



February 2025

# Investor Presentation



ManpowerGroup®



# Forward-Looking Statement

This presentation includes statements including statements regarding the Company's strategic and technology initiatives and investments and the impact of workforce trends on market penetration that are forward-looking in nature and, accordingly, are subject to known and unknown risks and uncertainties. Actual results might differ materially from those projected 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, 2024, 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 2024 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.*



# Over 75 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 approximately **500,000** 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  
**\$18 billion**



**75**

Countries &  
Territories



**2,100**

Offices



**27K**

Employees

# Globally Recognized Leader

## Business Leader



Talent Solutions named a Leader in RPO for North America, Europe, the Middle East and Africa (EMEA), and Asia Pacific in the Everest Group PEAK Matrix® Assessment 2024



Experis recognized as a Leader by Everest Group in US IT Contingent Talent and Strategic Solutions PEAK Matrix® Assessment 2024



Manpower named a Leader in Everest Group's Contingent Talent and Strategic Solutions PEAK Matrix® Assessment 2024



ManpowerGroup Talent Solutions TAPFIN named Global Leader in Contingent Workforce Management (CWM) / Services Procurement (SOW) Solutions in Everest Group PEAK Matrix® Assessment 2024

## Environment



Named to TIME's list of the World's Most Sustainable Companies for 2024, ranking in top 100 among 500 companies and the leading performer in our industry



First in our industry to have our 2030 emission reduction goals validated by the Science Based Targets initiative (SBTi), as part of our transition to net zero by 2045 or sooner



Earned a platinum medal at the global level and gained new medals for 13 countries in 2024, extending our EcoVadis presence to 25+ countries



MSCI ESG Rating: BBB Leader Status

## Social



One of the World's Most Ethical Companies for the 15th time – more than any organization in the industry



ManpowerGroup named one of Forbes' World's Best Employers in 2024



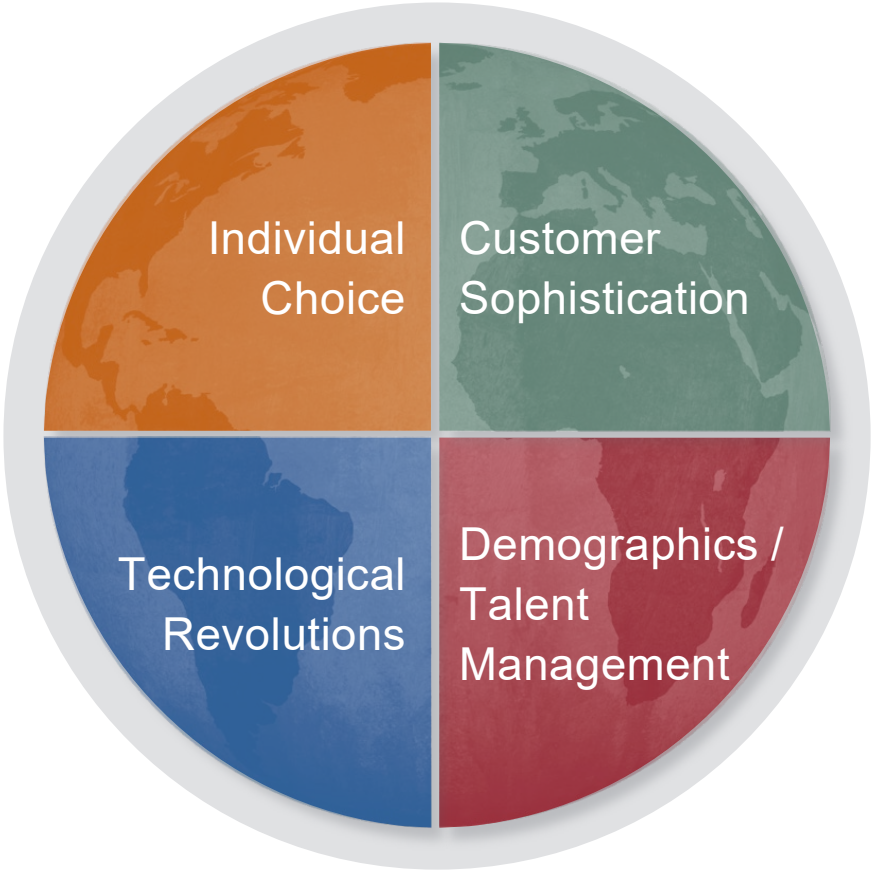
One of America's Most Responsible Companies 2023 and 2024



Recognized as a best place to work in the U.S. by the Disability Equality Index for the ninth consecutive year


# 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:

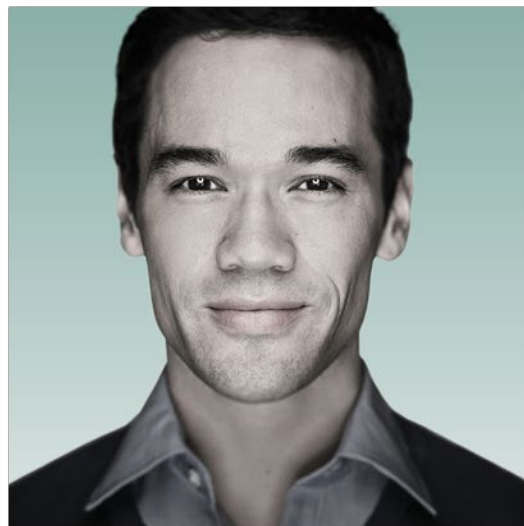
- Global Footprint
- Extensive Portfolio of Products/Offerings
- Collaborative Organization Model

