DRAFT MINUTES OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS OF RANDSTAD NV

Date: 27 March 2026

1. Opening and announcements

The chairman opens the meeting at 10.00 am. He welcomes those present in the room and those following the meeting online. The entire Executive Board is present: Sander van 't Noordende (CEO), Jorge Vazquez (CFO), Myriam Beatove Moreale (CHRO) and Jesus Echevarria (COO). Present on behalf of the Supervisory Board are: Cees 't Hart (Chair), Laurence Debroux (Chair of the Audit Committee), Annet Aris (Chair of the Remuneration Committee) and Jeroen Drost. Jacobina Brinkman is present on behalf of the audit firm PricewaterhouseCoopers. Also present is the company's secretary, Jelle Miedema, who the chairman appoints as secretary of the meeting.

The secretary then explains a number of procedural matters:

- The meeting was convened on 11 February 2026. All documents for the meeting were published on the Randstad website on that date.
- Shareholders can attend the meeting virtually via the website www.abnamro.com/evoting, cast their votes and ask questions via the chat function.
- Shareholders have been given the opportunity to submit voting instructions in advance, either via the aforementioned ABN AMRO website or via IQ EQ Financial Services.
- Shareholders were able to submit questions prior to the meeting. Eumedion and the VBDO made use of this possibility. These questions and the responses concerned have been published on Randstad's website.
- The chairman has decided that voting on all agenda items will remain open during the meeting and will be closed after agenda item 8b. However, the voting results will be recorded in the minutes immediately after each agenda item.
- The draft minutes of this meeting will be available within three months and will be published on the website. There will be a three-month period during which comments may be submitted on the draft minutes. The minutes will then be adopted by the chairman and the secretary.

After the votes have been counted, the secretary announces that, according to the attendance list, a total of 230,464,403 shares carrying voting rights are represented at the meeting (by proxy or otherwise), of which 25,200,000 are Class B preference shares and 50,130,352 Class C preference shares. Together, these shares are entitled to cast 164,334,051 votes (88.93% of the total number of votes that may be cast), of which 3,600,000 relate to Class B preference shares and 5,600,000 to Class C preference shares.

2. Report 2025

The chairman gives the floor to Sander van ‵t Noordende, who presents an overview of general course of business in 2025, and subsequently to Jorge Vazquez, who explains the financials, the 2025 financial statements, the reserve and dividend policy and the proposal to approve the dividend for the financial year 2025.

The presentation is attached to the minutes as Annex 1 (available in English only).

The chairman thanks Sander van ‵t Noordende and Jorge Vazquez for their presentations.

2a. Report of the Executive Board, including the sustainability report, and the report of the Supervisory Board for the financial year 2025

The chairman then gives the shareholders the opportunity to ask questions regarding the Executive Board's report, including the sustainability report, and the Supervisory Board's report for 2025.

Mr Stevense, on behalf of the Stichting Rechtsbescherming Beleggers, makes the following comments and asks the following questions:

- He thanks the staff for their performance in 2025, although he is disappointed by the share price performance in 2025.
- Regarding the working capital trend: how does Randstad monitor the increase in DSO?
- Regarding the lack of market recovery: what is management's outlook? When will specialist temporary staffing pick up?
- Can AI help to achieve productivity gains?
- Regarding ESG: when will Randstad stop reporting on scope 1, 2 and 3?
- How is the implementation of the new legislation for temporary staff in the Netherlands progressing? What is Randstad's policy on global tax?

Jorge Vazquez replies as follows:

- Managing working capital and Days Sales Outstanding is a key issue. The number of Days Sales Outstanding in 2025, partly due to a larger proportion of revenue being generated from larger clients with longer payment terms. Randstad is doing everything it can to optimise working capital.
- Regarding global tax: Randstad has a balanced approach to taxation, the implementation of which is reported in the annual report. The business creates value wherever it can, both globally and in individual markets.

Sander van 't Noordende responds as follows:

- Regarding market recovery: 50% of Randstad's markets worldwide are growing, so the market has recovered in those areas. This is particularly the case in Southern Europe (Italy and Spain), the US (particularly in OTS) and Japan. Challenges lie at the heart of Europe (Benelux, Germany and France). Randstad is working hard to accelerate commercial activity but remains dependent on economic recovery. Initial signs point to a more stable market situation. However, the war in the Middle East is not helping.
- Regarding the drive to increase revenue in specialist areas: two-thirds of the business is now OTS, which remains a robust and profitable business. In addition, the focus is on PTS, Digital and Enterprise (major clients), which the company is also investing in.
- Digitalisation and AI are helping to boost productivity. The relatively recent acquisition, Zorgwerk, is leading the way in the Netherlands compared to similar Randstad companies: its productivity is 2/3x higher, which also indicates further potential for improvement.

Jesus Echevarria replies as follows:

- The new legislation for temporary staff in the Netherlands came into force on 1 January 2026. As Randstad pays in accordance with the relevant collective labour agreement, this has led to an average wage increase of 10–11 per cent, which is challenging. Randstad immediately engaged with clients regarding the new salary obligations and the related price increases. Preparations for the new legislation and its implementation in local systems were carried out with military precision. So far, this has had no impact on market volumes, which have remained reasonably stable. Clients need talent. A similar change in legislation in Spain a few years ago had no real impact on outsourcing volumes either.

