



ManpowerGroup®

# Investor Presentation

September 2022



# Forward-Looking Statement

This presentation includes forward-looking statements which are subject to known and unknown risks and uncertainties. Actual results might differ materially from those projected in the forward-looking statements. Additional information concerning factors that could cause actual results to materially differ from those in the forward-looking statements can be found in the Company's Annual Report on Form 10-K dated December 31, 2021, as well as the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2022, which information is incorporated herein by reference. Forward-looking statements can be identified by forward-looking words such as "expect," "anticipate," "intend," "plan," "may," "will," "believe," "seek," "estimate," and similar expressions.

*Please note that ManpowerGroup's 2021 Annual Report on Form 10-K and Quarterly Report on Form 10-Q for the quarter ended June 30, 2022 are available online at [www.manpowergroup.com](http://www.manpowergroup.com) in the section titled "Investor Relations." This presentation includes constant currency growth rates, which are further explained in our 10-K.*

# Over 70 Years of Global Workforce Expertise

## Global Workforce Solutions Company

**Source** *IT Staffing* *Project Solutions*  
*Professional Recruiting*  
*Permanent Recruiting* *Contingent Staffing*

**Develop** *Leader Development*  
*Skills Training*  
*Talent Assessment* *Workforce Planning*

**Manage** *Career Mobility* *End-User Services*  
*Managed Service Provider*  
*Career Transition* *Recruitment Process Outsourcing*  
*Workforce Consulting*

- ▶ Providing meaningful work for over **600,000** people everyday
- ▶ Connecting **millions** of job seekers with work every year, globally
- ▶ Finding talent solutions for clients from Fortune 100 to small/medium companies



Revenues of  
**\$21 billion**



**75**

Countries &  
Territories



**2,200**

Offices



**30K**

Employees

# Globally Recognized Leader

**SCIENCE BASED TARGETS**  
Our Science Based Targets validated by SBTi as part of our commitment to achieving Net Zero by 2045 or sooner - leader in our industry

**GLASS LEWIS**  
Recognized by Glass Lewis and Sustainalytics in 2nd percentile of all companies (94 of 13,676), 1st in HR Services (#1 of 57) & 4th in Commercial Services (13 of 380)

**MSCI ESG RATINGS**  
MSCI ESG Rating upgraded to AA Leader Status

**ecovadis**  
Earned new EcoVadis ratings in 7 countries in 2021, bringing our cumulative total of Platinum, Gold and Silver ratings to 24+ countries & at the Global level in the last 5 years

**Dow Jones Sustainability Indices**  
Named to the DJSI - the gold standard for corporate sustainability leaders for 13 consecutive years

**FTSE4Good**  
Named to FTSE4Good Index for 13 consecutive years

**DEI DISABILITY EQUALITY INDEX**  
Recognized as a best place to work in the U.S. by the Disability Equality Index for the sixth consecutive year

**BEST PLACES TO WORK**  
Received a perfect score on the Corporate Equality Index for the seventh consecutive year

**Forbes**  
Right Management named Best Management Consulting Firms 2022; Canada's Best Employers 2022; World's Best Employers 2021; Best Employers for New Grads 2021; America's Best Temp Staffing Firms 2021, & Best Recruiters – Professional Search 2021

**CATALYST CHAMPIONS FOR CHANGE**  
Recognized as a Catalyst Champion for Change among 70+ companies in advancing women, particularly women of color.

**Staffing 100**  
ManpowerGroup leaders named to Staffing Industry Analysts 2021 Staffing 100 Europe, 2022 Staffing 100 North America & Latin America

**ALM**  
The only company in our industry awarded ALM Intelligence's *Pacesetter* designation, recognized for our digitally-enabled, data-driven workforce solutions

**NelsonHall**  
Earned RPO leader designation for six consecutive years and TAPFIN recognized for the fourth year as MSP leader

**PEAK MATRIX**  
Named global RPO leader for 12 consecutive years & TAPFIN recognized as MSP leader for eight consecutive years



Environment (E) Social (S) Governance (G)

Business Leader

**WORLD'S MOST ETHICAL COMPANIES**  
One of the World's Most Ethical Companies for the 13th year – more than any organization in the industry

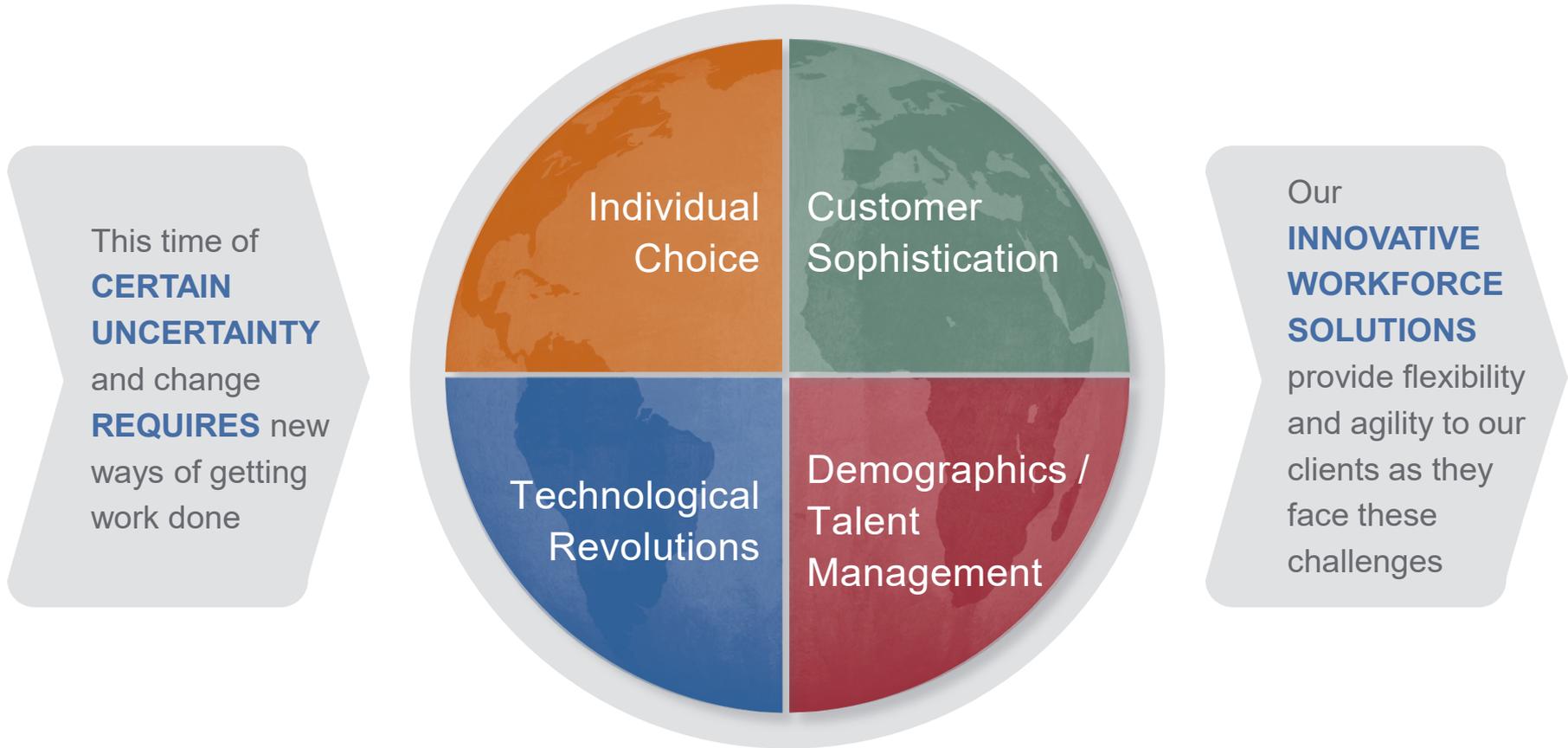
**FORTUNE**  
Ranked 165 on the 2021 FORTUNE 500