STRATEGY



ManpowerGroup

VALUES




People  
Knowledge  
Innovation

# Strong and Distinct Brands



**ManpowerGroup**

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



**Manpower**

**59% of GP<sup>1</sup>**  
Leverage our trusted brand, while driving relentless efficiency / productivity

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



**Experis**  
ManpowerGroup



**Talent Solutions**  
ManpowerGroup

**41% of GP<sup>1</sup>**  
Drive higher growth and gross margin while investing more in changing our business mix

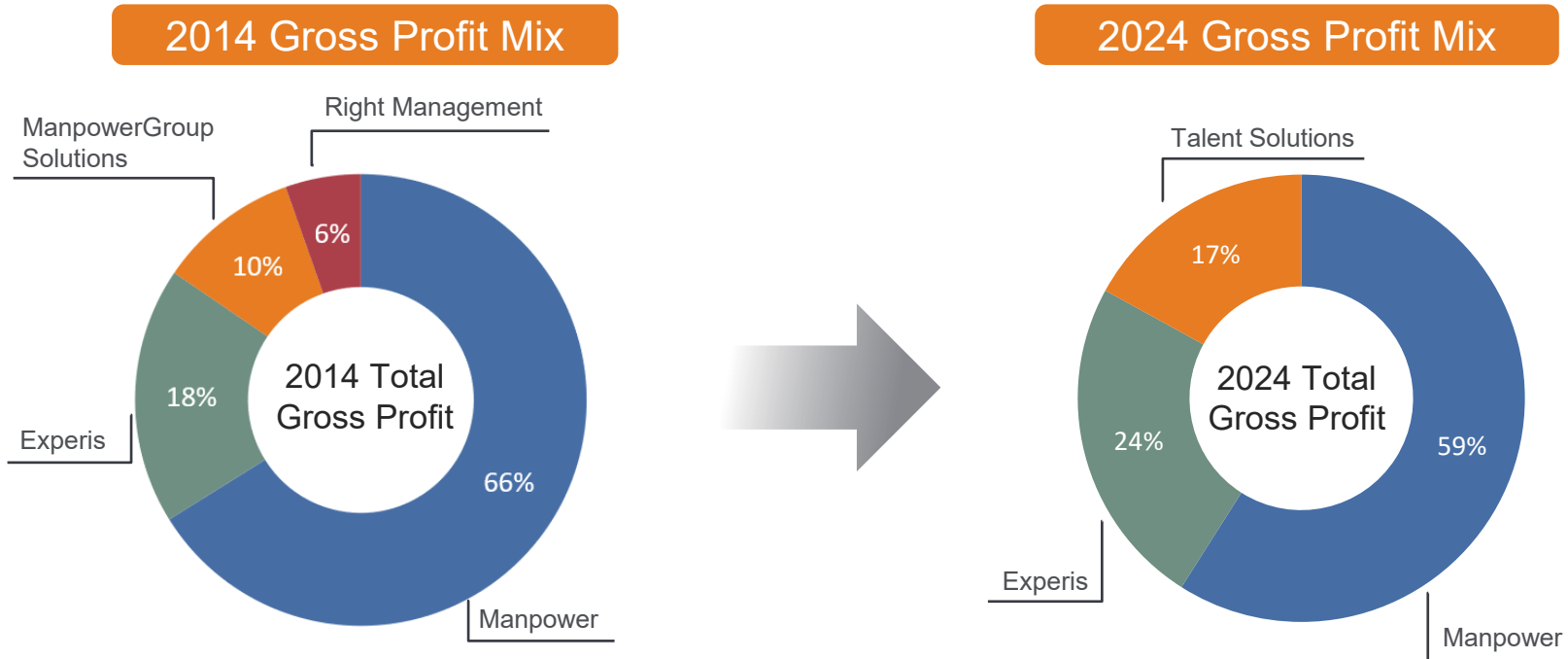
<ul style="list-style-type: none"> <li>• Core focus in Experis IT</li> <li>• A global leader in IT Resourcing / Services</li> <li>• Innovative talent resourcing</li> <li>• Permanent recruitment</li> <li>• Delivery excellence</li> </ul>	<ul style="list-style-type: none"> <li>• RPO, Tapfin MSP, Right Management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

**Sustainability, Mission and Values**

(1) Reflects full year 2024 financials.

