

1st quarter 2015 results

continued improvement

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Randstad Holding nv
April 30, 2015



disclaimer & definitions

Certain statements in this document concern prognoses about the future financial condition, risks, investment plans and the results of operations of Randstad Holding and its operating companies, as well as certain plans and objectives. Obviously, such prognoses involve risks and a degree of uncertainty, since they concern future events and depend on circumstances that will apply then. Many factors may contribute to the actual results and developments differing from the prognoses made in this document. These factors include, but are not limited to, general economic conditions, a shortage on the job market, changes in the demand for personnel (including flexible personnel), achievement of cost savings, changes in the business mix, changes in legislation (particularly in relation to employment, staffing and tax laws), the role of industry regulators, future currency and interest fluctuations, our ability to identify relevant risks and mitigate their impact, the availability of credit on financially acceptable terms, the successful completion of company acquisitions and their subsequent integration, successful disposals of companies, and the rate of technological developments. These prognoses therefore apply only on the date on which this document was compiled. The quarterly results as presented in this press release are unaudited.

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

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

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

agenda

~ performance

~ financial results & outlook

~ Q&A

~ appendices

performance

Q1 2015: continued profitable growth

€ million	Q1 '15	Q1 '14	% Org.	L4Q '15	L4Q '14	% Org.
revenue	4,431	3,970	+6%	17,712	16,706	+4%
gross profit	815	717	+7%	3,277	3,045	+6%
<i>gross margin</i>	<i>18.4%</i>	<i>18.1%</i>		<i>18.5%</i>	<i>18.2%</i>	
operating expenses*	662	594	+4%	2,541	2,435	+3%
<i>opex %</i>	<i>14.9%</i>	<i>15.0%</i>		<i>14.3%</i>	<i>14.6%</i>	
EBITA*	153	123	+19%	736	610	+20%
<i>EBITA margin*</i>	<i>3.5%</i>	<i>3.1%</i>		<i>4.2%</i>	<i>3.7%</i>	

↪ organic growth/wd at +5.6% in Q1

↪ gross profit growth at +7%

- gross margin up by 30 bps YoY
- perm at +16% in the quarter (Q4: +21%)

↪ operating expenses* up 4% organically YoY

- headcount investment in selected countries continues

↪ EBITA* margin up to 3.5%, from 3.1% Q1 2014

- L4Q '15 organic incremental conversion ratio of 67%

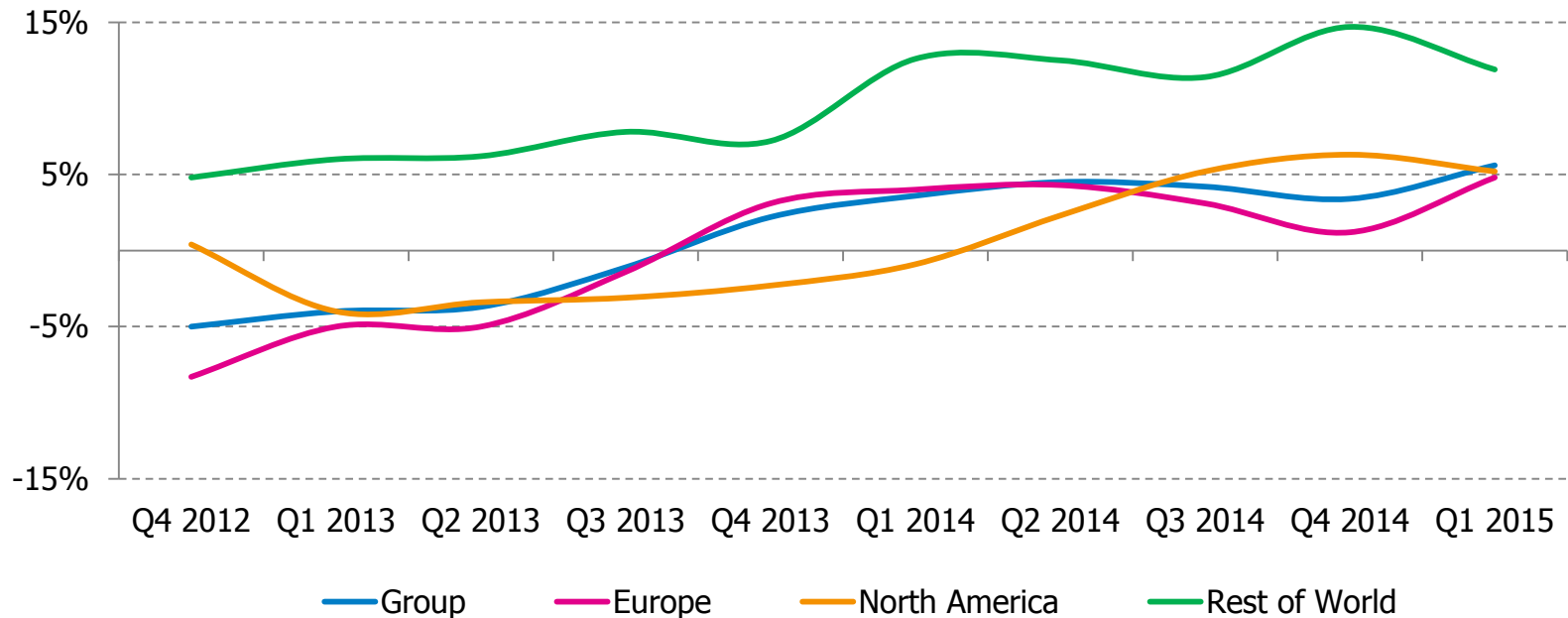
* Before integration costs & one-offs.

April 30, 2015

1st quarter results 2015

Europe rebounded in Q1

YoY Randstad growth development



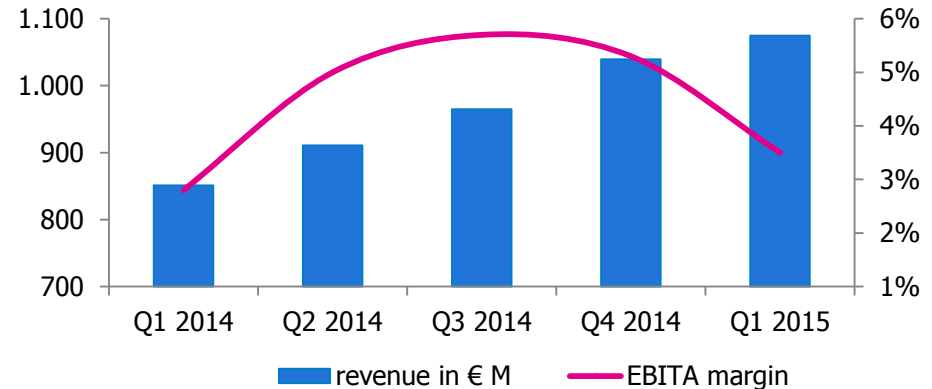
- growth expansion in Europe with majority of countries picking up; Netherlands & France both improving and closing the gap to market
- growth continues in North America; above market staffing performance
- solid growth in most emerging markets; Australia growth continues

North America: solid growth

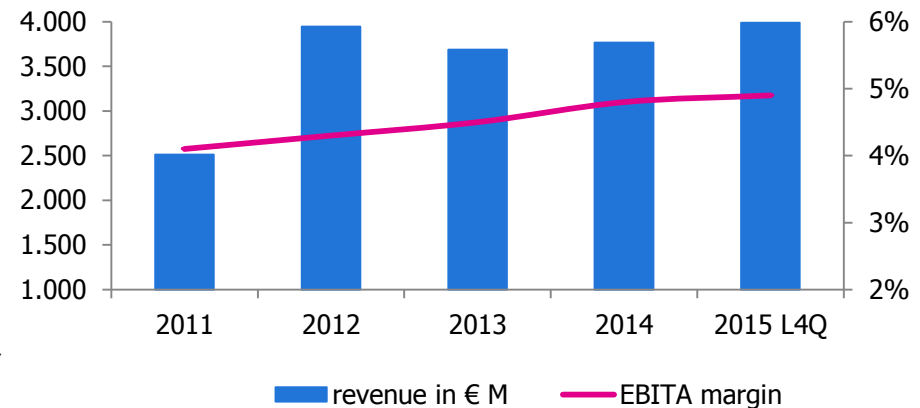
L4Q incremental conversion ratio of 53%

- revenue +5% (Q4: +6%)
- US staffing & inhouse, revenue growth +8%
 - strong perm +21% (Q4: +23%)
- US professionals, gross profit up 6%
 - revenue -/-1% (Q4: 0%)
 - perm up by 4% (Q4: +17%)
- Sourceright: +21% revenue growth
 - RPO delivering profitable growth
 - MSP spend under management up 39%
- Canada: revenue growth +1%
 - ahead of market
- EBITA margin up to 3.5% from 2.8% LY

