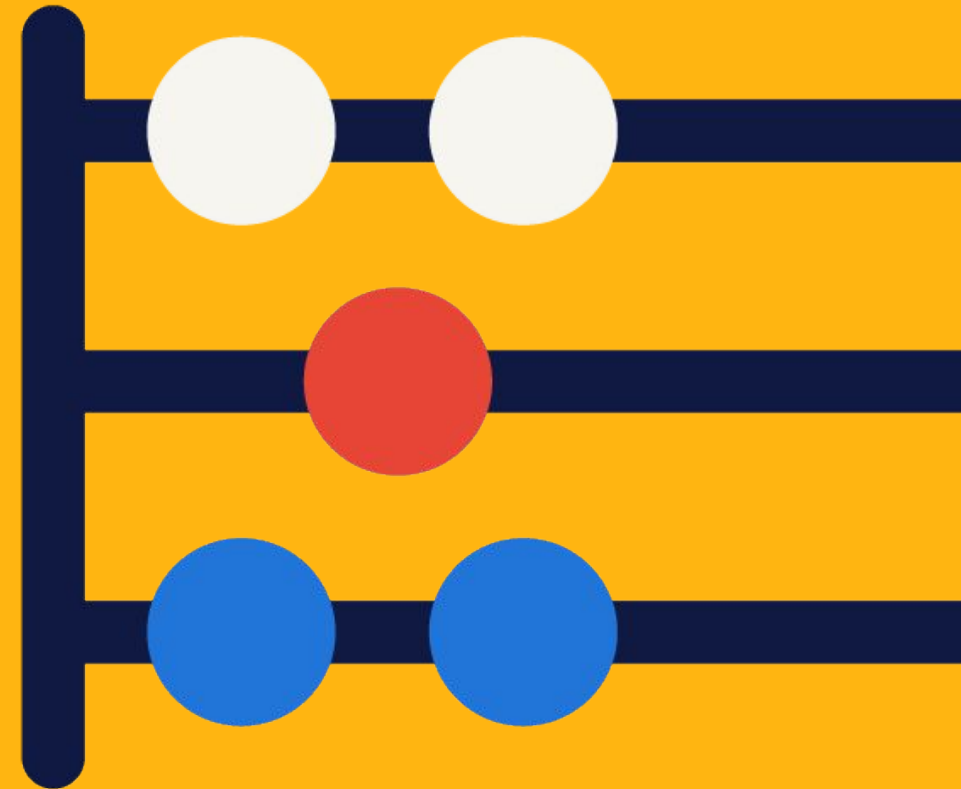


# 1st quarter 2021 results.

Randstad delivers a strong set of results  
in the first quarter of 2021.

