21 october 2026

3rd quarter results 2026.

continued top-line momentum drives double-digit profit growth.

sander van 't noordende, CEO
jorge vazquez, CFO

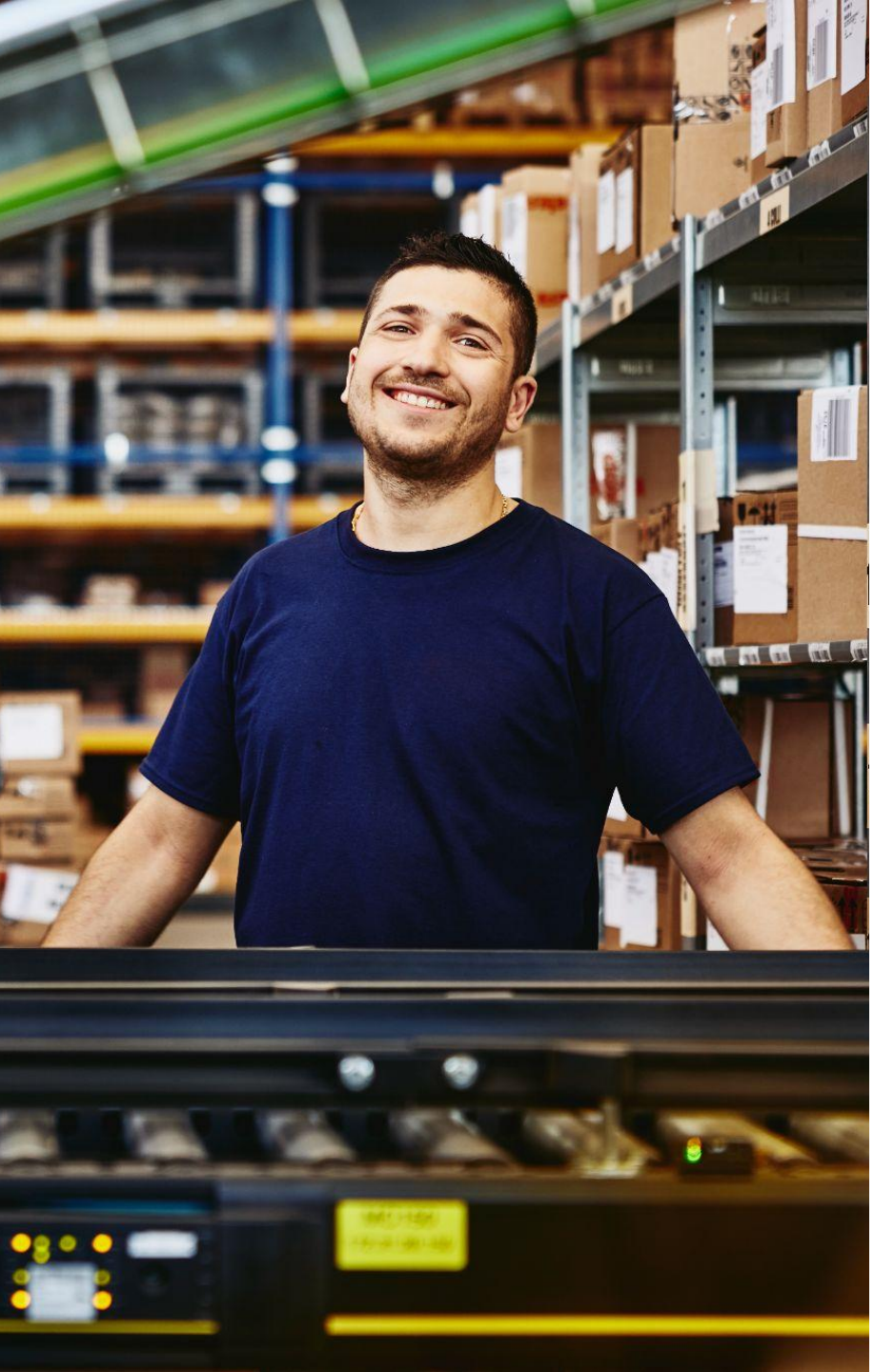
randstad

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.

