



INVESTOR PRESENTATION | MAY 2020



ManpowerGroup®

# 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, 2019, as well as the risks and uncertainties arising from the COVID-19 global pandemic and related governmental actions that are discussed in the Company's Periodic Report on Form 10-Q filed on May 8, 2020, 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 2019 Form 10-K is 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.*

# 70 Years of Global Workforce Expertise

## Global Workforce Solutions Company

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

**Develop** *Leader Development*  
*Talent Assessment* *Skills Training*  
*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 small/medium to Fortune 100 companies



Revenues of  
**\$21 billion**



**75**

Countries &  
Territories



**2,500**

Offices



**28K**

Employees

# Globally Recognized Leader



One of the World's Most Ethical Companies for the eleventh year



Named one of FORTUNE Magazine's Most Admired Companies for the seventeenth year



Named to FTSE4Good Index for eleven consecutive years



Earned RPO leader designation for six consecutive years and TAPFIN is recognized for the third year as MSP leader



Named to the DJSI - the gold standard for corporate sustainability leaders for eleven years



Named global RPO leader for ten consecutive years and TAPFIN is recognized as MSP leader for the sixth consecutive year



Platinum EcoVadis CSR rating at Global Level, with Gold or Silver ratings in 20 countries



Ranked 141 on the 2019 FORTUNE 500



One of America's Best Employers for Diversity in 2019



Ranked 1,330 on the 2019 Global 2000



Received a perfect score on the Corporate Equality Index for the fifth consecutive year



One of America's Top Corporations for Women's Business Enterprises for ten consecutive years



Recognized by 2020 Women on Boards campaign as a Winning "W" Company since 2011



One of Corporate Responsibility magazine's 100 Best Corporate Citizens since 2014

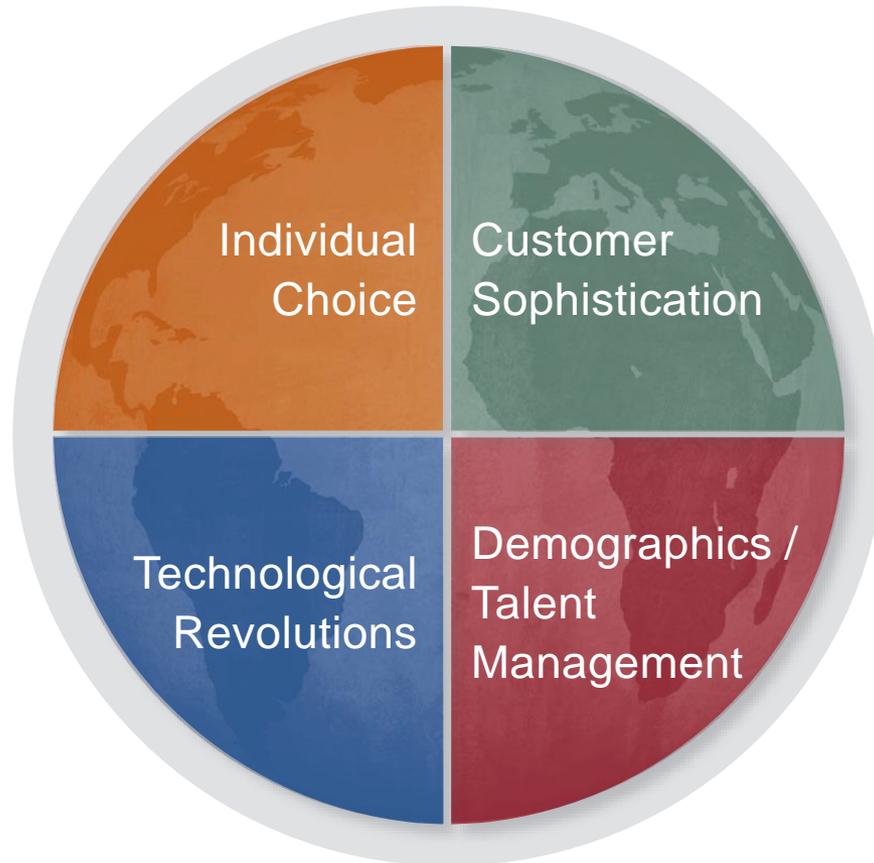


Named one of the Best Places to Work for disability inclusion on Disability Equality Index since 2016



Goldman Sachs JUST ETF Index & Impact Shares NAACP Minority Empowerment ETF

# Forces Driving Client Priorities



This time of **CERTAIN UNCERTAINTY** and change **REQUIRES** new ways of getting work done

Our **INNOVATIVE WORKFORCE SOLUTIONS** provide flexibility and agility to our clients as they face these challenges

# 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:

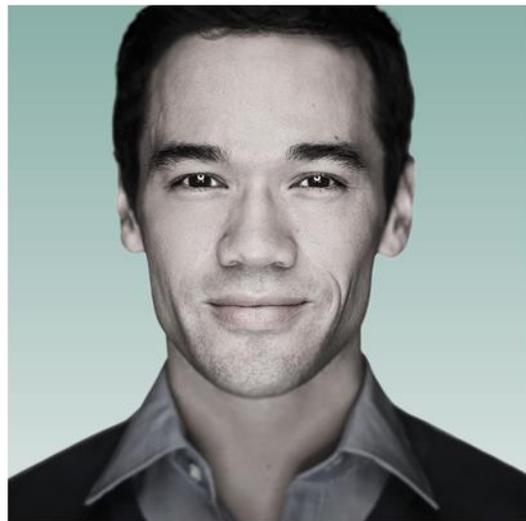
- Global Footprint
- Extensive Portfolio of Products/Offerings
- Collaborative Organization Model

