22 april 2026

1st quarter results 2026.

Partner for Talent strategy building momentum.

sander van 't noordende, CEO
jorge vazquez, CFO

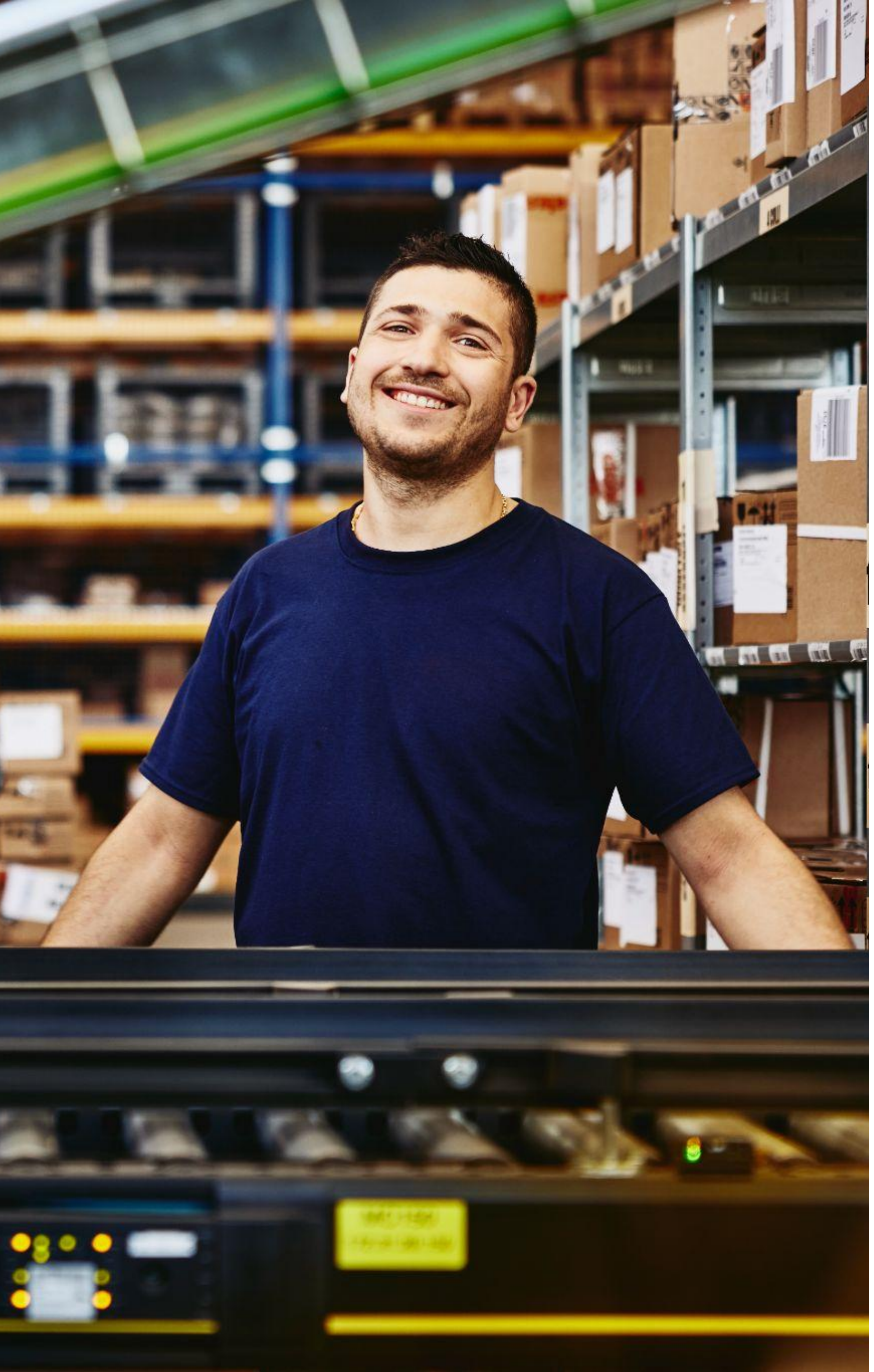
randstad

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.

01

performance.

