



ManpowerGroup®

ManpowerGroup Second Quarter Results | July 20, 2020

FORWARD-LOOKING STATEMENT

This presentation contains statements, including statements regarding the anticipated financial and operational impacts of the COVID-19 pandemic and related economic conditions and the Company's efforts to respond to such impacts, that are forward-looking in nature and, accordingly, are subject to risks and uncertainties regarding the Company's expected future results. The Company's actual results may differ materially from those described or contemplated in the forward-looking statements due to numerous factors. These factors include those found in the Company's reports filed with the SEC, including the information under the heading "Risk Factors" in its Annual Report on Form 10-K for the year ended December 31, 2019, as well as the risks and uncertainties arising from the COVID-19 global pandemic and related governmental actions that are included under the heading "Risk Factors" in the Company's Quarterly Report on Form 10-Q for the quarter ended March 31, 2020, which information is incorporated herein by reference.

The Company assumes no obligation to update or revise any forward-looking statements. We reference certain non-GAAP financial measures, which we believe provide useful information for investors. We include a reconciliation of these measures, where appropriate, to GAAP on the Investor Relations section of our website at manpowergroup.com.

ManpowerGroup 2020 Second Quarter Results

Consolidated Financial Highlights

As Reported	As Adjusted ⁽¹⁾	Q2 Financial Highlights
↓ 30%	↓ 30%	Revenue \$3.7B
↓ 28% CC	↓ 28% CC	
↓ 80 bps	↓ 80 bps	Gross Margin 15.4%
N/A	↓ 88%	Operating Loss -\$50M (Operating Profit \$23M as adjusted)
N/A CC	↓ 88% CC	
↓ 370 bps	↓ 310 bps	OP Margin -1.3% (+0.6% as adjusted)
↓ N/A	↓ 91.2%	EPS -\$1.10 (+\$0.18 as adjusted)
↓ N/A CC	↓ 90.7% CC	

(1) As Adjusted figures exclude the impact of a goodwill impairment charge of \$67M, a software impairment charge of \$6M and discrete tax items of \$4M in Q2 2020; while Q2 2019 excludes (a) the impact of an \$80M gain from our acquisition of the remaining interest in our Manpower Switzerland business in Q2 2019, which was recorded in interest and other expenses below operating profit; (b) the impact of goodwill impairment and related tax and other charges of \$76M in Q2 2019, of which \$66M was recorded in SG&A and \$10M was recorded in provision for income taxes.

ManpowerGroup 2020 Second Quarter Results

EPS Bridge – Q2 2020 vs. Q2 2019



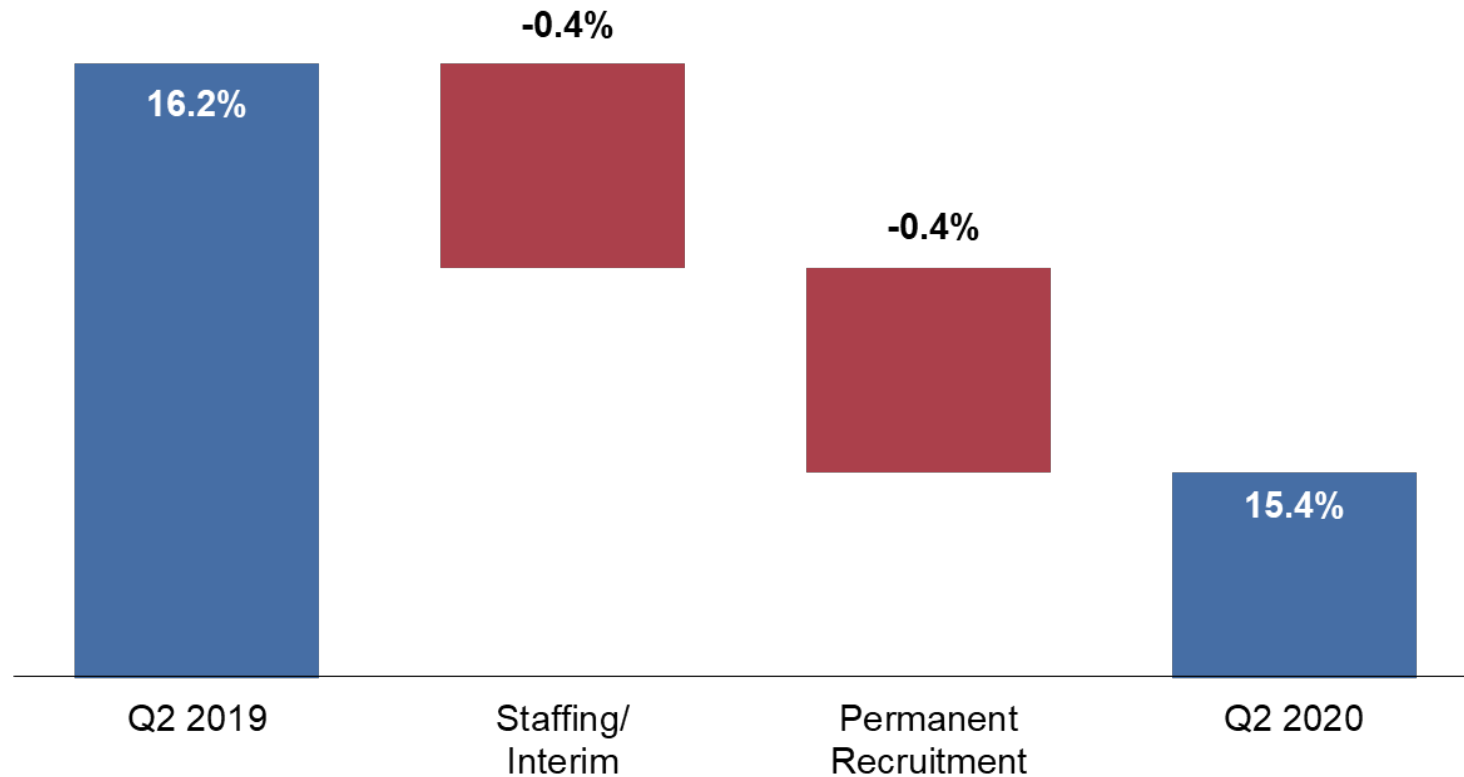
(1) Represents a favorable impact of \$1.32 related to the gain from our acquisition of the remaining interest in our Manpower Switzerland business partially offset by the unfavorable impact of \$1.26 related to the goodwill impairment and related tax and other charges.