STRATEGY



ManpowerGroup

VALUES



People  
Knowledge  
Innovation

# Powering the Future of Work – Enabled by Technology



Enhanced digital experience through ManpowerGroup Digital Ecosystem



**DATA ANALYTICS**



**NEXT GEN APPLICATION**



**DATA CENTER CONSOLIDATION  
FOCUS ON CYBERSECURITY**

Enabling employees to efficiently deliver a personalized candidate experience and valuable insights for clients

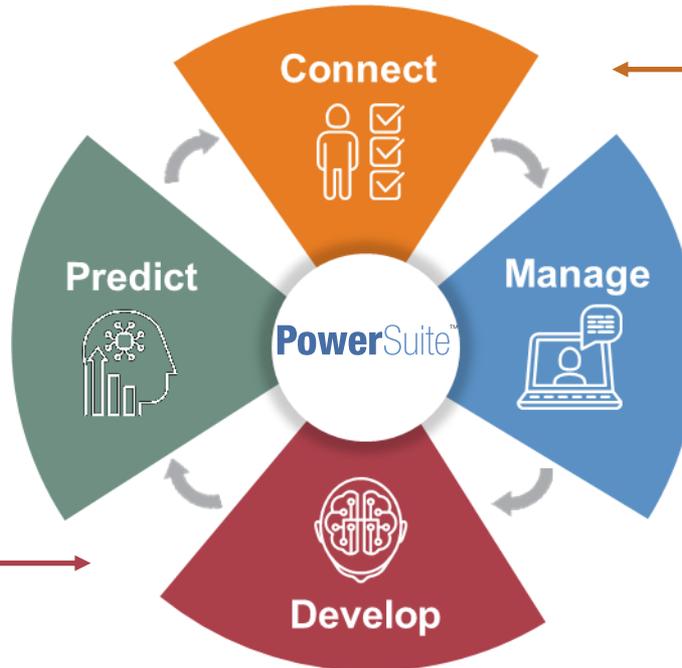
# PowerSuite

# 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

**MyPath is building the talent pool of the future** - providing people with career progression, developing skills for growth sectors, increasing earning potential through fast-track learning, on the job training and certification.

## Rapid expansion in 2020

France	Canada	Spain
USA	Italy	Netherlands
India	Norway	Belgium
Mexico	UK	Japan

- More **SKILLED** talent pool for clients
- Higher **UTILIZATION** of talent
- Increased **REASSIGNMENT** rates
- Better **MATCH**, more satisfied clients and candidates
- Greater **PRODUCTIVITY** of associates and talent agents

# Talent Solutions



Talent  
Solutions  
ManpowerGroup®

**Talent Solutions** combines three of our current global offerings to leverage our deep expertise in RPO, Tapfin MSP and Right Management. We intend to create higher value and new solutions addressing our clients' complex global workforce needs



# Strong and Connected Brands



ManpowerGroup®

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



Manpower®

## 65% of GP

Leverage our trusted brand, while driving relentless efficiency / productivity

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



Experis®  
ManpowerGroup



Talent  
Solutions  
ManpowerGroup®

## 35% of GP

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

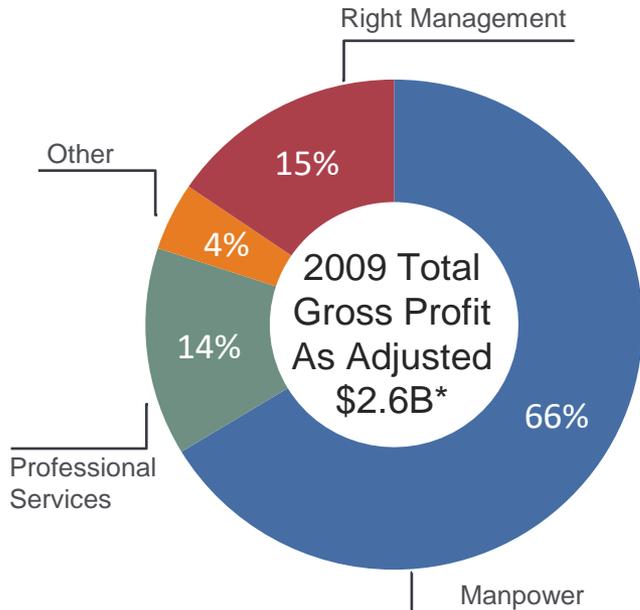
- Core growth in Experis IT
- Innovative talent resourcing
- Permanent recruitment growth
- Delivery excellence
- RPO, Tapfin MSP, Right Management
- Expert workforce solutions that deliver performance
- Tailored solutions to improve the effectiveness of organizations and individuals

**Digitally-Fueled Transformation**

**Sustainability, Mission and Values**

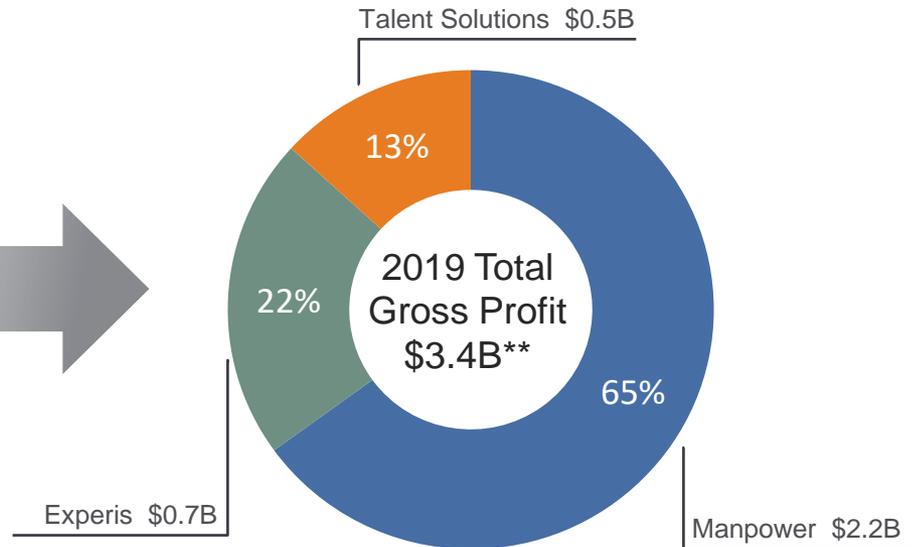
# Shift Toward Higher Value Solutions and Services

