: remain cautious.

Q2 2024 outlook

- gross margin is expected to be broadly in line sequentially
- operating expenses are expected to be modestly higher sequentially
- positive 0.6 working day impact

momentum

- April volumes sequentially stable from March
- positioning for growth, guided by field steering

03

questions
& answers.



04

appendices.



corporate staff by geography.

average	Q1 2024	Q1 2023
North America	7,880	9,730
the Netherlands	4,020	4,510
Germany	2,500	2,970
Belgium & Luxembourg	2,180	2,300
Other Northern Europe countries	2,890	3,180
Northern Europe	11,590	12,960
France	4,900	4,890
Italy	3,250	3,110
Iberia	2,820	2,410
Other SE Countries, UK & Latam	3,290	3,430
Southern Europe, UK & Latam	14,260	13,840
Asia Pacific	6,470	7,240
Corporate	2,080	1,680
total	42,280	45,450

number of employees working on a temporary basis by geography.

average	Q1 2024	Q1 2023*
North America	69,600	82,000
the Netherlands	50,400	58,200
Germany	26,000	34,700
Belgium & Luxembourg	35,100	35,300
Other Northern Europe countries	27,100	32,200
Northern Europe	138,600	160,400
France	74,100	80,500
Italy	53,700	53,500
Iberia	59,100	54,000
Other SE Countries, UK & Latam	49,000	55,300
Southern Europe, UK & Latam	235,900	243,300
Asia Pacific	114,800	121,400
total	558,900	607,100



* harmonisation of definition as part of the new segmentation slightly changed the reporting of employees working of the previous year

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