performance North America - quarterly

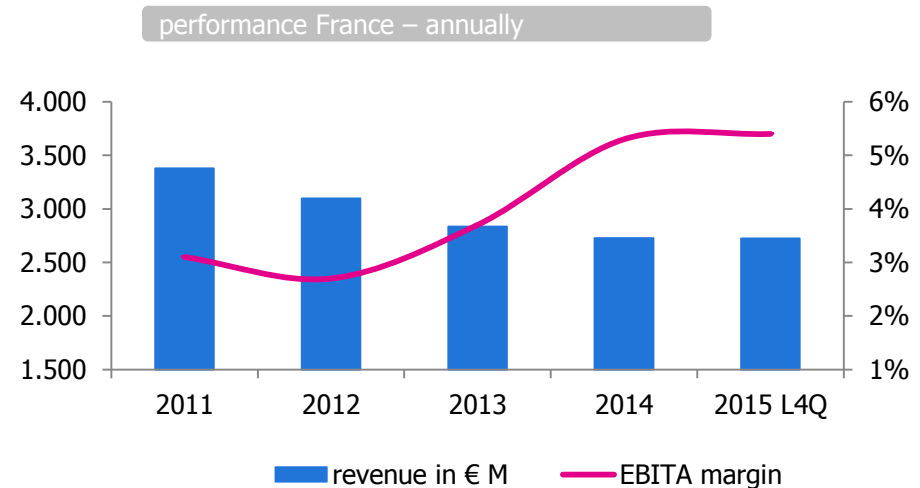
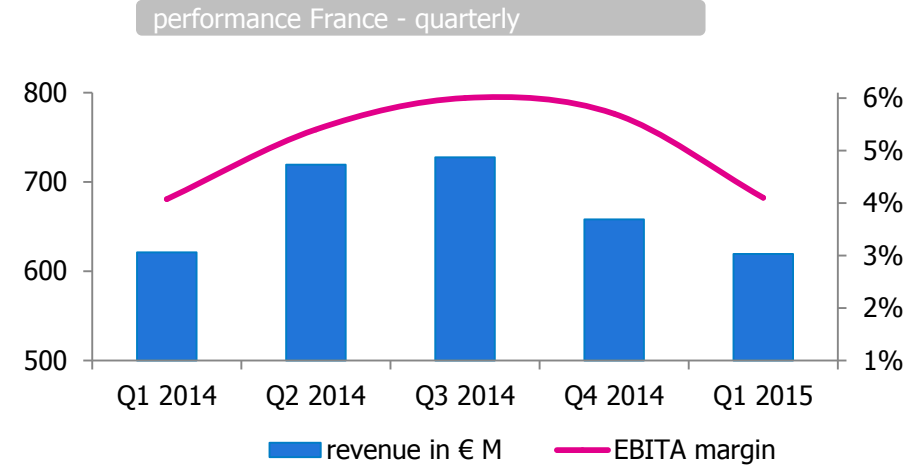


performance North America - annually



France: strong rebound

- revenue flat YoY (Q4: -/-8%)
 - combined staffing & inhouse at -/-1% YoY
 - inhouse grew 15%
 - professionals at +4% vs. Q4: -/-1%
 - perm grew 15%
- gross profit +1% YoY (Q4: 0%)
- costs & FTEs down 1% sequentially
- EBITA margin stable YoY at 4.1%

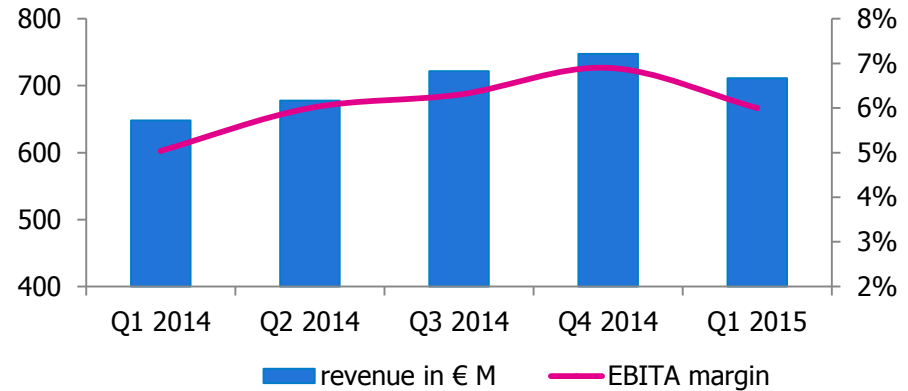


the Netherlands: closed the gap

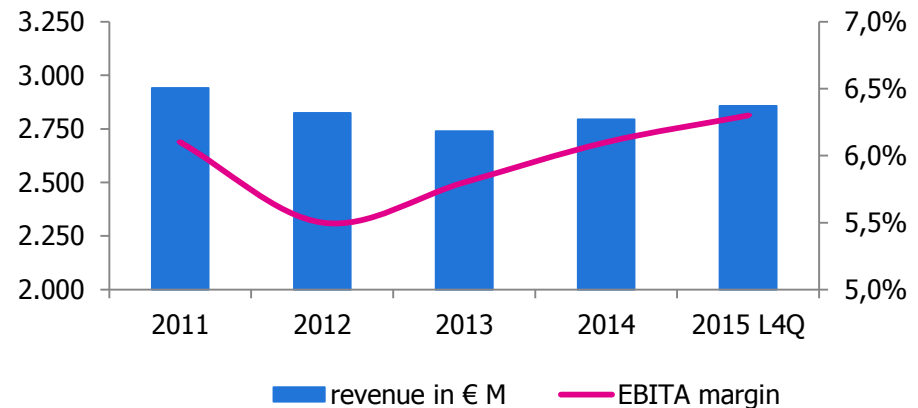
L4Q incremental conversion ratio of 66%

- revenue at +10% (Q4: +5%)
 - Randstad +8% YoY (Q4: +4%), growth in SME
 - Tempo-Team growing at market, +9%
 - Yacht up 19% (Q4: 13%)
 - perm at +21%
- costs down 6% sequentially
 - back-office restructure completed
 - FTEs down 7% sequentially
 - professionals restructure on track
- EBITA margin at 6.0% vs. 5.0% LY

performance the Netherlands - quarterly



performance the Netherlands - annually



Germany: continued market challenges

L4Q recovery ratio of 43%

revenue -/-3% (Q4: -/-1%)

- price effect (+2%)
- labor demand still subdued by wage cost increases & regulatory changes
- perm growth of +67% (Q4: +20%)
- focus on SME & delivery models

gross margin;

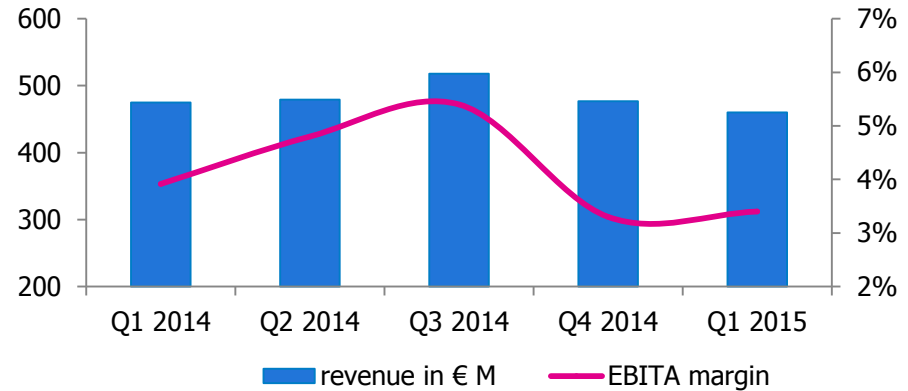
- impacted by 13 week avg calculation rule
- record sickness rates

operating expenses were 3% lower YoY

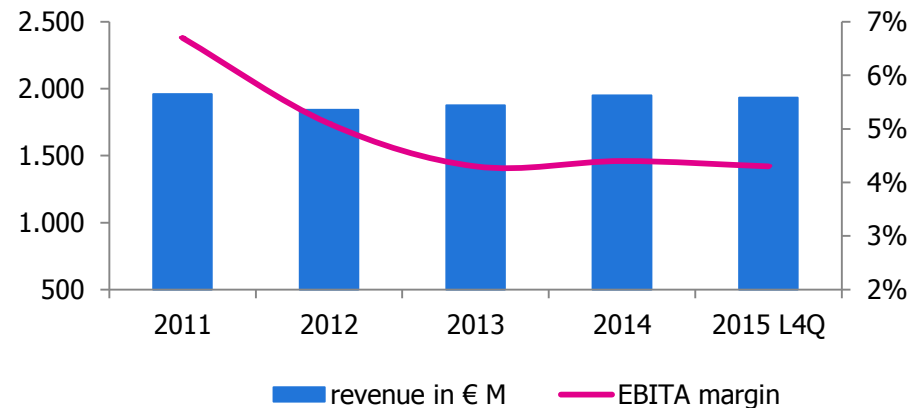
- cost control maintained
- FTEs down 2% YoY