The chairman adds that, in terms of ESG, discontinuing scope 1, 2 and 3 is not a decision for Randstad but is determined at European level in the relevant legislation and regulations.

Luca Naus, on behalf of the Vereniging van Beleggers voor Duurzame Ontwikkeling (VBDO) makes the following comments and asks the following questions:

- Regarding a living wage: Randstad presents itself as one of the strongest advocates for employees' rights and for people having access to a living wage. During the previous annual general meeting, a relevant pilot scheme in Poland was discussed and a roadmap was set out. VBDO welcomes this but sees little or no reporting on progress, not even in the 2025 annual report. Is Randstad considering making these experiences accessible to others in the industry, sharing the objectives and milestones, and reporting on progress in the next annual report?
- Regarding CSRD: clear progress has been made with reporting and involving stakeholders in the materiality analysis. In addition to surveys, the company also engaged with stakeholders.

Which topics were discussed and with which stakeholders or interested parties? What insights emerged and how were they taken into account in the double materiality assessment? Will Randstad provide further clarity in the next annual report? Particularly for the 'society' category, it is unclear which parties are considered to be NGOs.

Myriam Beatove responds as follows:

- Regarding the living wage: Randstad continues to actively pursue this for both talent and employees. There is indeed a concrete plan and Randstad is building on a global definition of the ILO, which is expected in the course of this year. This is the basis for Randstad's own definition and the relevant outcomes. In all countries, Randstad pays 100% of the local minimum wage. A pilot is underway in several countries with several major clients, some of whom appreciate the transparency and were approached. Technical expertise is important for carrying out calculations. The relevant technical roadmap was also outlined at the previous shareholders' meeting, and progress has been made in the first phase, which has been completed in Spain, India and Switzerland. This is also one of the pillars of the sustainability strategy and a priority for the sustainability committee. A plan for greater external communication on this topic is also in the pipeline.

Jorge Vazquez replies as follows:

- Regarding the double materiality process: a cross-functional team led this process, in which an external partner was appointed as an adviser. This involved interviewing, amongst others, 20,000 temporary staff and 2,000 in-house staff. This is the second year of CSRD implementation, and the aim is to make further progress in 2026 as well, taking the VBDO's suggestions into account.

Mr Vreeken of We Connect You makes the following observations and asks the following questions:

- He congratulates the team on the excellent performance. He highlights the current cascade of crises, including the energy crisis and the sustainability crisis. This poses a serious threat to economic recovery and, consequently, to Randstad.
- How is Randstad operating in Latin America and in India, where petrol is almost impossible to obtain?
- Talent remains scarce. How is Randstad targeting the available talent aged over 50?
- How is Randstad dealing with rising cybercrime?
- AI leads to enormous consumption of water and energy. How is Randstad managing this effectively?

Sander van 't Noordende answers Mr Vreeken's questions:

- He expresses his gratitude for the confidence shown in Randstad and its management.

- Randstad has thriving businesses in Latin America, particularly in Argentina and Chile. There are currently no plans for significant expansion in the region.
- India is already Randstad's second-largest market in terms of number of employees, and the market remains attractive.
- In many countries, Randstad focuses on talent aged between 50 and 70 and also places this group of employees with clients.
- Regarding cybercrime: a few years ago, Randstad appointed a Chief Information Security Officer, who has taken a proactive approach. There were no incidents in 2025.
- Regarding water and energy consumption: Randstad's consumption is very limited. According to the CSRD, we are doing our bit in this regard.

Mr Keyner, on behalf of the Vereniging van Effectenbezitters, makes the following comments and asked the following questions:

- He expresses his thanks for the presentation and the informative annual report.
- He wonders whether Randstad's golden age is behind us. Temporary staffing is still relatively large-scale and profitable, but the traditional business model has fundamentally changed. What would a radical restructuring require? And would that exclusively involve a digital platform?
- Regarding AI: in the past, it was mainly blue-collar work that was affected by automation. AI seems to be having the greatest impact on office work. Will Randstad therefore return to the sectors where opportunities used to lie, such as manufacturing, logistics, call centres and healthcare?
- Regarding the business model for the future: why is the 5–6 per cent margin proving so elusive? Are there impediments to expansion within the sector?

Sander van 't Noordende answers Mr Keyner's questions:

- He thanks him for the questions and notes that these are precisely the strategically relevant topics Randstad deals with daily. To remain relevant, Randstad will have to change and the company is already working on this in terms of specialisation and digitalisation. However, transformation takes time and the new business models must first be established before the existing models can be transformed accordingly.
- Regarding AI: the impact is particularly felt in roles such as administration, software development, customer service and marketing design. This currently accounts for around 10% of Randstad's revenue. Randstad has identified growth segments: in OTS (logistics, skilled trades, engineering), but also, for example, in the digital sector. Digital models will set Randstad apart in the market.
- In the past, it was easy to set up a temporary staffing agency on a relatively small scale. However, as technology plays an increasingly significant role, the market will consolidate and

investment will be required. Randstad therefore holds a leading market position, also with its digital platforms.