2009 Gross Profit Mix



\* Amount calculated using 2019 exchange rates

2019 Gross Profit Mix

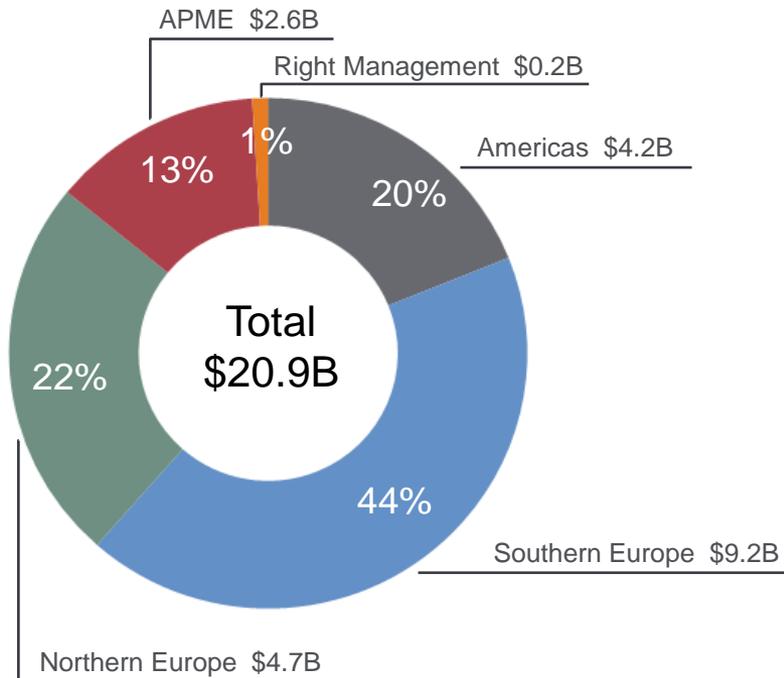


\*\* The 2019 pie chart reflects the restated brand composition announced on the January 31, 2020 earnings call

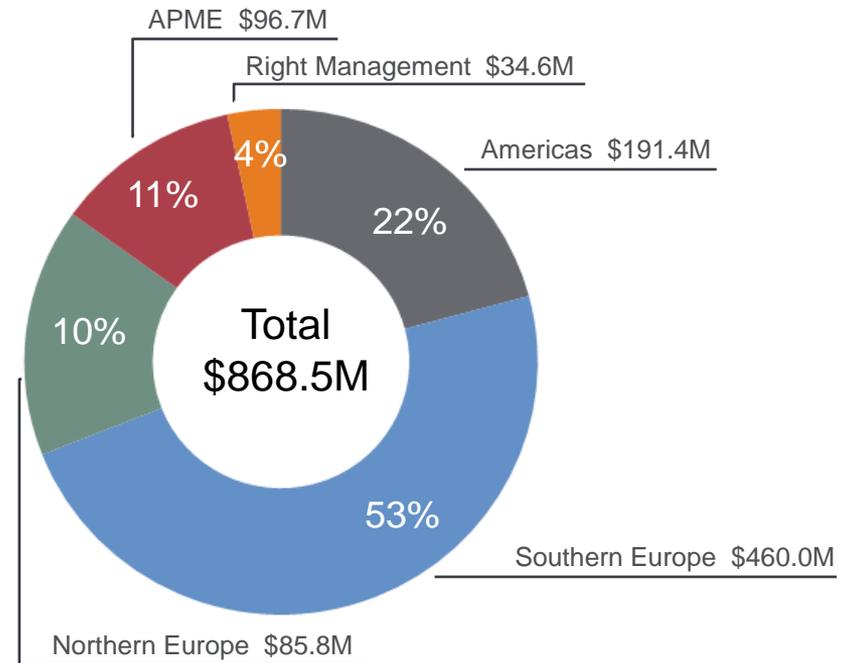
- ★ Strong growth in our higher value solutions and services.
- ★ Market-leading Recruitment Processing Outsourcing and Managed Service Provider offerings.
- ★ Proservia end-user services offering expanding across Europe with strong growth in France.
- ★ Permanent recruitment represents 15.9% of total Gross Profit in 2019.