(2) Represents the impact of share repurchases in periods prior to Q2 2020. No shares were repurchased during Q2 2020.

(3) Represents unfavorable impacts of \$1.14 related to goodwill impairment, \$0.08 related to software impairment, and \$0.06 related to discrete tax items.

ManpowerGroup 2020 Second Quarter Results

Consolidated Gross Margin Change

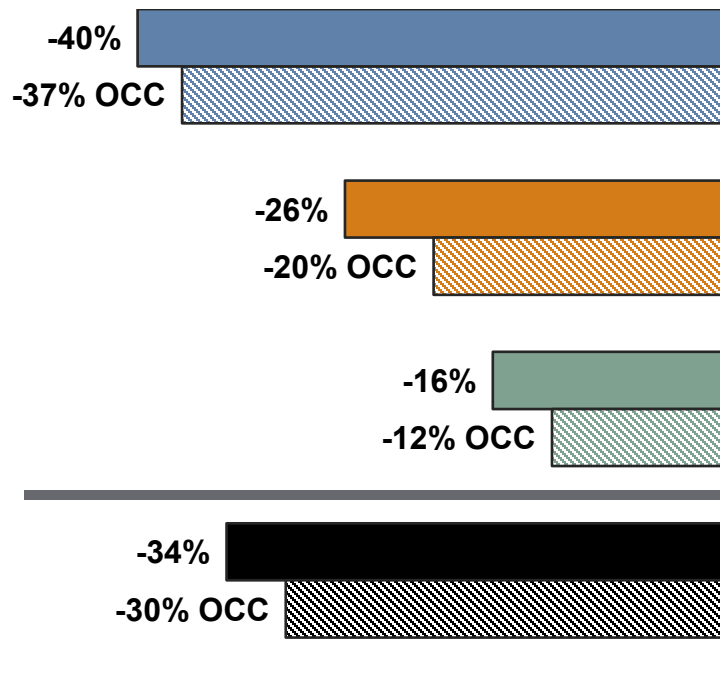
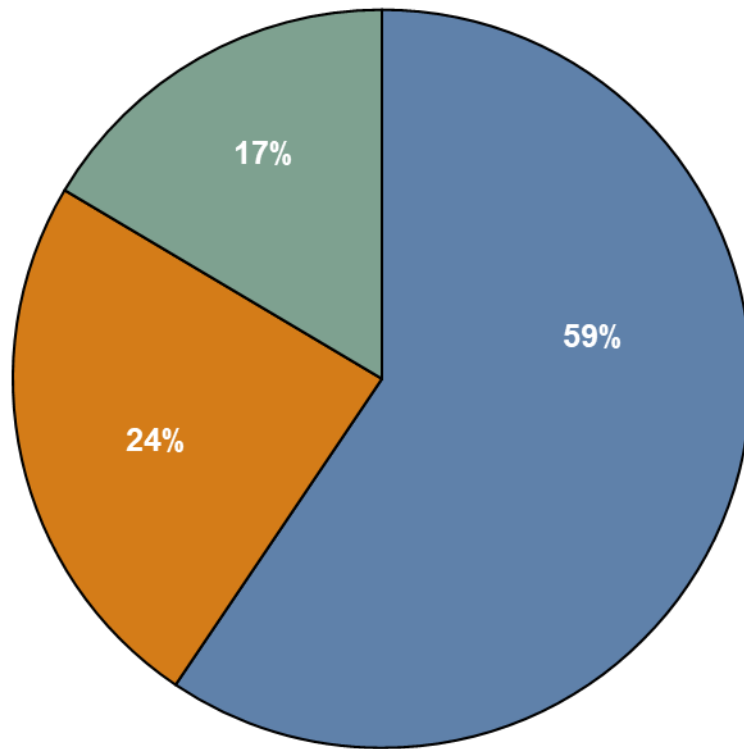