**Forbes**  
Ranked 1,835 on the 2021 Global 2000

**CSO50 WINNER 2021**  
ManpowerGroup was named a 2021 CSO50 Award Winner, recognized for our use of innovation & a people-first approach to solving today's security challenges.

**CORPORATE GOVERNANCE AWARDS**  
Nominated for Corporate Governance Awards 2020 for Best Compliance & Ethics Program by Corporate Secretary

# Forces Driving Client Priorities



# Our Vision, Strategy and Values



ManpowerGroup

We lead in the creation and delivery of **INNOVATIVE WORKFORCE SOLUTIONS** and services that enable our clients to win in the changing world of work.

VISION



ManpowerGroup

Deliver **INNOVATIVE WORKFORCE SOLUTIONS** to our large global and local clients by leveraging our:

- Global Footprint
- Extensive Portfolio of Products/Offerings
- Collaborative Organization Model

STRATEGY



ManpowerGroup

VALUES



People  
Knowledge  
Innovation

# Strong and Connected Brands



We are a world leader in innovative workforce solutions and services, helping clients win through our family of brands and offerings.



**57% of GP<sup>1</sup>**

Leverage our trusted brand, while driving relentless efficiency / productivity

- Targeted sales
- Permanent recruitment growth
- Multi-channel delivery
- Centers of recruiting excellence



**43% of GP<sup>1</sup>**

Drive higher growth and gross margin while investing more in changing our business mix

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Core growth in Experis IT</li> <li>• A global leader in IT Resourcing / Services</li> <li>• Innovative talent resourcing</li> <li>• Permanent recruitment growth</li> <li>• Delivery excellence</li> </ul> | <ul style="list-style-type: none"> <li>• RPO, Tapfin MSP, Right Management</li> <li>• Expert workforce solutions that deliver performance</li> <li>• Tailored solutions to improve the effectiveness of organizations and individuals</li> </ul> |
|---|--|

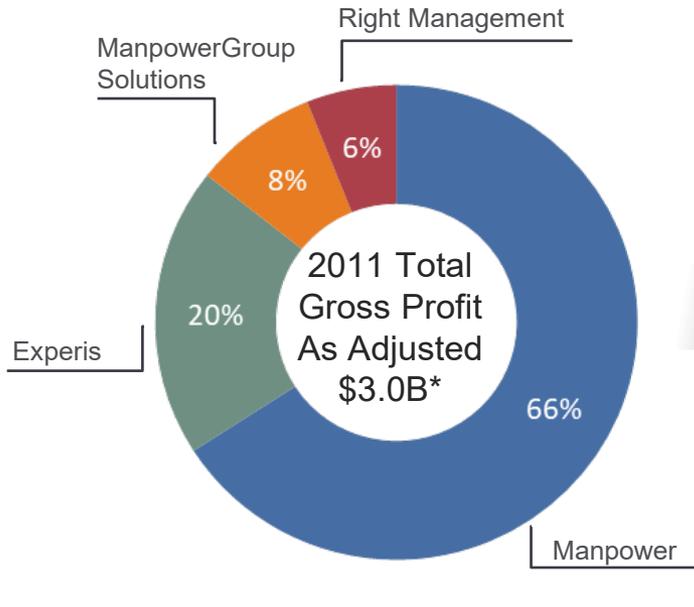
**Digitally-Fueled Transformation**

**Sustainability, Mission and Values**

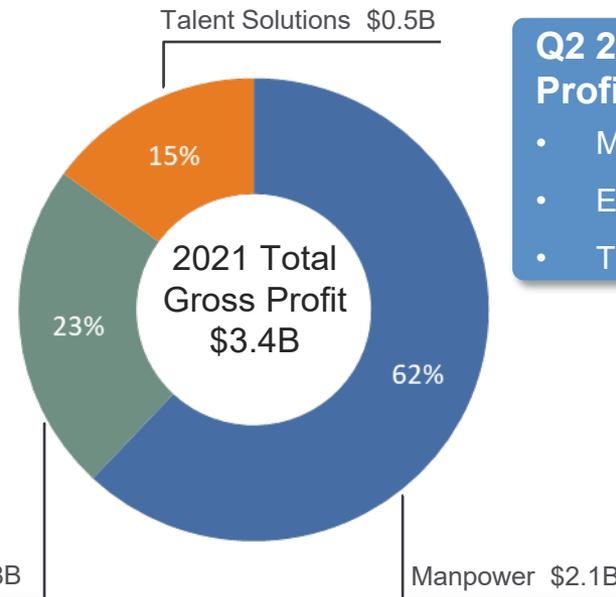
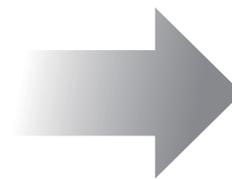
(1) Reflects Q2 2022 financials.

