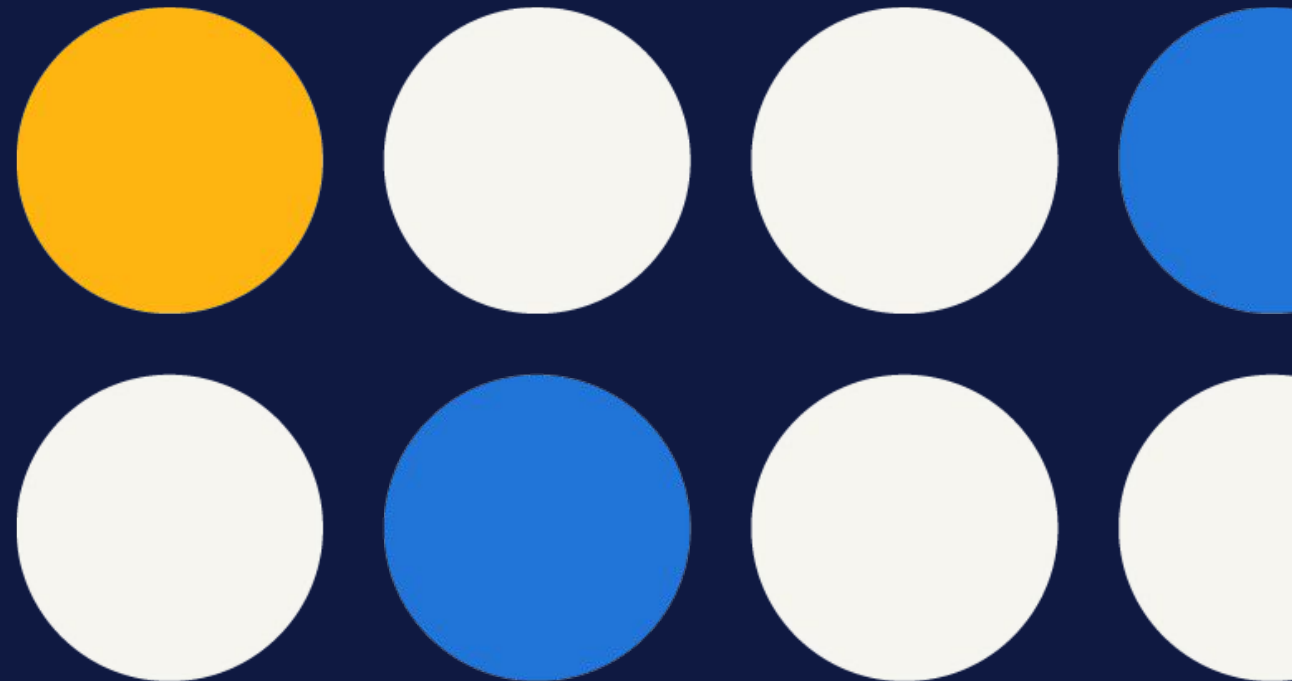


3rd quarter 2018 results.

further EBITA margin progression.