EBITA margin at 3.4% vs. 3.9% LY

performance Germany - quarterly



performance Germany - annually



Belgium: returning to growth

L4Q incremental conversion ratio of 73%

revenue +7% (Q4: -/-1%)

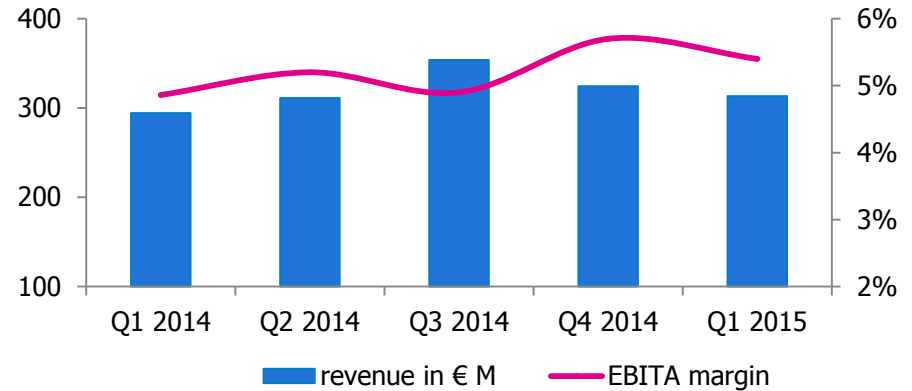
- inhouse growth at +8% (Q4: +5%)
- narrowing the gap to market
- professionals up 13% (Q4: +7%)
- 20% perm growth YoY

gross profit stable +9% YoY (Q4: +9%)

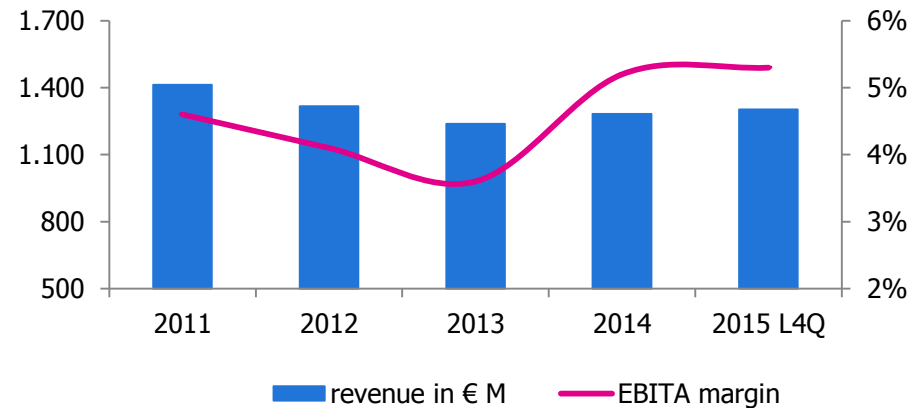
EBITA margin up to 5.4% vs. 4.9% LY

- strong operating leverage

performance Belgium - quarterly



performance Belgium - annually



Iberia: continued growth

L4Q incremental conversion ratio of 113%

▸ Iberia revenue & gross profit up 12%

▸ Spain

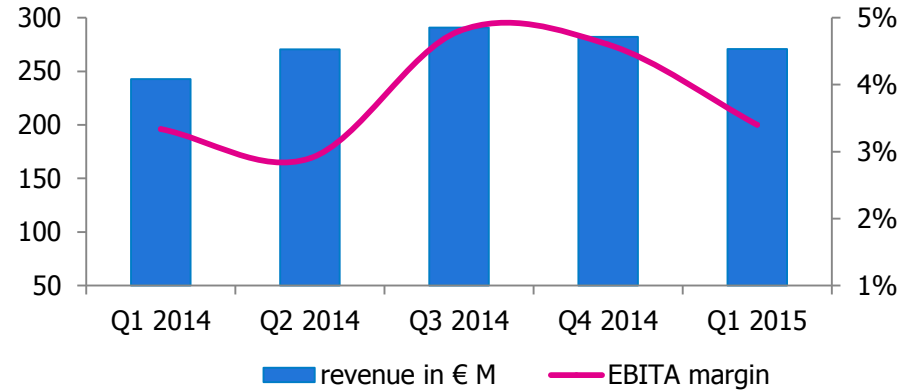
- revenue growth +16% (Q4: +12%)
- strong growth continues in professionals (+87%), now a top 3 business
- focus on perm (+57%) paying off
- strong operating leverage

▸ Portugal

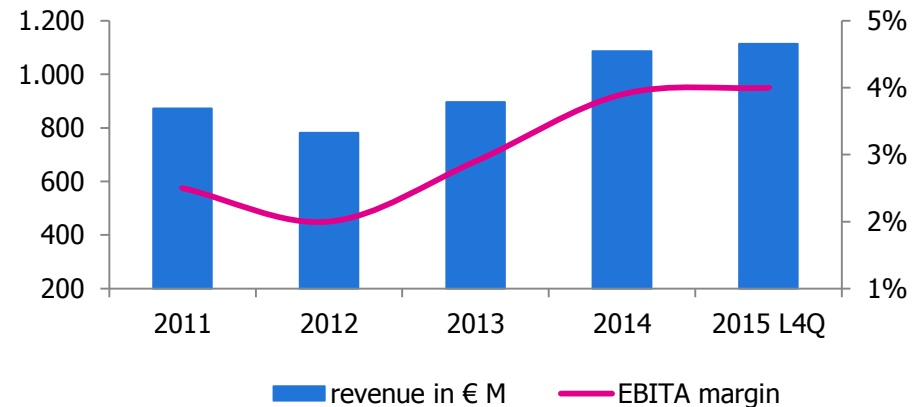
- growth stable at +4% (Q4: +4%)
- continued growth in manufacturing and call centres

▸ EBITA margin up to 3.4% vs. 3.3% LY

performance Iberia - quarterly



performance Iberia - annually

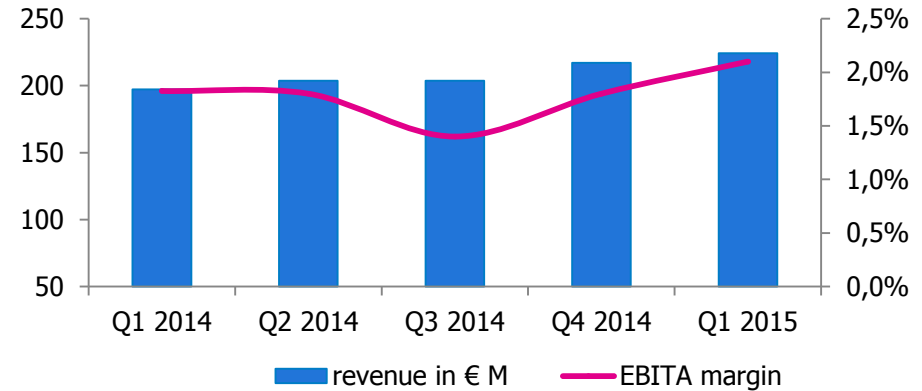


UK: improving profitability

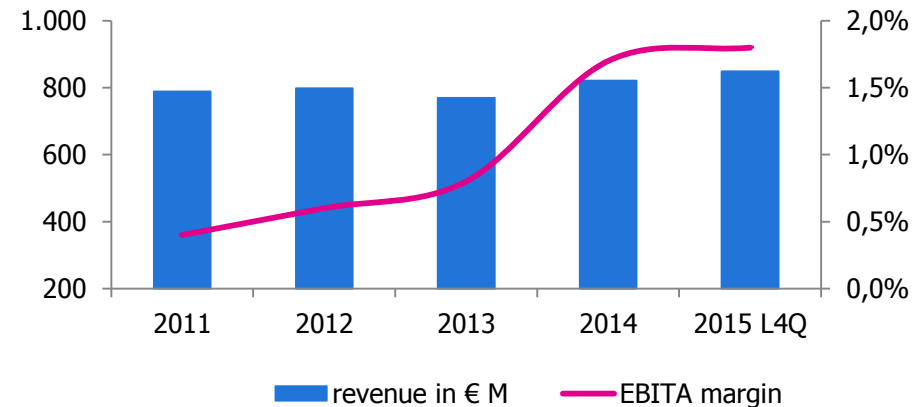
L4Q incremental conversion ratio of 74%

- revenue +3% (Q4: +2%)
 - gross profit up 5% (Q4: +9%)
 - strong performance in construction
 - finance returning to growth
 - perm fees up 15% (Q4: +16%)
- operating expenses +/- 1% sequentially
 - headcount down 3% sequentially
- EBITA margin up to 2.1% vs. 1.8% LY

performance UK - quarterly



performance UK - annually



Other European countries: growth continues

overall revenue growth +12%

Italy

- revenue growth at 12% (Q4: +8%)
- focus on specialties and perm (+42%)

