



November 2025

Investor Presentation



ManpowerGroup®



Forward-Looking Statement

This presentation includes statements, including statements regarding the Company's strategic and technology initiatives and investments, including transformation initiatives intended to remove structural costs from the organization to drive efficiencies, 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. The Company assumes no obligation to update or revise any forward-looking statements.

Please note that ManpowerGroup's 2024 Form 10-K is available online at www.manpowergroup.com in the section titled "Investor Relations." This presentation includes constant currency growth rates, which are further explained in our 10-K.



ManpowerGroup®

Over 75 Years of Global Workforce Expertise

For more than 75 years, we have addressed the complex workforce challenges organizations face, from contingent and permanent staffing to talent management, outsourcing and talent development. Through our family of strong and distinct brands, we continue to deliver the solutions that drive businesses forward.

\$18B

2024 Annual
revenues

27K

Employees

500K

Approximate number
of people placed into
meaningful, sustainable
work every day

75

Countries and
territories

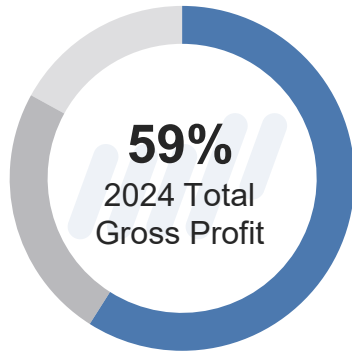
2,100

Branches

Millions

Job seekers
connected with work
every year, globally

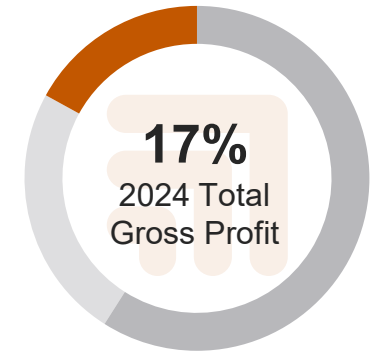
Our Strong and Distinct Brands



- **A global leader in contingent staffing and permanent resourcing**, providing companies with strategic and operational flexibility and creating talent at scale
- Talent agents and specialized recruiters leverage data-driven insights to assess, guide and place people into meaningful, sustainable employment.



- **A global leader in IT Professional Resourcing and IT Services**, specializing in practice areas including Enterprise Applications, Business Transformation, Cloud and Infrastructure, Digital Workspace and Cyber Security
- A trusted advisor in sourcing and creating technology talent for clients and a career advisor to consultants and associates.



- **Delivers integrated and data-driven workforce solutions** to help clients more effectively attract, acquire, develop and retain qualified talent.
- The lines of business — RPO, TAPFIN-MSP and Right Management — are seamlessly integrated with PowerSuite™ HR tech stack to deliver workforce solutions that span the talent lifecycle across multiple countries at scale.

Globally Recognized Leader



Talent Solutions named a Leader in RPO in the Everest Group PEAK Matrix® Assessment 2025



Named to TIME's list of the **World's Most Sustainable Companies** in 2024 and 2025



One of the **World's Most Ethical Companies** for the **16th time** – more than any organization in the industry



Experis named a Leader by Everest Group in U.S. IT Contingent Talent and Strategic Solutions PEAK Matrix® Assessment 2025



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



ManpowerGroup named one of **Forbes' America's Best Temp Staffing Firms** in 2025



Manpower named a Leader and Star Performer in Everest Group's U.S. Contingent Talent and Strategic Solutions PEAK Matrix® Assessment 2025



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



One of **America's Most Responsible Companies** 2023, 2024, and 2025



ManpowerGroup Talent Solutions TAPFIN named a Global Leader in Contingent Workforce Management (CWM) / Services Procurement (SOW) Solutions in Everest Group PEAK Matrix® Assessment 2025



MCSI ESG Rating: **BBB Leader Status**



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

Our Vision, Strategy and Values



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



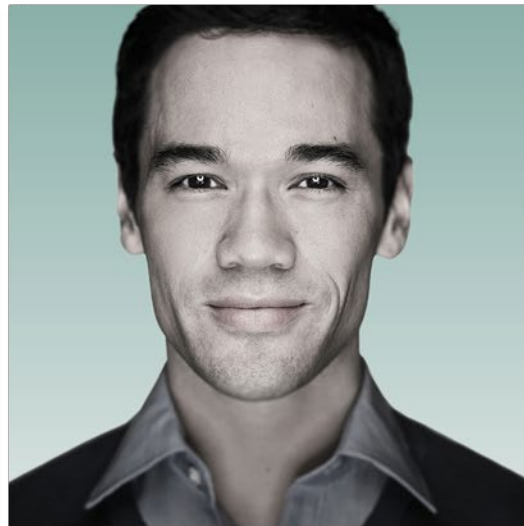
Deliver **INNOVATIVE WORKFORCE SOLUTIONS** to our large global and local clients by leveraging our:

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

STRATEGY



VALUES



People
Knowledge
Innovation

Forces Driving Client and Candidate Priorities



The Expansive Workforce

An increasingly diverse global workforce will impact the future of who is available to work, as well as when and how they'll work.

New Ways of Working

The world of work changed forever in 2020, and employer and individual adaptation to distributed models is still in progress.