Jacques van den Broek, CEO  
Henry Schirmer, CFO

Randstad N.V.  
21 April 2021

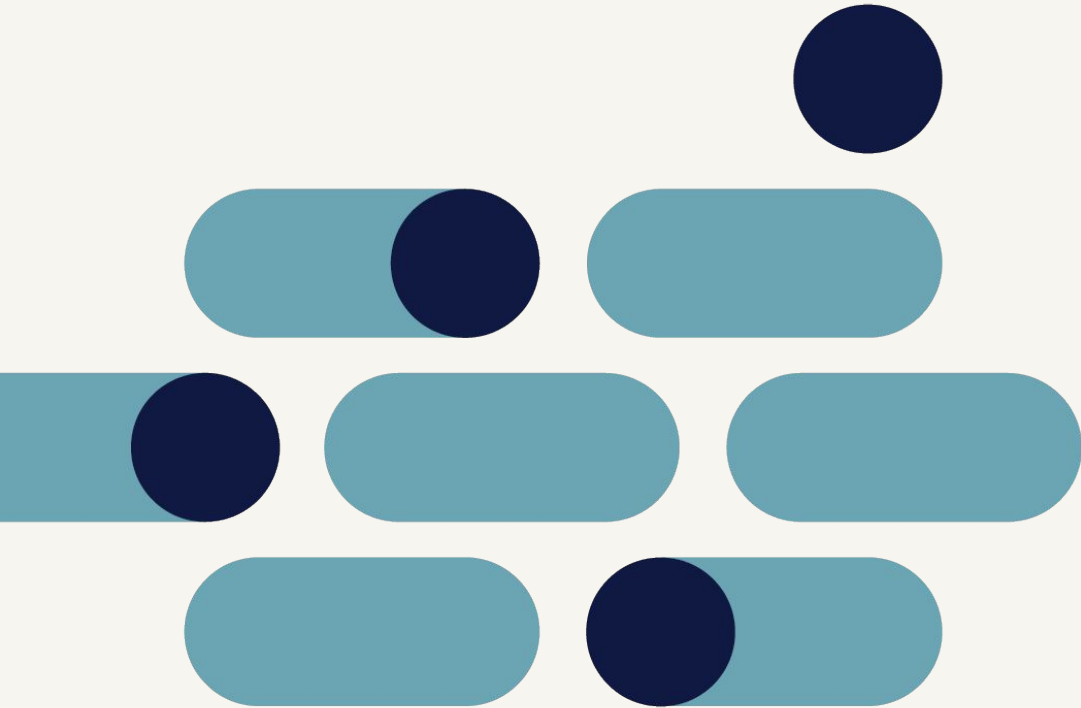


# disclaimer.

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 prognoses therefore apply only on the date on which this document was compiled. The quarterly results as presented in this 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.

# Q1 2021: strong start to the year.



## highlights

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continued market recovery

market share gains

approaching '19 activity levels

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## Q1 key financials

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organic growth 6.4% YoY

EBITA € 202m, 3.7% margin

L4Q recovery ratio 51%

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## resilience & agility

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diversified portfolio paying off