# Shift Toward Higher Value Solutions and Services

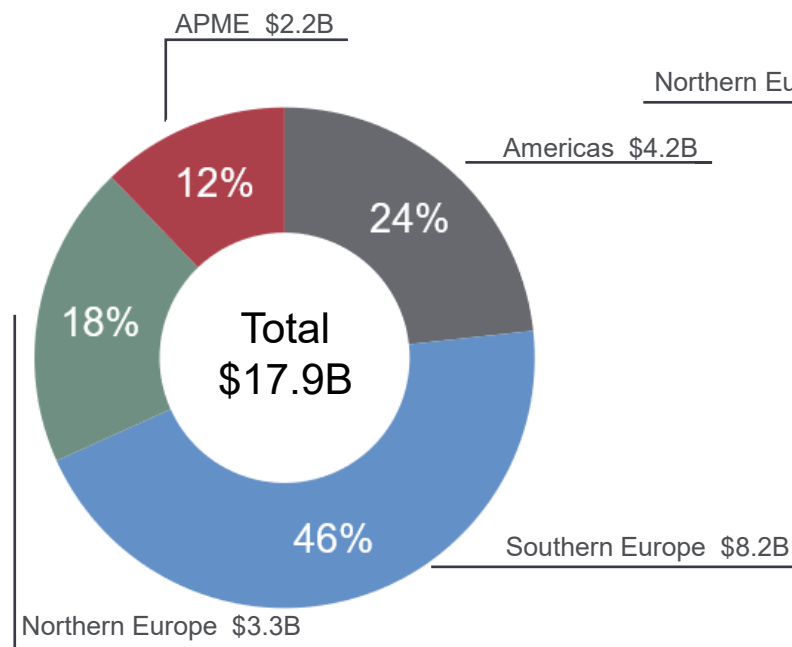


- ★ Strategic progression of our business now reflects Experis and Talent Solutions at 41% of mix with Manpower at 59% in 2024
- ★ Market-leading Recruitment Processing Outsourcing and Managed Service Provider offerings with counter-cyclical Right Management outplacement offering
- ★ Experis Professional Services is predominately IT
- ★ Permanent recruitment represents 15.9% of total gross profit in 2024

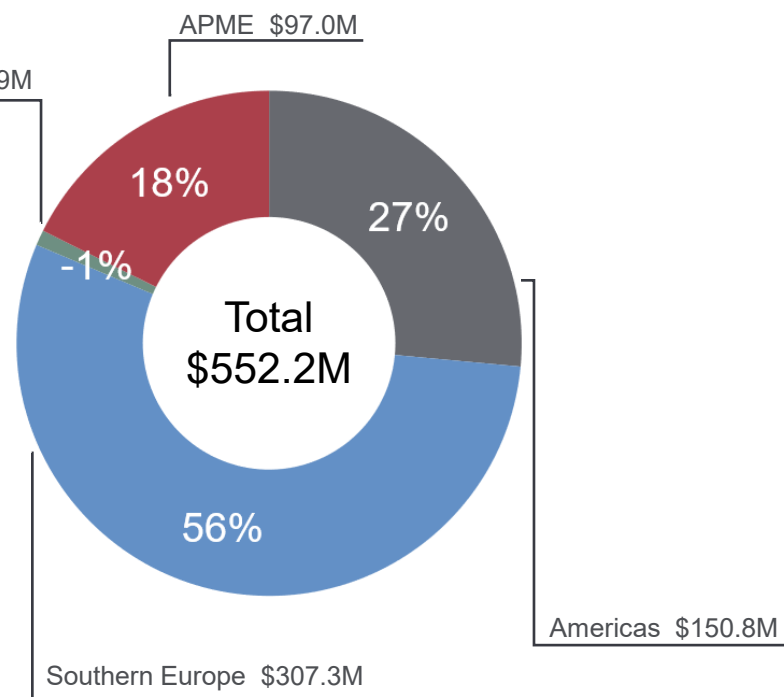


# Strength Through Geographic Diversification

## 2024 Segment Revenues



## 2024 Operating Unit Profit<sup>(1)</sup>



(1) Excludes restructuring costs as detailed in our earnings release and further explained on our website. As reported, OUP was as follows: \$484.8M, Americas \$141.6M, Southern Europe \$304.1M, Northern Europe -\$44.6M, and APME \$83.7M.

# 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
- Enabling a more efficient back office through leading technology and processes

- Global technology implementations
- Driving recruiter efficiency
- Back-office transformation

## 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
- Experis Academies
- Assessments
- Data & Analytics

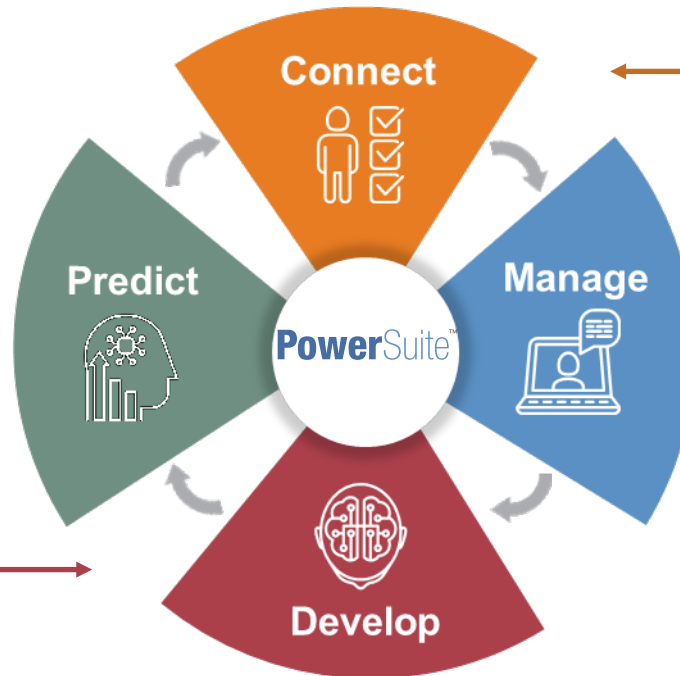
# PowerSuite

## 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 **30% of the Manpower talent pool** in certified countries and continues to grow.