Jacques van den Broek, CEO
Henry Schirmer, CFO

Randstad N.V.
23 October 2018

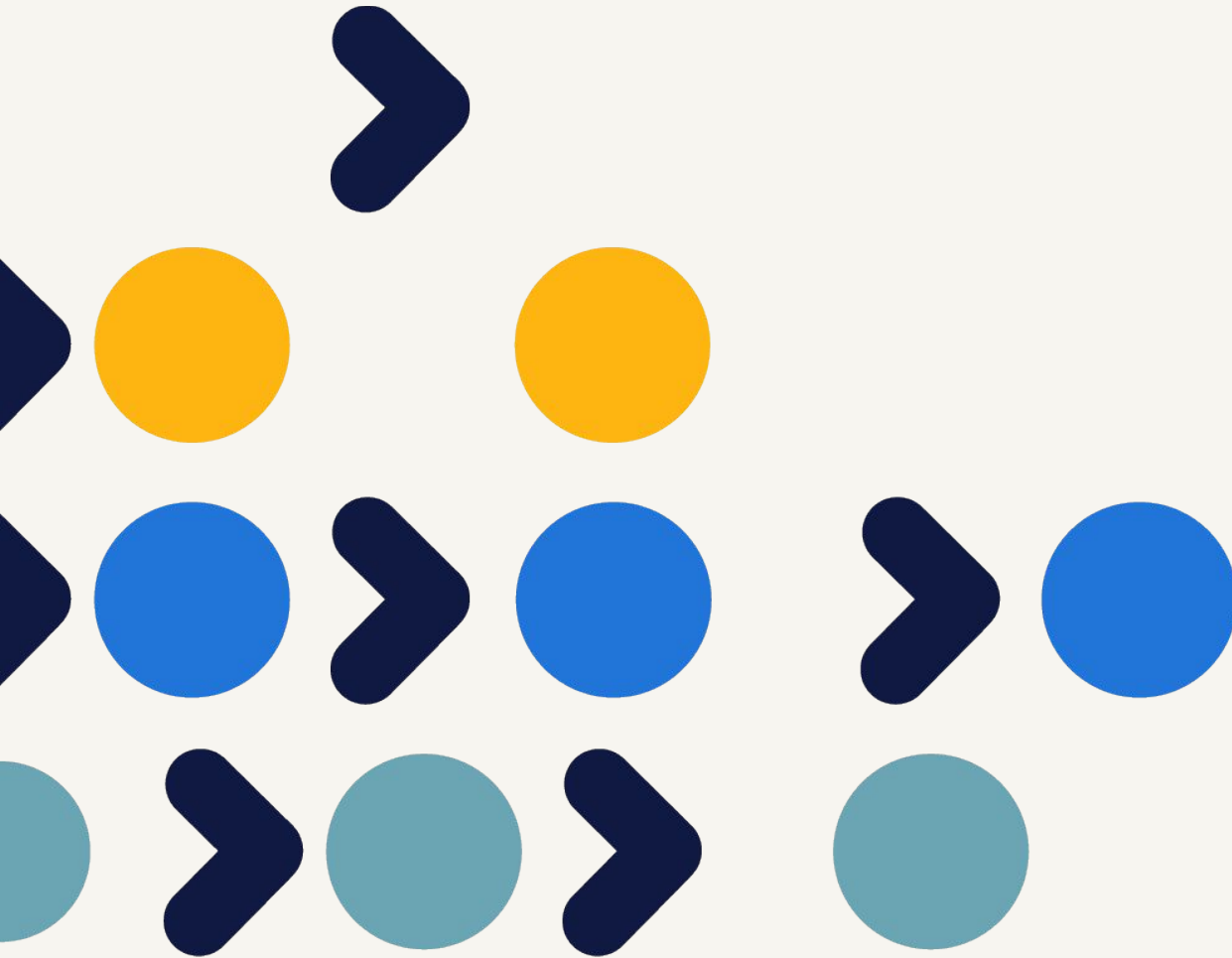


disclaimer.

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

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 the press release are unaudited.

definitions.



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

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

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

agenda.

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performance



moving forward.

Q3 2018 further EBITA margin progression.



mixed growth,
strong conversion

organic growth 2.7%

EBITA € 299m

EBITA margin 5.0%



growth drivers

professionals up 6%

perm up 13%

NAM and ROW accelerating



digital strategy in full
swing



north america

US pros turning positive.



- revenue up 3% (Q2: +2%)
- US Staffing & Inhouse, revenue growth 5% (Q2: +5%)
- US Professionals, revenue up 1% (Q2: down 1%)
- Canada: revenue up 2% (Q2: flat)
- EBITA margin at 6.2% stable YoY

the netherlands

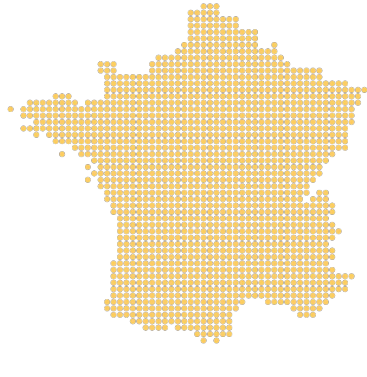
closing the gap with market.