Mr Sadhoe asks the following question:

- Regarding AI: to what extent does the board consider AI as a means of improving the current business model – i.e. primarily for margin optimisation – or will it be an entirely different business model?

Sander van 't Noordende replies as follows:

- Using AI solely to speed up the current process is not sustainable. Randstad's model is what is known as 'immediate talent availability': having talent available before the client even asks. This turns the model on its head.

Mr Spanjer makes the following comments and asks the following questions:

- The foreword to the 2025 annual report is disappointing and does not reflect the poor financial performance and decline in share price in 2025.
- What is Randstad doing to train scarce talent?

Sander van 't Noordende answers the question:

- This is an industry-wide challenge. The past four years have been characterised by exceptionally prolonged market pressure and between 2022 and 2026 the market shrank by a quarter. This has had an impact on the results. Randstad has, however, kept costs under control and cut EUR 600 million from its costs. The share price performance reflects this disappointing market situation. The total shareholder return is, however, better than that of its major competitors, although this is far from satisfactory. Randstad has a clear strategy focused on specialisation, digitalisation and new business models. When the market picks up, this strategy will boost performance.
- Randstad trains talent in certain sectors where there is a shortage, such as welders and in logistics.

Mr Matteo Nicolo, who represents a number of former Monster employees, makes the following comments:

- In 2024, Randstad placed Monster in a joint venture with CareerBuilder, in which Randstad deliberately opted for a minority stake. Since then, revenue has fallen by 40 per cent and high-interest debt has risen dramatically. Randstad thus became merely a shareholder and lender. Shortly afterwards, part of the debt was written off and subsequently 100% was written down. This enabled Randstad to secure interesting tax benefits. At no point did Randstad ever consider revitalising Monster. From the outset, the aim was to close the company, minimise costs, realise tax benefits and avoid taking any responsibility towards Monster and its staff. Randstad's management showed little respect for its former employees and failed to fulfil its social responsibility. Randstad employs many highly skilled professionals in this company, but this is not the right course of action.

Jorge Vazquez responds as follows:

- There is a great deal of inaccurate information. The questions have already been answered in writing previously. A few comments need to be put into the correct perspective. Randstad acted with the right intentions. In 2022, it became clear that Randstad was no longer the right owner for Monster, and a new home was sought. A great deal of effort was made to sell Monster, and the joint venture with the more profitable CareerBuilder provided a strategic fit. Since then, all possible scenarios have been examined, but things went rapidly downhill. Even after a further capital injection in 2025, performance continued to deteriorate quarter after quarter, with the market also turning against the company. Randstad did everything in its power to prevent bankruptcy.

Mr Berthod, speaking on behalf of the employee representatives in France, makes the following comments and asks the following questions:

- Two years ago, at the shareholders' meeting, he also spoke about temporary staff in France. Two years on, the situation in France is worrying and the company is facing a 20 % decline in business and a 25% reduction in jobs. The employee representatives wish to initiate a dialogue. The company cannot be managed solely from the top down without listening to its people. What is the group management's view on a concrete dialogue in France?
- Two years ago, he also highlighted the importance of health and safety at work.There are many accidents at work involving temporary staff. This is a terrible human tragedy and an economic cost. What are Randstad's objectives in France to ensure there are fewer accidents involving temporary staff?

Myriam Beatove answers Mr Berthod's questions:

- She first refers to a constructive discussion with Mr Berthod this morning prior to the shareholders' meeting. Good dialogue is important within Randstad and an essential part of the corporate culture. Employee representatives are elected in local markets, and the constructive dialogue takes place there with the social partners. They disseminate information in an orderly manner. In France, negotiations for a new collective agreement are in full swing, following a strict protocol that requires the unanimous consent of the trade unions. This is not the case yet. Negotiations are therefore continuing and good progress is being made, which should lead to a solution in the course of this year. In the meantime, the mandate of the

employee representatives has been extended. This allows the dialogue with local management in France to continue.
- With regard to the health and safety of talent: this remains an essential part of Randstad's sustainability strategy and is very important for employees and temporary staff. In France, Randstad is taking numerous preventive measures such as training, webinars, information sharing and the exchange of best practices with clients. The relevant KPIs in France are being closely monitored. It is therefore encouraging that, in 2025, the best results of recent years were achieved.

Mr Keyner, on behalf of the Vereniging van Effectenbezitters, makes the following comments and asks the following question:
- Risks relating to the safety of talent are also unacceptable to a shareholder.

Sander van 't Noordende replies as follows:
- This is and remains an important issue and it is reassuring that in 2025 clear progress was made, reaching the best level in years and the best level in the market.

Mr Stevense, on behalf of the Stichting Rechtsbescherming Beleggers, makes the following comments and asks the following question:
- It is often not the staffing agency that is to blame for age discrimination but of the client. What is Randstad's view on this?