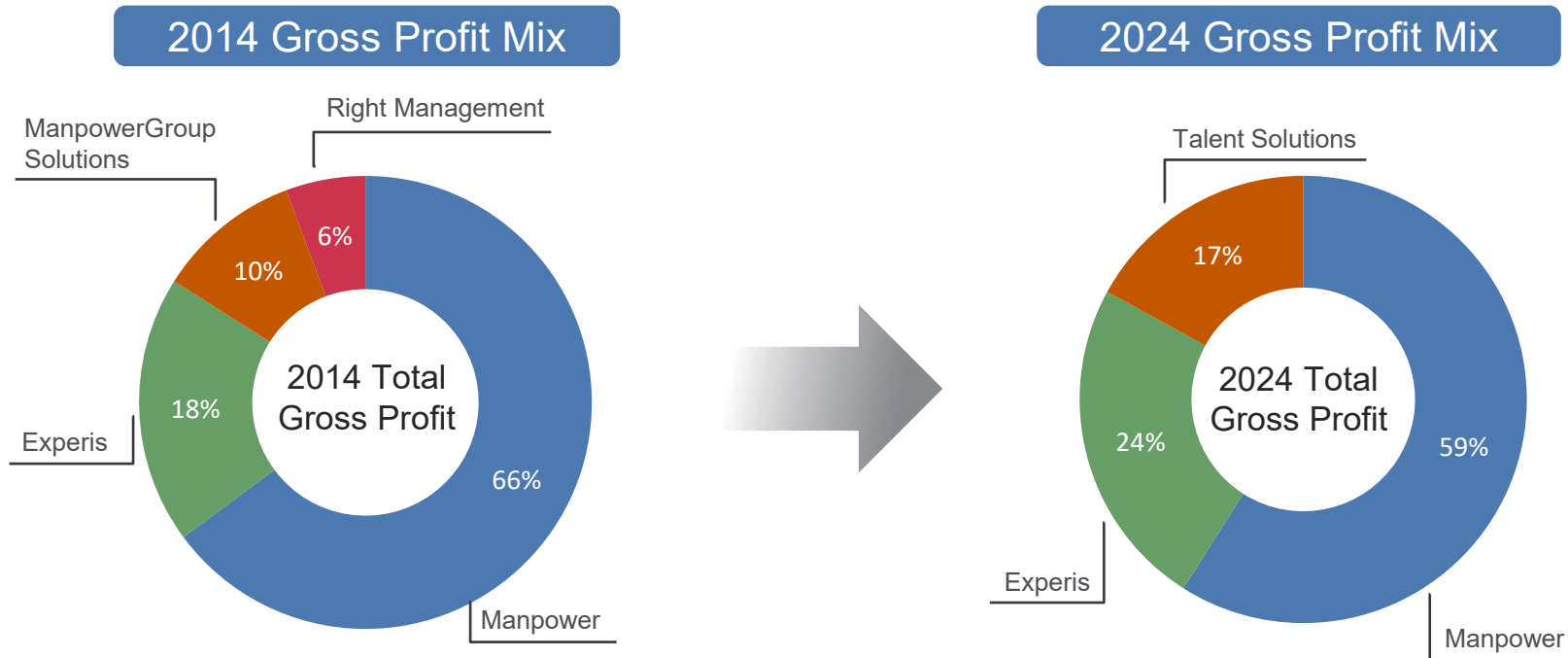
Digital Transformation

The democratization of AI is fast-tracking digital transformation and evolving the structure of organizations.

Accelerating Global Change

In the Industry 4.0 era, organizations are coping with critical global talent shortages against a backdrop of geopolitical instability and environmental and sustainability challenges.

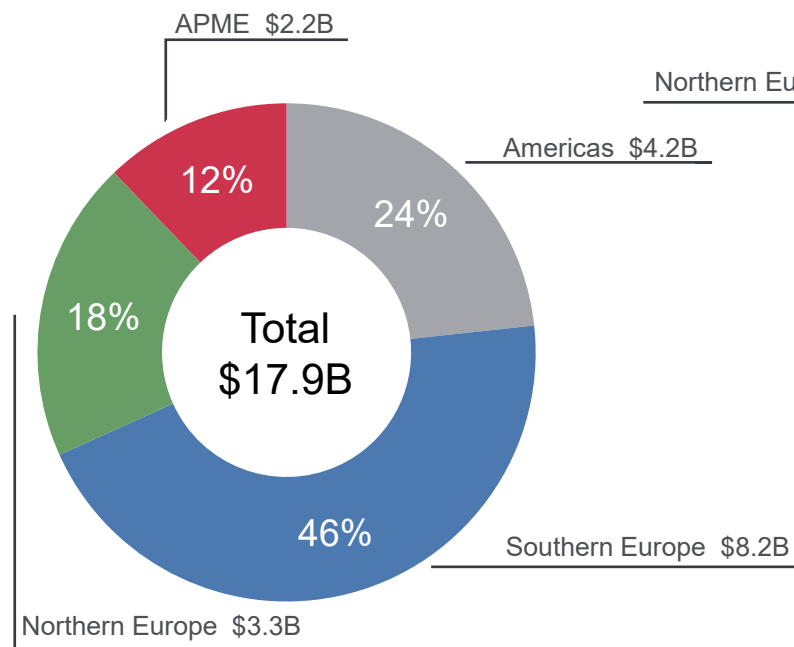
Shift Toward Higher Value Solutions and Services