ManpowerGroup 2020 Second Quarter Results

Business Line Gross Profit – Q2 2020⁽¹⁾

\$577M

Trend



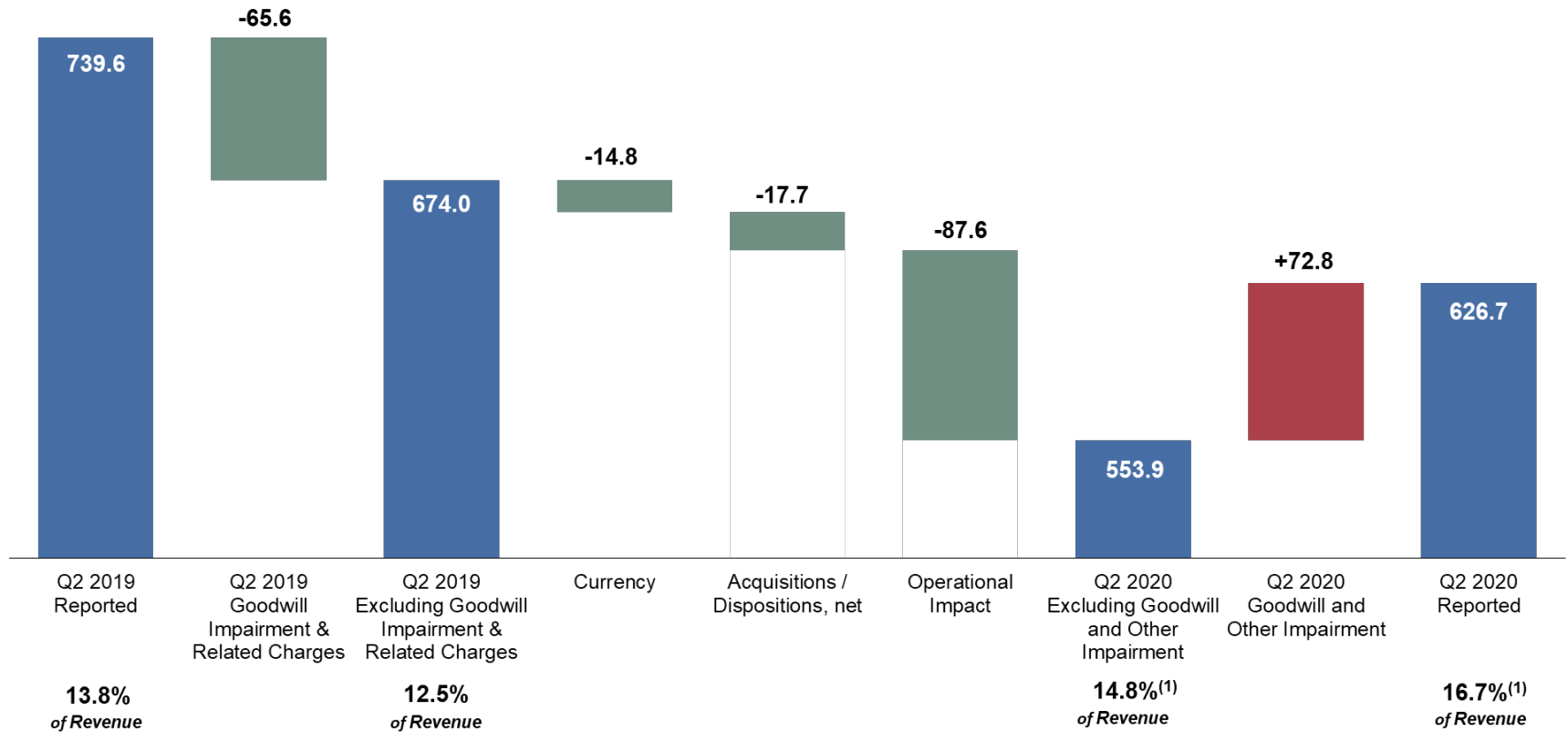
■ Manpower ■ Experis ■ Talent Solutions ■ ManpowerGroup – Total