# Strength Through Geographic Diversification

## 2019 Segment Revenues



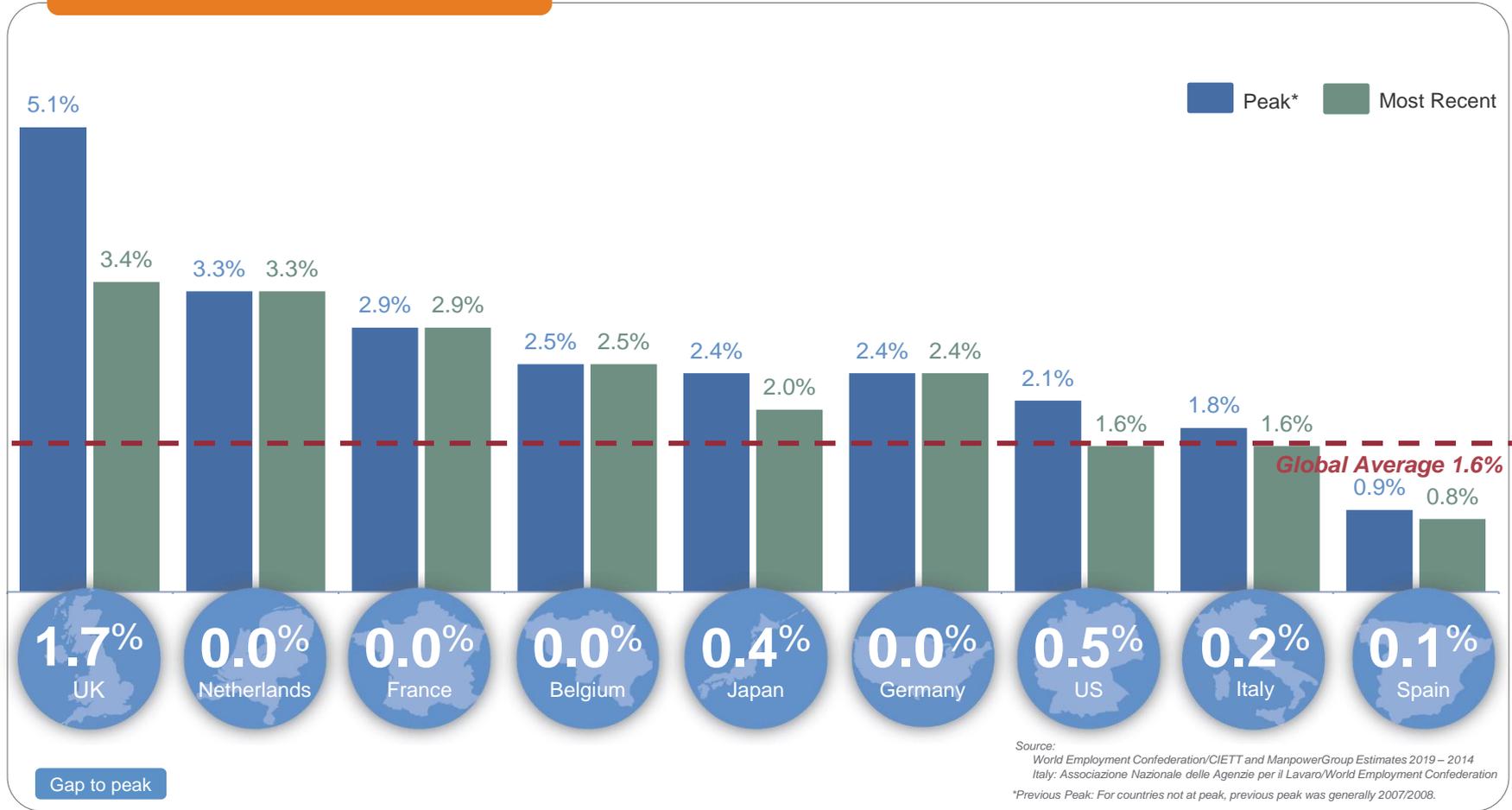
## 2019 Operating Unit Profit<sup>(1)</sup>



(1) Excludes restructuring costs, the net impact of the gain from our Greater China IPO and the impact of goodwill impairment and other charges as detailed in our earnings release and further explained on our web site. As reported, OUP was as follows: \$860.6M, Americas \$186.3M (22%), Southern Europe \$454.6M (53%), Northern Europe \$67.1M (8%), APME \$122.6M (14%), and Right Management \$30.0M (3%).

# Secular Trends Providing More Opportunity Globally

## Penetration Rates



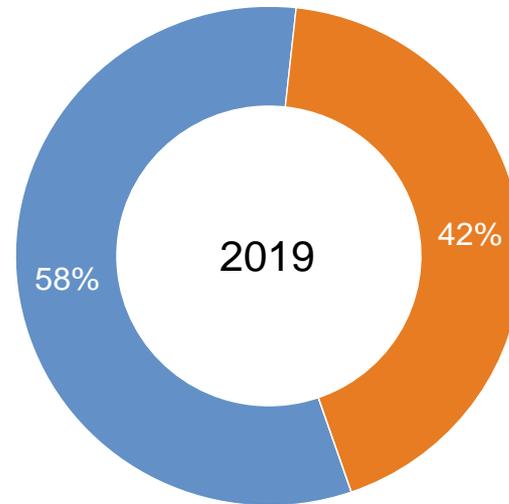
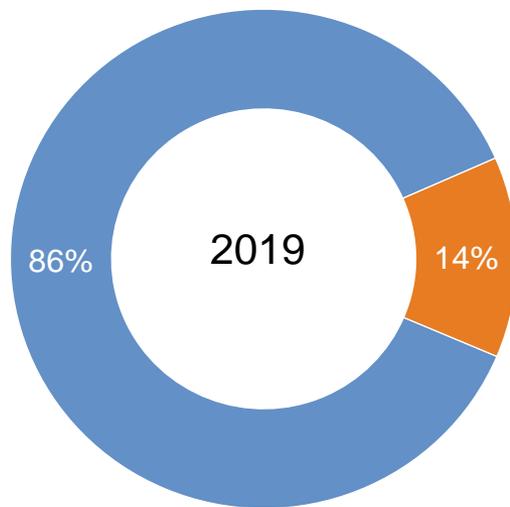
**Favorable workforce trends are expected to drive penetration rates beyond previous peak levels**

# Emerging Market Investments Delivering Strong Returns

## Emerging Markets Revenue

## Emerging Markets Billable Hours

Represents 14% of company revenues and 42% of billable hours.



- As the emerging markets population expands and labor rates equalize, we expect to see significant revenue and profitability growth.
- Leading market position with 270 offices across 22 emerging markets generating revenues of \$2.9B in 2019.