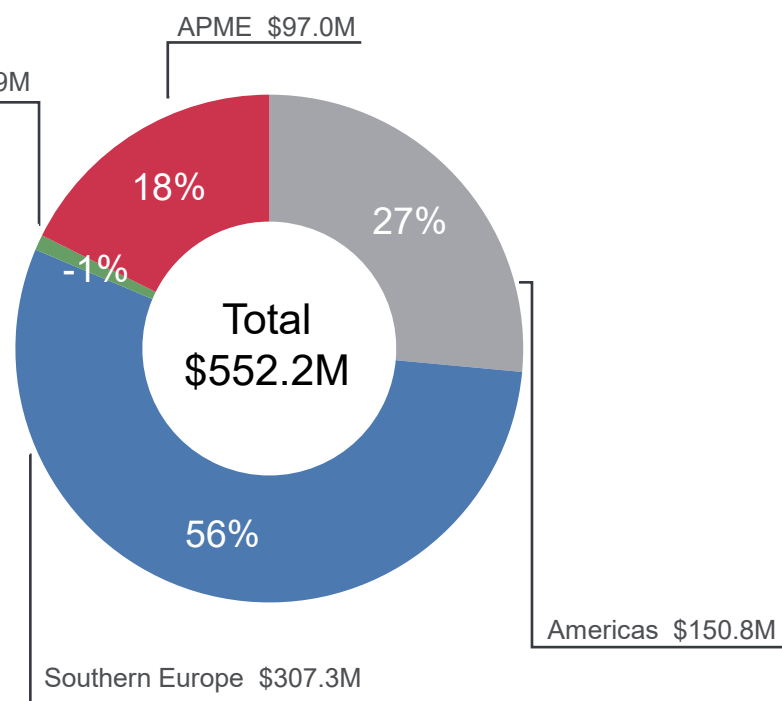
- ★ Strategic progression of our business now reflects Experis and Talent Solutions at 41% of mix with Manpower at 59% in 2024
- ★ Market-leading Recruitment Processing Outsourcing and Managed Service Provider offerings with counter-cyclical Right Management outplacement offering
- ★ Experis Professional Services is predominately IT
- ★ Permanent recruitment represents 14.3% of total gross profit in Q3 2025

Strength Through Geographic Diversification

2024 Segment Revenues



2024 Operating Unit Profit⁽¹⁾



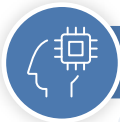
(1) Excludes restructuring costs as detailed in our earnings release and further explained on our website. As reported, OUP was as follows: Total \$484.8M, Americas \$141.6M, Southern Europe \$304.1M, Northern Europe -\$44.6M, and APME \$83.7M.

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™

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**.

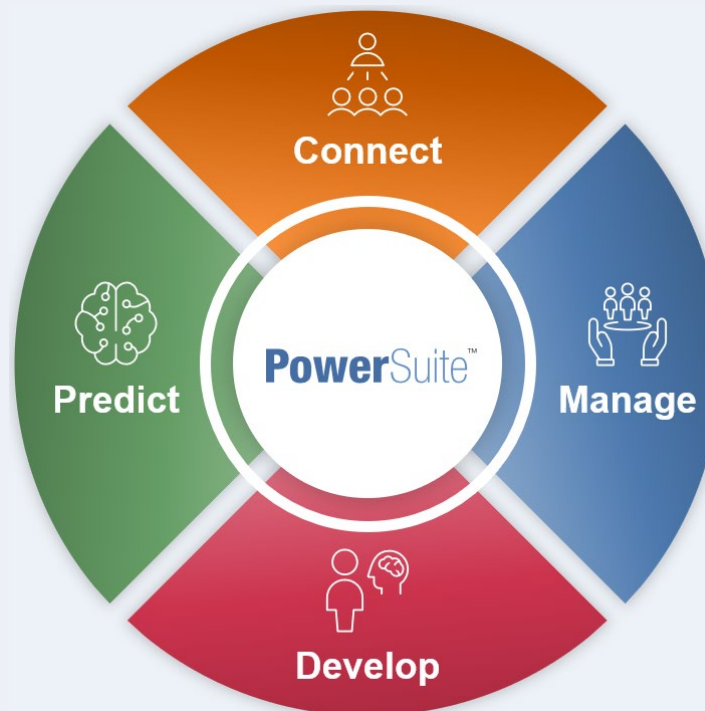
- Optimized HR processes
- Increased efficiency
- Decreased costs
- Reduced risk
- Accelerated speed
- Improved client and candidate experience

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



By prioritizing value-added activities, the MyPath talent pool now represents **36% of the Manpower talent pool** in certified countries and continues to grow.

310K+

Lives impacted
(including alumni)

The program's impact grew **nearly 10% over the last four quarters** and has affected **over 310K+ lives** since its inception.

Better utilization than non-MyPath participants

MyPath participants are more productive; **better utilized with a higher reassignment rate over the last four quarters** compared to non-participants.