Mr Spanjer asks the following question:
- Why does Randstad no longer train talent to become lorry drivers?

Sander van 't Noordende answers these questions:
- Randstad does not discriminate based on age. If there is a perception that a client is discriminating based on age, Randstad actively engages with the client to discuss the matter.
- Randstad does not run its own training programme for lorry drivers, but it does have places available at such a training institute.

The chair notes that there are no further questions.

2b. Key elements of the corporate governance structure and compliance with the 2025 Corporate Governance Code

The chairman then gives shareholders the opportunity to ask questions about the corporate governance structure and compliance with the Corporate Governance Code in 2025 and refers to the relevant information as set out in the 2025 Annual Report.

The chairman notes that there were no questions or comments

2c. Remuneration Report for the financial year 2025

The chairman then gives shareholders the opportunity to ask questions about the remuneration report for the financial year 2025, as set out in the 2025 Annual Report. He gives the floor to the Chair of the Remuneration Committee, Annet Aris.

Annet Aris thanks those present for the opportunity to discuss in more detail the activities of the Supervisory Board's Remuneration Committee over the past year and briefly explains the remuneration report for 2025, as also included in the annual report. She emphasises the following points:

- 2025 was another challenging year due to the difficult, volatile macroeconomic and market conditions. By focusing on strict cost control, the impact on profitability was limited whilst strategic investments continued. Partly because of this, the company made significant progress in implementing the 'Partner for talent' strategy.
- In 2025, the Annual General Meeting of Shareholders approved the amended remuneration policy for the Executive Board and the Supervisory Board with 87% and 88% of the votes respectively.
- Remuneration in 2025 is in accordance with the remuneration policy approved at that time.
- The remuneration report once again sought to further improve clarity and readability.
- In 2025, the base salary of the CFO and CHRO was increased by 3.9%, in line with the weighted group average for employees. The base salary of the CEO and the then COO was not increased.
- The short-term financial targets resulted in a payout of 76% of the target, whilst the short-term non-financial targets resulted in 103% of the target, meaning that the STI for the CEO amounted to 98.7% of the base salary and for the other members of the Executive Board to 82.5% of the base salary.
- The long-term performance share plan, which was conditionally granted in 2023 and came into effect at the end of 2025, resulted in a payout of 68% of the target.

The chairman thanks Annet Aris for her explanation.

Mr Keyner, speaking on behalf of the Vereniging van Effectenbezitters, makes the following comments and asked the following question:

- Although he understands the remuneration system has been approved by shareholders, he is surprised that variable remuneration is being paid at a time when financial performance is lagging behind and the strategic objectives have not yet been achieved.

Mr Vreeken points out that he agrees with Mr Keyner's question.

Mr Spanjer adds that he agrees with Mr Keyner's question and is surprised that this has not been explained more clearly in the annual report.

Annet Aris answers the previous questions:

- The remuneration policy approved in 2025 is aimed at rewarding three elements: absolute financial and non-financial performance, handling challenging (market) conditions and the progress of the strategy. When change occurs, operational results are often achieved first before financial progress is made. These three elements must be balanced. Absolute performance is not at the desired level, which has also led to several financial targets not being met, for which no variable remuneration was paid. Furthermore, no vesting took place based on TSR. The partial payment of the incentive relates to the achievement of several specific strategic KPIs.

Mr Keyner, on behalf of the Vereniging van Effectenbezitters, makes the following comments and asks the following question:

- He understands the complexity of remuneration systems but also believes that the board is remunerated via the base salary for the matters that Annet Aris mentioned, and that variable remuneration should only be paid in the event of exceptional performance.

Mr Matteo Nicolo asks the following question:

- Adecco is performing better than Randstad. This is not reflected in the payment of variable remuneration.

Annet Aris answers these questions:

- When the targets for 2025 were set, the market was still extremely challenging. The revenue target for the annual variable remuneration considers performance relative to Adecco and Manpower.

The chairman notes that there are no further questions or comments, after which the vote is taken.

At the end of the meeting, after the votes have closed, the secretary announces the following voting results:
In favour: 139,411,253 votes (86.32%)
Against: 22,087,855 votes (13.68%)
Abstentions: 2,826,549 votes
The chairman notes that the meeting has approved the remuneration report for the financial year 2025 by way of an advisory vote.

2d. Proposal to adopt the financial statements for the financial year 2025
The chairman addresses the 2025 financial statements, which have already been explained in detail by Jorge Vazquez. He gives the floor to the chair of the Audit Committee, Laurence Debroux, to say a few words about the work of the Audit Committee and its cooperation with the external auditor in 2025.