Switzerland

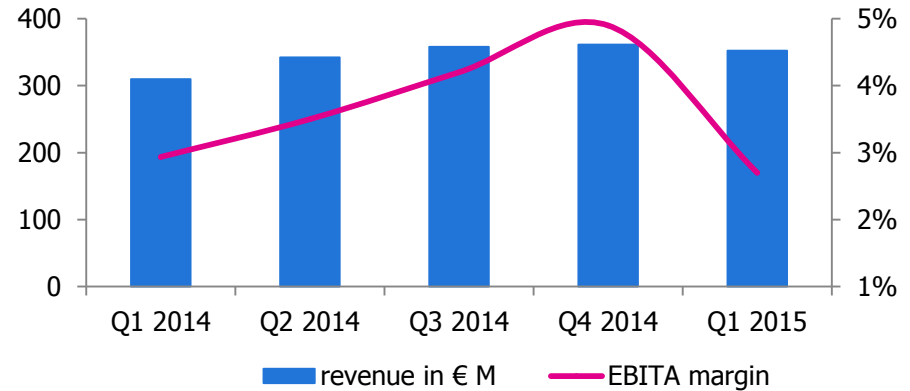
- +9% growth (Q4: +13%)
- strong growth at inhouse continues

Poland

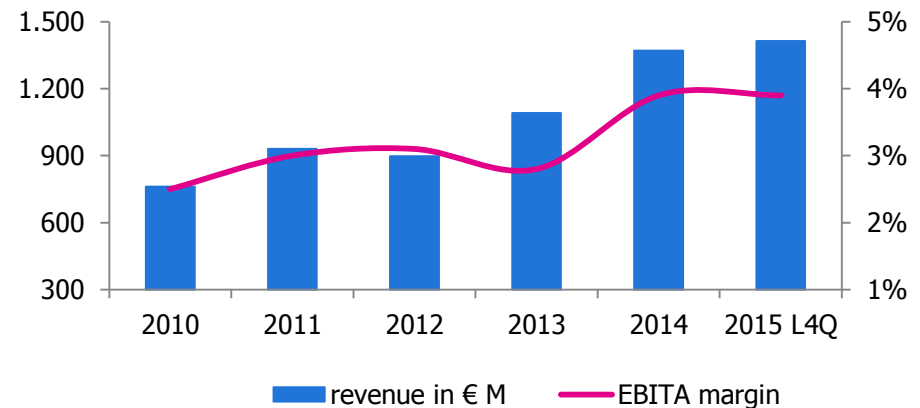
- strong growth at +16% (Q4: +17%)
- investing in growth; FTEs up 4% sequentially

EBITA margin at 2.7%

performance ROE - quarterly



performance ROE - annually



Rest of the world: improving profitability

- overall revenue growth +12%

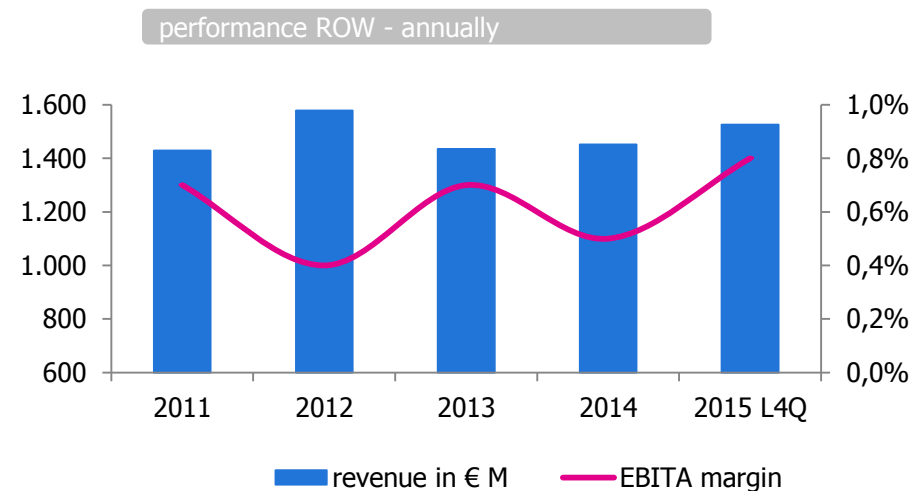
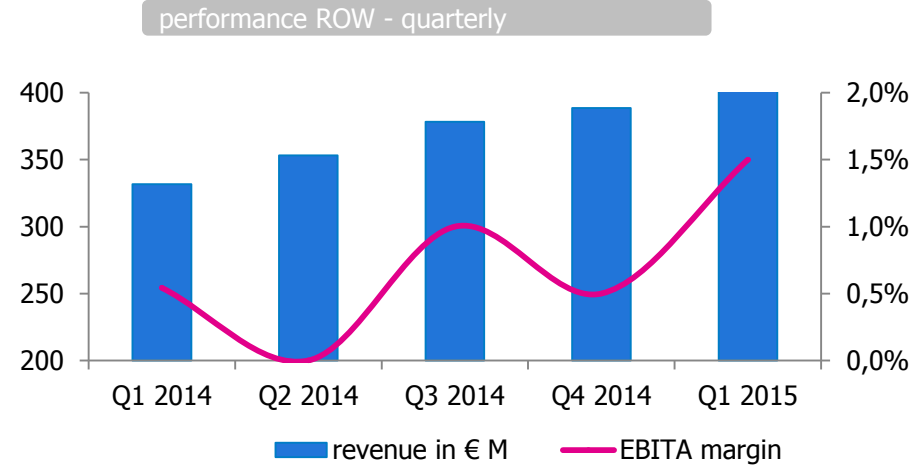
- Japan, growth at +2% YoY (Q4: +8%)
 - LY growth driven by VAT increase
 - continue to invest for growth

- Australia / New Zealand grew 21%
 - perm grew 25% (Q4: +34%)

- Asia, growth at +5% (Q4: +9%)
 - India growth +10%, China +11%
 - investing in growth across region

- Latin America, up 18% (Q4: +17%)
 - capturing productivity improvements

- focus shifting to growth and profitability
 - EBITA margin up to 1.5% from 0.5%



financial results & outlook

income statement Q1 2015

€ million	Q1 '15	Q1 '14	% Org.	L4Q '15	L4Q '14	% Org.
revenue	4,431	3,970	+6%	17,712	16,706	+4%
gross profit	815	717	+7%	3,277	3,045	+6%
<i>gross margin</i>	<i>18.4%</i>	<i>18.1%</i>		<i>18.5%</i>	<i>18.2%</i>	
operating expenses*	662	594	+4%	2,541	2,435	+3%
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EBITA*	153	123	+19%	736	610	+20%
<i>EBITA margin*</i>	<i>3.5%</i>	<i>3.1%</i>		<i>4.2%</i>	<i>3.7%</i>	
integration costs & one-offs	9	5		50	51	
reported EBITA	144	118		686	559	
amortization & impairment	-/- 40	-/- 36		-/- 150	-/- 159	
net finance costs	-/- 22	-/- 3		-/- 50	-/- 20	
income before taxes	82	80		487	381	
tax	-/- 22	-/- 25		-/- 142	-/- 125	
net income	60	55		345	256	
<i>adjusted*** net income**</i>	<i>91</i>	<i>80</i>		<i>471</i>	<i>391</i>	
<i>diluted EPS***</i>	<i>0.50</i>	<i>0.45</i>		<i>2.59</i>	<i>2.19</i>	

* Before integration costs and one-offs.

** Attributable to holders of ordinary shares.

*** Before amortization and impairment acquisition-related intangible assets and goodwill, badwill, integration costs and one-offs.