15K+

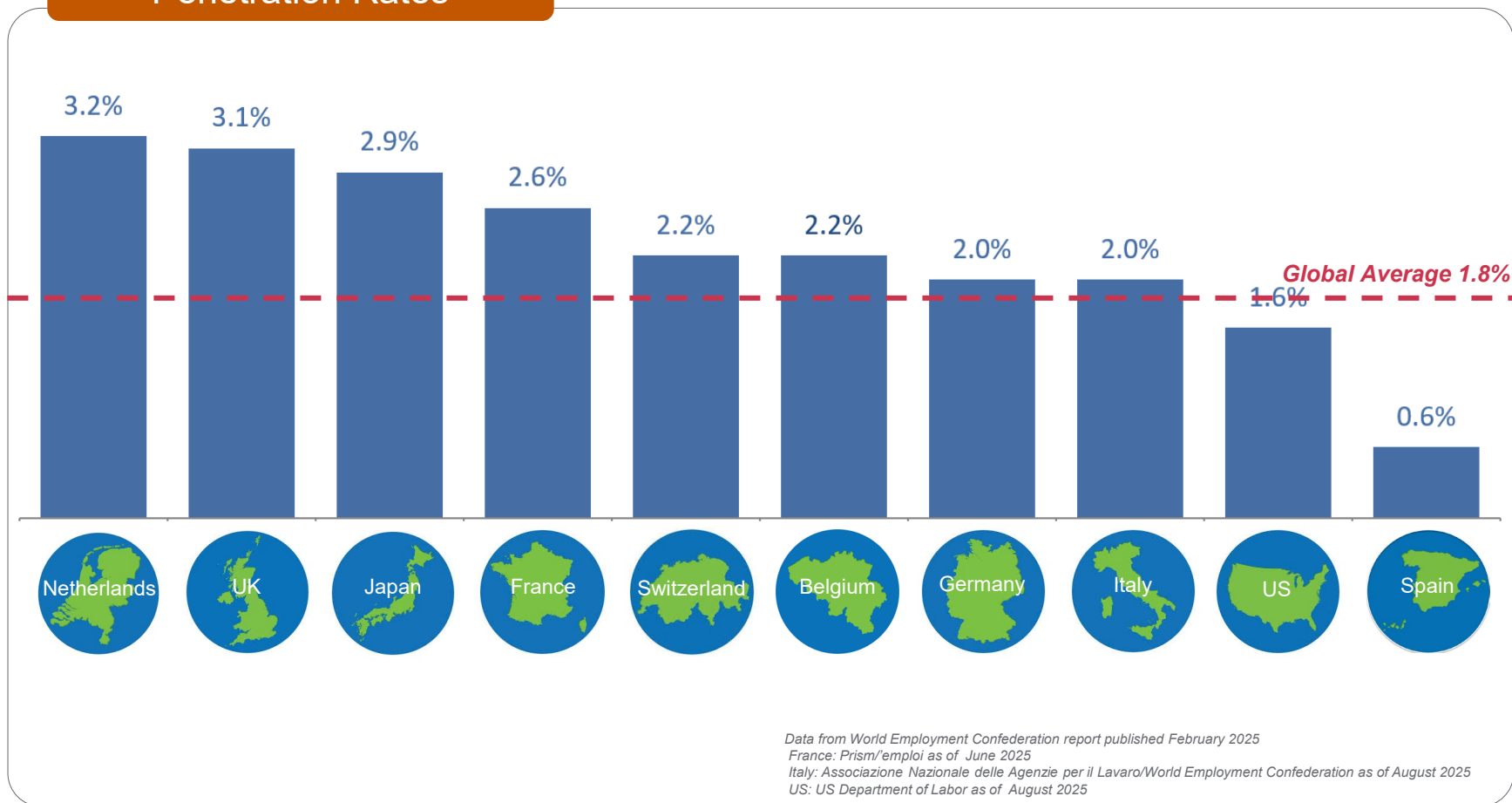
Clients participated
in recognition
program

Over **15K clients** participated in our Associate recognition program, which drove positive associate performance outcomes.

Recognized Associates maintain a Manpower tenure that is **50% longer on average**.

Secular Trends Providing More Opportunity Globally

Penetration Rates

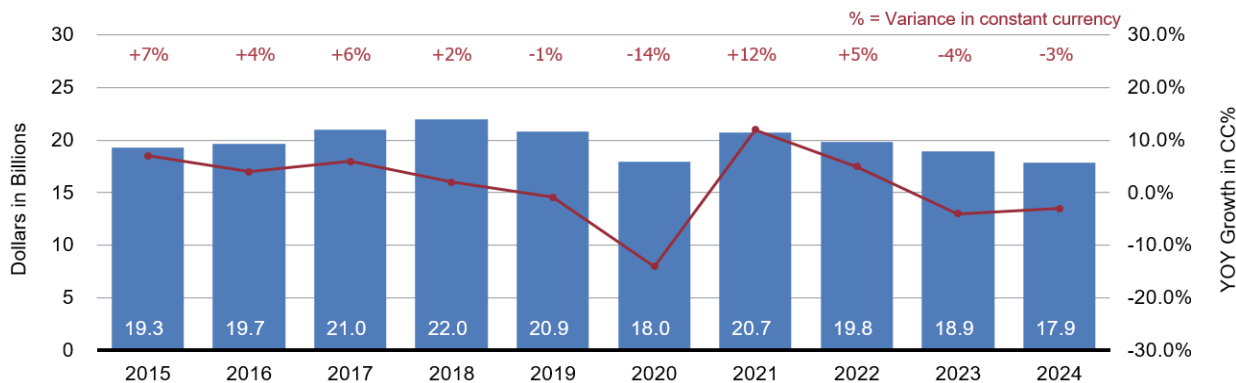


Peak penetration rates are generally exceeded in subsequent economic cycles. Favorable workforce trends are expected to drive penetration rates beyond pre-pandemic levels