# FINANCIAL UPDATE

# Financial Summary

## Q1 Financial Highlights<sup>(1)</sup>

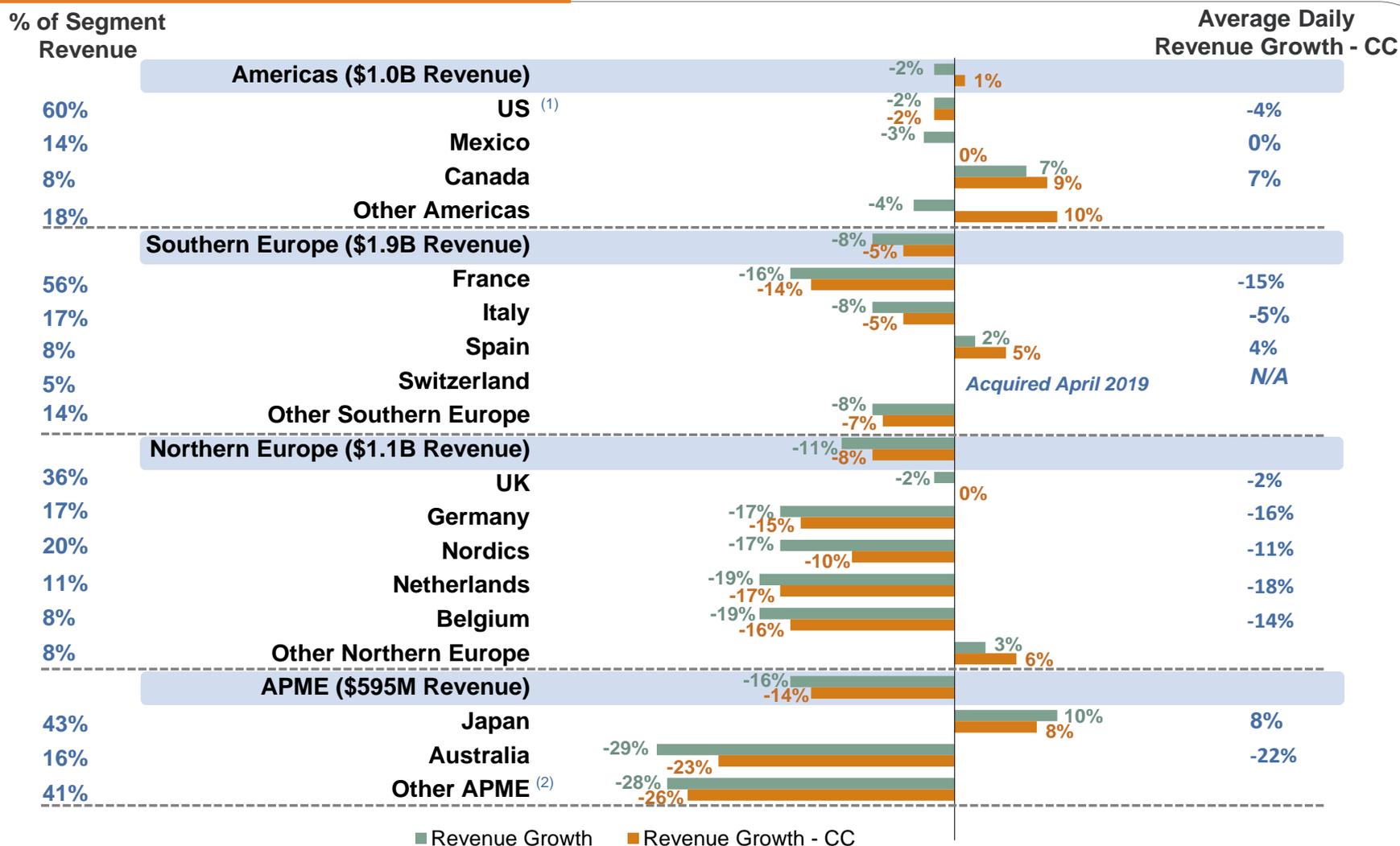
<ul style="list-style-type: none"> <li>▼ 8%</li> <li>▼ 6% CC</li> </ul>	Revenue <b>\$4.6B</b>
<ul style="list-style-type: none"> <li>▼ 30 bps</li> </ul>	Gross Margin <b>15.7%</b>
<ul style="list-style-type: none"> <li>▼ 41%</li> <li>▼ 39% CC</li> </ul>	Operating Profit <b>\$86M</b>
<ul style="list-style-type: none"> <li>▼ 100 bps</li> </ul>	OP Margin <b>1.9%</b>
<ul style="list-style-type: none"> <li>▼ 41%</li> <li>▼ 39% CC</li> </ul>	EPS <b>\$0.82</b>

<sup>(1)</sup> Excludes (a) \$48.2M (\$40.2 net of tax) of restructuring costs in Q1 2020, while Q1 2019 excludes \$39.8M (\$31.4 net of tax) of restructuring costs; and (b) the impact of a non-cash pension settlement expense of \$10.2M (\$6.3 net of tax) recorded in interest and other expenses below operating profit. As reported, Operating Profit was \$38M (-64%; -63% CC), Operating Margin was 0.8% (-130 bps), and EPS was \$0.03 (-97%; -95% CC).

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 web site.

# Financial Summary

## Q1 Revenue Growth YOY

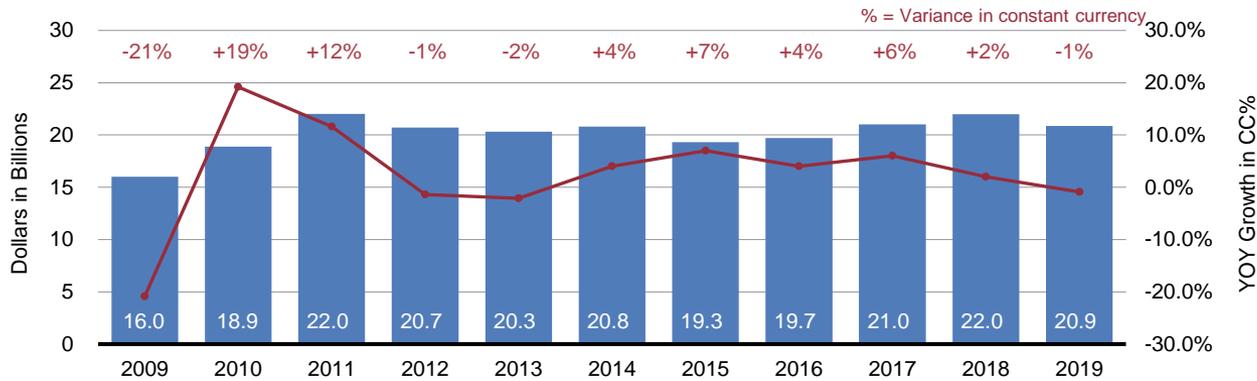


(1) On an organic basis, revenue for the US decreased 5%. (ADR on an organic basis was -6%).