# Shift Toward Higher Value Solutions and Services

2011 Gross Profit Mix



2021 Gross Profit Mix



**Q2 2022 Gross Profit Mix:**

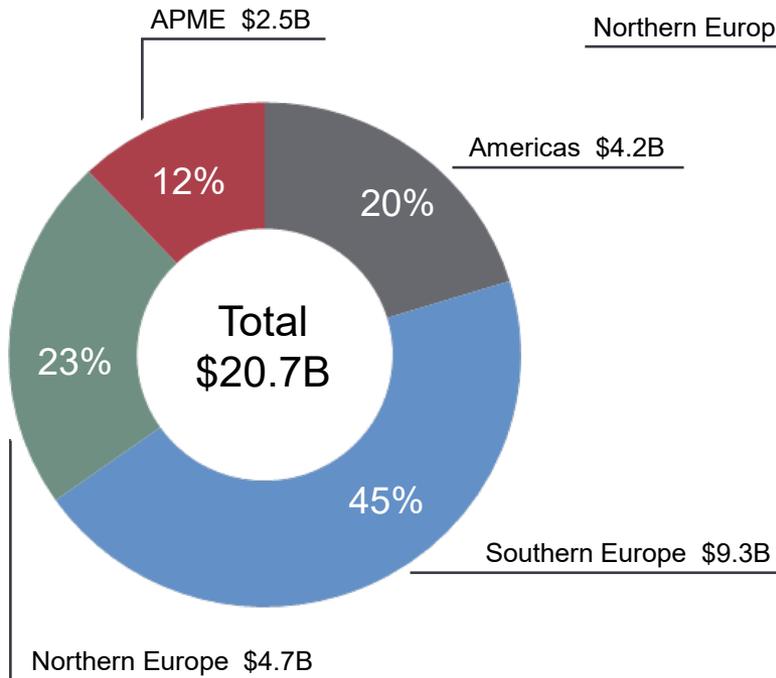
- Manpower: 57%
- Experis: 27%
- Talent Solutions: 16%

\* Amount calculated using 2021 exchange rates

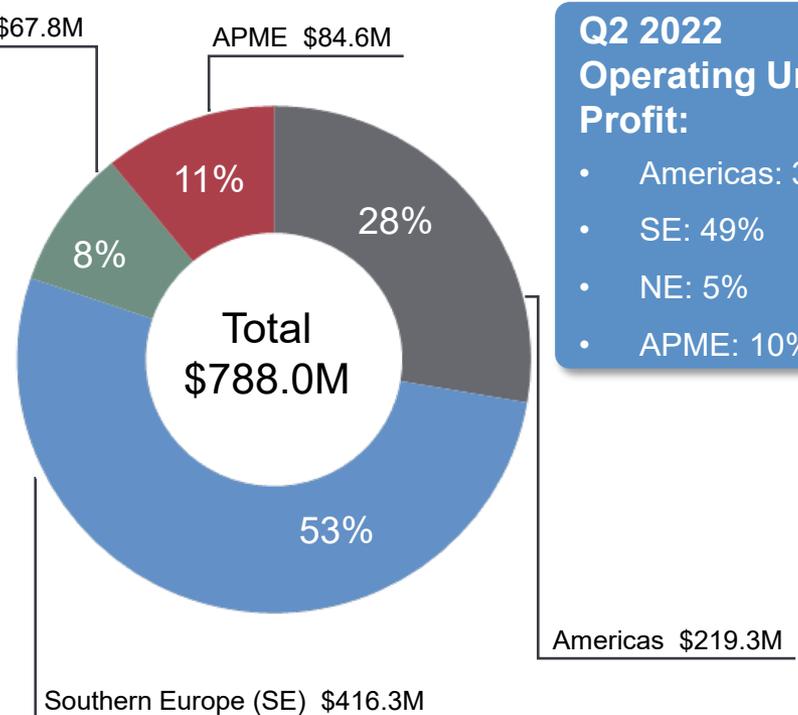
- ★ Strategic progression of our business now reflects Experis and Talent Solutions at 43% of mix with Manpower at 57% (Q2 2022)
- ★ Market-leading Recruitment Processing Outsourcing and Managed Service Provider offerings.
- ★ Experis Professional Services is predominately IT.
- ★ Permanent recruitment represents 17.2% of total Gross Profit in 2021.

# Strength Through Geographic Diversification

## 2021 Segment Revenues



## 2021 Operating Unit Profit<sup>(1)</sup>



### Q2 2022 Operating Unit Profit:

- Americas: 36%
- SE: 49%
- NE: 5%
- APME: 10%

(1) Excludes restructuring costs, acquisition transaction costs and the net impact of integration and transaction costs as detailed in our earnings release and further explained on our website. As reported, OUP was as follows: \$763.9M, Americas \$195.2M (26%), Southern Europe \$416.3M (54%), Northern Europe \$67.8M (9%), and APME \$84.6M (11%).

# Our Acceleration Plan – DDI

## Diversification

- Accelerate growth of higher margin business in all brands
- Push for relentless efficiency and productivity across all brands

- Experis
- Talent Solutions
- Manpower Perm and Convenience

## Digitization - at an accelerated pace

- Better tools enabling deeper relationships with clients and candidates
- Data assets and insight delivering new, differentiated value for stakeholders
- Source and place more talent; predict match and performance more accurately

- Global technology implementations

## Innovation - an engine for growth, progress and change

- Sustainable competitive advantage as client and candidate expectations evolve
- Create new differentiation, add value and scale