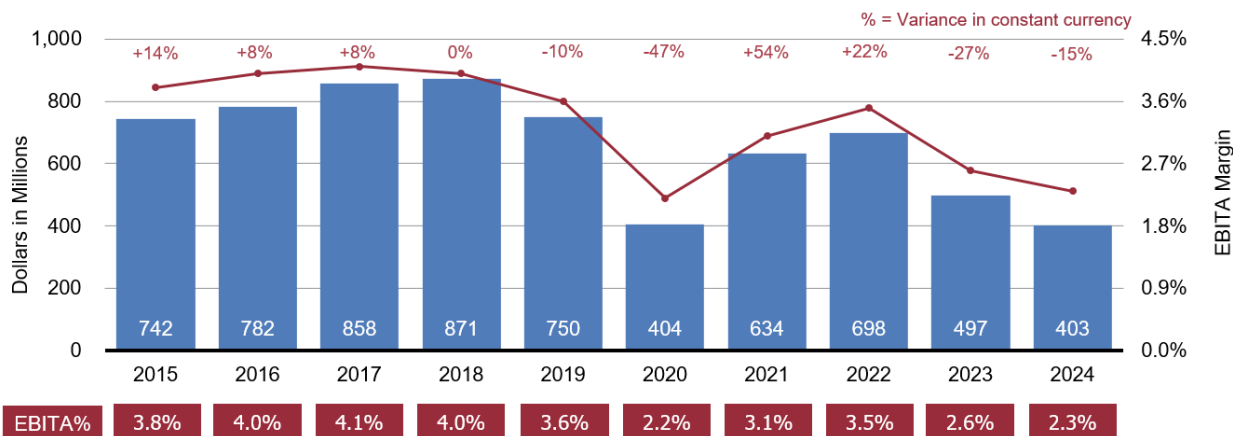
Financial Update

Historical Trends

Revenue



EBITA As Adjusted(*)



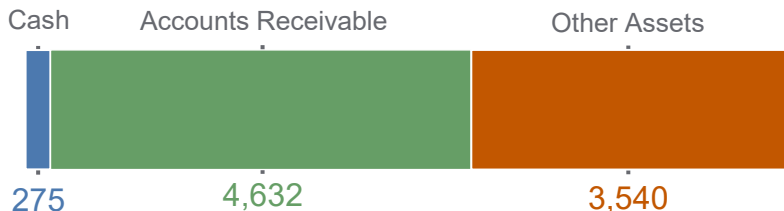
* EBITA As Adjusted for items shown under the Financial Measures on the Investor Relations section of our website. As reported, EBITA was \$339M in 2024, \$346M in 2023, \$669M in 2022, \$610M in 2021, \$282M in 2020, \$740M in 2019, \$832M in 2018, \$824M in 2017, \$781M in 2016, and \$726M in 2015; 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.

- Experiencing a challenging environment across Europe and North America since 2023.
- 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.

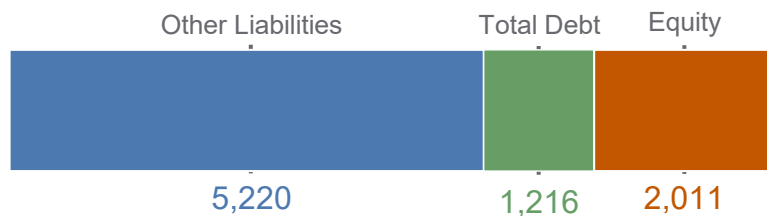
Balance Sheet

September 30, 2025 (\$ in millions)

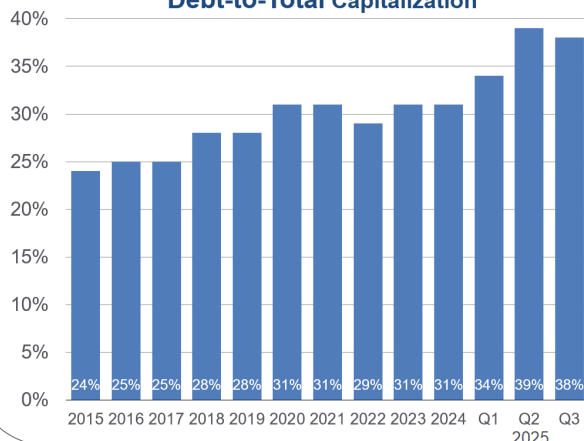
Assets 8,447



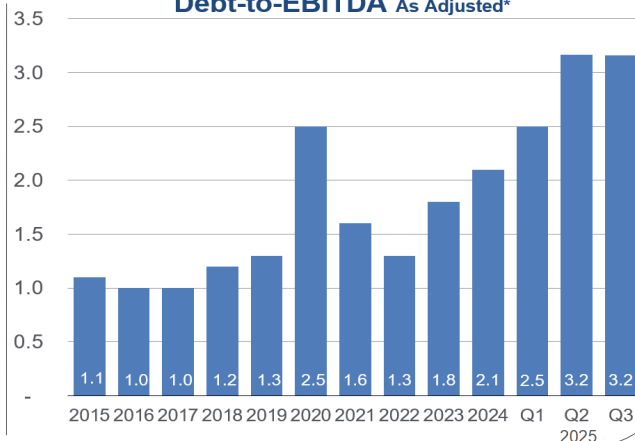
Liabilities & Equity 8,447



Debt-to-Total Capitalization



Debt-to-EBITDA As Adjusted*



* EBITDA As Adjusted amounts exclude the impact of global restructuring costs and other certain items shown under the Financial Measures on the Investor Relations section of our website.