Partner for Talent strategy building momentum.

summary

- building positive momentum
- clear strategic progress
- strong adaptability

key financials Q1 2026

- revenue € 5.5BN at +0.4%
- underlying gross margin 18.5%
- underlying EBITA € 146M, 2.7% margin

Partner for Talent strategy impact.

growth through specialization	63% of randstad in growth in Q1'26 *momentum in operational accelerating*
delivery excellence	+7% more talent per FTE in Q1'26 *50% of talent validation in talent centers*
digital first	1.45M self-scheduled shifts in Q1, up 2.5x YoY *DMP live in UK*
best team complemented by AI	900,000 people placed in jobs *~80% of staff AI-trained*

AI & the world of work.

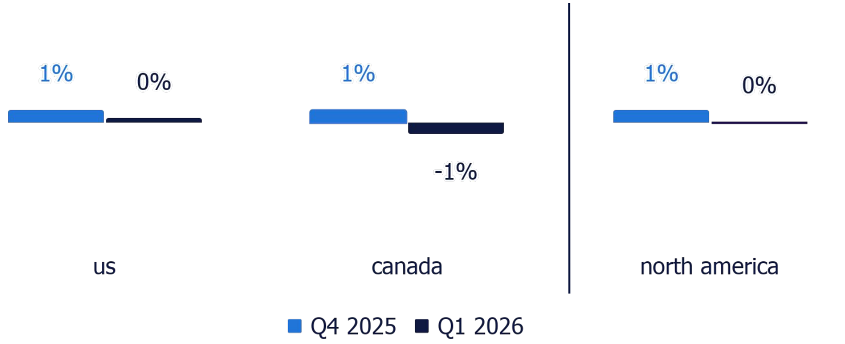
impact
on jobs

human
centric

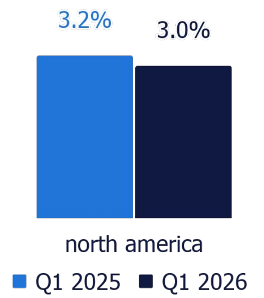
growth
segments

north america: operational business accelerating.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



us: momentum accelerating

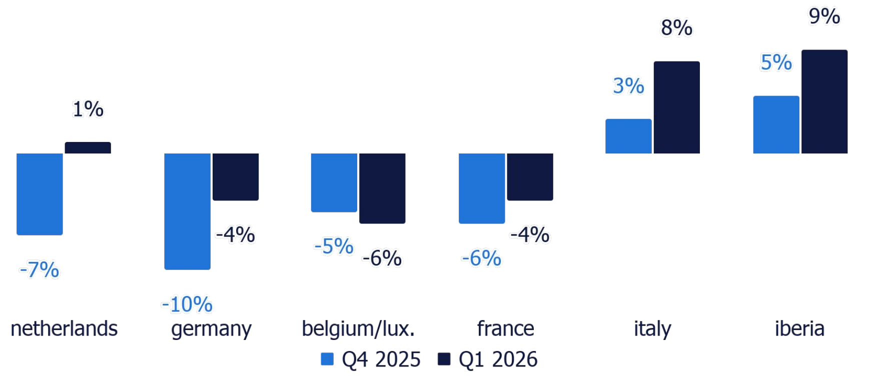
- operational: +8%, clear DMP benefits
- professional: sequential improvement
- digital: subdued demand
- enterprise: slow start of the year, new clients wins

canada: industrial pockets accelerating, muted start enterprise

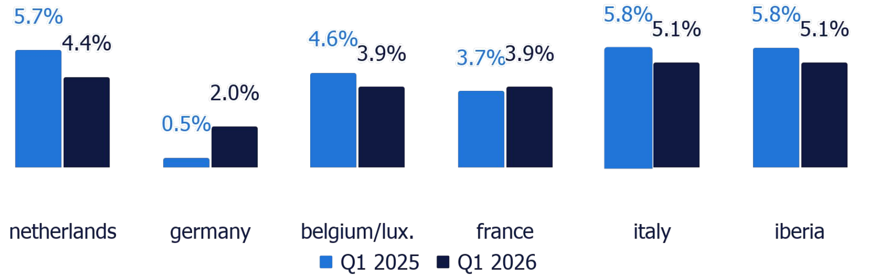
* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.
** before integration costs & one-offs.