- MyPath
- Assessments
- Data & Analytics

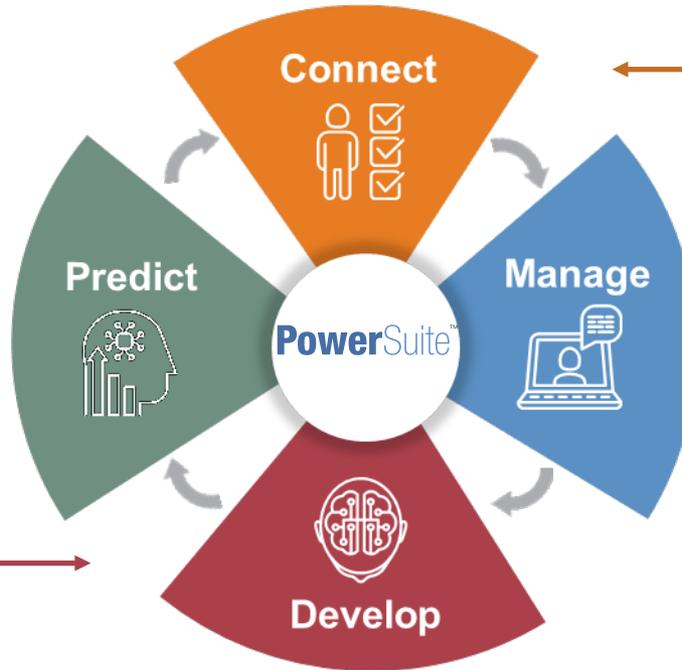
# PowerSuite

# PowerSuite™

ManpowerGroup's integrated HR tech stack provides competitive advantage with the rapid deployment of best in class technology together with deep and broad workforce expertise.

**Predict:** Help people understand their potential and anticipate an organization's workforce needs using data, analytics and AI

**Develop:** Engage and develop people through personalized career development



**Connect:** Superior candidate experience to attract and source the diverse talent our clients need

**Manage:** Manage, engage and motivate people while optimizing HR processes

- Optimized HR processes
- Increased efficiency
- Decreased costs
- Reduced risk
- Accelerated speed
- Improved client and candidate experience

# MyPath

By prioritizing value-added activities, the MyPath talent pool now represents **32% of the Manpower talent pool** in certified countries and continues to grow.

- The program's impact grew **nearly 46% over the last four quarters** and has affected **over 168K+ lives** since its inception.

- MyPath participants are more productive; **47% better utilized** and **13% higher reassignment rate over the last four quarters** when compared to non-participants.

- Over **12K clients** participated in our Associate recognition program, which drove positive associate performance outcomes.
- Recognized Associates were **3x more likely to be promoted** and **65% more likely to convert to perm.**

**168K+**

LIVES IMPACTED  
(including alumni)

**47%**

BETTER UTILIZATION  
than non-MyPath  
participants

**12K+**

CLIENTS PARTICIPATED  
in recognition program

# Working to Change the World Plan

**Working to Change the World** is an evolution of our Sustainability Strategy to encompass broader environmental and governance priorities in line with common metrics around ESG - focusing on those areas most material and of highest impact to those we serve.

## Planet

- Reduce absolute scope 1 & 2 GHG emissions by 60% by 2030
- Reduce absolute scope 3 GHG emissions by 30% by 2030
- Committed to reaching Net Zero emissions by 2045

## People & Prosperity

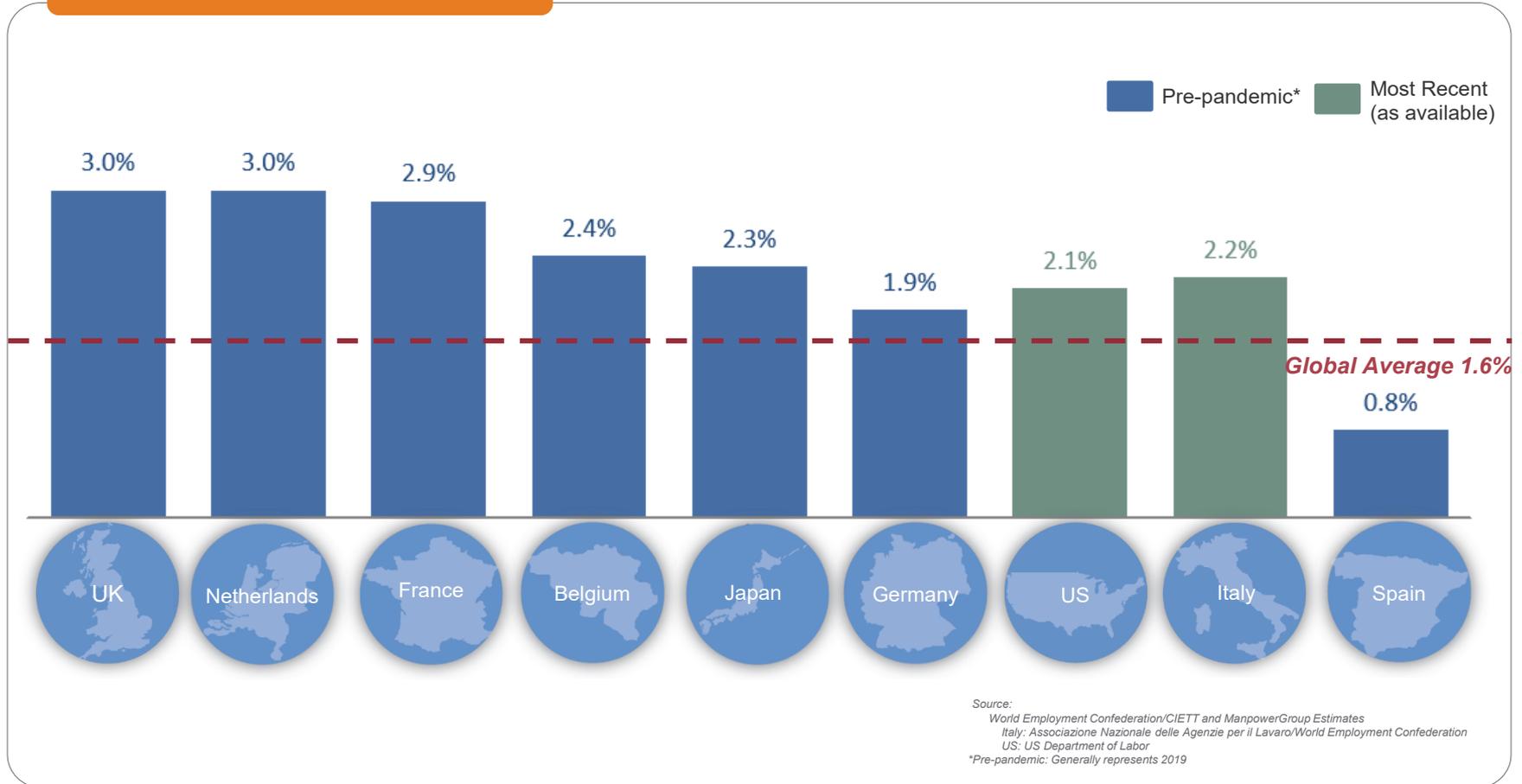
- Creating a skilled talent pipeline for the future
- Championing diversity, equity, inclusion & belonging
- Improving employability and prosperity in our communities