- revenue at +4% (Q2: +4%)
- combined Staffing & Inhouse businesses up 2% (Q2: +2%)
- Professionals up 15% (Q2: +15%)
- EBITA margin at 5.9% vs. 6.3% LY

france

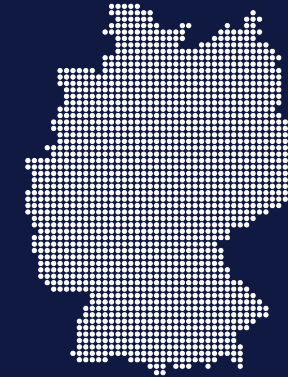
impacted by market slowdown.



- revenue down 1% (Q2: +3%)
 - perm up 22% (Q2: +21%)
- Staffing & Inhouse down 4% (Q2: +2%)
- Professionals up 9% (Q2: +10%)
- EBITA margin at 5.3% vs. 6.0% LY
 - impacted by CICE and lower growth

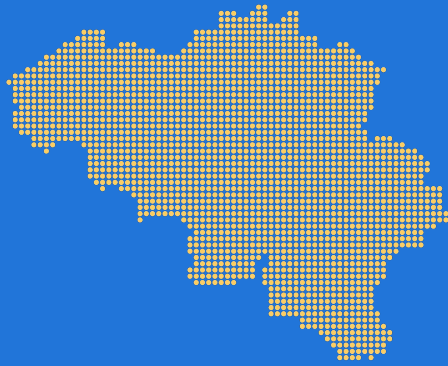
germany

automotive weakness.



- revenue down 2% (Q2: +6%)
- Staffing & Inhouse down 4% (Q2: +6%)
- Professionals up 7% (Q2: +7%)
- EBITA margin at 5.4% vs. 6.1% LY

belgium above market.



- revenue +3% (Q2: +7%)
 - perm up 34% (Q2: +35%)
- EBITA margin at 5.9% vs. 6.1% LY

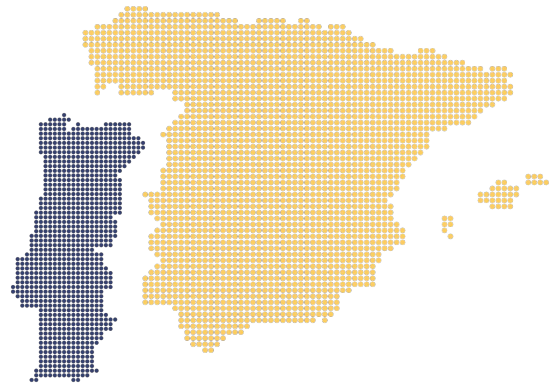
italy resilient topline trends.



- revenue +7% (Q2: +10%)
 - strong perm growth at +38% (Q2: +44%)
- EBITA margin at 5.8% vs. 5.9% LY

iberia

strong conversion in spain.



- iberia revenue up 1% (Q2: +3%)
- spain revenue growth up 3% (Q2: +4%)
- portugal revenue down 3% (Q2: down 1%)
- EBITA margin at 5.4% vs. 5.6% LY
 - spain up 10bp YoY

other european countries
improving profitability.



- UK revenue growth up by 3% (Q2: +7%)
- nordics growth up 1% (Q2: +4%)
- switzerland growth up 6% (Q2: +13%)
- poland down 3% (Q2: flat)
- EBITA margin at 3.6% vs. 3.3% LY

rest of the world
double-digit growth at good conversion.



- japan growth up 7% YoY (Q2: +9%)
- australia & new zealand grew 14% (Q2: +7%)
- china up 6% (Q2: up 7%)
- latin america up 30% (Q2: +35%)
- EBITA margin at 4.4% from 3.3% LY
 - perm up 16%

global businesses
improved profitability.