Laurence Debroux elaborates on the following matters:

- As usual, the annual report already contains an extensive review of the activities of the Audit Committee and of Randstad’s risk management system.
- In 2025 continuous progress was achieved in strategic transformation of the company, while the ongoing business challenges were addressed at the same time. Striking a balance between long-term strategic priorities and short-term operational realities required constant vigilance and a strong focus on operational and financial discipline by the teams.
- The Audit Committee assists the Supervisory Board in overseeing Randstad’s financing policy, the financial statements, the financial and non-financial reporting processes, as well as the system of internal control, risk management and audit.
- In 2025 the Audit Committee consisted of Laurence Debroux, Cees ’t Hart and Jeroen Drost and held five meetings, with four taking place prior to the publication of the quarterly results. Prior to these meetings, Laurence Debroux, as chair on behalf of the committee, held preparatory meetings with the CFO and the managing directors of Global Control, Global Financial Reporting and Global Business Risk & Audit. In addition to the CEO, the CFO and the external auditor, these managing directors attend every committee meeting. Prior to the meetings, the chair meets with the external auditor as well.
- During the course of the year, the committee paid special attention to developments in the results, cash flow and financing. The committee has reviewed the updated assessment of the doubled materiality.
- Recurring agenda items included data protection, information security and cyber security.
- The Audit Committee continued to focus on developing general IT controls and emphasised the need to further strengthen these checks. Randstad is addressing this via a global approach, including the digital transformation programmes. At the same time, the committee

stressed the importance of continuous attention on the part of both central and local teams to Identity Access Management. The committee received various updates about this topic, which also corresponded with the findings by the external auditor.

- The Business Risk & Audit function, which combines the internal and IT auditors, forensic specialists and risk management experts, is been properly embedded within the organisation and was further centralised in 2025. At each meeting, the committee received updates from the director of Business Risk & Audit on the work performed and the main conclusions. This comprised inter alia monitoring progress on the updated Statement on Risk Management, known as the VOR, which is included in the management report section of the 2025 annual report.
- Regarding the external audit, the committee assessed the audit plan of PricewaterhouseCoopers, including the audit scope, materiality, approach, focus areas and costs. Since this was PricewaterhouseCoopers' first year as external auditor, extensive attention was paid to the transition and induction period. No significant findings were identified that require action.
- The Audit Committee also continued the good practice of meeting with the external auditor at least once a year in a closed session, without the management present.
- In addition to the financial audit, the Supervisory Board, at the suggestion of the Audit Committee, requested PricewaterhouseCoopers to conduct limited assurance procedures on certain non-financial information in accordance with CSRD, as noted in the sustainability statements from the 2025 annual report.
- In conclusion, the committee assessed the independence of the external auditor and the non-audit services provided, in accordance with the applicable policy.

Laurence Debroux then gives the floor to Jacobina Brinkman of PricewaterhouseCoopers Accountants to elaborate on the audit and the audit opinion provided.

On behalf of PricewaterhouseCoopers (PwC), Jacobina Brinkman is responsible for auditing the financial statements for 2025 and briefly explains the key audit matters:

- PwC has issued an unqualified audit opinion for the 2025 financial statements of Randstad. That means that the financial statements accurately reflect the financial position of Randstad on 31 December 2025. It also means that Randstad's annual report contains all materially relevant information required by law.
- PwC has also issued a review report for Randstad's sustainability statements. This means that based on the work performed and the information obtained, no information emerged indicating that the disclosures on sustainability are inaccurate.

- This is the first year that the audit was conducted by PwC. PwC looks back on a successful transition year, in which gaining additional understanding of Randstad and Randstad's internal audit environment were the main focus.
- Randstad has begun standardising and centralising the IT landscape. Over the past year, PwC has observed how Randstad is preparing for this change, and PwC will continue to pay careful attention to upcoming system implementations. The objective is to conduct the audit more centrally and to focus more on the systems as well in the future.
- The audit approach and work covered 82% of total consolidated revenue. We audited the remaining 18% ourselves through analytical procedures. The work concerned the group and corporate financial statements and corresponding explanatory notes, well as matters concerning the group as a whole, such as e.g. (1) valuation of goodwill, (2) valuation of deferred tax assets, (3) external debts and (4) share-based remunerations
- In the audit PwC applied a materiality of EUR 50 million, based on 0.25% of total income. In addition, PwC has reported all audit differences above EUR 2.5 million to the Supervisory Board.
- In its report, PwC has specifically addressed a few fraud risks at Randstad and the work relating to them. The work performed has not led to indications or suspicions of fraud.
- In the previous audit, valuation of goodwill was identified as a key audit matter, because of the amount of goodwill (EUR 3.1 billion) as at 31 December 2025, and because determination of the value is subject to considerable estimation uncertainty. Based on the work done and the audit information obtained, PwC believes the assumptions by management are reasonable and agrees with the valuation of goodwill.

The chairman thanks Laurence Debroux and Jacobina Brinkman for their explanations.

Mr Keyner, on behalf of the Vereniging van Effectenbezitters, makes the following comment and asks the following question:

- This is the first year that PWC conducted the audit. What surprised PwC?

Mr Spanjer asks Ms Brinkman the following questions:

- What is the % of AI used?
- What are the costs of audits of subsidiaries conducted by other audit firms that increased to EUR 1.7 million in 2025?

Jacobina Brinkman answers the questions:

- There was no actual surprise. The first year, however, was more work than expected. Randstad uses quite a few different (local) systems. PwC looks forward to a more harmonised, centralised system.
- She does not know how many operations are supported by AI, but a lot is happening, and the PWC teams are being challenged to use AI. This will only increase in the years ahead.
- The audit expenses of EUR 1.7 million concern the costs of BDO, which conducts the audit on everything that is not part of the Group audit by PwC.