(1) Business line classifications can vary by entity and are subject to change as service requirements change.

ManpowerGroup 2020 Second Quarter Results

SG&A Expense Bridge – Q2 YoY

(in millions of USD)



(1) Reported ratio is unfavorably impacted 10 bps due to the effect of currency exchange rates on our business mix. In constant currency, SG&A excluding goodwill and other impairment was 14.7% of revenue, and SG&A as reported was 16.6% of revenue.

ManpowerGroup 2020 Second Quarter Results

Cash Flow Summary – 6 Months YTD

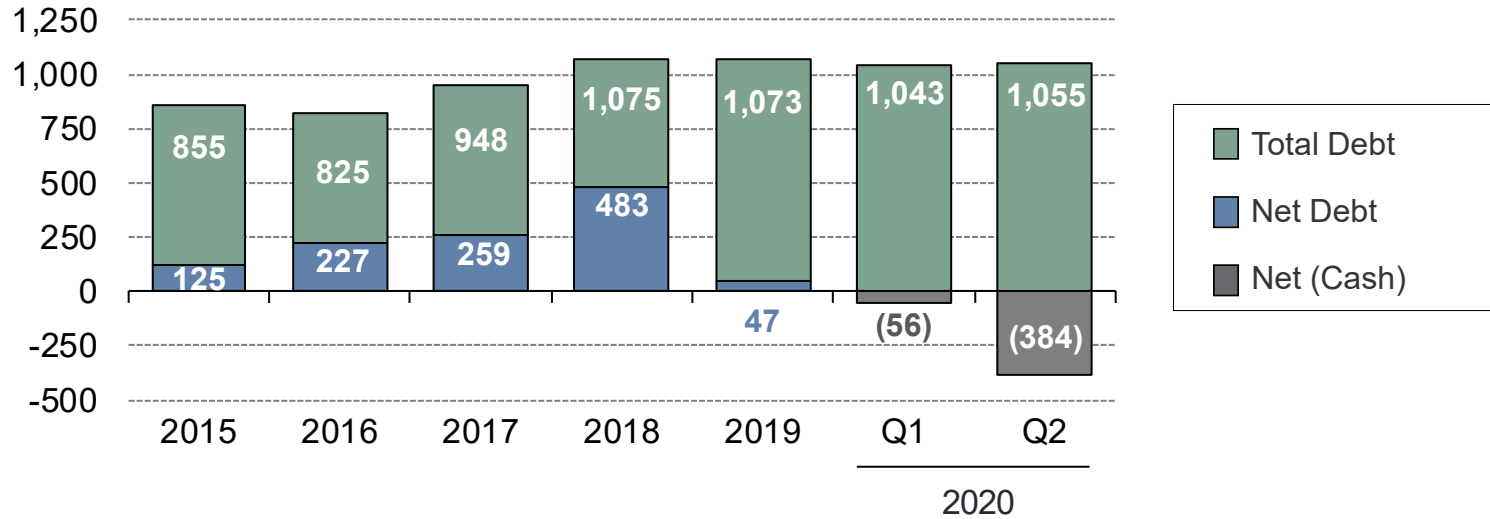
(in millions of USD)	2020	2019
Net (Loss) Earnings	(63)	181
Non-cash Provisions and Other	123	61
Change in Operating Assets/Liabilities	536	35
Capital Expenditures	(19)	(24)
Free Cash Flow	577	253
Change in Debt	(17)	4
Acquisitions of Businesses, including Contingent Considerations, net of cash acquired	(2)	92
Other Equity Transactions	0	(4)
Repurchases of Common Stock	(64)	(101)
Dividends Paid	(63)	(65)
Effect of Exchange Rate Changes	(19)	(9)
Other	1	8
Change in Cash	413	178

