22 july 2026

2nd quarter results 2026.

growth and higher profitability.

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jorge vazquez, CFO

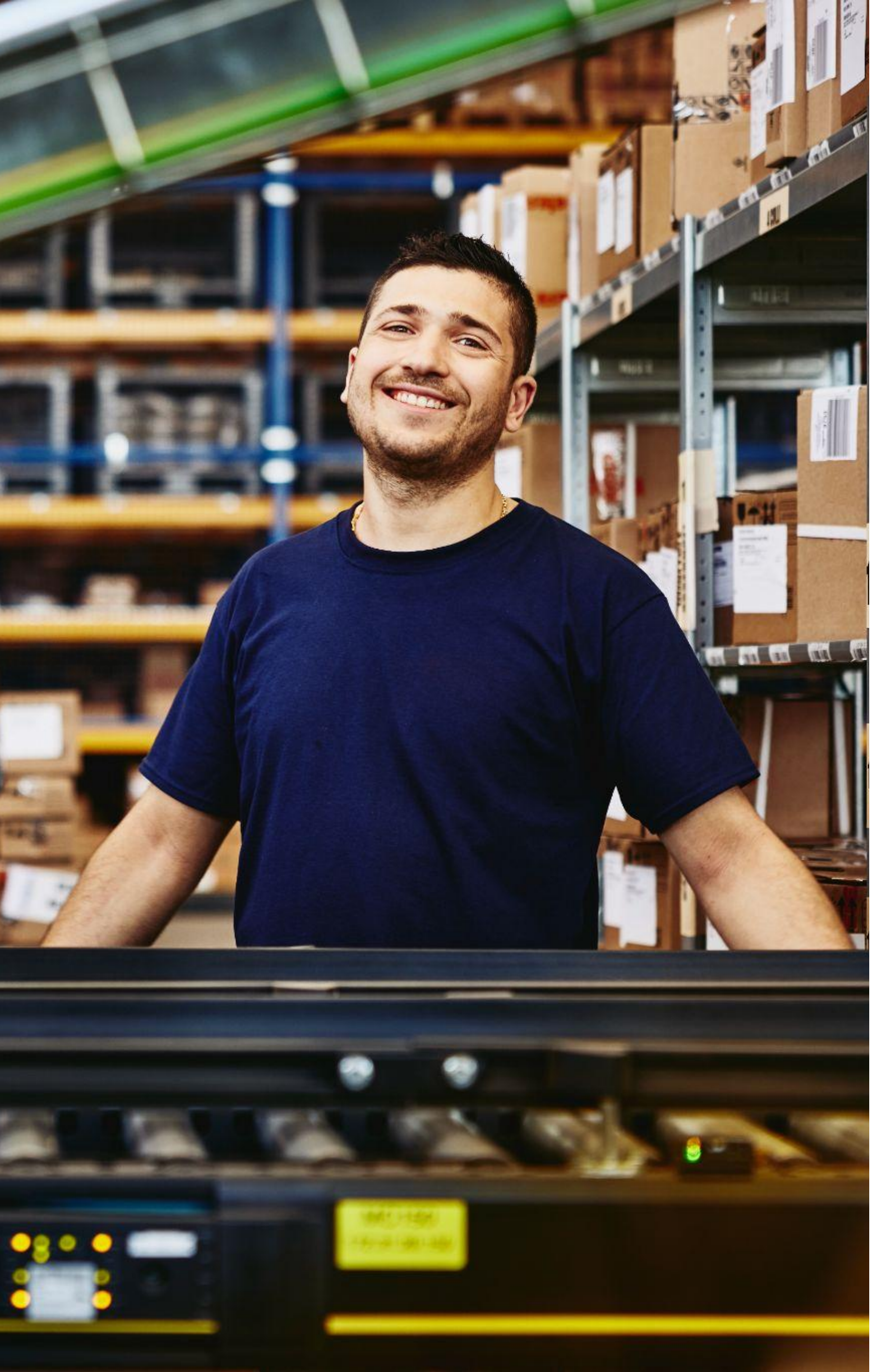
randstad

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 driving performance.

summary

- majority of markets in growth
- delivery excellence driving productivity
- year-on-year profit growth

key financials Q2 2026

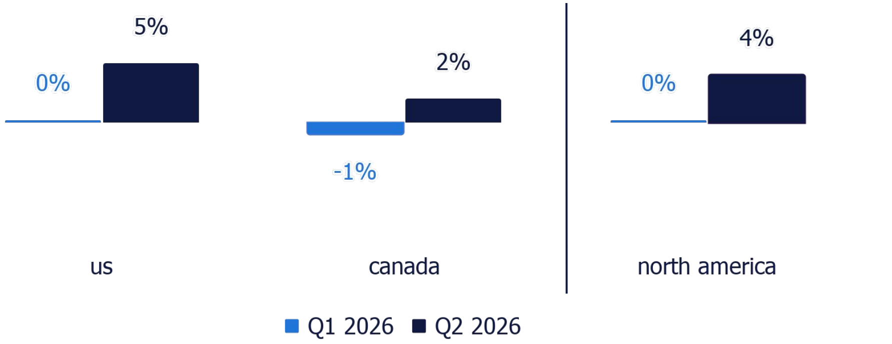
- revenue € 5.9BN at +1.9%
- underlying gross margin 18.2%
- underlying EBITA € 182M, 3.1% margin

Partner for Talent strategy impact.