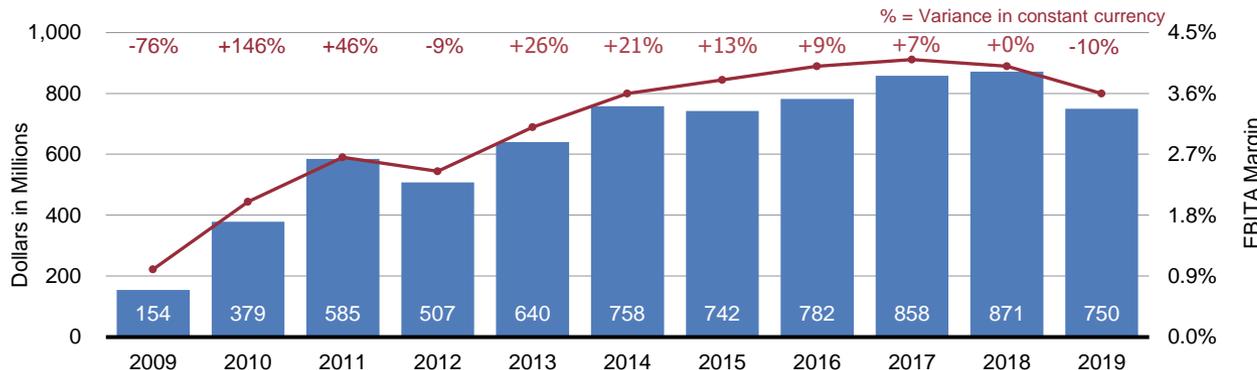
(2) On an organic basis excluding Greater China, revenue for APME Other increased 4% or +7% in constant currency (ADR in organic constant currency is +3%).

# Historical Trends

## Revenue



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



EBITA%	1.0%	2.0%	2.7%	2.4%	3.1%	3.6%	3.8%	4.0%	4.1%	4.0%	3.6%
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\* EBITA As Adjusted for items shown on the Financial Sheet on our web site. As reported, EBITA was \$675M in 2019, \$832M in 2018, \$824M in 2017, \$722M in 2015, \$546M in 2013, \$448M in 2012, \$563M in 2011, (\$83M) in 2010 and \$64M in 2009; and EBITA% was 3.2%, 3.8%, 3.9%, 3.7%, 2.7%, 2.2%, 2.6%, -0.4% and 0.4%, respectively.

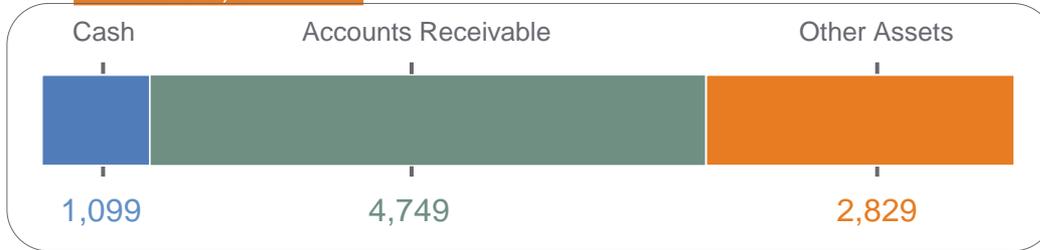
## Steady Growth and Margin Expansion

- After 5 years of revenue growth, 2019 experienced a slight decline in a challenging environment.
- We remain committed to seizing growth opportunities aligned with our strategy, achieving good leverage on that growth and building on our leading global workforce solutions position.

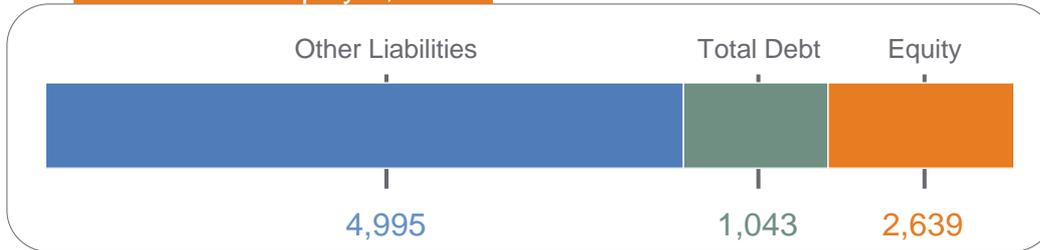
# Balance Sheet

March 31, 2020 (\$ in millions)