## Principles of Governance

- Running a responsible, transparent business
- Setting high ethical standards for our industry
- Embedding strong oversight structure across global network

# Secular Trends Providing More Opportunity Globally

## Penetration Rates



**Previous peak penetration rates are generally exceeded in the subsequent economic cycle. Favorable workforce trends are expected to drive penetration rates beyond pre-pandemic levels**



# Financial Update

# Financial Summary

## Q2 Financial Highlights, As Adjusted<sup>(1)</sup>

<p>▼ -4%</p> <p>▲ 6% CC</p>	Revenue <b>\$5.1B</b>
<p>▲ 190 bps</p>	Gross Margin <b>18.2%</b>
<p>▲ 11%</p> <p>▲ 22% CC</p>	EBITA <sup>(2)</sup> <b>\$193M</b>
<p>▲ 50 bps</p>	EBITA <sup>(2)</sup> Margin <b>3.8%</b>
<p>▲ 8%</p> <p>▲ 20% CC</p>	Operating Profit <b>\$183M</b>
<p>▲ 40 bps</p>	OP Margin <b>3.6%</b>
<p>▲ 16%</p> <p>▲ 28% CC</p>	EPS <b>\$2.33</b>

(1) Excludes the net impact of integration costs of \$2.7M (\$2.1M net of tax) in Q2 2022. As reported, EBITA was \$190M (+9%, +21% CC), EBITA Margin was 3.7% (+40 bps), Operating Profit was \$181M (+6%; +18% CC), Operating Margin was 3.6% (+40 bps), and EPS was \$2.29 (+13%, +26% CC).

(2) EBITA is a non-GAAP financial measure and is defined herein as Operating Profit before Amortization of Intangible Assets.

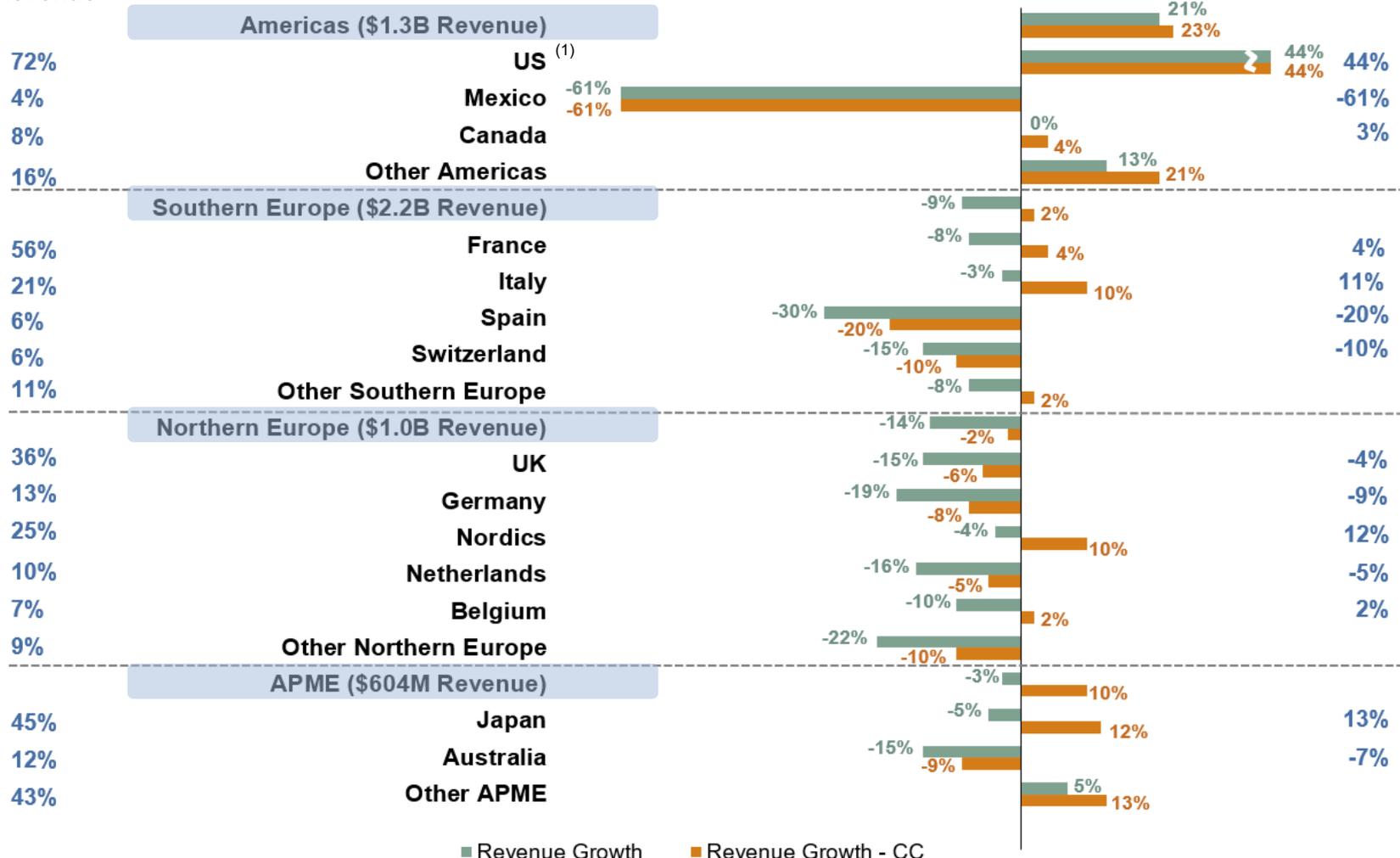
Throughout this presentation, the difference between reported variances and Constant Currency (CC) variances represents the impact of changes in currency on our financial results. Constant Currency is further explained in the Form 10-K on our website.