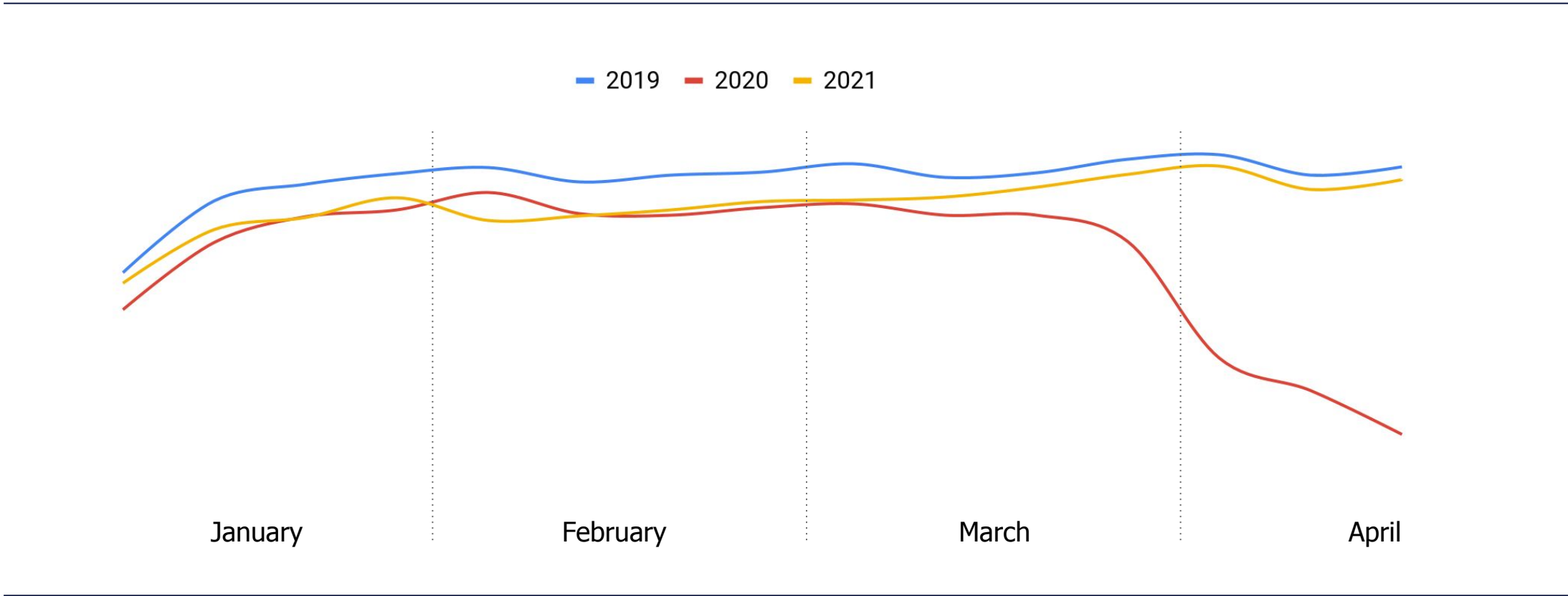
net addition ~1,000 FTE

productivity +10% YoY

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# approaching 2019 activity levels.

weekly temp volume evolution week 1 - week 15



## north america

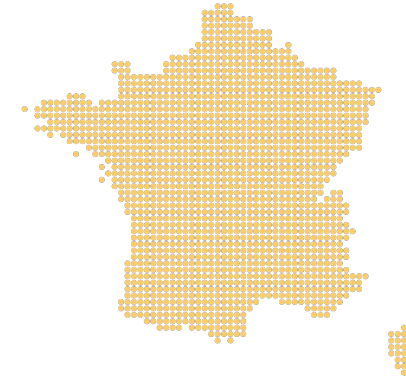
continued growth momentum.



- revenue up 5% (Q4: up 1%)
  - perm down 7% (Q4: down 21%)
- US Staffing & Inhouse revenue up 12% (Q4: up 7%)
- US Professionals revenue down 5% (Q4: down 6%)
  - IT down 1% (Q4: down 1%)
- Canada revenue up 7% (Q4: down 5%)
- EBITA margin at 3.8% vs. 4.1% LY

## france

market outperformance.



- revenue up 4% (Q4: down 7%)
  - perm up 3% (Q4: down 10%)
- Staffing & Inhouse up 7% (Q4: down 6%)
- Professionals up 1% (Q4: down 9%)
- EBITA margin at 4.8% vs. 3.7% LY



## the netherlands recovery well underway.



- revenue up 9% (Q4: down 6%)
  - perm down 21% (Q4: down 25%)
- Staffing & Inhouse up 11% (Q4: down 7%)
- Professionals up 11% (Q4: down 1%)
- EBITA margin at 6.4% vs. 5.0% LY

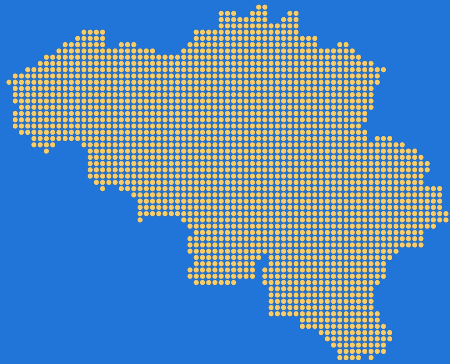
## germany return to growth.



- revenue up 5% (Q4: down 5%)
- Staffing & Inhouse up 9% (Q4: down 4%)
- Professionals down 18% (Q4: down 11%)
- EBITA margin at 1.0% vs. 0.6% LY

## belgium

strengthening market leadership.