- The program's impact grew **nearly 15% over the last four quarters** and has affected **over 270K+ lives** since its inception.
- MyPath participants are more productive; **better utilized with a higher reassignment rate over the last four quarters** compared to non-participants.
- Over **14K clients** participated in our Associate recognition program, which drove positive associate performance outcomes.
- Recognized Associates maintain a Manpower tenure that is 18% longer on average

**270K+**

LIVES IMPACTED  
(including alumni)



BETTER UTILIZATION  
than non-MyPath  
participants

**14K+**

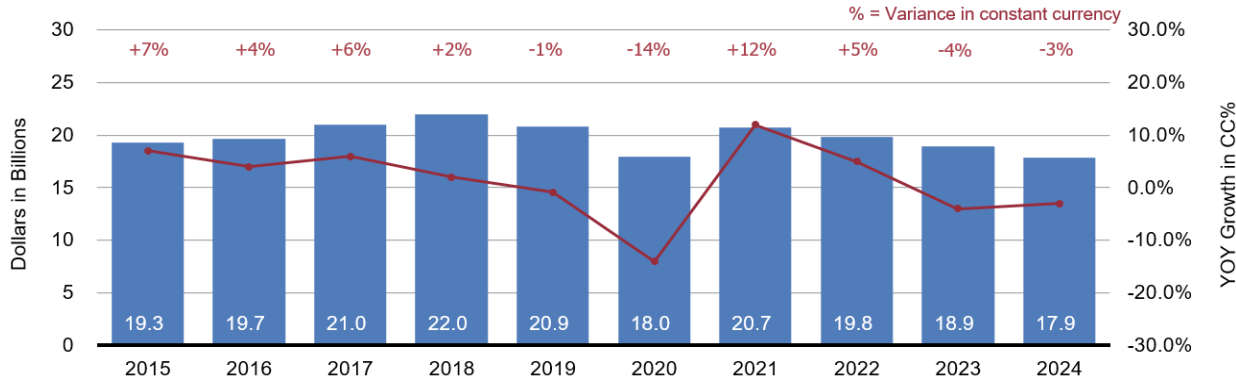
CLIENTS PARTICIPATED  
in recognition program



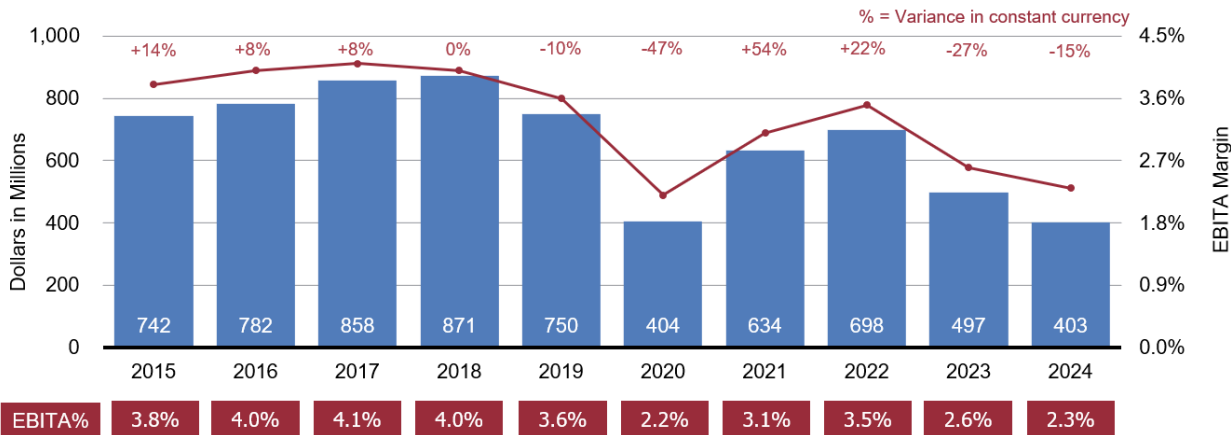
# Financial Update

# Historical Trends

## Revenue



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



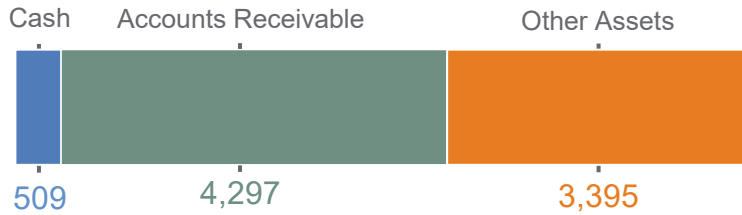
\* EBITA As Adjusted for items shown on the Financial Measures on our website. As reported, EBITA was \$339M in 2024, \$346M in 2023, \$669M in 2022, \$610M in 2021, \$282M in 2020, \$740M in 2019, \$832M in 2018, \$824M in 2017, \$781M in 2016, and \$726M in 2015; and EBITA% was 1.9%, 1.8%, 3.4%, 2.9%, 1.6%, 3.5%, 3.8%, 3.9%, 4.0%, and 3.8%, respectively.