# Financial Summary

## Q2 Revenue Growth YOY

% of Segment Revenue

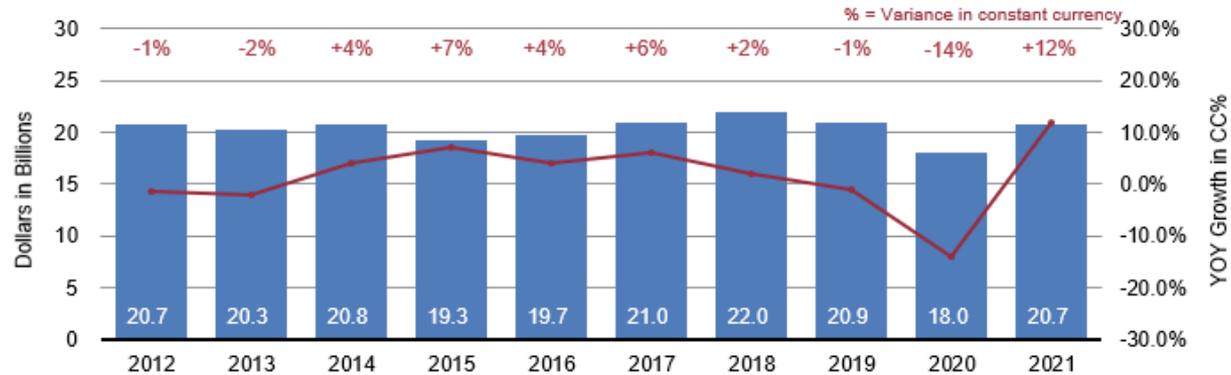
Average Daily Revenue Growth - CC



(1) On an organic basis, revenue for the US increased 12% and ADR increased 12%.

# Historical Trends

## Revenue



## EBITA As Adjusted<sup>(\*)</sup>



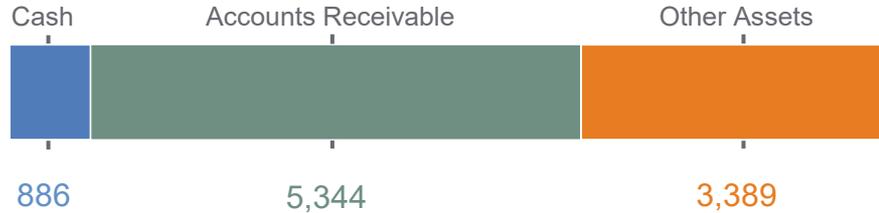
\* EBITA As Adjusted for items shown on the Financial Measures on our website. As reported, EBITA was \$610M in 2021, \$215M in 2020, \$675M in 2019, \$832M in 2018, \$824M in 2017, \$781M in 2016, \$722M in 2015, \$753M in 2014, \$546M in 2013 and \$448M in 2012; and EBITA% was 2.9%, 1.2%, 3.2%, 3.8%, 3.9%, 4.0%, 3.7%, 3.6%, 2.7% and 2.2%, respectively.

- 2021 experienced significant improvement coming out of the pandemic.
- We remain committed to seizing growth opportunities aligned with our strategy, improving leverage on that growth and building on our leading global workforce solutions position.

# Balance Sheet

June 30, 2022 (\$ in millions)

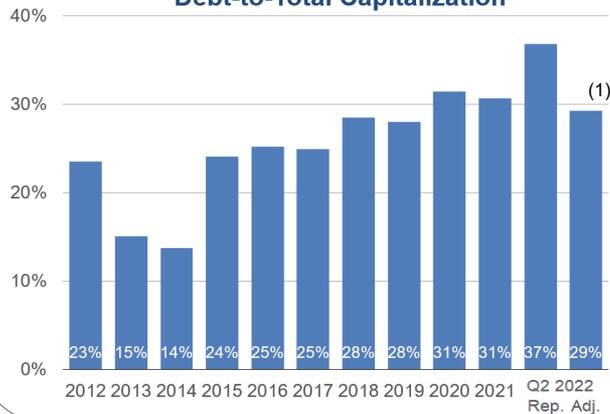
Assets 9,619



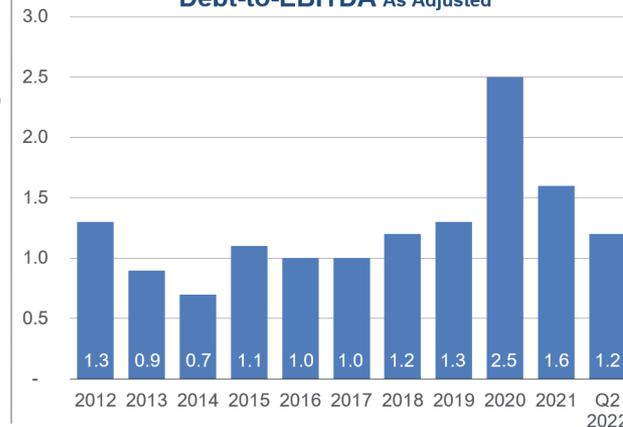
Liabilities & Equity 9,619



Debt-to-Total Capitalization



Debt-to-EBITDA As Adjusted\*



(1) Long term debt was temporarily increased by €400M on June 30th when we issued the €400M of Euro notes due 2027 to refinance the €400M of Euro notes scheduled to mature in September 2022. The notes due in September 2022 were repaid with cash in July 2022. Q2 adjusted total debt and total debt to capitalization columns reflect underlying debt and cash levels before the issuance on June 30th.

\* EBITDA As Adjusted amounts exclude the impact of global restructuring costs and other certain items further explained on our website.