- monster down 15% (Q2: down 16%)
 - increase randstad usage of talent engine
 - working on new business models
 - financially under control
- sourceright global up 8% (Q2: +14%)
 - strong pipeline for rest of the year
- EBITA margin at 1.7% from -1.3% LY

financial
results

& outlook.



Q3 2018 delivering on operational leverage.



Q3 performance

€ million	Q3 '18	Q3 '17	% org.
revenue	6,006	5,872	3%
gross profit	1,191	1,178	2%
gross margin	19.8%	20.1%	
operating expenses*	892	891	1%
opex %	14.9%	15.2%	
EBITA*	299	287	5%
EBITA margin*	5.0%	4.9%	



Q3 highlights

- solid revenue growth
- EBITA margin up 10bp YoY
- agile opex steering (+1% YoY)

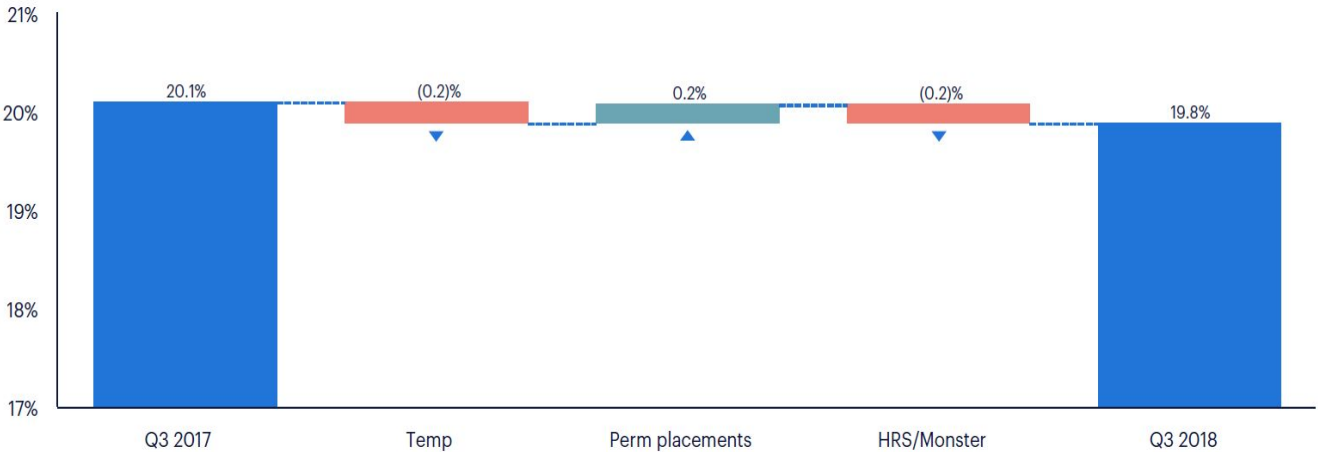


* before integration costs & one-offs

Q3 2018 gross margin: underlying stable - impacted by mix.



Q3 gross margin development YoY



Q3 highlights

- temp margin down 20bp: mix/price -10bp, CICE -10bp
- perm fees grew 13% YoY organically, adding 20bp
- HRS/Monster impact -20bp, driven primarily by Monster

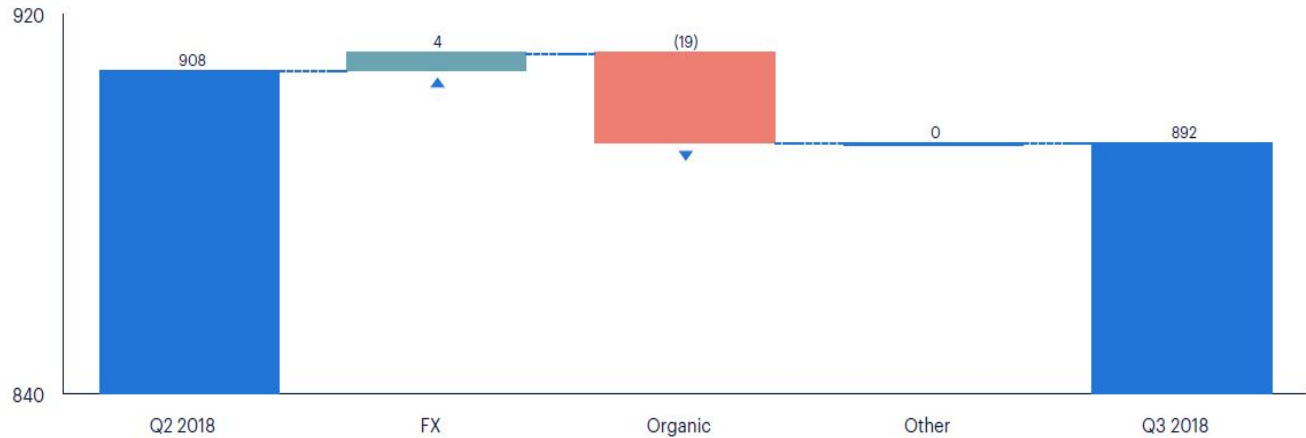
agile cost management in Q3.