- Experienced a challenging environment in 2023 and 2024 across Europe and North America.
- 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.

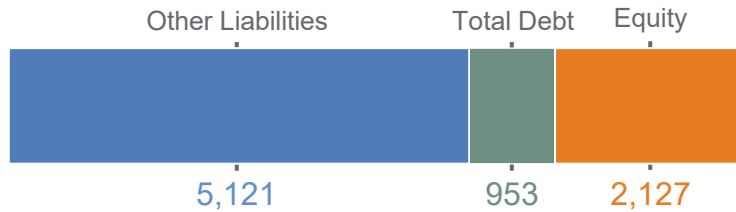
# Balance Sheet

December 31, 2024 (\$ in millions)

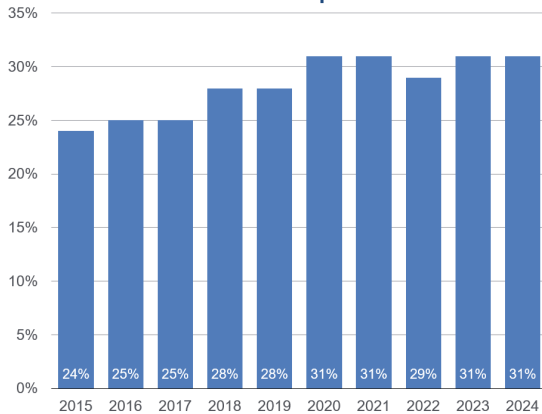
## Assets 8,201



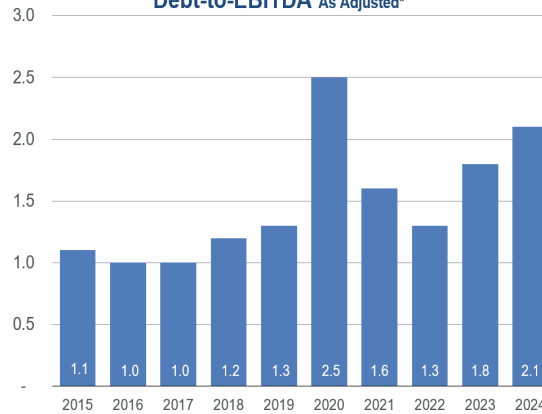
## Liabilities & Equity 8,201



### Debt-to-Total Capitalization



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



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

## Solid balance sheet with liquidity to support future growth

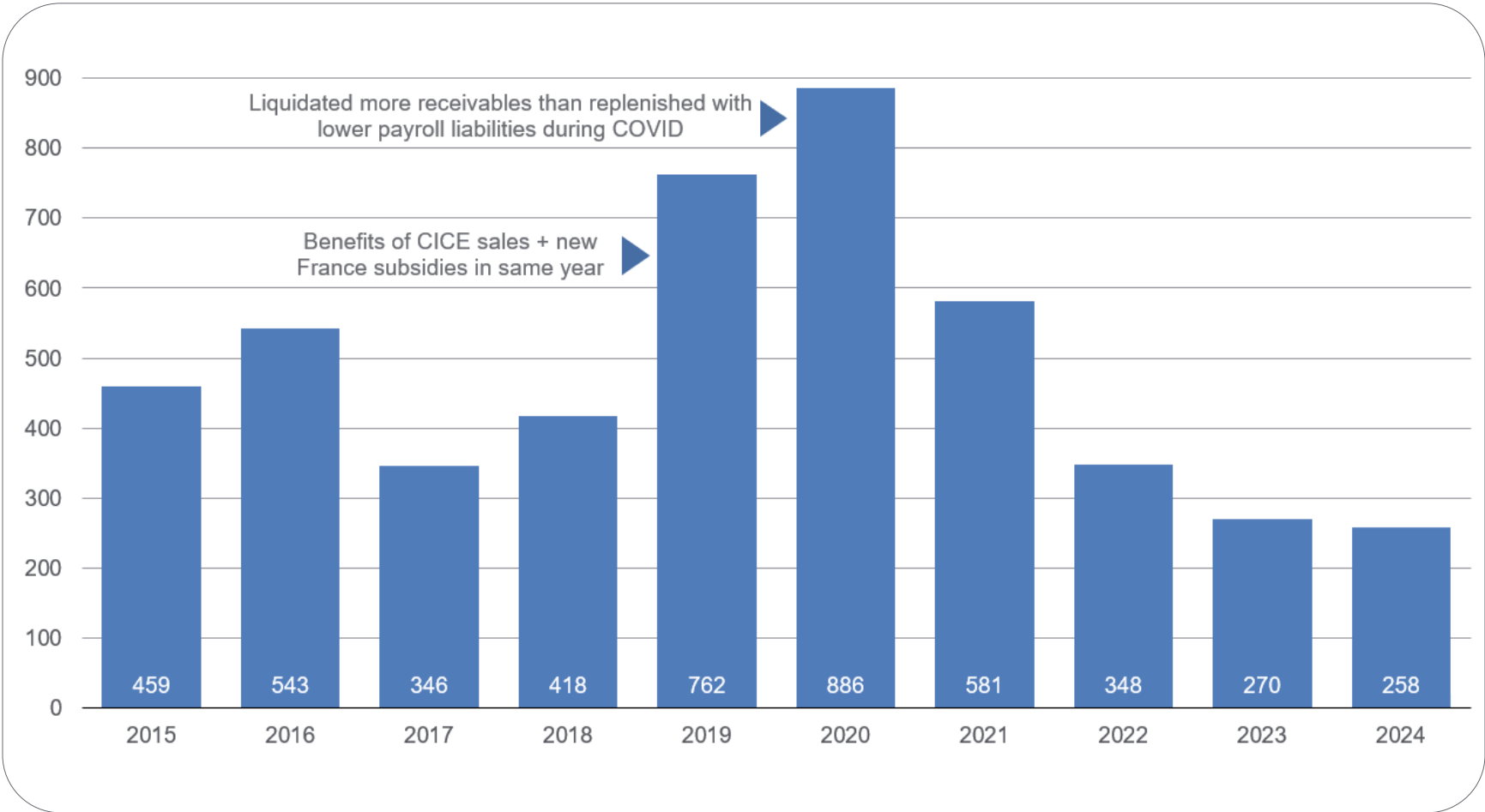
- Cash of \$509M
- Total debt-to-total capitalization at 31%
- Debt-to-EBITDA As Adjusted\* of 2.09x