Figures stated in table are rounded

Q1 2015: financial key points

- underlying EBITA margin up 40 bps to 3.5%
- L4Q organic incremental conversion ratio of 67%
- average DSO improved to 51.5 from 51.8 LY
- effective tax rate* amounted to 28.3% (FY 2014: 30.1%).
 - for 2015, we expect an effective tax rate of between 27% and 30%.
- diluted EPS* to €0.50 vs. € 0.45 in Q1 2014
- dividend 2014: payment on ordinary shares of € 1.29
 - cash dividend ~€ 81.5M, issue 2.7M ordinary shares
 - approx. 64.9% elected for stock dividend (2014: 66.6%)

* Before amortization and impairment acquisition-related intangible assets and goodwill, badwill, integration costs and one-offs.

segment performance

Staffing in € M	Q1 2015	Q1 2014	% organic*
revenue	2,570.4	2,352.4	5%
EBITA	82.4	74.4	9%
<i>EBITA margin</i>	<i>3.2%</i>	<i>3.2%</i>	

- good growth in North America, Netherlands, Iberia with focus retained on revenue quality
- Germany and France remain challenging markets, however profitability is stable
- perm +22%

Inhouse in € M	Q1 2015	Q1 2014	% organic*
revenue	944.4	809.9	11%
EBITA	46.9	37.5	20%
<i>EBITA margin</i>	<i>5.0%</i>	<i>4.6%</i>	

- continued transfer of clients from staffing to ensure right delivery model is offered
- good growth continues in France, Netherlands, Germany, Belgium, Iberia and North America mainly in industrial & logistics clients

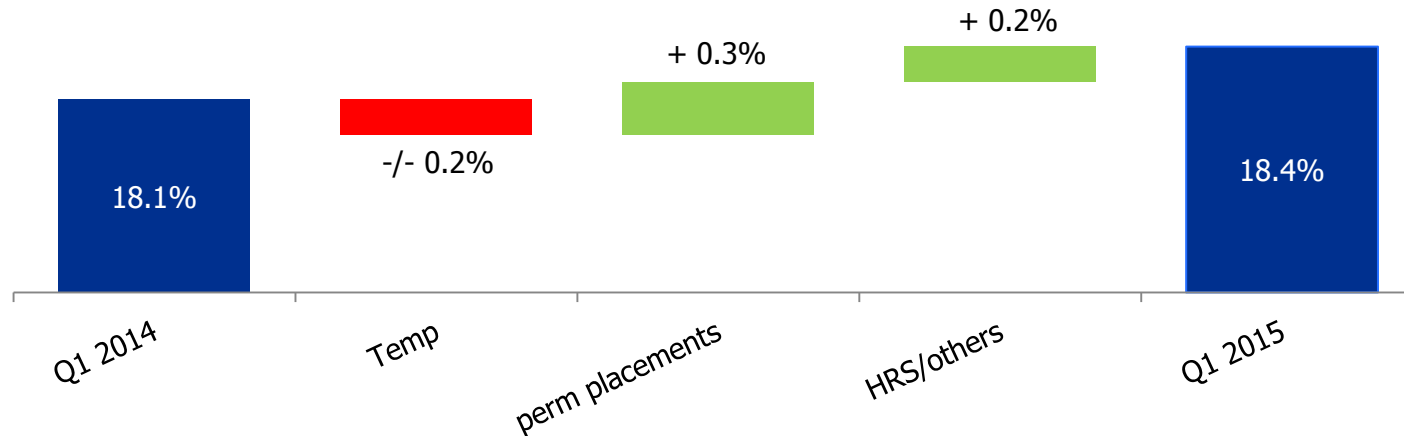
Professionals in € M	Q1 2015	Q1 2014	% organic*
revenue	916.6	807.4	3%
EBITA	38.7	25.2	40%
<i>EBITA margin</i>	<i>4.2%</i>	<i>3.1%</i>	

- growth led by Netherlands, Belgium, Iberia and emerging markets
- improving profitability trend in most main markets
- perm +15%

* Organic change in revenue is per working day.

gross margin bridge

YoY gross margin development

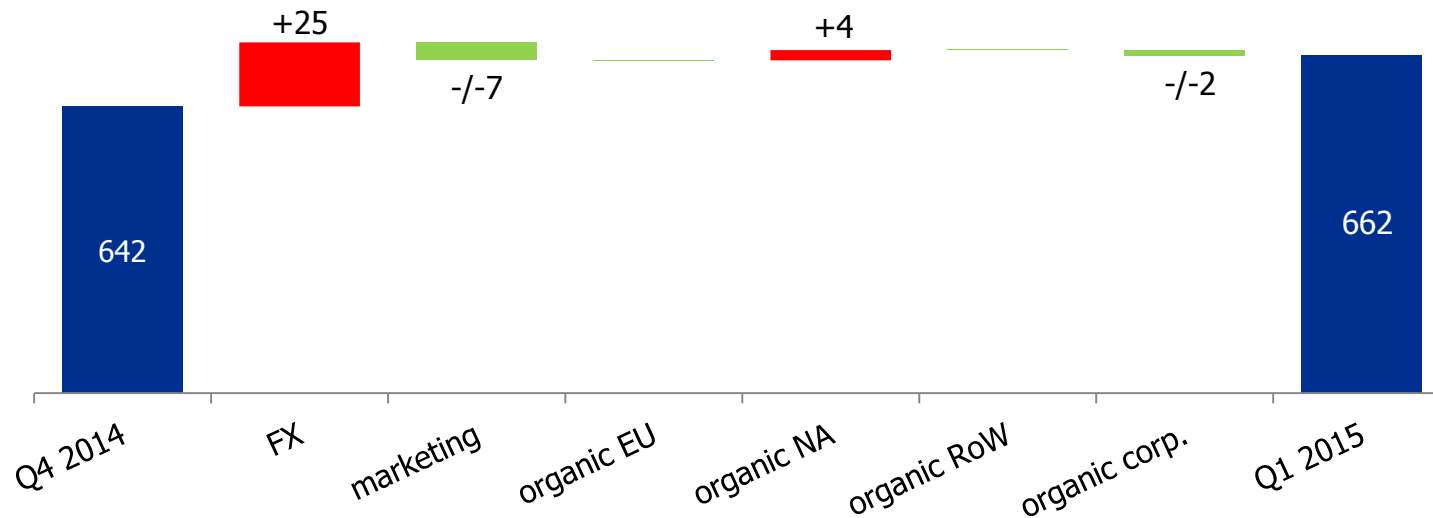


- temp margin down
 - primarily lower due to mix impact
 - minor decline in underlying margin
- continued focus on client profitability

- perm fees were 11.3% of GP (up from 10.0% LY)
 - organic growth of 16% YoY

operating expenses bridge

sequential OPEX development in € M



- large negative FX impact; driven by weakening euro
- good cost control maintained
- seasonally lower marketing spend

- FTE growth in North America, Iberia, Belgium and Poland
- completion of Netherlands restructure
- continued investment in emerging markets

net debt at € 425M

leverage ratio at 0.5

€ million	March 31, 2015	March 31, 2014
goodwill and intangible assets	2,654	2,627
operating working capital	590	477
net tax assets	594	482
other assets and liabilities	139	71
invested capital	3,977	3,656
equity	3,552	2,942
net debt	425	714
invested capital	3,977	3,656
<i>DSO, Days Sales Outstanding</i>	<i>51.5</i>	<i>51.8</i>
<i>working capital as % of revenue</i>	<i>3.3%</i>	<i>2.8%</i>
<i>leverage ratio</i>	<i>0.5</i>	<i>1.1</i>
<i>return on invested capital*</i>	<i>14.9%</i>	<i>13.7%</i>

* Based on underlying EBITA (last 12 months) less income taxes paid (last 12 months) as a percentage of invested capital. For March 31, 2014, ROIC calculation income taxes paid in Q4 2013 have been adjusted for the payment of a liability of € 131M to the Dutch tax authority.

Q1 '15 free cashflow

impacted by tax prepayments and working capital requirements

€ million	Q1 '15	Q1 '14	L4Q '15	L4Q '14
EBITDA	160	135	752	626
change in OWC	-/- 59	-/- 22	-/- 28	89
income taxes	-/- 36	-/- 10	-/- 143	-/- 240
Provisions & employee benefit obl.	0	-/- 2	9	-/- 44
net additions in PPE and software	-/- 13	-/- 12	-/- 65	-/- 53
other items	-/- 16	-/- 15	-/- 68	-/- 46
financial receivables	-	-	-/- 7	-/- 7
free cash flow	36	74	450	325
net acquisitions/disposals/buyouts	0	-/- 1	-/- 4	-/- 16
net issue/purchase of ordinary shares	-/- 22	-/- 24	-/- 22	-/- 19
issue of preference shares c	-	-	-	-/- 2
net finance	1	-/- 2	-/- 28	-/- 18
dividend paid	-	-	-/- 68	-/- 91
translation effects and other items	-/- 18	0	-/- 39	38
net debt decrease	-/- 3	47	289	217

☞ L4Q '14 free cash flow of € 456 M (when adjusted for the payment of a liability of € 131M to the Dutch tax authority)

Figures stated in table are rounded

outlook

- ↻ organic revenue grew by 5.6% in Q1, March was up 4.3%
 - volume trend in April (so far) a touch better than March
 - significant FX impact

- ↻ focus on profitable growth continues:
 - continue activity-based field steering (ABFS) development
 - remain on track to achieve cost reductions/efficiencies as previously announced