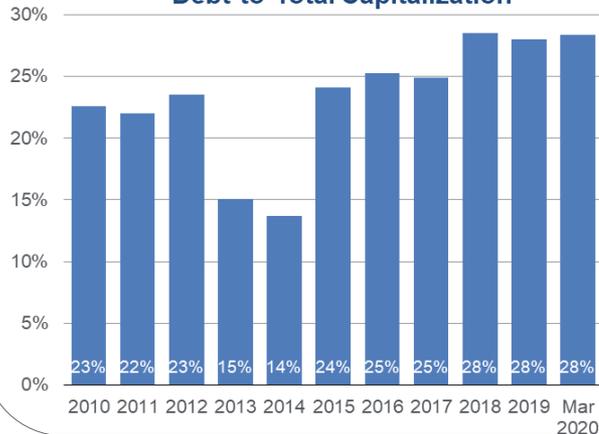
## Assets 8,677



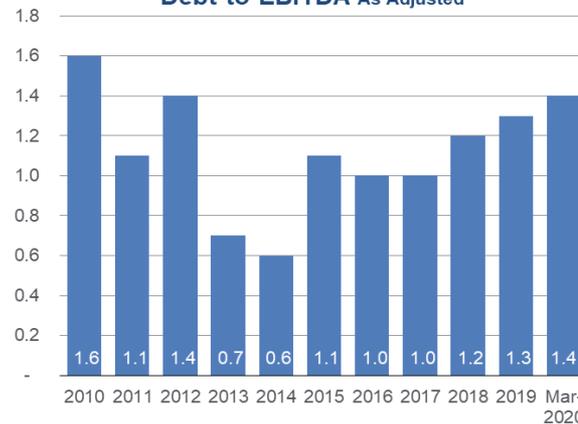
## Liabilities & Equity 8,677



### Debt-to-Total Capitalization



### Debt-to-EBITDA As Adjusted\*



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

- Net cash of \$56M
- Total debt-to-total capitalization at 28%
- Debt-to-EBITDA As Adjusted\* of 1.4x
- Untapped \$600M revolver

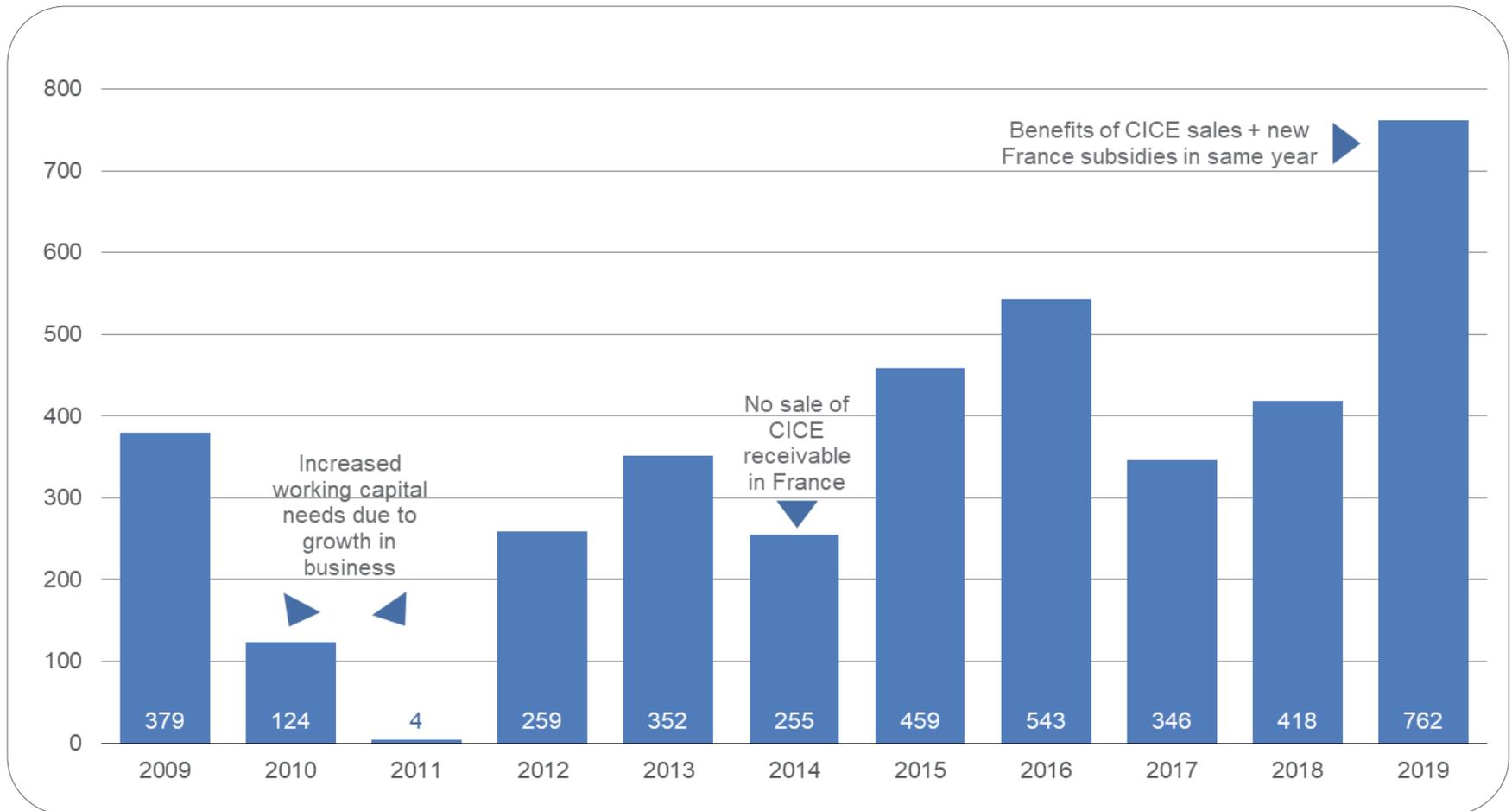
## Focused on reducing capital deployed

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

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

# Free Cash Flow

(\$ in millions)