## Focused on reducing capital deployed

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

# Free Cash Flow

(\$ in millions)



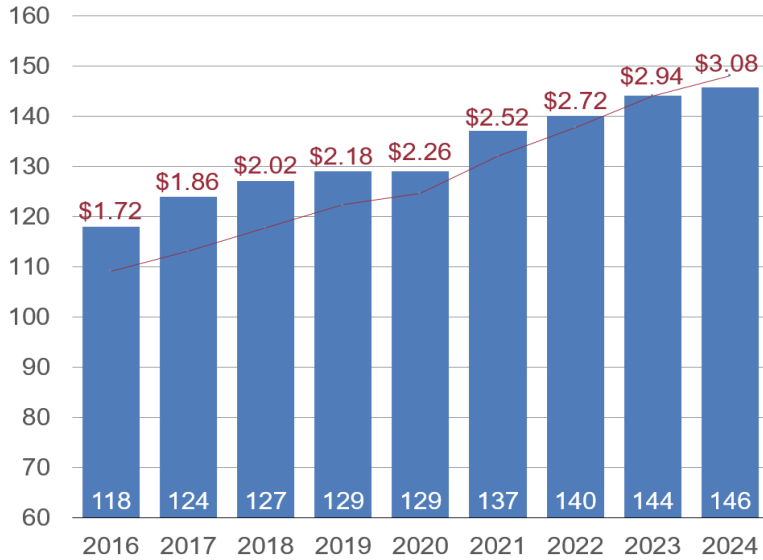
**Strong cash flow with counter-cyclical features provides liquidity entering into recessionary cycles.**



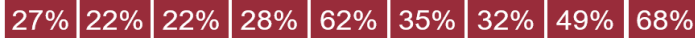
# Returning Cash to Shareholders

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

## Dividends



Payout Ratio, As Adjusted\*

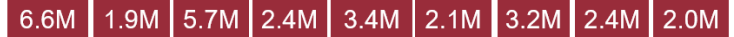
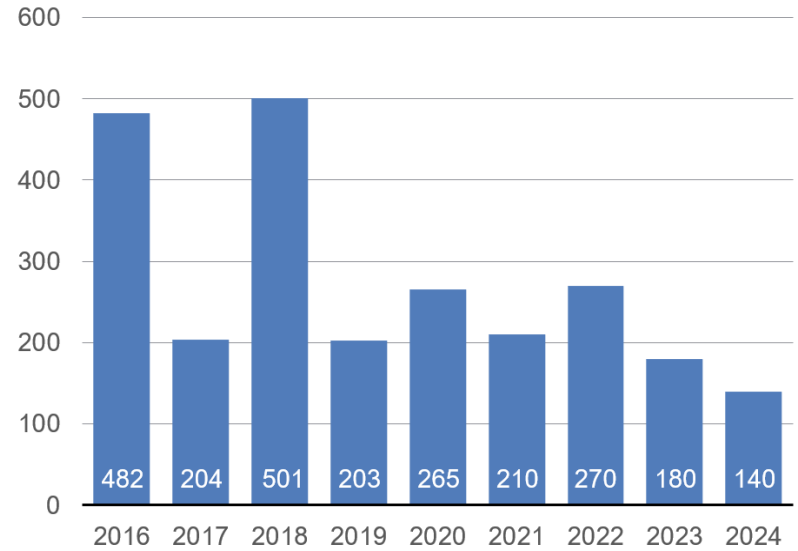


- Strong dividend performance. Current yield of 5.1%.\*\*
- Annual dividends increased every year over the last 10 years.