major european markets: momentum improving.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



netherlands: return to growth driven by healthcare and e-commerce

germany: industrial bottoming out

belgium: industrial stabilizing, headwinds in professional

france: strong automotive and aerospace, pressure in professional and healthcare

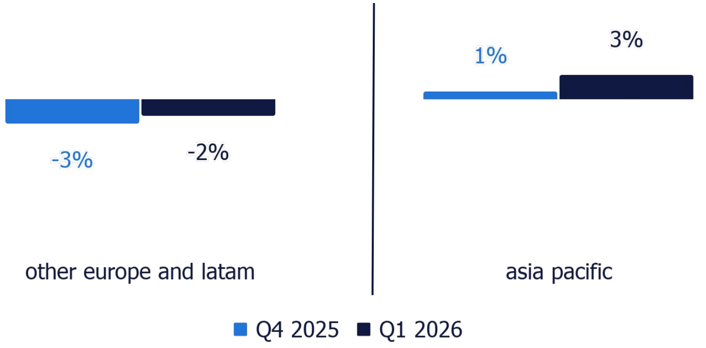
italy: broad based momentum

iberia: double digit-growth in Spain

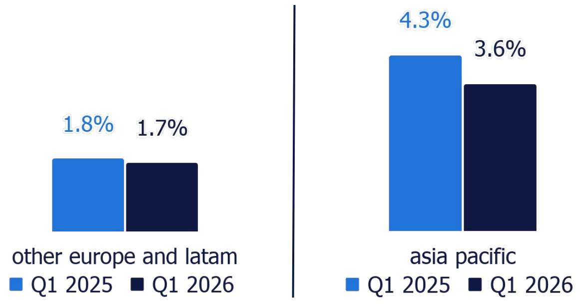
* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.
** before integration costs & one-offs.

international markets: growth sequentially improving.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



other european markets & latam

- uk: down 9%, sequential volumes improving
- poland: up 2%, steady performance
- switzerland: up 3%, steady performance
- nordics: down 11%, challenging, sequential lift
- latam: down 1%, brazil momentum continues

apac

- japan: up 5%, strong performance operational
- australia & new zealand: down 4%, resilient operational
- india: up 16%, further acceleration

* 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.

02

financial results & outlook.

building momentum.

Q1 2026

performance

€ million	Q1 ’26	Q1 ’25	% org.
revenue	5,513	5,656	0.4%
gross profit	1,019	1,092	-3%
gross margin*	18.5%	19.3%	
operating expenses*	873	925	-3%
opex %*	15.8%	16.4%	
EBITA*	146	167	-9%
EBITA margin*	2.7%	3.0%	
integration costs & one-offs	-/- 23	-/- 18	
amortization & impairment	-/- 18	-/- 19	
net finance income (costs)	-/- 13	-/- 19	
tax expense	-/- 28	-/- 32	
reported net income**	64	79	
adjusted net income	91	103	-12%

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

summary

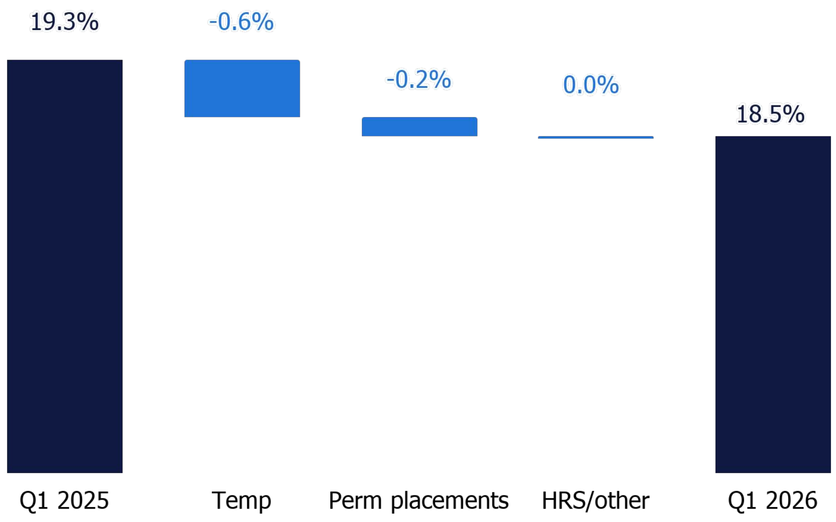
organic revenue up 0.4% YoY

- operational: +3% at € 3.7 BN
- professional: -/- 4% at € 0.9 BN
- digital: -/- 6% at € 0.6 BN
- enterprise: -/- 6% at € 0.3 BN