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01

performance.

Partner for Talent strategy driving performance.

summary

- 75% of markets in growth
- delivery excellence driving productivity
- profitability improving year-on-year

key financials Q3 2026

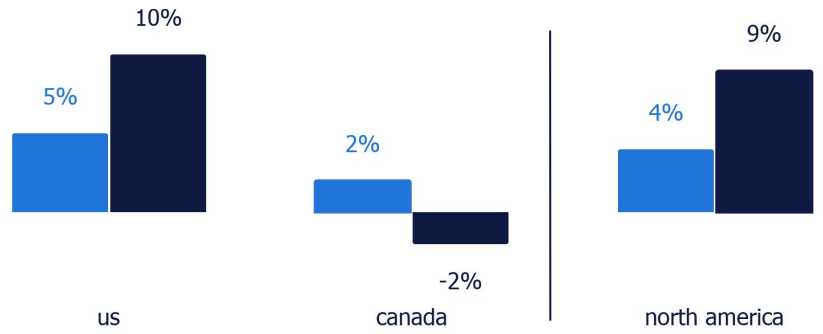
- revenue € 6.1BN at +3.9%
- underlying gross margin 17.8%
- underlying EBITA € 211M, 3.5% margin

Partner for Talent strategy impact.

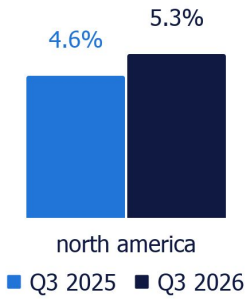
growth through specialization	growth momentum broadening in Q3’26 *large clients accelerating in logistics, e-commerce, aero & auto*
delivery excellence	14,000 more talent at work YoY *deploying AI at scale, +6% more talent per FTE in Q3’26*
digital first	digital marketplace driving strong US profit growth *2.3M self-scheduled shifts in Q3, up double-digit QoQ*
best team	one randstad team driving commercial success *€ 1.7bln net new sales wins YTD*

north america: strategy paying off.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



us: growth broadening, step up in profitability

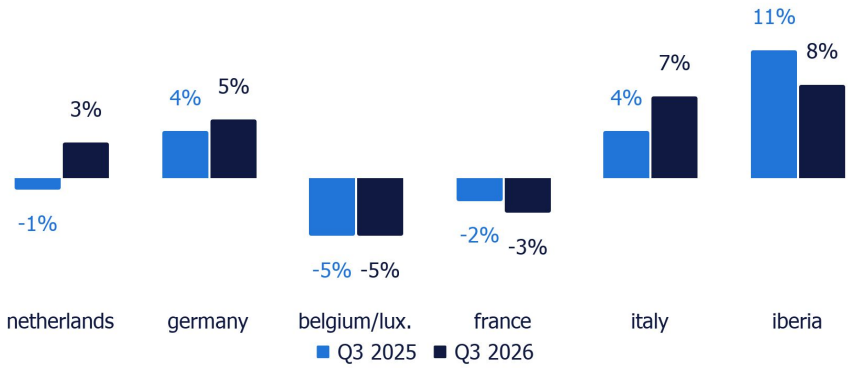
- operational: +19%, standout performance with DMP benefits and well ahead of market
- professional: back to growth, perm growing
- digital: flat growth
- enterprise: good growth driven by outplacement

canada: growth in operational offset by tougher comparables in enterprise

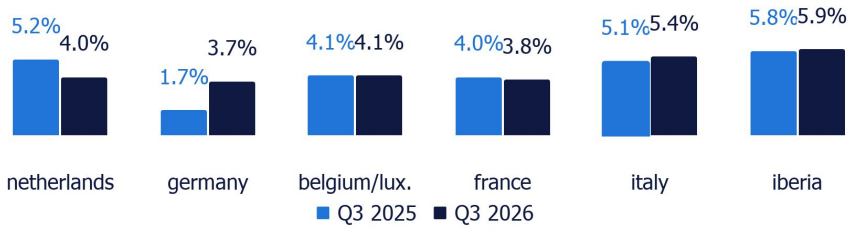
* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.
** before integration costs & one-offs.