ManpowerGroup 2020 Second Quarter Results

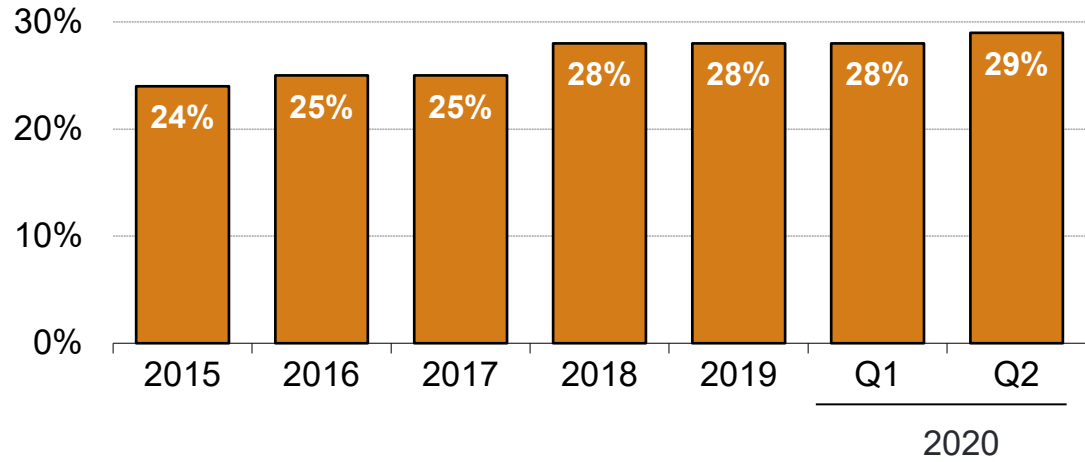
Balance Sheet Highlights

Total Debt

(in millions of USD)



Total Debt to Total Capitalization



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Debt and Credit Facilities – June 30, 2020

(in millions of USD)

	Interest Rate	Maturity Date	Total Outstanding	Remaining Available
Euro Notes - €500M	1.809%	Jun 2026	557	-
Euro Notes - €400M	1.913%	Sep 2022	448	-
Revolving Credit Agreement ⁽¹⁾⁽²⁾	1.162%	Jun 2023	-	599
Uncommitted lines and Other ⁽³⁾	Various	Various	50	277
Total Debt			1,055	876

(1) The \$600M agreement requires that we comply with a Leverage Ratio (net Debt-to-EBITDA) of not greater than 3.5 to 1 and a Fixed Charge Coverage Ratio of not less than 1.5 to 1, in addition to other customary restrictive covenants. As defined in the agreement, we had a net Debt-to-EBITDA ratio of 0.03 and a fixed charge coverage ratio of 3.94 as of June 30, 2020. In the agreement, net debt is defined as total debt less cash in excess of \$400M. As of June 30, 2020, there were \$0.5M of standby letters of credit issued under the agreement.

(2) Under the \$600M agreement, we have an option to increase the total availability under the facility by an additional \$200M.

(3) Represents subsidiary uncommitted lines of credit & overdraft facilities, which total \$326.6M. Total subsidiary borrowings are limited to \$300M due to restrictions in our Revolving Credit Facility, with the exception of Q3 when subsidiary borrowings are limited to \$600M.

ManpowerGroup 2020 Second Quarter Results

Americas Segment

(23% of Revenue)