Solid balance sheet

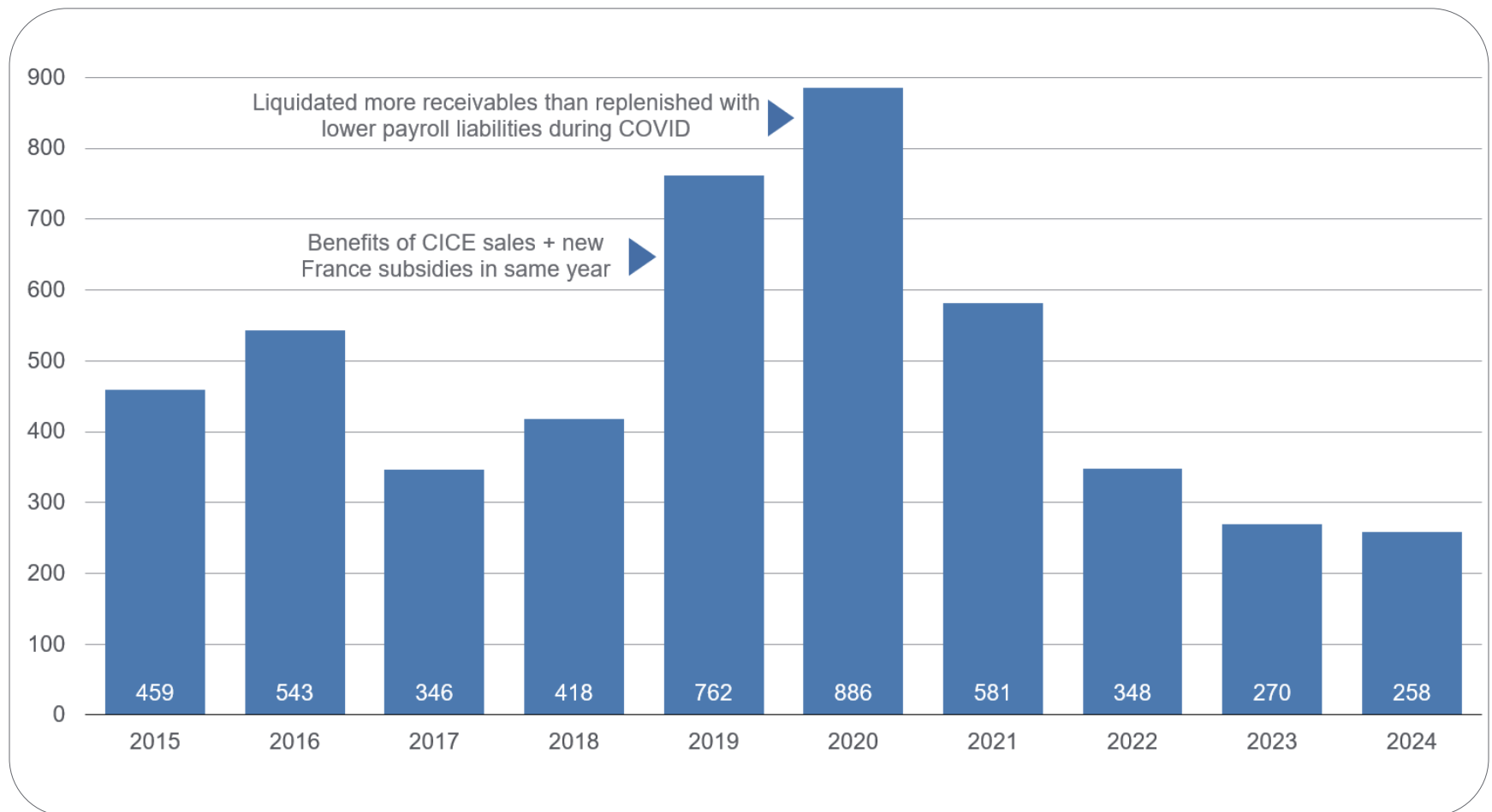
- Cash of \$275M
- Total debt-to-total capitalization at 38%
- Debt-to-EBITDA As Adjusted* of 3.16x

Focused on Working Capital Optimization

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

Free Cash Flow

(\$ in millions)



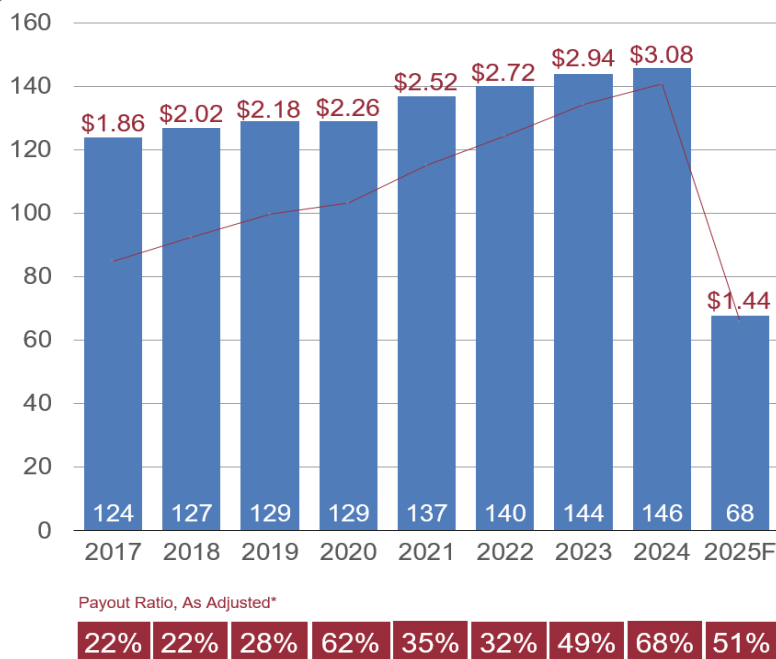
Strong cash flow with counter-cyclical features provides liquidity entering into recessionary cycles.