\*Annual dividend payout per share divided by earnings per share-diluted, as adjusted for items shown on the Financial Measures on our website.

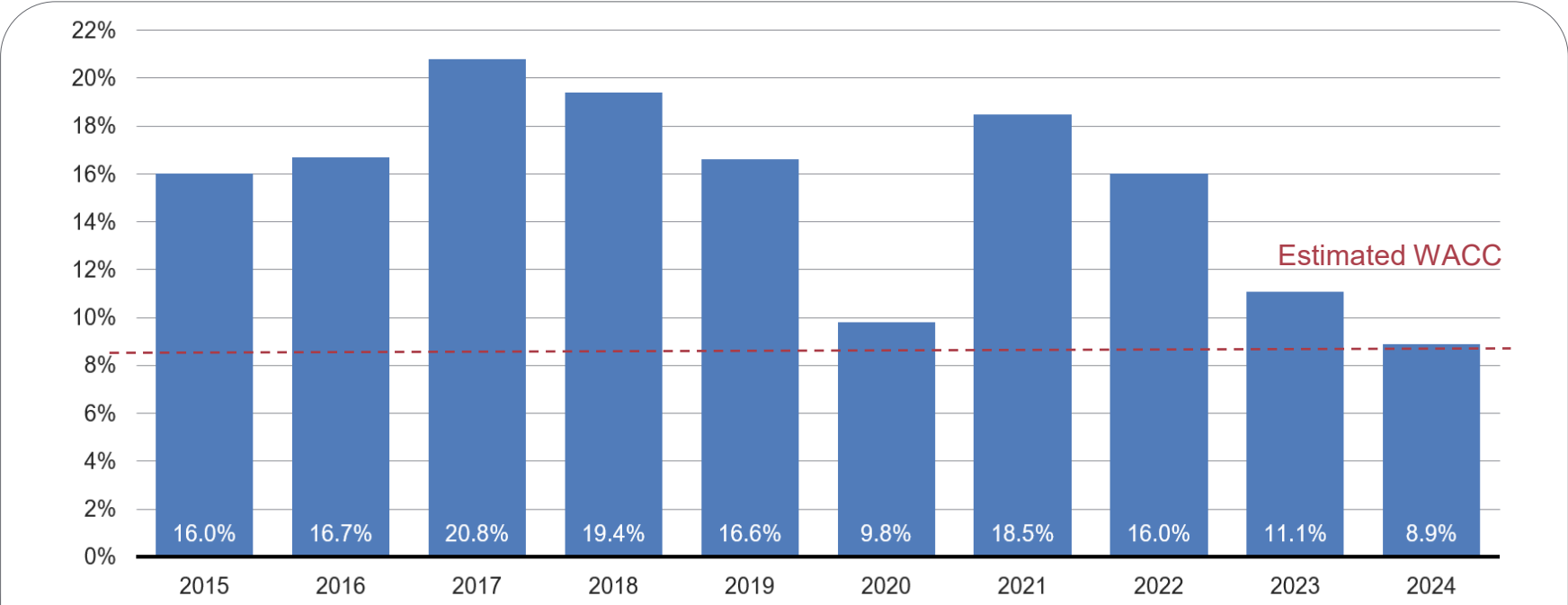
\*\* Yield based on January 30, 2025 price of \$60.71

## Share Repurchases



- 2.0M shares repurchased in 2024; 36.4M shares (47% of outstanding) repurchased from 2015.
- 2.6M shares are authorized for repurchase under the August 2023 authorization.


# Return on Invested Capital\* (ROIC)



- Capital efficiency metric has been included in 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 Global Management incentive plans for over 20 years

# ManpowerGroup Strengths

-  Globally Recognized Industry Leader
-  Improving Business Mix
-  Strong Assets, Distinct Brands and World-Leading Offerings
-  A Global Leader in IT Resourcing and Services
-  Experienced Management



# Appendix

# Financial Summary

## Q4 Financial Highlights, As Adjusted<sup>(1)</sup>

<ul style="list-style-type: none"> <li>▼ -5%</li> <li>▼ -3% CC</li> <li>▼ -1% OCC</li> </ul>	Revenue <b>\$4.4B</b>
<ul style="list-style-type: none"> <li>▼ -30 bps</li> </ul>	Gross Margin <b>17.2%</b>
<ul style="list-style-type: none"> <li>▼ -19%</li> <li>▼ -12% CC</li> </ul>	EBITA <sup>(2)</sup> <b>\$94M</b>
<ul style="list-style-type: none"> <li>▼ -40 bps</li> </ul>	EBITA <sup>(2)</sup> Margin <b>2.1%</b>
<ul style="list-style-type: none"> <li>▼ -30%</li> <li>▼ -27% CC</li> </ul>	EPS <b>\$1.02</b>

(1) Excludes the impact of restructuring costs of \$16.0M (\$14.1M net of tax), and other items including a loss on disposition of Austria of \$7.7M of which \$4.9M is recorded in operating profit and \$2.8M is recorded below operating profit in interest and other expenses and a pension settlement charge of \$4.6M (\$3.8M net of tax). Prior year period excludes the impact of restructuring costs. As reported, EBITA was \$76M (217%, 230% CC), EBITA Margin was 1.7% (+120 bps), and EPS was \$0.47 (variance not meaningful).