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

# Returning Cash to Shareholders

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

## Dividends

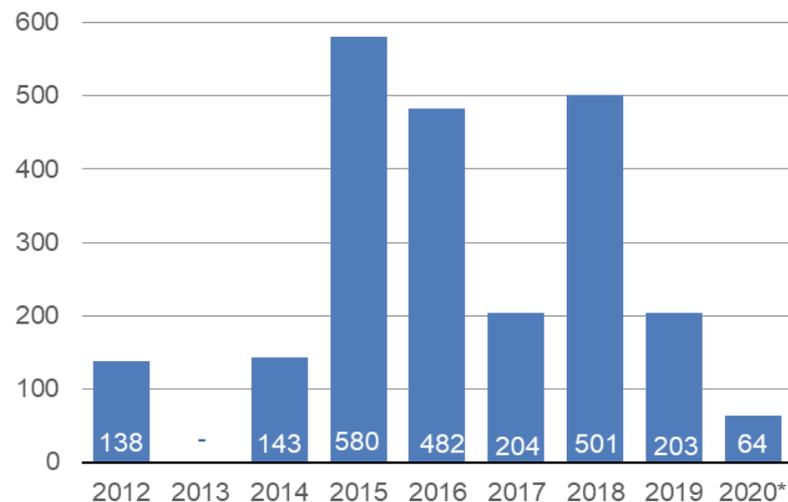


Payout Ratio, As Adjusted\*

29%	21%	18%	30%	27%	22%	22%	28%	73%
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- Strong dividend performance. Current yield of 3.0%.\*\*\*
- Dividend regularly increased during periods of earnings growth.
- Dividend maintained during 2008/2009 recession.

## Share Repurchases



3.6M	--	2.0M	6.6M	6.6M	1.9M	5.7M	2.4M	0.9M
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- 0.9M shares repurchased in 2020; 24.1M shares (31% of outstanding) repurchased from 2015.

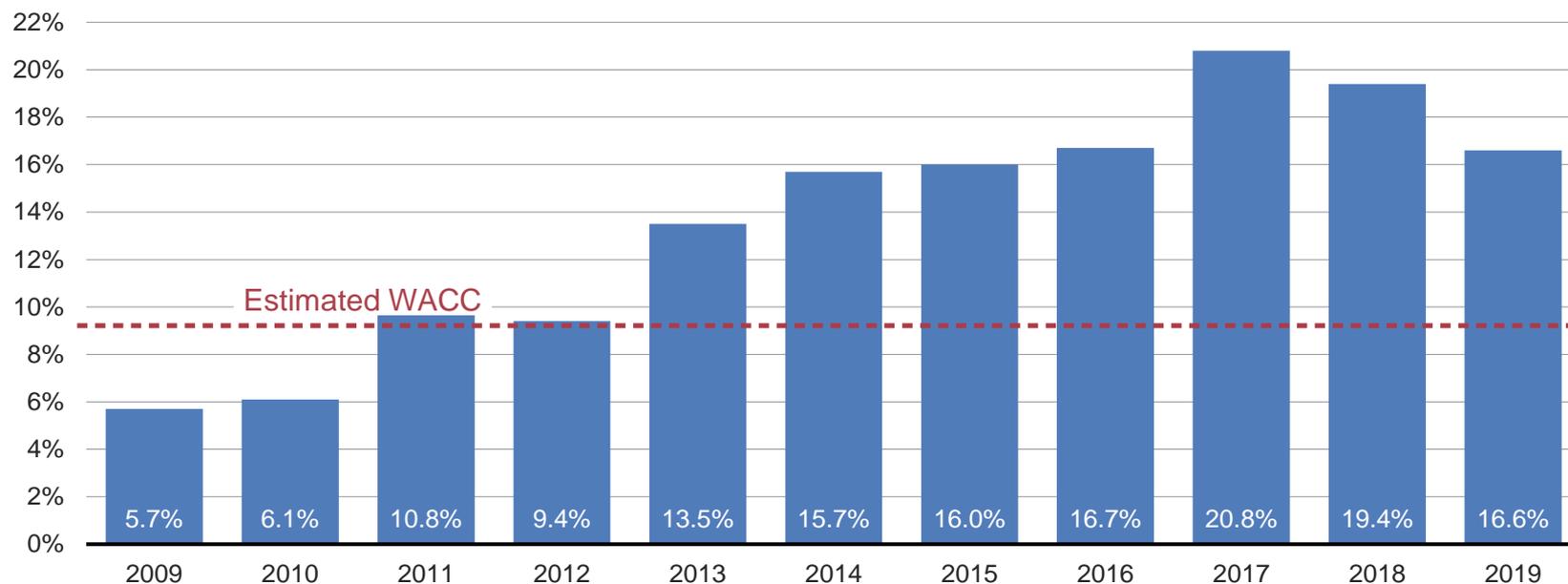
\*As of March 31, 2020

\* Annual dividend payout per share divided by earnings per share-diluted, as adjusted for items shown on the Financial Sheet on our web site. 2020 payout ratio is based on Bloomberg consensus as of May 2020.

\*\* 2020 dividend estimate based on \$1.09 per share semi-annual dividend declared on May 8, 2020.

\*\*\* Yield based on May 8, 2020 price of \$71.84

# Return on Invested Capital\* (ROIC)

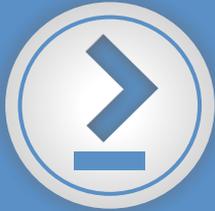


- Capital efficiency metric, currently measured by ROIC, has been included in the executive team and global management annual incentive plans for nearly 20 years.
- Rigorous cash management with a focus on DSO reduction.
- Primary driver of ROIC improvement is operating profit after tax growth.

*\*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

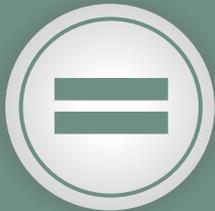
**Revenue  
Growth**



**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 20 years

# ManpowerGroup Strengths



Globally Recognized Industry Leader



Positive Secular Trends



Strong Assets, Connected Brands  
and World-Leading Offerings



Leading Position in Emerging Markets



Experienced Management