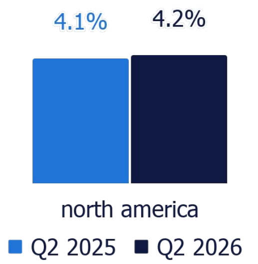
growth through specialization	broad based growth improvement in Q2'26 *driven by e-commerce, skilled trades, healthcare & logistics*
delivery excellence	+5% more talent per FTE in Q2'26 *>50% of talent validation in talent centers*
digital first	1.7M self-scheduled shifts in Q2, up double-digit QoQ *torc always-on agentic platform reducing time to fill by 50%*
best team	randstad ranked as the #1 HR services provider *in the dow jones best-in-class world index*

north america: operational growth accelerating.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



us: growth improving

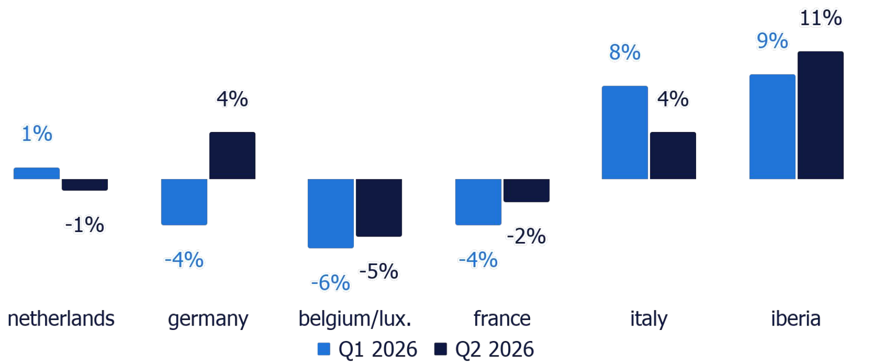
- operational: +13%, standout performance with DMP benefits
- professional: further stabilization, perm growing
- digital: down -3%
- enterprise: back to growth

canada: back to growth, driven by operational

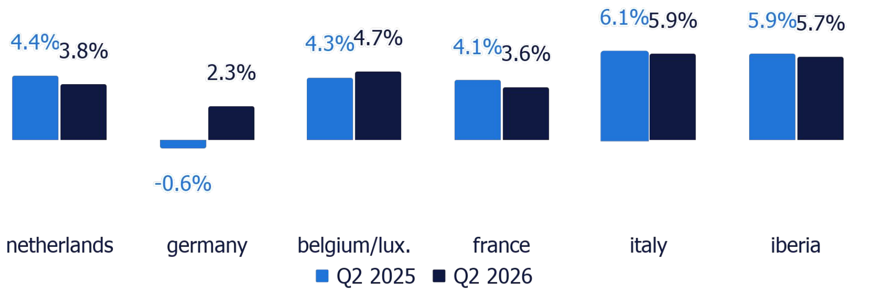
* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.
** before integration costs & one-offs.

major european markets: broad based sequential improvement.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



netherlands: manufacturing & logistics stable, healthcare growing, financial services slow

germany: back to growth driven by manufacturing and logistics, automotive improving

belgium: industrial stabilizing, headwinds in professional

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

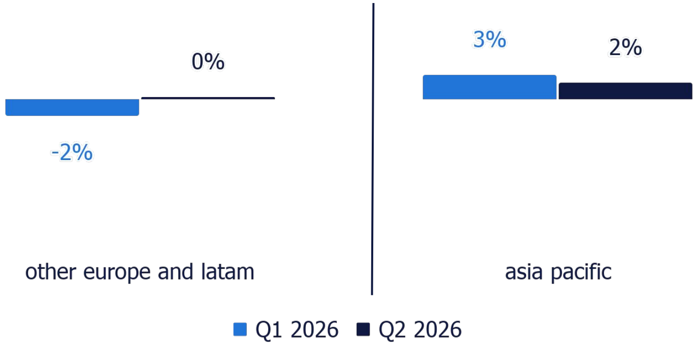
italy: continued growth in operational, strong growth professional

iberia: double digit-growth in Spain

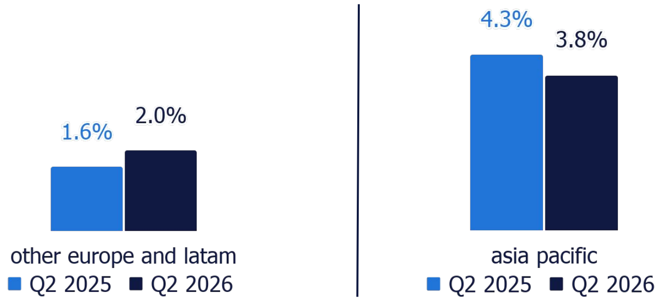
* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.
** before integration costs & one-offs.

international markets: improving momentum in most markets.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



other european markets & latam

- uk: up 3%, back to growth
- poland: down 13%, sequentially slower
- switzerland: up 1%, steady performance
- nordics: down 9%, sequential improvement
- latam: up 2%, brazil momentum continues

apac

- japan: up 5%, strong performance operational
- australia & new zealand: down 3%, strong operational
- india: up 10%, another strong quarter

* 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.

profitability improving.