** Free cash flow is a non-GAAP financial measure. Please refer to the reconciliation under the Financial Measures on the Investor Relations section of our website.*

Returning Cash to Shareholders

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

Dividends



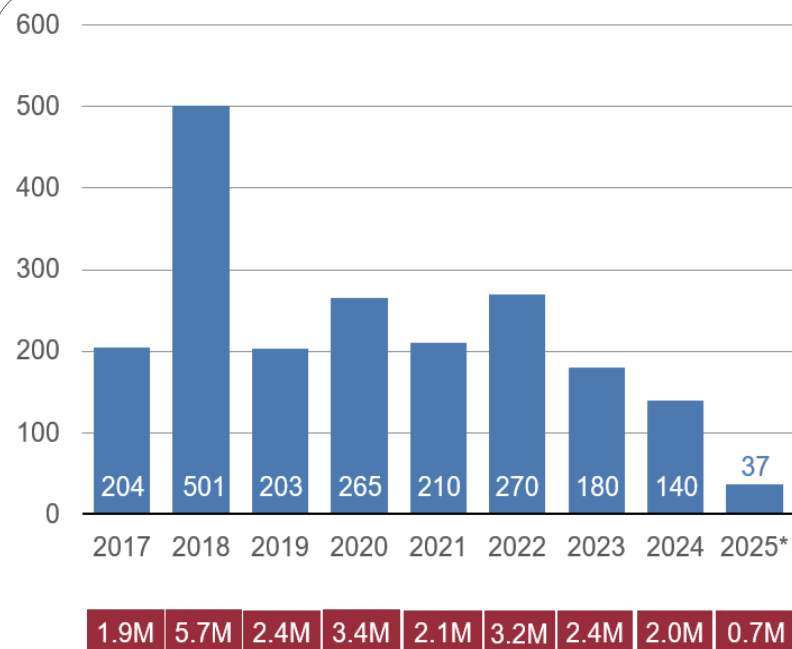
- Strong historical dividend performance. Current yield of 4.1%.**
- Stable to increasing dividend in a good environment. Reduced in 2025 to reflect current environment for staffing services

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

**2025 dividend based on \$0.72 per share semi-annual dividend declared on May 2, 2025 and estimated November 2025 dividend.

** Yield based on October 16, 2025 price of \$35.54

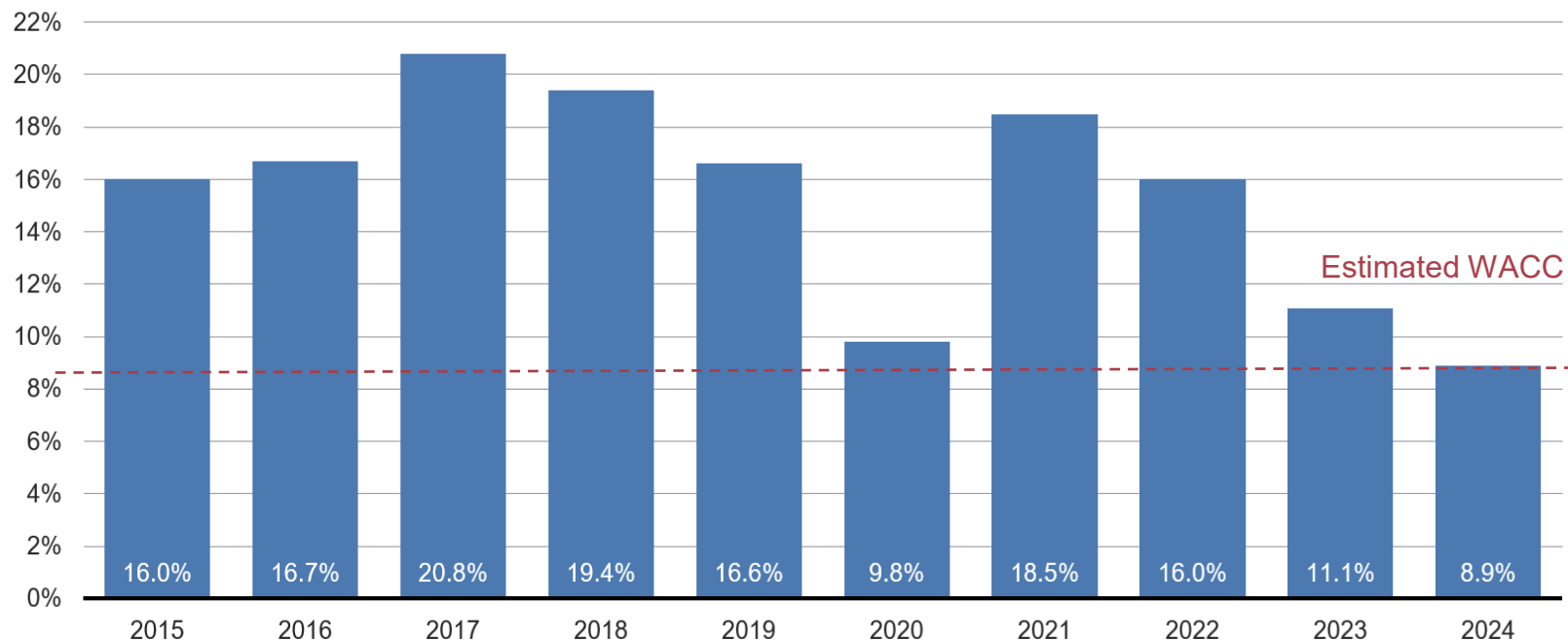
Share Repurchases



- 0.7M shares repurchased in 2025; 37.0M shares (47% of outstanding) repurchased from 2015.
- 1.9M shares remain authorized for repurchase under the August 2023 authorization.