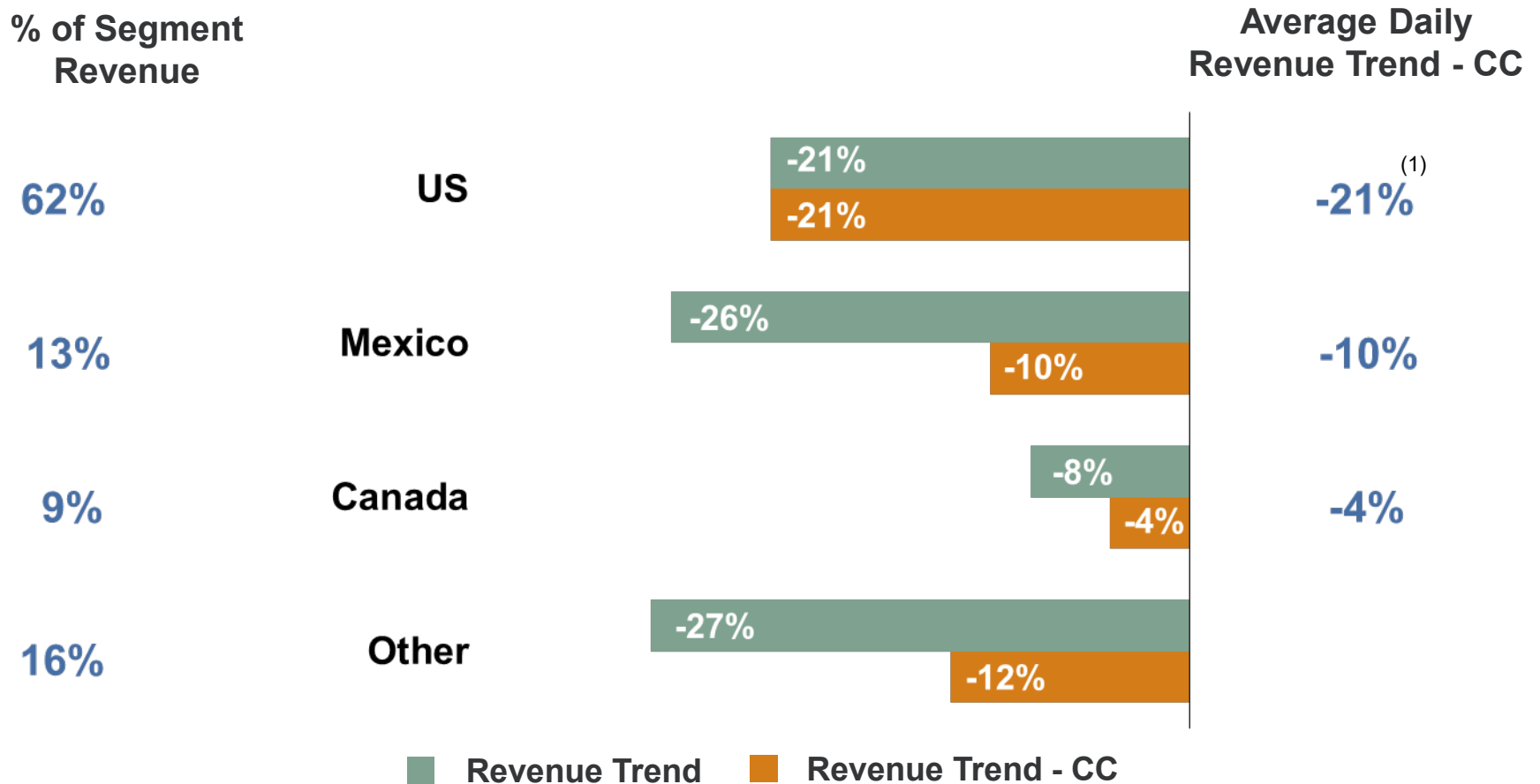
As Reported	As Adjusted ⁽¹⁾	Q2 Financial Highlights
↓ 22%	↓ 22%	Revenue \$837M
↓ 17% CC	↓ 17% CC	
↓ 65%	↓ 54%	OUP \$20M
↓ 61% CC	↓ 51% CC	
↓ 280 bps	↓ 210 bps	OUP Margin 2.4%

(1) Excludes the impact of software impairment of \$6.0M (\$4.5M net of tax) in Q2 2020

Operating Unit Profit (OUP) is the measure that we use to evaluate segment performance. OUP is equal to segment revenues less direct costs and branch and national headquarters operating costs.

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Americas – Q2 Revenue Trend YoY



(1) On an organic basis, revenue and ADR for the US decreased 23%.

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Southern Europe Segment (39% of Revenue)

As Reported	Q2 Financial Highlights
↓ 39%	Revenue \$1.5B
↓ 38% CC	
↓ 90%	OUP \$12M
↓ 90% CC	
↓ 440 bps	OUP Margin 0.8%

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Southern Europe – Q2 Revenue Trend YoY