- revenue up 1% (Q4: down 3%)
  - Staffing & Inhouse stable (Q4: down 3%)
- EBITA margin at 4.4% vs. 4.5% LY
  - diversified portfolio contributing

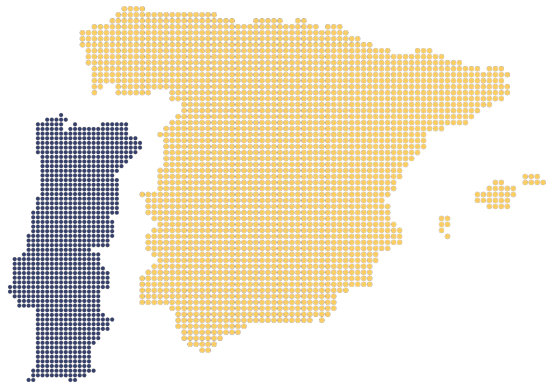
## italy

accelerating growth.



- revenue up 20% (Q4: flat)
- perm up 19% (Q4: down 12%)
- EBITA margin at 5.2% vs. 3.3% LY

## iberia solid profitability.



- spain revenue down 2% (Q4: down 5%)
- portugal revenue down 2% (Q4: down 3%)
- EBITA margin at 4.4% vs. 4.4% LY

## other european countries returning to growth.



- UK revenue up 11% (Q4: down 14%)
- nordics down 4% (Q4: down 13%)
- switzerland down 14% (Q4: down 1%)
- poland up 40% (Q4: up 23%)
- EBITA margin at 1.9% vs. 1.3% LY

rest of the world  
firing on all cylinders.



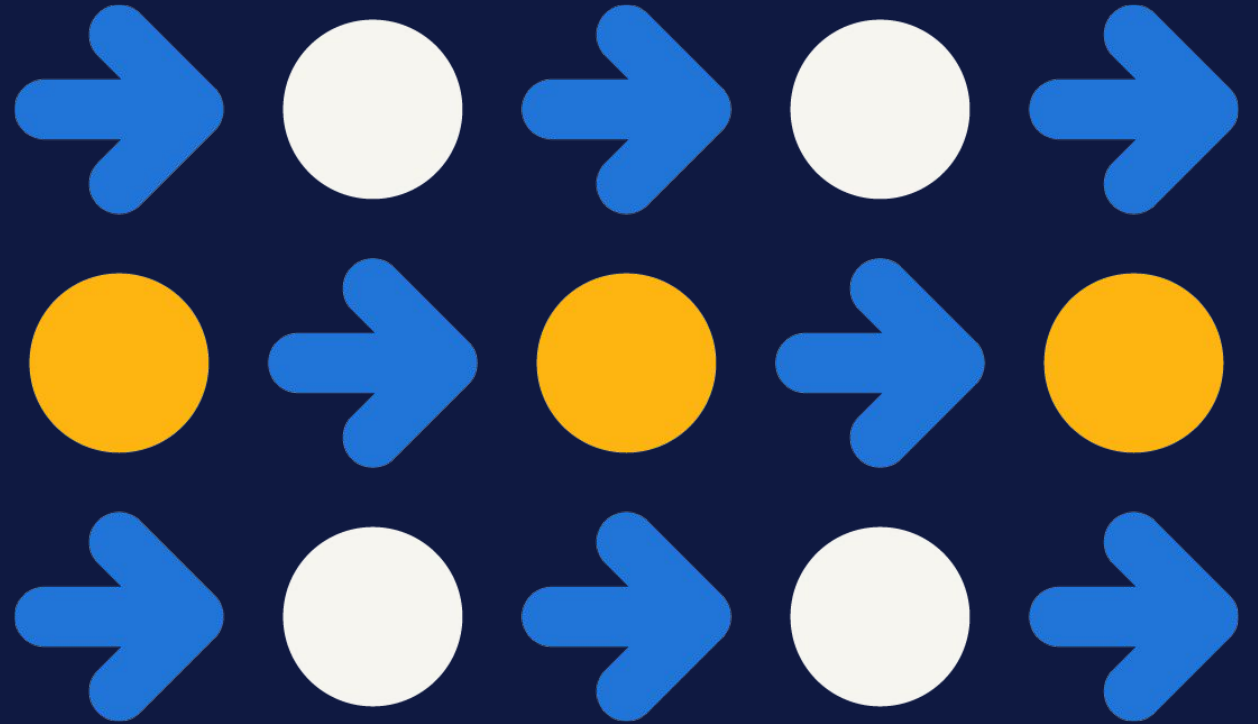
- japan up 4% (Q4: down 4%)
- australia & new zealand up 15% (Q4: down 5%)
- india up 8% (Q4: up 1%)
- latin america up 29% (Q4: up 24%)
- EBITA margin at 5.4% vs. 3.8% LY