- ↻ similar number of workings days as last year

- ↻ seasonally higher gross margin in Q2 vs. Q1

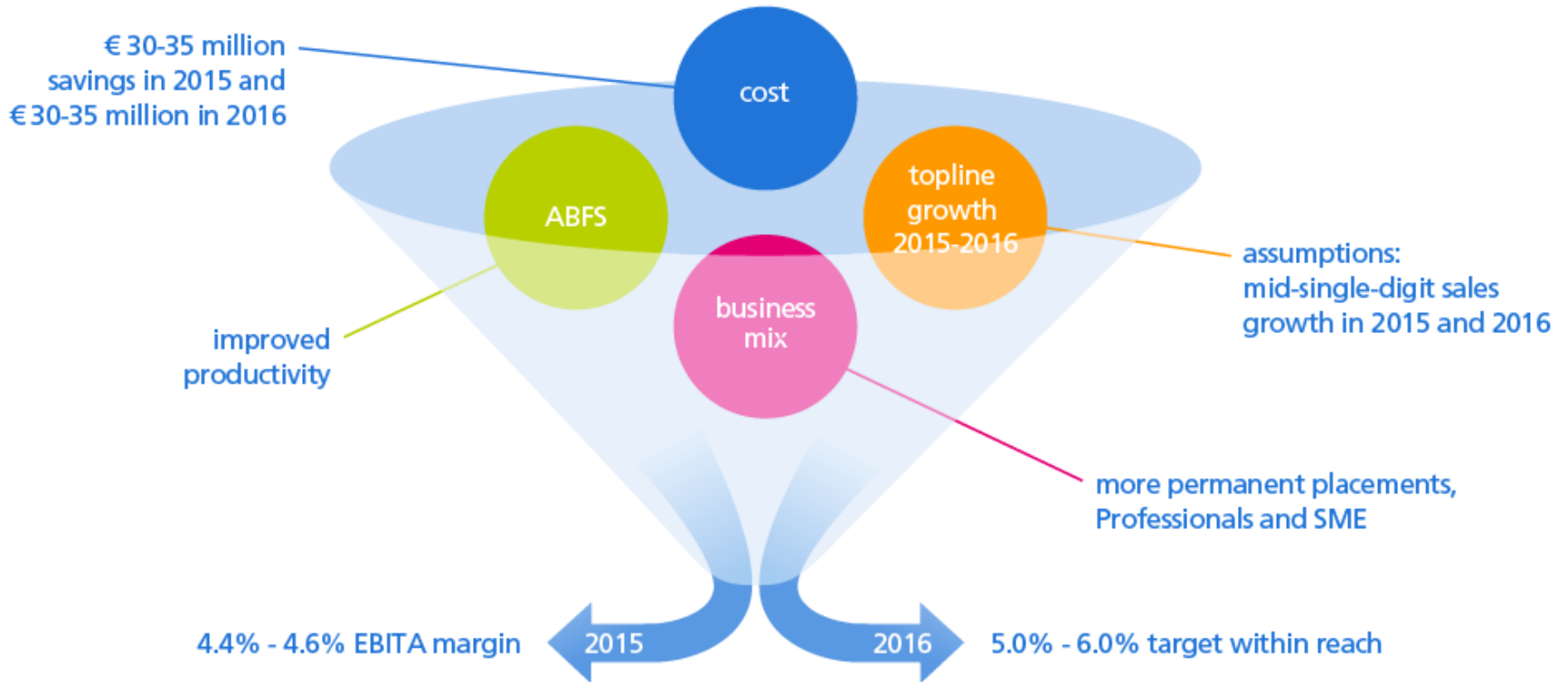
- ↻ cost base will increase sequentially:
 - operating expenses to be moderately up on an organic basis in Q2
 - targeted investment in headcount in selected growth markets
 - reported operating expenses inflated sequentially by FX movements (circa € 12M impact)

March exit rates

revenue growth per working day	Q1, 2015	March, 2015
North America	+ 5%	+ 5%
France	0%	-/- 3%
Netherlands	+ 10%	+ 10%
Germany	-/- 3%	-/- 3%
Belgium (incl. Luxembourg)	+ 7%	+ 3%
Iberia	+ 12%	+ 8%
United Kingdom	+ 3%	+ 3%
Rest of Europe	+ 12%	+ 10%
Rest of the world	+ 12%	+ 8%
Group	+ 5.6%	+ 4.3%

on track

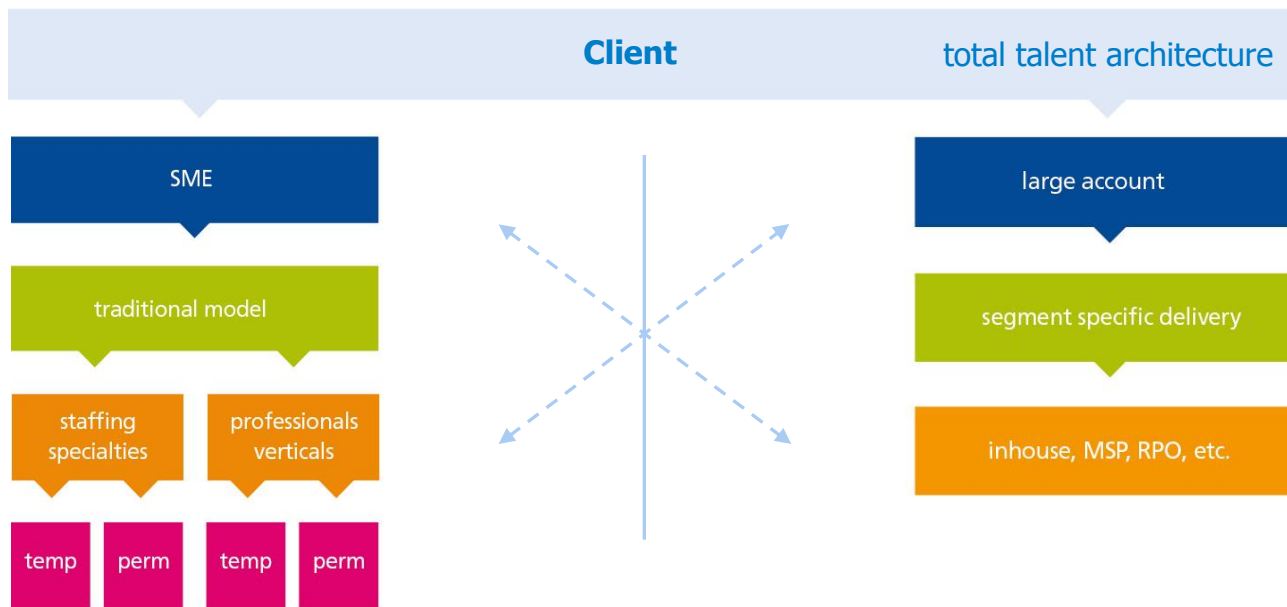
Targets within reach



Q&A

appendices

our priorities



Staffing

- ✓ leverage our expertise in specialty staffing
- ✓ focus on permanent placements
- ✓ SME

Professionals

- ✓ implementing global concept per segment
- ✓ focus on permanent placements
- ✓ SME