major european markets: improving profitability in most markets.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



netherlands: good sequential improvement with solid growth in industrial, logistics and healthcare

germany: double-digit growth among large clients in auto & manufacturing, delivery excellence driving profit growth

belgium: manufacturing and auto growing, professional and perm remain soft

france: robust growth in manufacturing, e-commerce and logistics, pressure in perm and healthcare

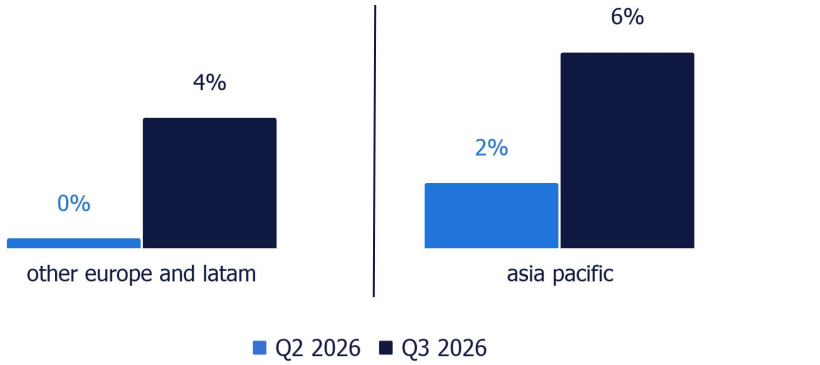
italy: improving momentum in operational

iberia: strong performance in Spain, broad based growth

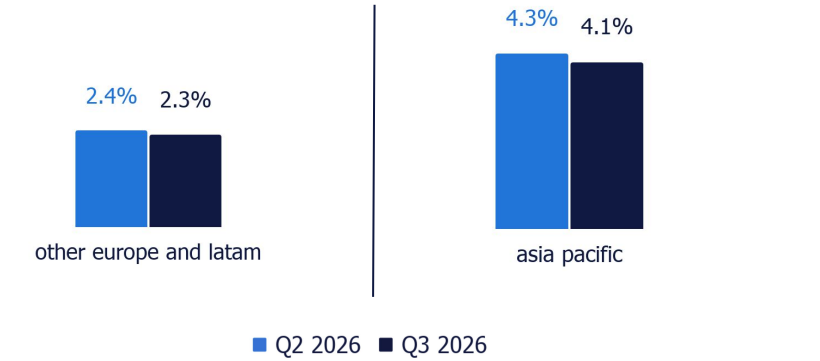
* YoY organic change is measured excluding the impact of currencies, acquisitions, disposals, and reclassifications. For revenue, the organic change has been adjusted for the number of working days.
** before integration costs & one-offs.

international markets: step up in growth.

organic revenue growth YoY, last two quarters*



EBITA margin (underlying)**



other european markets & latam

- uk: up 9%, DMP rollout progressing
- poland: down 11%, broadly stable sequentially
- switzerland: up 3%, continued momentum
- nordics: down 3%, stabilizing further
- latam: up 13%, led by brazil

apac

- japan: up 8%, strong performance operational
- australia & new zealand: up 3%, strong operational
- india: up 7%, continued growth

* 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.