**Strong balance sheet with good liquidity to support future growth**

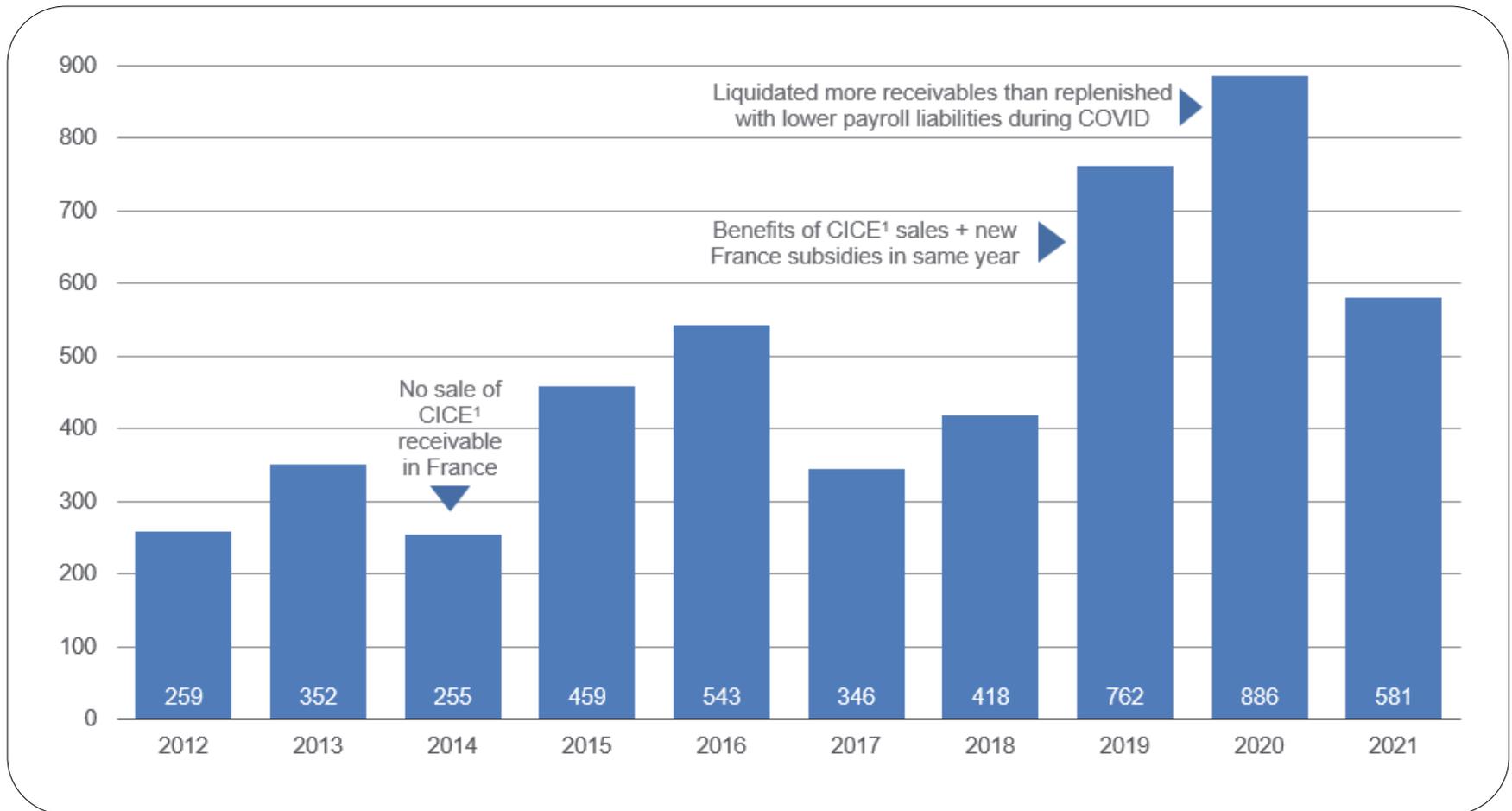
- Cash of \$886M
- Total debt-to-total capitalization at 37% (29% as adjusted) (Q2 2022)
- Debt-to-EBITDA As Adjusted\* of 1.2x

**Focused on reducing capital deployed**

- Cost of accounts receivable included in all client profitability analyses and management incentive calculations

# Free Cash Flow

(\$ in millions)



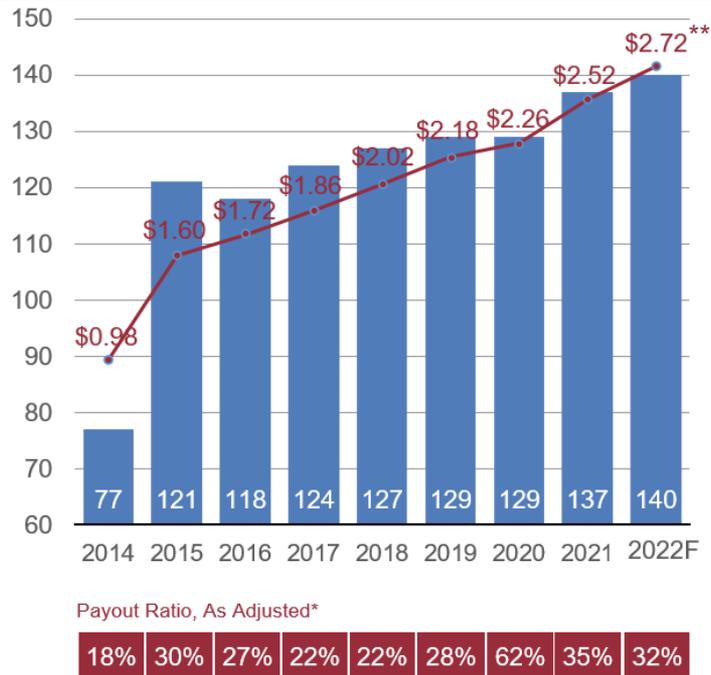
**Strong cash flow with counter-cyclical features provides liquidity entering into recessionary cycles.**

<sup>1</sup> *Crédit d'impôt pour la compétitivité et l'emploi (Competitiveness and Employment Tax Credit)*

# Returning Cash to Shareholders

(\$ in millions, except share and per share amounts)