Mr Dekker asks the following question referring to pages 177 and 187 in the 2025 annual report:

- Germany is an important part of the goodwill and, considering the disappointing results, is sensitive to possible impairment of goodwill. How does PwC view this? .

Jacobina Brinkman replies as follows:

- Germany is part of the discussion about goodwill, which has been discussed and explained extensively by the management. It is indeed a sensitive matter. PwC has investigated a great deal and has challenged management about this. The conclusion is that nothing needs to be taken this year, and the situation will be scrutinised again next year.

The chairman notes that there are no further questions or comments on the 2025 financial statements, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 163,772,426 votes (99.98%)
Against: 26,029 votes (0.02%)
Abstentions: 527,302 votes
The chairman notes that the meeting has adopted the 2025 financial statements.

2e. Explanation of the policy on reserves and dividends

The chairman addresses the policy on reserves and dividends, which Jorge Vazquez explained previously at agenda item 2a.

Mr Keyner, on behalf of the Vereniging van Effectenbezitters, makes the following comments and asks the following question regarding the repurchase of 2 million shares in 2025:

- How does Randstad guarantee that repurchases happen only at a relatively low share price?

Jorge Vazquez answers the question:

- The transaction mentioned concerns repurchase of shares for performance-share plans for staff members. Randstad does not repurchase any other shares. In keeping with the relevant policy, at a leverage ratio below 1.0, an additional distribution to shareholders may take place, with the option of payment of a special dividend or repurchase of shares. This was not relevant in 2025, as the leverage ratio exceeded 1.0.

The chairman notes that there are no further questions or comments on the policy on reserves and dividends.

2f. Proposal to determine a regular dividend for the financial year 2025

The chairman addresses the proposal to determine a regular dividend for the financial year 2025, which Jorge Vazquez explained previously at agenda item 2a. It is proposed that a regular dividend of EUR 1.62 per ordinary share be distributed over the financial year 2025, representing a payout of 64% of underlying adjusted net profit. The dividend payment on preference shares B and C totals EUR 8.2 million.

The chairman notes that there are no questions or comments about the dividend proposal, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 164,190,864 votes (99.92%)
Against: 130,260 votes (0.08%)
Abstentions: 4,633 votes
The chairman notes that the meeting has adopted the dividend proposal.

3a. Discharge from liability of the members of the Executive Board for the exercise of their duties

The chairman proposes the following discharge resolution: the General Meeting of Shareholders discharges the members of the Executive Board for the exercise of their duties in the financial year 2025, insofar as the exercise of such duties is reflected in the financial statements, the annual report, or otherwise disclosed to the General Meeting and in the explanations provided at the General Meeting of Shareholders.

The chairman notes that there are no questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 143,539,801 votes (99.50%)
Against: 720,364 votes (0.50%)
Abstentions: 20,065,592 votes

The chairman notes that the meeting has granted the members of the Executive Board discharge from liability for the exercise of their duties in 2025.

3b. Discharge from liability of the members of the Supervisory Board for the exercise of their duties

The chairman proposes the following discharge resolution: the General Meeting of Shareholders discharges the members of the Supervisory Board for the exercise of their duties in the financial year 2025, insofar as the exercise of such duties is reflected in the financial statements, the annual report, or otherwise disclosed to the General Meeting, and the explanations provided at the General Meeting of Shareholders.

The chairman notes that there are no questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 143,256,664 votes (99.50%)
Against: 722,231 votes (0.50%)
Abstentions: 20,346,862 votes
The chairman notes that the meeting has granted the members of the Supervisory Board discharge from liability for the exercise of their duties in 2025.

4. Proposal to amend the remuneration policy for the Supervisory Board

The chairman gives the floor again to Annet Aris, chair of the Remuneration Committee.

Annet Aris explains the proposal:

- In 2025 the remuneration for the Technology Committee was introduced on the assumption that this committee would meet twice a year.
- Meeting at least once every quarter now turns out to be necessary.
- At the suggestion of the Remuneration Committee, the Supervisory Board proposes to align the remuneration for the committee with that of the Remuneration Committee and the Nominations Committee:
  > For the chair, from EUR 15,000 to EUR 21,000
  > For the members, from EUR 10,000 to EUR 15,000.

The chairman thanks Annet Aris for her explanation.

Mr Spanjer asks the following question :

- Given that technology is so important, it was already foreseeable last year that the committee would need to meet more frequently than 2x. Why was this not considered back then?

The chairman replies that this has resulted from evolving insights.

The chairman notes that there are no further questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 162,124,938 votes (99.88%)
Against: 188,303 votes (0.12%)
Abstentions: 2,012,516 votes
The chairman notes that the meeting has approved the proposal to amend the remuneration policy for the Supervisory Board.