global businesses  
career transition initiatives paying off.



- global businesses up 4% (Q4: down 7%)
- monster revenue down 21% (Q4: down 26%)
- sourceright up 9% (Q4: down 2%)
- risesmart up 72% (Q4: up 131%)
- EBITA margin at -0.8% vs. -1.4% LY

financial  
results



& outlook.

# Q1 2021: a strong set of results.



## Q1 performance

€ million	Q1 '21	Q1 '20	% org.
revenue	5,528	5,414	6%
gross profit	1,060	1,052	6%
gross margin	19.2%	19.4%	
operating expenses*	858	890	0%
opex %	15.5%	16.4%	
<b>EBITA*</b>	<b>202</b>	<b>162</b>	<b>28%</b>
<b>EBITA margin*</b>	<b>3.7%</b>	<b>3.0%</b>	
integration costs & one-offs	27	-/-22	
amortization & impairment	-/- 14	-/-59	
net finance income/(costs)	-/- 5	-/-15	
tax	-/- 57	-/-18	
<b>reported net income**</b>	<b>153</b>	<b>49</b>	
<b>adjusted net income</b>	<b>141</b>	<b>106</b>	<b>33%</b>



## Q1 key financials

- organic revenue up 6% YoY, improving momentum throughout the quarter
- EBITA € 202m, 3.7% EBITA margin
- L4Q recovery ratio 51%, supported by strong operational agility and productivity gains

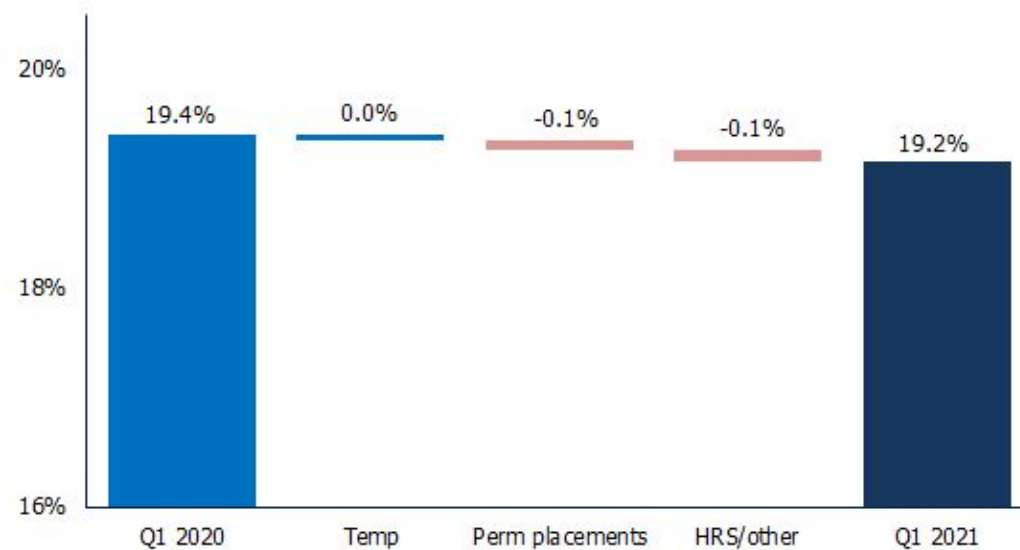


\* before integration costs & one-offs.  
\*\* including share of profit of associates.