Q3 2026

performance

€ million	Q3 '26	Q3 '25	% org.
revenue	6,115	5,810	+3.9%
gross profit	1,089	1,069	+1%
gross margin*	17.8%	18.4%	
operating expenses*	878	878	-1%
opex %*	14.4%	15.1%	
EBITA*	211	191	+10%
EBITA margin*	3.5%	3.3%	
integration costs & one-offs	-/- 15	-/- 38	
amortization & impairment	-/- 19	-/- 17	
net finance income (costs)	-/- 15	-/- 17	
tax expense	-/- 52	-/- 36	
reported net income**	110	83	+33%
adjusted net income	133	120	+11%

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

summary

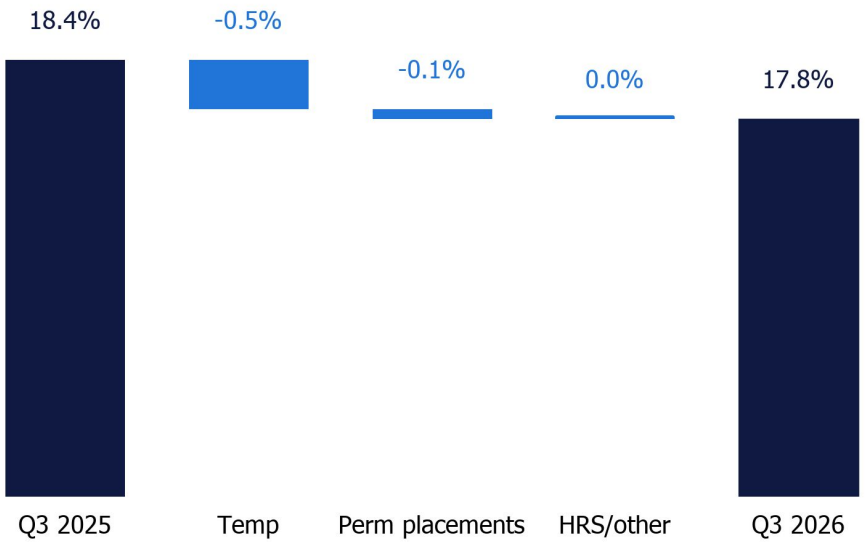
organic revenue up 3.9% YoY

- operational: +6% at € 4.2 BN
- professional: -/- 1% at € 0.9 BN
- digital: -/- 2% at € 0.6 BN
- enterprise: +6% at € 0.3 BN

EBITA € 211m, EBITA margin of 3.5%

gross margin: large client-led growth driving mix.

Q3 gross margin development YoY

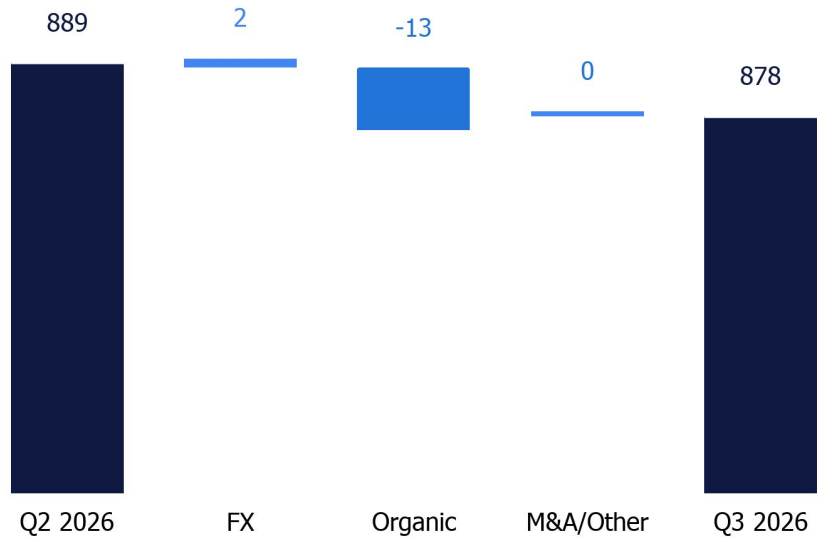


key highlights

- temp margin -50 bp YoY
  - geo & business mix
  - NL CLA impact
- perm fees -10 bp YoY
- HRS/other flat YoY

opex: building scalability to drive further operational leverage.