5. Proposal to reappoint Sander van 't Noordende as member of the Executive Board
The detailed curriculum vitae of Sander van 't Noordende has been included in the agenda for the General Meeting of Shareholders. Sander van 't Noordende was appointed member of the Executive Board in January 2022 and has served as chair and CEO since March 2022. Under his aegis Randstad's "Partner for Talent" strategy has launched, including a clear strategic vision, several strategic priorities and a long-term perspective on value creation for all Randstad stakeholders. He is very knowledgeable about digital advances that impact the sector and Randstad's business model. Adapting the strategy is indispensable, as the sector has been experiencing both economic and continuity challenges for some time now. Randstad is therefore heading into an intensive phase of strategic implementation and change. This requires leadership, perseverance and an energetic, steadfast approach and execution. Continuing Sander van 't Noordende's contribution to Randstad is crucial. In his earlier presentation at agenda item 2a, he spoke extensively about both what has been realised over the past four years, and about what he sees as the most important focus areas for the coming period. The Supervisory Board proposes reappointing him for a second four-year term.

Mr Stevense, on behalf of the Stichting Rechtsbescherming Beleggers, asks the following questions:

- Why does Mr Van 't Noordende wish to remain affiliated with Randstad? Have head hunters ever contacted him about another job?

Sander van 't Noordende answers as follows:

- He does sometimes receive calls from head hunters but keeps all such interactions brief, because he is not interested. The main reason for the desired reappointment is to continue the strategy in progress. Randstad has been through some difficult years, and the first fruits of the new strategy are emerging. The task has yet to be completed. Now Randstad needs to continue to achieve the best result. Of course, this makes him want to commit for the next 4 years.

Mr Keyner, on behalf of the Vereniging van Effectenbezitters, makes the following comments and asks the following question

- The long-term target of a 5-6% EBITA margin still does not seem to be coming any closer. How much more patience does the Supervisory Board have?

The chairman answers as follows:

- This question is justified, although the objective has been there for a long time, since well before Sander van 't Noordende became Randstad's CEO. The Supervisory Board believes that the objective can be realised only by pursuing the strategy in progress. Randstad is transitioning from analogue to digital (AI supported) and from generalist to specialist, which should improve margins. Much has happened over the past 12 quarters, which while absolutely not cause for satisfaction, may also be relativised. Randstad's TSR performance, for example, is better than those of the other competitors. Randstad is at a crossroads, where all strategic initiatives should bear fruit. Randstad had hoped that the global economy would recover sooner. This does not mean that if that does not happen in 2 years, changes in management will result. What matters is trust based on the proof points that have been realised and evidence that the new model will work, not merely achieving the 5-6% margin. In this context, the Supervisory Board has also taken the decision to reappoint Sander van 't Noordende with the utmost confidence.

Mr Vreeken notes that the moment is right for reappointing Sander van 't Noordende, that the current CFO is a good internal successor, and that sponsoring is important for highlighting Randstad.

Mr Matteo Nicolo notes that Randstad and Adecco are currently roughly the same size. Randstad believes in the strategy of specialising, but the financial markets do not yet value this. What will Randstad do differently from Adecco?

The chairman answers as follows:

- It is not only important to consider Adecco. Randstad is aiming to take the lead on every market, while the competitors vary.

Sander van 't Noordende adds the following:

- Randstad's strategy is about specialisation, delivery excellence, digitalising, focusing on talent and the best team, which shall yield the best result.

The chairman notes that there are no further questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:

In favour: 144,844,133 votes (99.96%)
Against: 62,487 votes (0.04%)
Abstentions: 19,419,137 votes

The chairman notes that the meeting has reappointed Sander van 't Noordende as member of the Executive Board for a second four-year term, ending after the close of the General Meeting of Shareholders in 2030.

Before the chairman addresses agenda item 6, he mentions that Annet Aris is stepping down as member of the Supervisory Board. During her 8 years as a non-executive director, she has been closely involved in Randstad, especially in the strategic and organisational course of events. She has delivered a substantial contribution in the areas of strategy, digitalisation and further development of Randstad's remuneration policy. On behalf of all those involved in Randstad, he thanks Annet Aris for her exceptional contribution and wishes her all the very best for the future.

6. Proposal to appoint Martin Weiss as member of the Supervisory Board
The detailed curriculum vitae of Martin Weiss has been included in the agenda for the General Meeting of Shareholders. The Supervisory Board proposes appointing Martin Weiss as member of the Supervisory Board for a first four-year term.

Martin Weiss explains his motivation.

Mr Stevense, on behalf of the Stichting Rechtsbescherming Beleggers, asks the following questions:

- How was the recruitment process? Was a profile compiled? How did Mr Weiss find the experience?

The chairman answers as follows:

- The Nominations Committee determined a profile, compared to the profile of Annet Aris. Experience with digitalising and transformation was an important component. This profile was presented to Egon Zehnder, after which first a long list and then a short list of possible candidates was selected. The process was detailed and meticulous. The candidates spoke with the Nominations Committee, after which a proposal was presented to the entire Supervisory Board. All members of the Supervisory Board and some members of the Executive Board spoke with Mr Weiss.