# Q1 2021 gross margin impacted by mix, stable pricing.



## Q1 gross margin development YoY



## Q1 highlights

- temp margin stable YoY with pricing climate stable
- perm fees declined 5% YoY, -10bp mix impact on gross margin
- HRS/other -10bp YoY, impacted by mix effects

# gearing up for growth.



## Q1 sequential opex bridge



## tapping into the flexibility of the cost base

- organic opex stable YoY, personnel expenses +7% sequentially (net addition of 980 FTE)
- continued momentum for accelerating investments in growth and digitalization
- cost optimization program of € 120m on track



# sound balance sheet.



## Q1 2021 free cash flow

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- Q1 FCF € 4m (vs. € -12m in Q1 2020)
  - Q1 underlying EBITDA ~€ 50m up YoY; operating working capital ~€ 50m down YoY
  - DSO 52.6, down vs. 53.1 in Q1 2020
- 



## sound balance sheet

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- net cash € 387m excluding lease liabilities
  - leverage ratio excl. IFRS 16: -0.5
  - regular dividend of € 1.62 per share and dividend on the preference B and C shares paid out on April, 6 (€ 306m)
-

# conclusion and outlook: gearing up for growth.



## Q1 conclusion and outlook

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- gross margin expected to be slightly higher sequentially due to seasonality
  - operating expenses expected to be up low to mid single digit sequentially reflecting growth momentum
  - ICR of 40-50% over time; for Q2 2021, we expect an ICR of 50-60%
  - positive 0.6 working day impact in Q2 2021
- 



## activity momentum

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- activity momentum compared to 2019 improved through the quarter
  - the development of volumes in April approaching 2019 levels
-

# questions



# & answers.

# appendices



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# outlets by region.

end of period	Q1 2021	Q4 2020	Q3 2020	Q2 2020	Q1 2020
North America	1,156	1,158	1,130	1,106	1,136
France	648	642	643	643	649
the Netherlands	591	583	603	603	647
Germany	522	493	487	489	487
Belgium & Luxembourg	321	321	329	325	328
Italy	270	263	263	262	262
Iberia	384	379	384	388	388
Other European countries	498	488	468	486	480
Rest of the world	235	252	279	269	243
Global businesses	133	136	136	139	143
total	4,758	4,715	4,722	4,710	4,763

# corporate staff by region.

average	Q1 2021	Q4 2020	Q3 2020	Q2 2020	Q1 2020
North America	6,010	5,860	5,660	5,680	5,880
France	4,310	4,290	4,090	3,460	4,610
the Netherlands	3,650	3,580	3,640	3,740	3,970
Germany	2,670	2,510	2,140	2,170	2,590
Belgium & Luxembourg	1,940	1,940	1,820	1,460	1,940
Italy	2,290	2,140	1,950	1,730	2,240
Iberia	1,940	1,870	1,710	1,570	2,080
Other European countries	3,310	3,200	3,250	3,440	3,640
Rest of the world	5,050	4,970	4,860	5,020	5,420
Corporate	300	280	280	280	280
Global businesses	4,520	4,370	4,260	4,480	4,430
total	35,990	35,010	33,660	33,030	37,080

# staffing employees by region.

average	Q1 2021	Q1 2020
North America	92,200	92,000
France	76,900	78,300
the Netherlands	65,200	67,200
Germany	34,200	34,400
Belgium & Luxembourg	37,400	40,900
Italy	46,500	42,500
Iberia	54,200	57,500
Other European countries	58,300	52,800
Rest of the world	129,800	120,600
Global businesses	7,200	9,000
total	601,900	595,200

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human forward