% of Segment
Revenue

Average Daily
Revenue Trend - CC

50%

France

-48%

-47%

-47%

18%

Italy

-32%

-31%

-30%

10%

Spain

-13%

-11%

-13%

7%

Switzerland

-15%

-19%

-19%

15%

Other

-24%

-22%



Revenue Trend



Revenue Trend - CC

ManpowerGroup 2020 Second Quarter Results

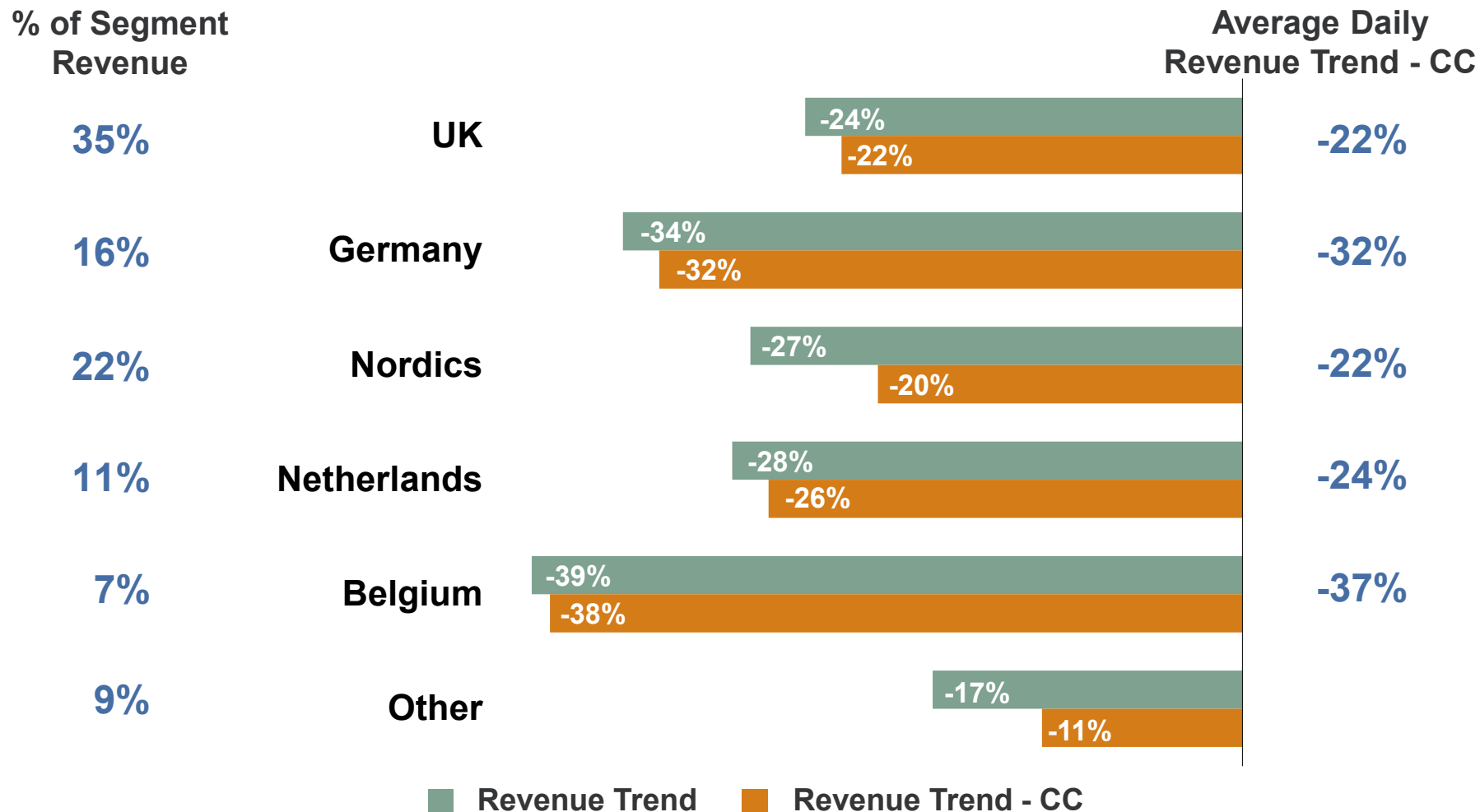
Northern Europe Segment

(23% of Revenue)

As Reported	Q2 Financial Highlights
↓ 28% ↓ 24% CC	Revenue \$866M
N/A	OUP 0M
↓ 210 bps	OUP Margin 0.0%

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Northern Europe – Q2 Revenue Trend YoY