Martin Weiss then describes the process, which he found to be thorough, first with Egon Zehnder and subsequently with every member of the Supervisory Board and various members of the Executive Board.

The chairman notes that there are no further questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 164,107,950 votes (99.90%)
Against: 169,077 votes (0.10%)
Abstentions: 47,785 votes

The chairman notes that the meeting has appointed Martin Weiss as member of the Supervisory Board for a first four-year term, ending after the close of the General Meeting of Shareholders in 2030.

7a. Proposal to designate the Executive Board as the authorised corporate body to issue shares and to restrict or exclude the pre-emptive right to any issue of shares

To ensure continuing financial flexibility, the Executive Board proposes, with the approval of the Supervisory Board, to the General Meeting of Shareholders to designate the Executive Board as the corporate body competent to issue shares, including granting rights to subscribe for shares and to restrict or exclude the pre-emptive right to any issue of shares, also including granting rights to subscribe for shares. This authorisation shall be granted for a period of 18 months, from the date of this General Meeting of Shareholders, i.e. until and including 27 September 2027. The existing designation on this matter – as granted by the General Meeting of Shareholders on 26 March 2025 – will expire upon the adoption of this resolution. The number of shares to be issued shall be limited to a maximum of 10% of the issued capital per 27 March 2026.

The chairman notes that there are no questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 143,723,226 votes (87.47%)
Against: 20,592,463 votes (12.53%)
Abstentions: 9,123 votes
The chairman notes that the meeting has approved the proposal.

7b. Proposal to authorise the Executive Board to repurchase shares

It is proposed that the Executive Board be authorised to repurchase shares to a maximum of 10% of the issued share capital per 27 March 2026. The ordinary shares may be acquired for a price between the nominal value and 110% of the closing price of the shares on the stock exchange of Euronext Amsterdam on the day preceding the repurchase as reported in the Official Price List of Euronext Amsterdam. Preference shares B and C may be acquired for a price between the nominal value and

110% of the issue price. This authorisation will be valid for a period of 18 months, from the date of this General Meeting of Shareholders, i.e. until and including 27 September 2027.

The chairman notes that there are no questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 164,256,310 votes (99.96%)
Against: 60,761 votes (0.04%)
Abstentions: 7,741 votes
The chairman notes that the meeting has approved the proposal.

7c. Proposal to cancel repurchased shares

It is proposed that the issued capital of the Company be reduced by cancelling (any part of) the repurchased shares up to a maximum of 10% of the issued share capital as elaborated at agenda item 7b to further optimise the capital structure of the Company. The cancellation may be effected in one or more stages and for the number of repurchased shares to be determined by the Executive Board with the approval of the Supervisory Board. Only shares held by the company may be cancelled. The cancellation(s) will take place on the date(s) to be determined by the Executive Board, taking into account the mandatory two-month opposition period for creditors. The opportunity to cancel shares will be valid for a period of 18 months, from the date of this General Meeting of Shareholders, i.e. until and including 27 September 2027.

The chairman notes that there are no further questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 164,156,996 votes (99.90%)
Against: 158,564 votes (0.10%)
Abstentions: 9,252 votes
The chairman notes that the meeting has approved the proposal.

8a. Proposal to reappoint Annelies van der Pauw as board member A of Stichting Administratiekantoor Preferente Aandelen Randstad

The curriculum vitae of Annelies van der Pauw has been included in the agenda for the General Meeting of Shareholders. In accordance with the articles of association of the Stichting, the Executive Board of Randstad N.V. proposes reappointing Annelies van der Pauw as board member A for a second four-year term. Annelies van der Pauw is unable to be present today.

The chairman notes that there are no questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 163,783,258 votes (99.68%)
Against: 532,076 votes (0.32%)
Abstentions: 9,478 votes
The chairman notes that the meeting has reappointed Annelies van der Pauw as board member A of Stichting Administratiekantoor Preferente Aandelen Randstad for a second four-year term, ending after the close of the General Meeting of Shareholders in 2030.

8b. Proposal to reappoint PricewaterhouseCoopers Accountants NV as external auditor for the financial year 2027 and to perform a limited assurance engagement of the sustainability statements 2027
It is proposed that the General Meeting of Shareholders charge PricewaterhouseCoopers Accountants NV with the task of auditing the financial statements for the financial year 2027 and to perform a limited assurance engagement of the sustainability statements 2027.

The chairman notes that there are no questions or comments, after which the vote is taken.

At the end of the meeting, after the vote has closed, the secretary announces the following results:
In favour: 164,310,446 votes (100.00%)
Against: 2,562 votes (0.00%)
Abstentions: 11,654 votes
The chairman notes that the meeting has charged PricewaterhouseCoopers Accountants NV with the task of auditing the financial statements for 2027 and to perform a limited assurance engagement of the sustainability statements 2027.

9. Any other business
Mr Spanjer asks the following question:
- Who will replace Annet Aris on the Remuneration Committee?

The chairman replies that Martin Weiss will replace her as member of the Remuneration Committee, and that the committee will then determine who will be the chair.

10. Closing
The chairman closes the meeting.