Q3 sequential opex bridge



Q3 cost management



- organic opex decreased 2% vs. Q2 (+1% YoY)
- productivity (GP/FTE) stable
- on track to deliver cost savings program



resilient free cash flow and balance sheet.



improved free cash flow YoY

- FCF € 220m (+24% vs. Q3 2017)
 - WC improvement € 35m YoY
 - DSO 54, up 1.5 days due to mix effects
-



strong balance sheet

- net debt € 1,419m
 - special dividend € 126m paid in Q3
 - leverage ratio 1.2 (Q3 2017: 1.4)
-

conclusion and outlook: driving for profitable growth.



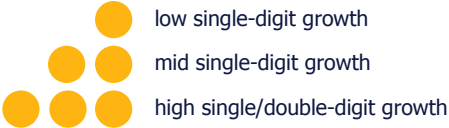
Q3 conclusion and outlook

- EBITA margin up, strong FCF conversion
- digital strategy well underway
- confirming FY 2018 EBITA margin outlook



September and October trends in line with Q3

NAM	● ●
NL	● ●
FR	
GER	
BEL	●
IBE	●
IT	● ●
RoE	●
RoW	● ● ●
GLO	●



questions



& answers.

appendices



randstad.

outlets by region.

end of period	Q3 2018	Q2 2018	Q1 2018	Q4 2017	Q3 2017
North America	1,119	1,090	1,091	1,111	1,099
the Netherlands	664	665	648	650	627
France	645	657	663	669	673
Germany	601	595	588	582	579
Belgium & Luxembourg	322	325	323	317	315
Italy	264	266	269	275	281
Iberia	369	365	360	354	349
Other European countries	441	435	424	463	431
Rest of the world	241	241	243	302	287
Global businesses	134	134	135	135	134
total	4,800	4,773	4,744	4,858	4,775

corporate staff by region.

average	Q3 2018	Q2 2018	Q1 2018	Q4 2017	Q3 2017
North America	5,840	5,720	5,660	5,690	5,700
the Netherlands	4,380	4,360	4,350	4,310	4,310
France	4,590	4,500	4,410	4,390	4,240
Germany	3,180	3,120	3,020	2,820	2,760
Belgium & Luxembourg	2,230	2,130	2,100	2,130	2,160
Italy	2,260	2,210	2,170	2,130	2,120
Iberia	2,240	2,210	2,180	2,150	2,070
Other European countries	3,810	3,810	3,870	3,850	3,780
Rest of the world	5,260	5,090	5,020	5,030	5,020
Corporate	250	240	220	230	230
Global businesses	5,060	5,200	5,660	5,640	5,850
total	39,100	38,590	38,660	38,380	38,240

staffing employees by region.

average	Q3 2018	Q3 2017
North America	99,700	100,600
the Netherlands	81,700	78,900
France	86,000	87,400
Germany	47,500	50,600
Belgium & Luxembourg	51,900	50,400
Italy	51,100	49,100
Iberia	71,700	71,300
Other European countries	65,000	67,700
Rest of the world	109,600	111,600
Global businesses	10,000	10,200
total	674,200	677,800

randstad

human forward