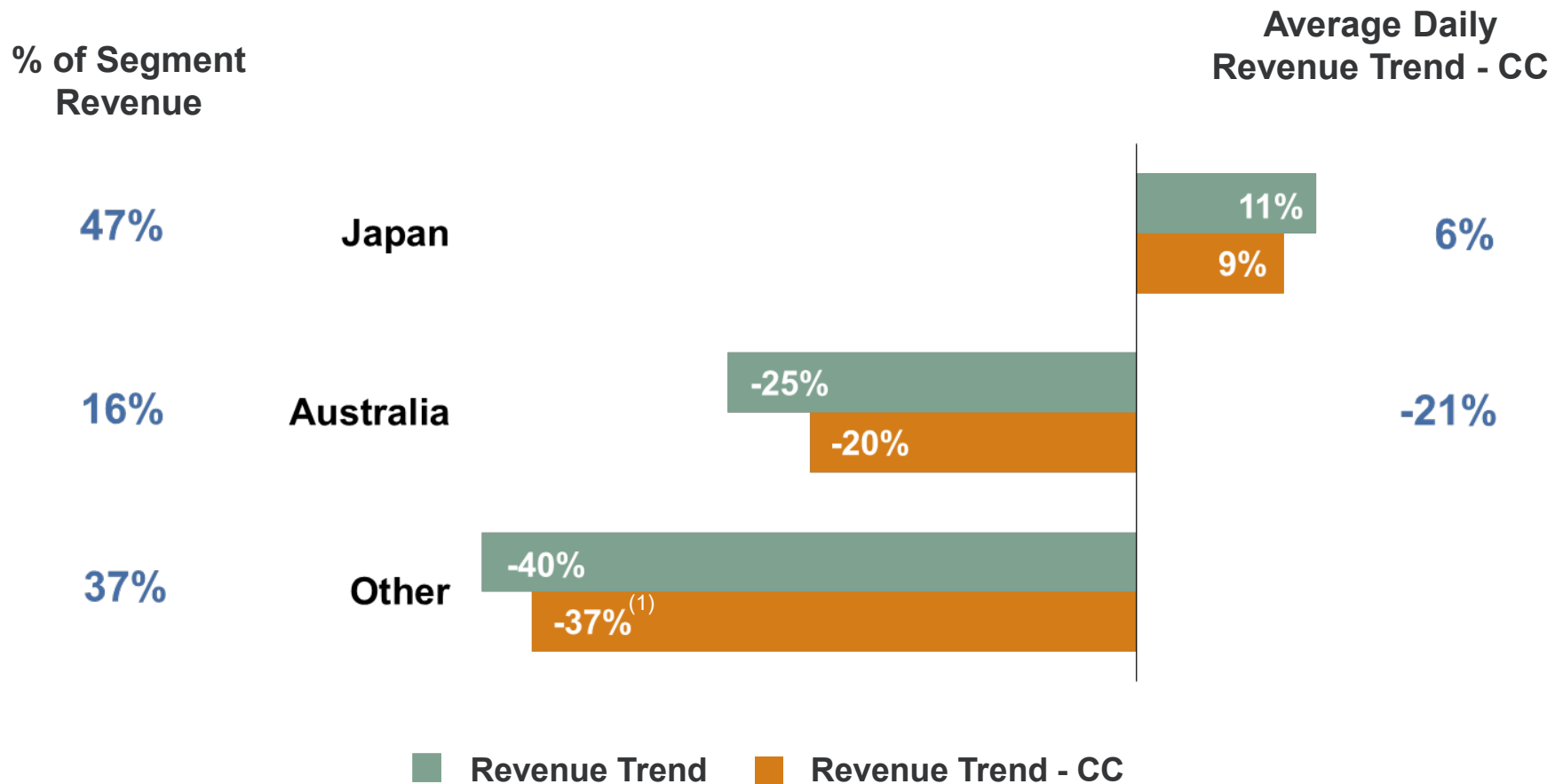
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APME Segment (15% of Revenue)

As Reported	Q2 Financial Highlights
↓ 21% ↓ 19% CC	Revenue \$569M
↓ 39% ↓ 40% CC	OUP \$18M
↓ -100 bps	OUP Margin 3.1%

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APME – Q2 Revenue Trend YoY



(1) On an organic basis excluding Greater China, revenue for APME Other decreased 12% or 7% in constant currency.

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Third Quarter 2020 Outlook

Revenue	Total	Down 18-20% (Down 18-20% CC)
	Americas	Down 21-23% (Down 17-19% CC)
	Southern Europe	Down 20-22% (Down 21-23% CC)
	Northern Europe	Down 16-18% (Down 17-19% CC)
	APME	Down 9-11% (Down 8-10% CC)
Gross Profit Margin		15.3 – 15.5%
Operating Profit Margin		1.6 – 1.8%
Tax Rate		41.0% (reflects French Business Tax)
EPS		\$0.59 – \$0.67 (unfavorable \$0.01 currency)

ManpowerGroup 2020 Second Quarter Results

Key Take Aways



Progressive monthly improvement in revenue trends during the second quarter.



Strong balance sheet and liquidity as we confidently progress our strategic initiatives in a challenging economic environment.



Extensive portfolio of workforce solutions and services across our leading global footprint positioning us well for further opportunity during the recovery.



Commitment to deliver on our values to make workplaces more equitable so individuals and organizations emerge from this crisis stronger, more skilled, more competitive and more successful.