EBITA € 146m, EBITA margin of 2.7%

gross margin: impacted by mix.

Q1 gross margin development YoY

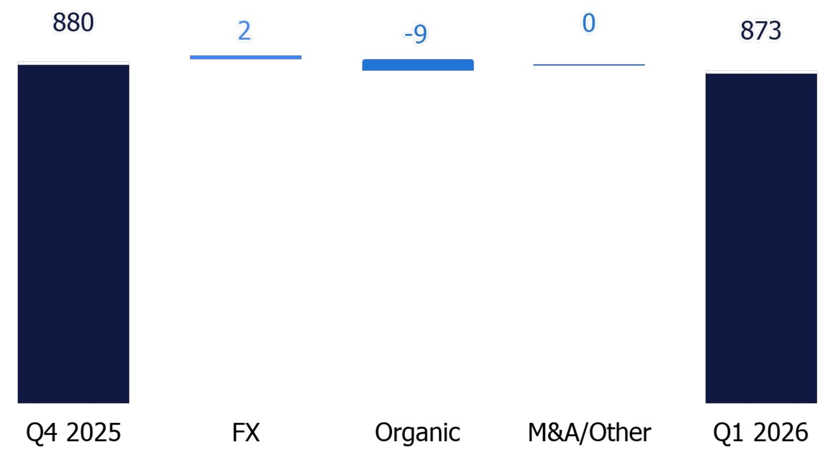


key highlights

- temp margin -60 bp YoY
  - business mix
  - FX adverse impact
- perm fees -20 bp YoY
- HRS/other flat YoY

opex: continued adaptability.

Q1 sequential opex bridge (€m)



key highlights

- opex down 3% YoY
- L4Q recovery rate 68%
- continued focus on delivery excellence, building operational leverage
- driving structural indirect costs savings

free cash flow and balance sheet.

Q1 free cash flow

- Q1 FCF € -98m (Q1 2025: € 59m)
- DSO 57.4 (Q4 2025: 56.7 days)
- ROIC: 10.8% (Q1 2025: 10.1%)

balance sheet

- net debt € 1,119m excl. lease liabilities
- leverage ratio excl. lease liabilities: 1.5x
- € 284m ordinary dividend payout in April

outlook.

Q2 2026 outlook

- gross margin lower QoQ reflecting seasonality
- operating expenses higher QoQ
- building operational leverage

momentum

- talents at work improved through Q1
- early April in line with March

03

questions & answers.

04

appendices.

corporate staff by geography.

average[1]	Q1 2026	Q1 2025[2]
North America	6,590	7,130
Netherlands	3,790	3,930
Germany	1,660	2,140
Belgium & Luxembourg	1,880	2,080
France	3,960	4,350
Italy	3,250	3,370
Iberia	3,010	2,930
Other Europe countries and Latin America	5,270	5,780
Asia Pacific	5,430	5,610
Corporate	2,250	2,020
total	37,100	39,340

1) subject to roundings.
2) previous figures restated to align with a change in country segmentation.

number of talent working on a temporary basis by geography.

average [1]	Q1 2026	Q1 2025 [2]
North America	65,900	64,700
Netherlands	43,600	47,000
Germany	21,800	22,800
Belgium & Luxembourg	31,600	34,500
France	62,200	65,600
Italy	55,500	53,000
Iberia	62,200	57,400
Other Europe countries and Latin America	78,200	76,900
Asia Pacific	125,200	120,500
total	546,300	542,400

1) subject to roundings.
2) previous figures restated to align with a change in country segmentation.

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