## Dividends



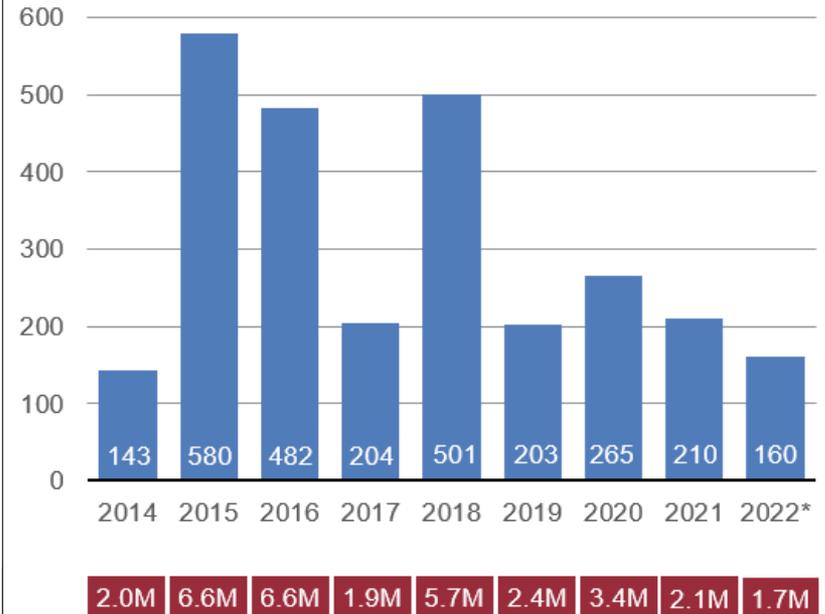
- Strong dividend performance. Current yield of 3.6%.\*\*\*
- Annual dividends increased every year over the last 10 years.

\*Annual dividend payout per share divided by earnings per share-diluted, as adjusted for items shown on the Financial Measures on our website. 2022 payout ratio is based on the Bloomberg consensus as of July 2022.

\*\* 2022 dividend estimate based on \$1.36 per share semi-annual dividend declared on May 6, 2022.

\*\*\* Yield based on July 22, 2022 price of \$75.70

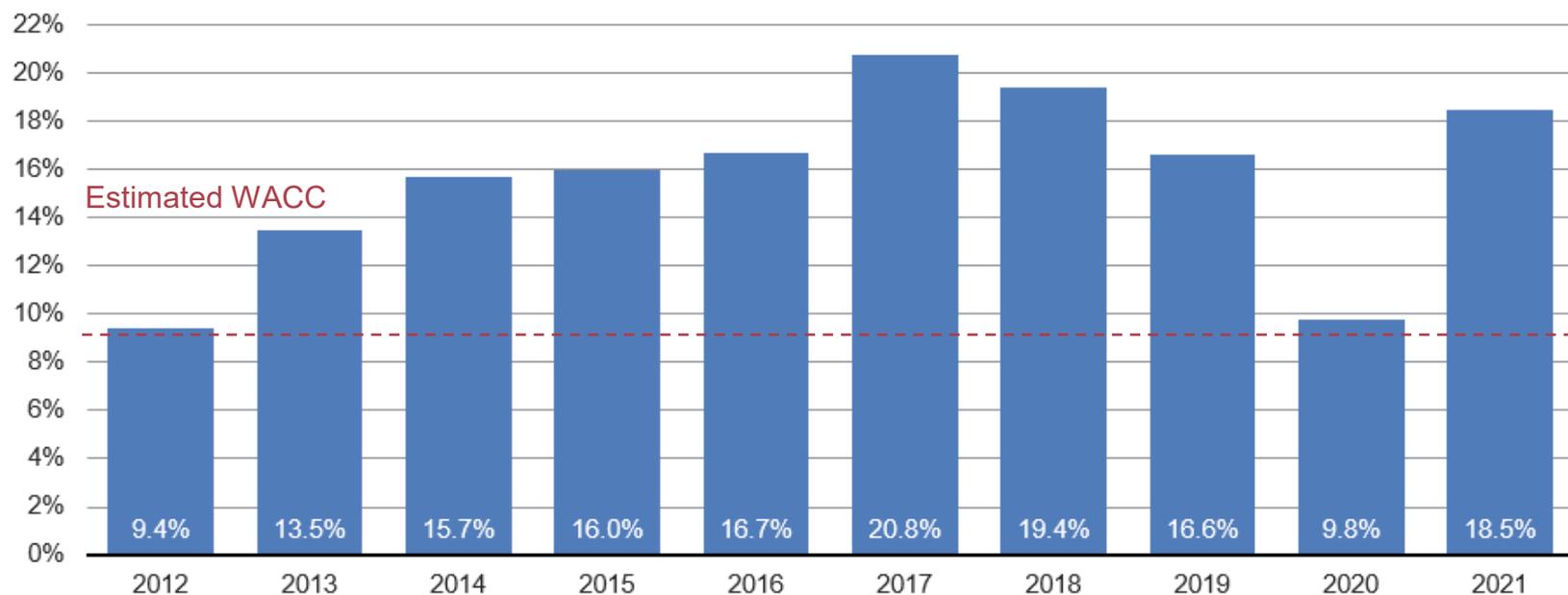
## Share Repurchases



- 1.7M shares repurchased in first half of 2022; 30.4M shares (39% of outstanding) repurchased from 2015.
- 3.5M shares remain authorized for repurchase under the August 2021 authorization.

\*As of June 30, 2022

# Return on Invested Capital\* (ROIC)



- Capital efficiency metric, currently measured by ROIC, has been included in the executive team and global management annual incentive plans for over 20 years.
- Rigorous cash management with a focus on DSO reduction.
- Primary driver of ROIC improvement is operating profit after tax growth.

*\*Defined here as operating profit after tax divided by the average monthly total of net debt (total debt less cash) and equity for the year, as adjusted for items shown on the Financial Sheet on our web site.*

# Financial Targets

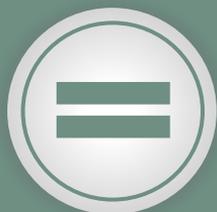
**Revenue  
Growth**



**Market**

- Exceed or maintain key market revenue growth
- Disciplined profitable growth
- Focus on improvement in client mix

**EBITA  
Margin**



**4.5% - 5.0%**

- Assumes stable economic environment and consistent revenue growth and pricing
- Growth driven by:
  - gross profit improvement
  - continued steady efficiency/productivity enhancements

**ROIC**



**15%**

- Disciplined capital allocation to achieve a return well above cost of capital
- Rigorous cash management with a focus on DSO
- EBITA margin growth enabled
- Capital efficiency metric in Executive Team and Global Management incentive plans for over 20 years

# ManpowerGroup Strengths

-  Globally Recognized Industry Leader
-  Positive Secular Trends
-  Strong Assets, Connected Brands and World-Leading Offerings
-  A Global Leader in IT Resourcing and Services
-  Experienced Management

# Appendix

# Industry Vertical Composition – Q2 2022