Inhouse

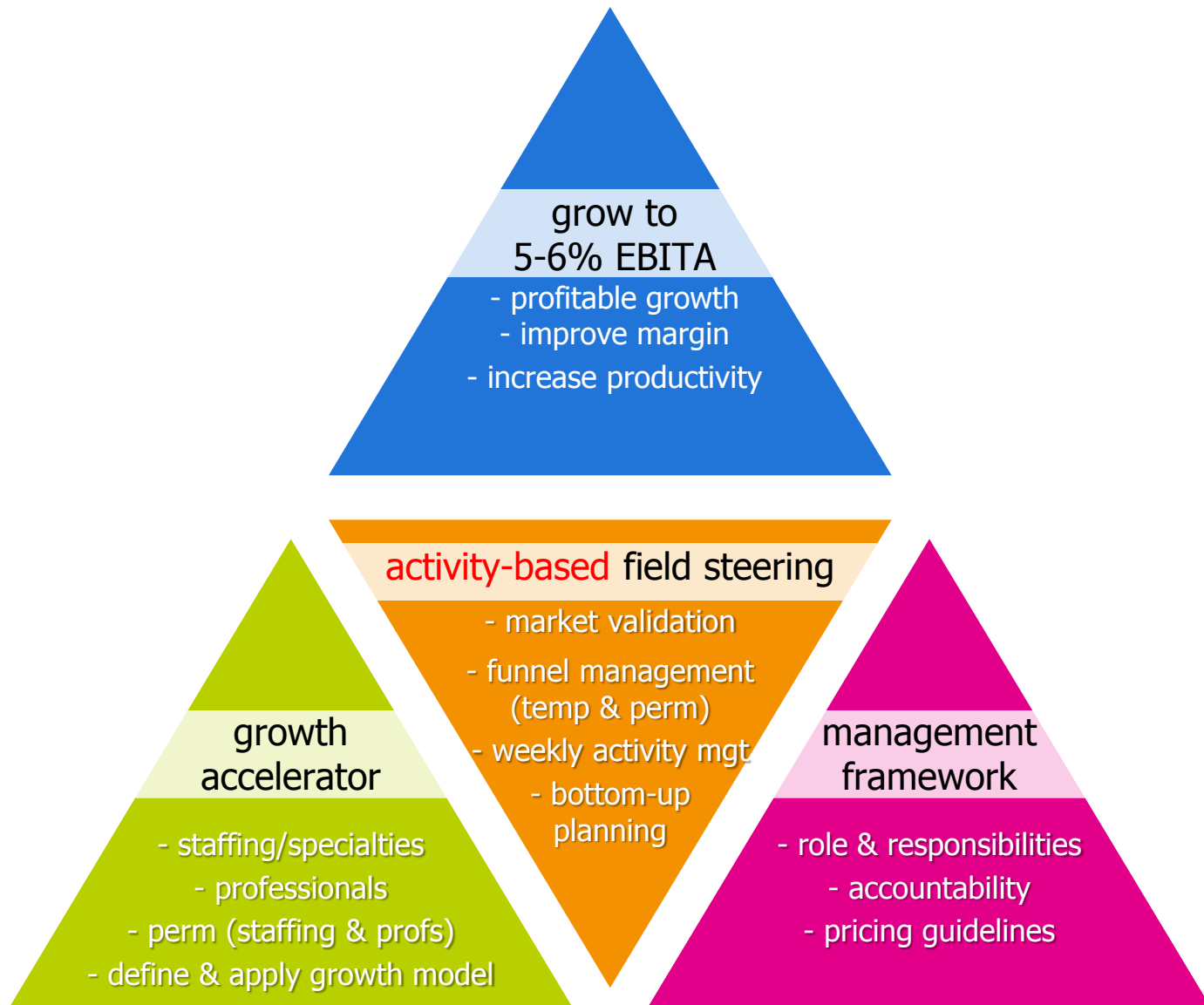
- ✓ expand in white-collar and professionals
- ✓ increase share of wallet

HRS

- ✓ grow in MSP and RPO
- ✓ support TTA approach:
 - ✓ payrolling
 - ✓ outplacement
 - ✓ outsourcing

setting the ambition

profitable organic growth through **activity-based** field steering



integrated approach of line management & all functional disciplines

strategic roadmap

driven by best people, strong concepts, excellent execution and superior brands

Our strategy

Randstad core values: to know, serve and trust, striving for perfection and the simultaneous promotion of all interests

structural growth drivers

- flexibility & outsourcing
- demographics
- clients look for a total offering
- regulation

strategic building blocks

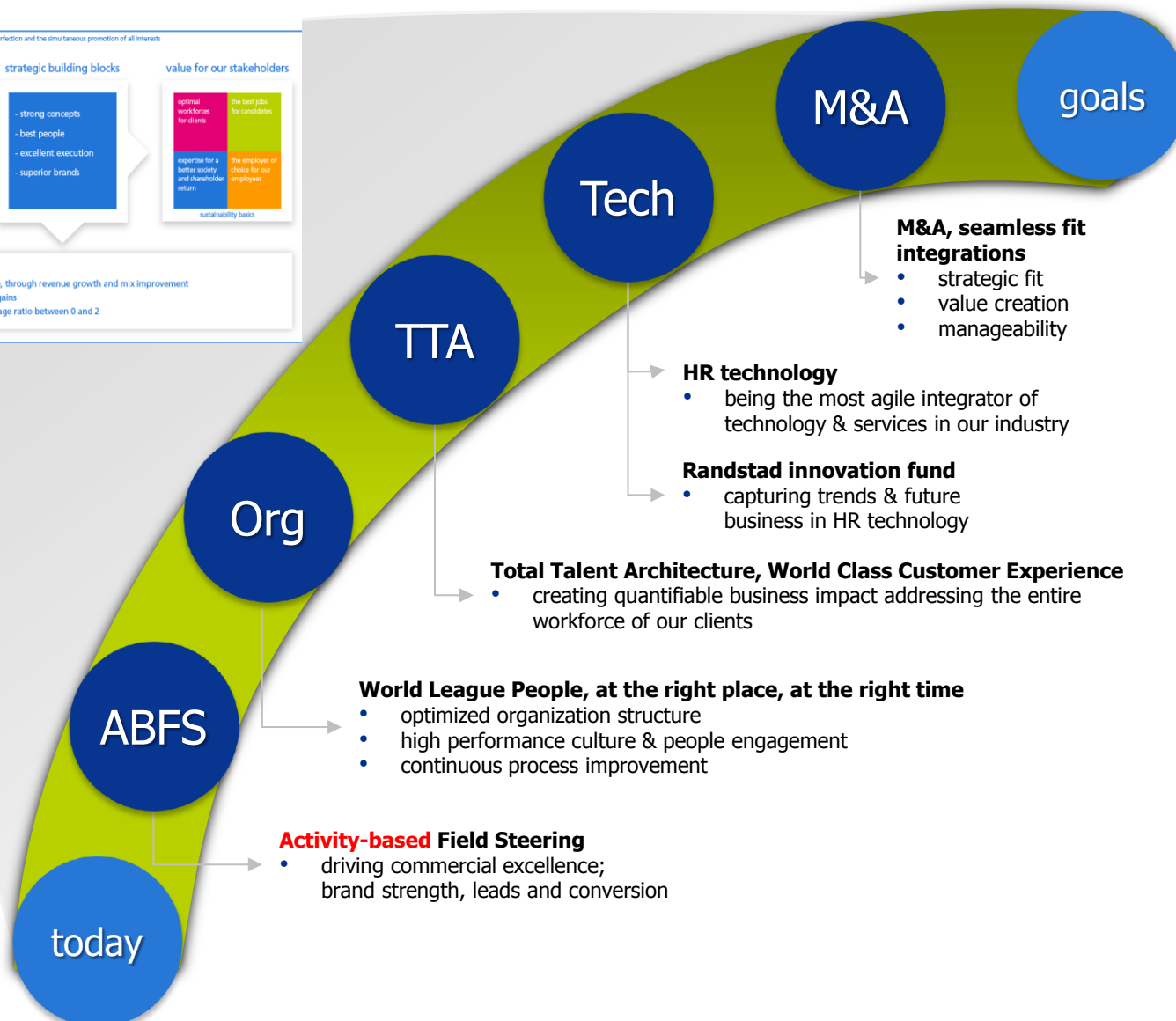
- strong concepts
- best people
- excellent execution
- superior brands

value for our stakeholders

- | | |
|---|--|
| optimal workforces for clients | the best jobs for candidates |
| expertise for a better society and shareholder return | the employer of choice for our employees |
- sustainability basis

financial targets

- EBITA margin of 5% to 6% over time, through revenue growth and mix improvement
- continuous profitable market share gains
- sound financial position with a leverage ratio between 0 and 2



Shape the world of work

- optimal workforces for clients
- the best jobs for candidates

Grow to 5-6% EBITA

- profitable growth
- improve margin
- increase productivity

M&A, seamless fit integrations

- strategic fit
- value creation
- manageability

HR technology

- being the most agile integrator of technology & services in our industry

Randstad innovation fund

- capturing trends & future business in HR technology

Total Talent Architecture, World Class Customer Experience

- creating quantifiable business impact addressing the entire workforce of our clients