Q2 2026

performance

€ million	Q2 ’26	Q2 ’25	% org.
revenue	5,897	5,794	+1.9%
gross profit	1,071	1,094	-2%
gross margin*	18.2%	18.9%	
operating expenses*	889	923	-3%
opex %*	15.1%	15.9%	
EBITA*	182	171	+8%
EBITA margin*	3.1%	3.0%	
integration costs & one-offs	-/- 22	-/- 35	
amortization & impairment	-/- 15	-/- 19	
net finance income (costs)	-/- 19	-/- 48	
tax expense	-/- 42	-/- 22	
reported net income**	84	47	
adjusted net income	109	84	+30%

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

summary

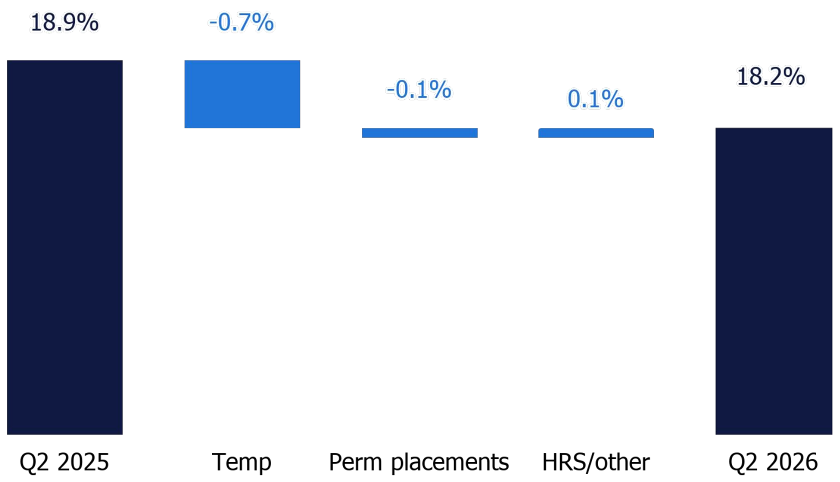
organic revenue up 1.9% YoY

- operational: +4% at € 4.0 BN
- professional: -/- 2% at € 0.9 BN
- digital: -/- 4% at € 0.6 BN
- enterprise: +2% at € 0.3 BN

EBITA € 182m, EBITA margin of 3.1%

gross margin: large client growth outperformance driving mix.

Q2 gross margin development YoY



key highlights

- temp margin -70 bp YoY
  - geo & business mix
  - idle time
- perm fees -10 bp YoY
- HRS/other +10 bp YoY

opex: strong cost discipline.

Q2 sequential opex bridge (€m)

key highlights

- opex down 3% YoY
- L4Q recovery rate 82%
- FTE QoQ stable
- continuing to focus on delivery excellence and building further operational leverage
- driving structural indirect costs savings

free cash flow and balance sheet.

Q2 free cash flow

- Q2 FCF € 39m (Q2 2025: € 82m)
- DSO 57.6 (Q1 2026: 57.4 days)
- ROIC: 10.2% (Q2 2025: 10.2%)

balance sheet

- net debt € 1,386m excl. lease liabilities
- leverage ratio excl. lease liabilities: 1.8x
- € 284m ordinary dividend payout in April
- divestment IT services in EU & AU with enterprise value of € 160m

outlook.

growth momentum

- talent at work improved through Q2
- early July in line with June exit rate

Q3 2026 outlook

- gross margin modestly lower QoQ
- operating expenses slightly lower QoQ
- driving continued YoY profitability growth

03

questions & answers.

04

appendices.

corporate staff by geography.

average [1]	Q2 2026	Q2 2025 [2]
North America	6,540	6,930
Netherlands	3,600	3,900
Germany	1,640	2,090
Belgium & Luxembourg	1,870	2,060
France	3,900	4,230
Italy	3,260	3,300
Iberia	3,090	2,920
Other Europe countries and Latin America	5,330	5,740
Asia Pacific	5,410	5,320
Corporate	2,340	2,050
total	36,970	38,540

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]	Q2 2026	Q2 2025 [2]
North America	70,000	66,000
Netherlands	45,000	49,100
Germany	22,700	23,500
Belgium & Luxembourg	33,300	34,900
France	67,900	69,900
Italy	57,100	55,700
Iberia	66,100	61,400
Other Europe countries and Latin America	77,500	77,500
Asia Pacific	122,800	120,700
total	562,300	558,800

1) subject to roundings.
2) previous figures restated to align with a change in country segmentation and reflect freelancer to temporary worker transition in NL in 2025

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