(2) EBITA is a non-GAAP financial measure and is defined herein as Operating Profit before Amortization of Intangible Assets and Goodwill Impairment. Reported operating profit was \$68M, and operating profit margin was 1.5%. On an adjusted basis, operating profit was \$86M and adjusted operating profit margin was 1.9%.

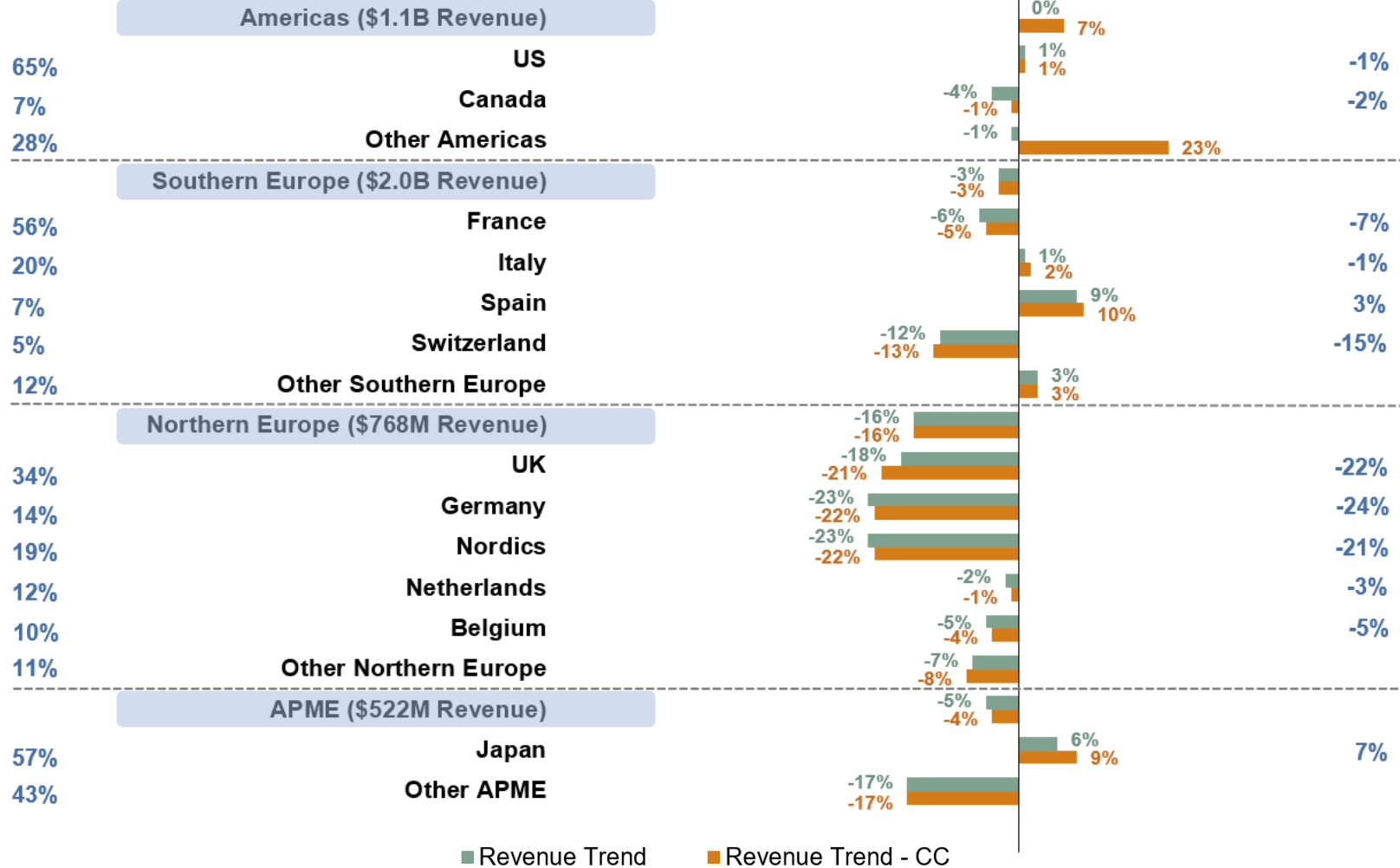
Throughout this presentation, the difference between reported variances and Constant Currency (CC) variances represents the impact of changes in currency on our financial results. Constant Currency is further explained in the Form 10-K on our website.

# Financial Summary

## Q4 Revenue Trend YOY

% of Segment Revenue

Average Daily Revenue Trend - CC



# ManpowerGroup 2024 Fourth Quarter Results

## Industry Vertical Composition Based on Revenues – Q4 2024