Q3 sequential opex bridge (€m)



key highlights

- opex down 1% YoY
- FTE QoQ stable, down 3% YoY
- L4Q icr/recovery ratio 108%
  - continued focus on delivery excellence
  - driving structural indirect costs savings

free cash flow and balance sheet.

Q3 free cash flow

- Q3 FCF € 250m (Q3 2025: € 244m)
- DSO 57.4 (Q2 2026: 57.6 days)
- ROIC: 11.2% (Q3 2025: 10.4%)

balance sheet

- net debt € 1,147m excl. lease liabilities
- leverage ratio excl. lease liabilities: 1.5x

outlook.

growth momentum

- talent at work improved through Q3
- further improvement early October

Q4 2026 outlook

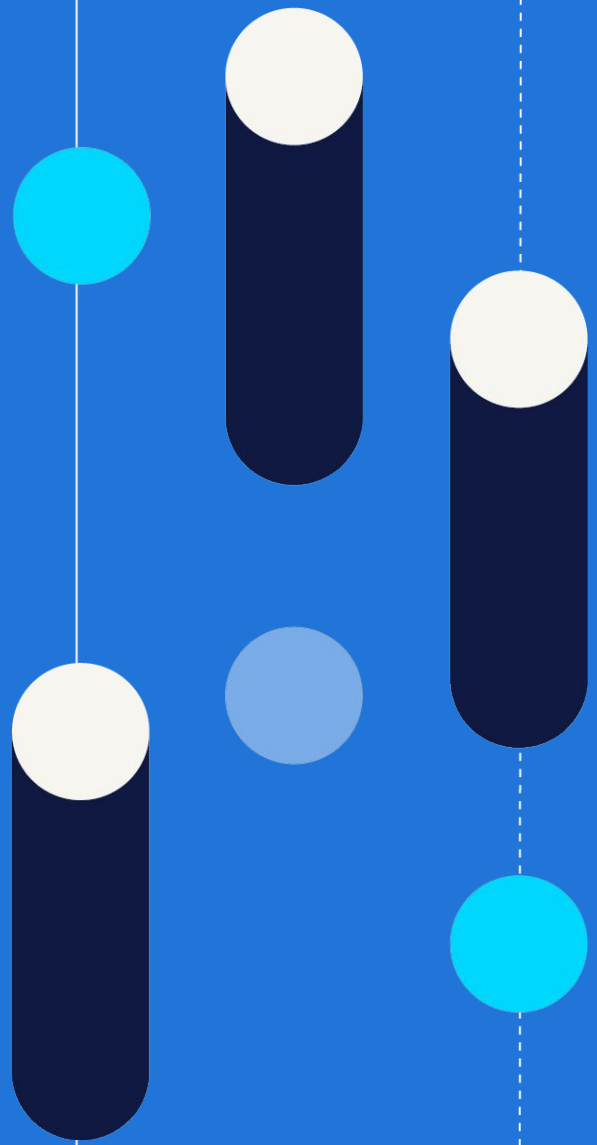
- gross margin broadly stable sequentially
- operating expenses slightly higher QoQ
- building operational leverage

03

questions & answers.

04

appendices.



corporate staff by geography.

average [1]	Q3 2026	Q3 2025 [2]
North America	6,290	6,870
Netherlands	3,580	3,880
Germany	1,610	1,910
Belgium & Luxembourg	1,880	2,000
France	3,870	4,170
Italy	3,290	3,270
Iberia	3,170	3,030
Other Europe countries and Latin America	5,430	5,580
Asia Pacific	5,400	5,370
Corporate	2,480	2,090
total	37,010	38,160

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]	Q3 2026	Q3 2025 [2]
North America	76,300	68,800
Netherlands	42,200	46,200
Germany	23,800	22,400
Belgium & Luxembourg	33,800	36,300
France	69,400	70,500
Italy	59,600	55,500
Iberia	72,700	66,500
Other Europe countries and Latin America	81,300	76,900
Asia Pacific	122,300	124,400
total	581,500	567,500

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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