World League People, at the right place, at the right time

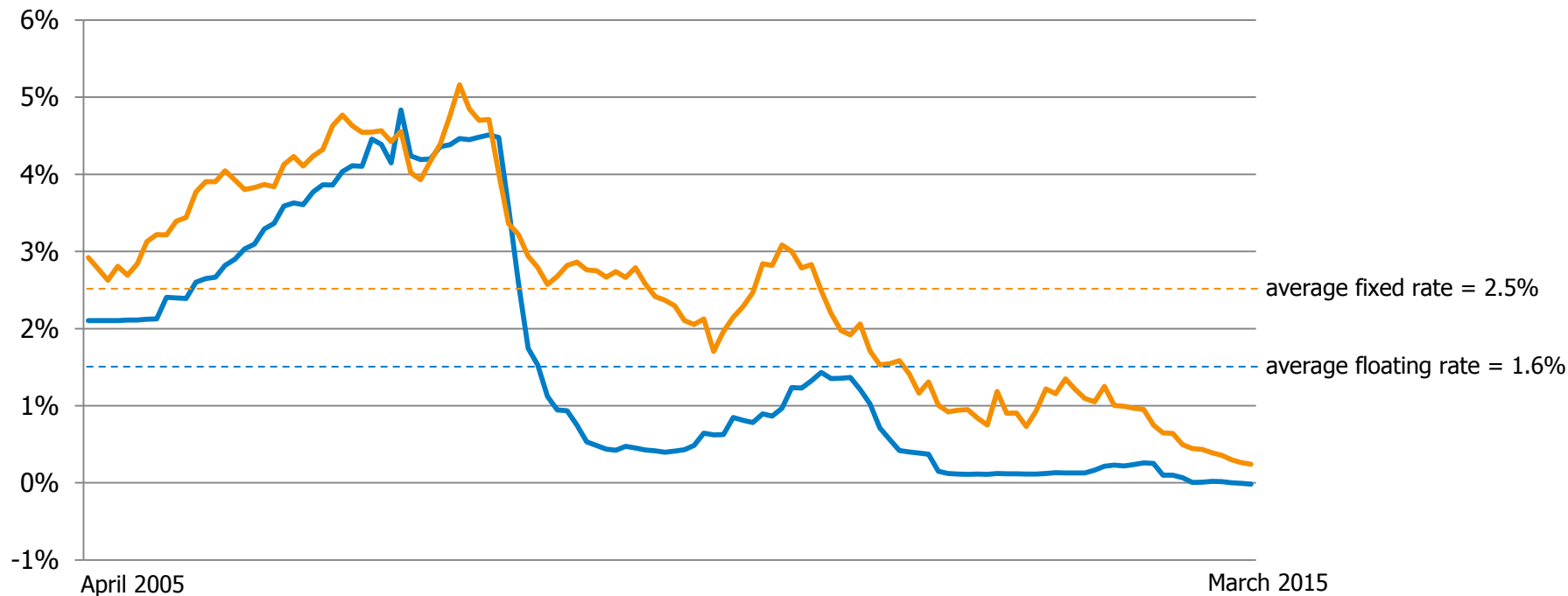
- optimized organization structure
- high performance culture & people engagement
- continuous process improvement

Activity-based Field Steering

- driving commercial excellence; brand strength, leads and conversion

financing: fixed vs. floating interest rates

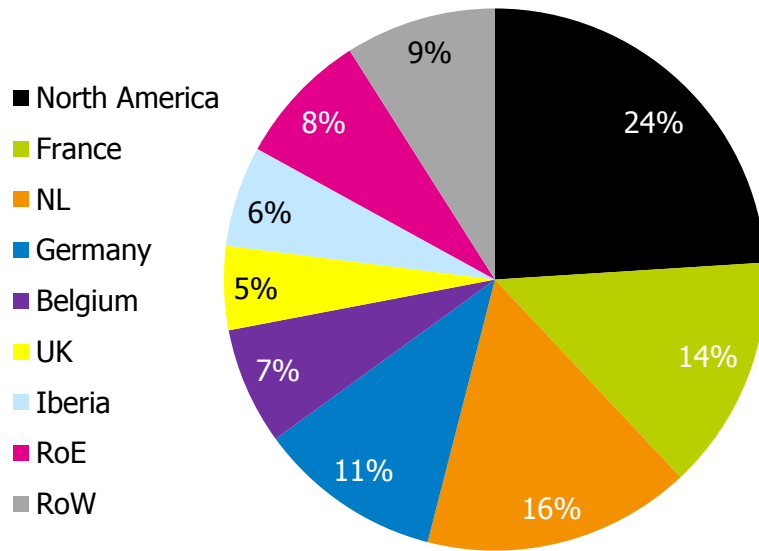
10 year historic interest rates comparison 1M vs. 5Y



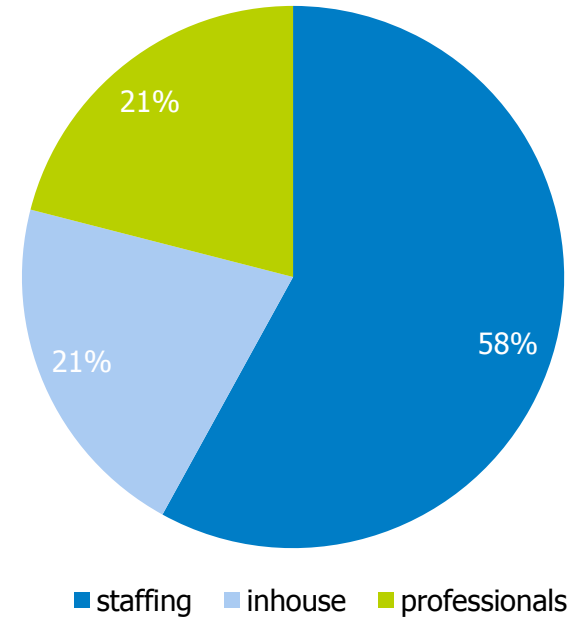
we use floating interest rates as a natural hedge
- spread above Euribor of 50-115 bps

revenue split Q1 2015

geographical areas

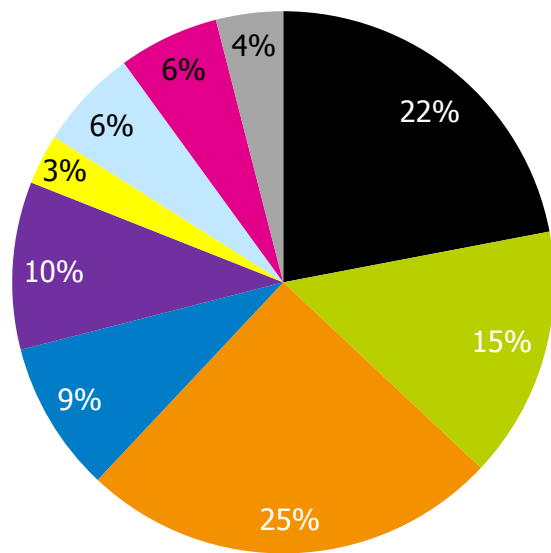


revenue categories

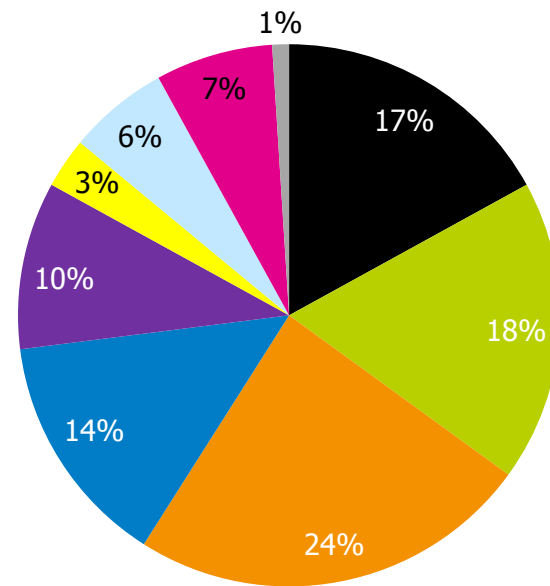


EBITA breakdown by geography

Q1 2015



Q1 2014



- North America
- France
- NL
- Germany
- Belgium
- UK
- Iberia
- RoE
- RoW

outlets* by region

end of period	Q1 2015	Q4 2014	Q3 2014	Q2 2014	Q1 2014
North America	1,065	1,084	1,074	1,087	1,075
France	739	741	743	766	794
the Netherlands	659	689	666	675	675
Germany	556	555	548	551	550
Belgium/Lux	306	310	314	313	314
United Kingdom	131	140	141	141	142
Iberia	295	292	288	290	283
Rest of Europe	389	391	389	381	380
Rest of the world	271	209	213	215	216
total	4,411	4,411	4,376	4,419	4,429

* Branches and inhouse locations.

corporate staff by region

average	Q1 2015	Q4 2014	Q3 2014	Q2 2014	Q1 2014
North America	6,250	6,230	6,160	6,250	6,230
France	3,390	3,430	3,410	3,370	3,370
the Netherlands	4,120	4,430	4,420	4,320	4,240
Germany	2,570	2,620	2,610	2,600	2,610
Belgium/Lux	1,880	1,780	1,790	1,720	1,700
United Kingdom	1,510	1,550	1,530	1,510	1,520
Iberia	1,650	1,630	1,600	1,530	1,490
Rest of Europe	2,650	2,570	2,480	2,400	2,360
Rest of the world	4,690	4,680	4,720	4,660	4,570
Corporate	190	200	200	190	190
total	28,900	29,120	28,920	28,550	28,280

staffing employees by region

average	Q1 2015	Q1 2014
North America	101,600	99,600
France	66,000	67,000
the Netherlands	70,900	72,300
Germany	43,000	45,700
Belgium/Lux	38,200	37,000
United Kingdom	17,100	18,400
Iberia	56,600	52,400
Rest of Europe	55,800	52,300
Rest of the world	112,000	110,800
total	561,200	555,500