*As of September 30, 2025

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 under the Financial Measures on the Investor Relations section of our website.*

Financial Targets

**Revenue
Growth**



Market

- Exceed or maintain key market revenue growth
- Disciplined profitable growth
- Focus on improvement in client mix
- Assumes stable economic environment and consistent revenue growth and pricing

**EBITA
Margin**



4.5% - 5.0%

- Gross profit improvement
- Continued steady efficiency/productivity enhancements through existing and incremental cost transformation initiatives
 - 2024 and 2025 have included restructuring charges and we anticipate elevated charges over the next two years which we believe will drive significant cost reductions in future years

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 used in 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

Q3 Financial Highlights, As Adjusted⁽¹⁾

▲ 2% ▼ -2% CC ▲ 1% OCC	Revenue \$4.6B (Systemwide \$4.9B) ⁽²⁾
▼ -70 bps	Gross Margin 16.6%
▼ -18% ▼ -22% CC	EBITA ⁽³⁾ \$96M
▼ -50 bps	EBITA ⁽³⁾ Margin 2.1%
▼ -36% ▼ -39% CC	EPS \$0.83

(1) Excludes the impact of restructuring costs of \$21.4M (\$18.9M net of tax) and a non-cash currency translation charge of \$1.1M related to hyper-inflationary Argentina. Restructuring costs include \$1.2M benefit on Corporate related to settlement of charges previously incurred at lower than estimated amounts. Prior year period excludes the impact of restructuring costs and a discrete tax item. As reported, EBITA was \$74M (-6%, -4% CC), EBITA Margin was 1.6% (-10 bps), and EPS was \$0.38 (-19%, -20% CC).

(2) Systemwide revenue also includes revenues generated by franchise offices, which were \$300.3M. Variances reported above do not include franchise offices.

(3) 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 \$67M, and operating profit margin was 1.4%. On an adjusted basis, operating profit was \$88M and adjusted operating profit margin was 1.9%.

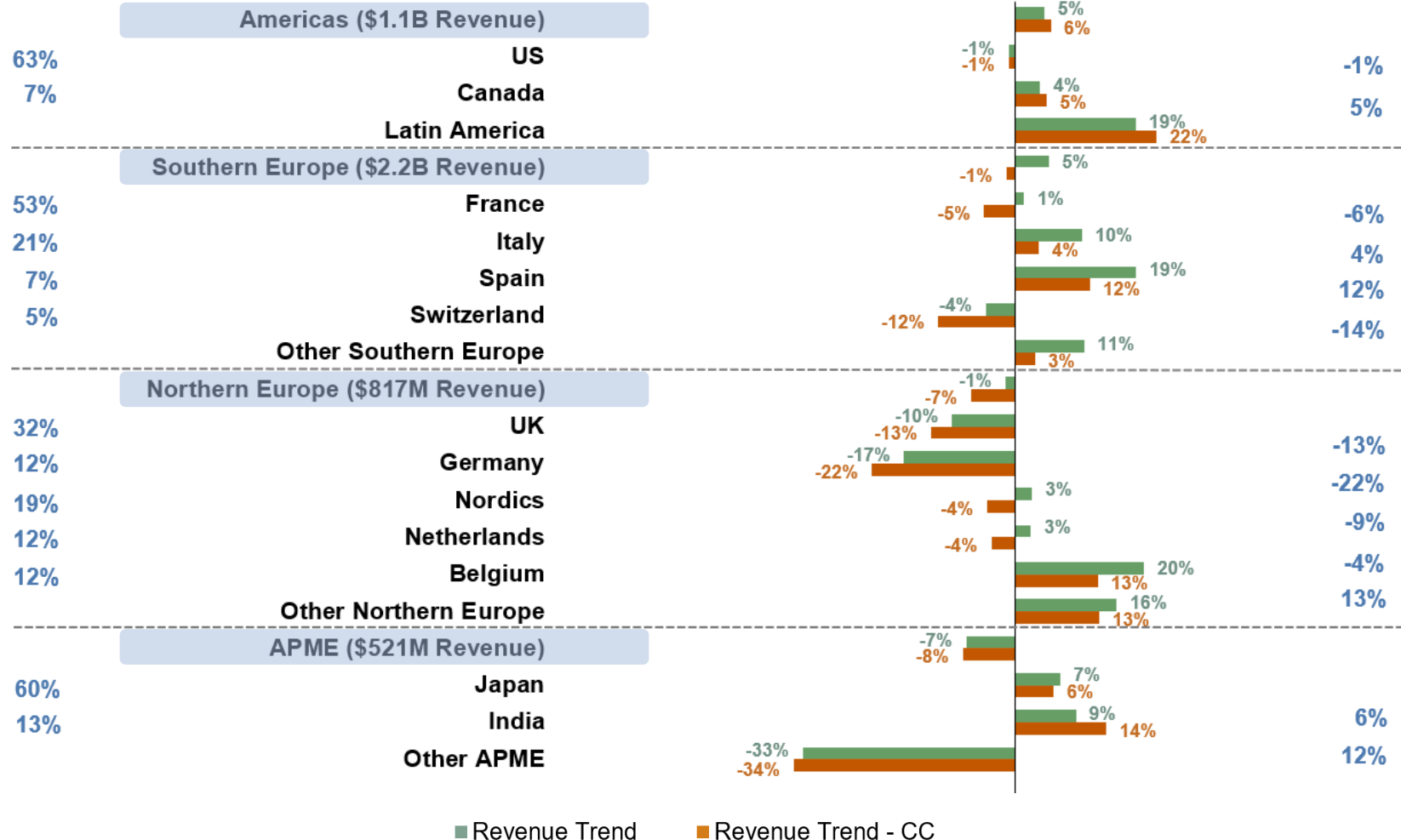
Throughout this presentation, the difference between reported variances and Constant Currency (CC) variances represents the impact of changes in currency on our financial results. Constant Currency is further explained in the Form 10-K on our website.

Financial Summary

Q3 Revenue Trend YOY

% of Segment Revenue

Average Daily Revenue Trend - CC



ManpowerGroup 2025 Third Quarter Results

Industry Vertical Composition Based on Revenues – Q3 2025

