



ManpowerGroup®

ManpowerGroup Fourth Quarter Results | February 2, 2021

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 Fourth Quarter Results

Consolidated Financial Highlights

As Reported	As Adjusted ⁽¹⁾	Q4 Financial Highlights
↓ 3%	↓ 3%	Revenue \$5.1B
↓ 6% CC	↓ 6% CC	
↓ 70 bps	↓ 70 bps	Gross Margin 15.8%
↓ 28%	↓ 21%	Operating Profit \$138M (\$151M as adjusted)
↓ 30% CC	↓ 24% CC	
↓ 100 bps	↓ 70 bps	OP Margin 2.7% (3.0% as adjusted)
↓ -43%	↓ -36%	EPS \$1.33 (\$1.48 as adjusted)
↓ -45% CC	↓ -39% CC	

(1) As Adjusted figures exclude the impact of restructuring charges of \$12.6M (\$8.7M net of tax)

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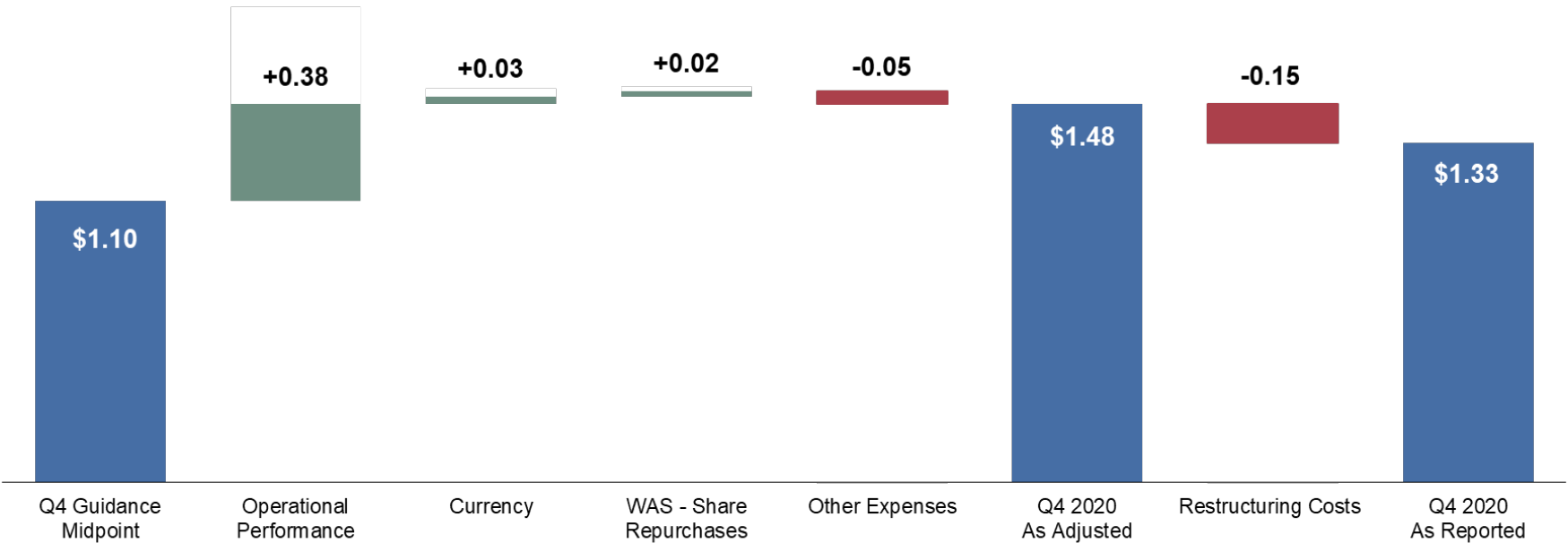
Consolidated Financial Highlights

As Reported	As Adjusted ⁽¹⁾	2020 Financial Highlights
↓ 14%	↓ 14%	Revenue \$18.0B
↓ 14% CC	↓ 14% CC	
↓ 50 bps	↓ 50 bps	Gross Margin 15.7%
↓ 71%	↓ 48%	Operating Profit \$188M (\$377M as adjusted)
↓ 71% CC	↓ 48% CC	
↓ 210 bps	↓ 140 bps	OP Margin 1.0% (2.1% as adjusted)
↓ -95%	↓ -52%	EPS \$0.41 (\$3.67 as adjusted)
↓ -95% CC	↓ -53% CC	

(1) As Adjusted figures exclude (a) \$48.2M (\$40.2 net of tax) of restructuring costs in Q1 2020; (b) the impact of goodwill impairment charge of \$67M, a software impairment charge of \$6M and discrete tax items of \$4M in Q2 2020; (c) the impact of restructuring costs of \$49.9M (\$42.1M net of tax), \$5.8M (\$5.2M net of tax) loss from dispositions of subsidiaries and a discrete tax item of \$12M in Q3 2020; (d) the impact of restructuring costs of \$12.6M (\$8.7M net of tax) in Q4 2020; while 2019 adjusted figures exclude (a) the impact of the gain of \$30M from our Greater China IPO in Q3 2019; (b) the impact of the gain of \$80M from our acquisition of the remaining interest in our Manpower Switzerland business, which was recorded in interest and other expenses below operating profit; (c) 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; and (d) \$39.8M (\$31.4 net of tax) of restructuring costs in Q1 2019.

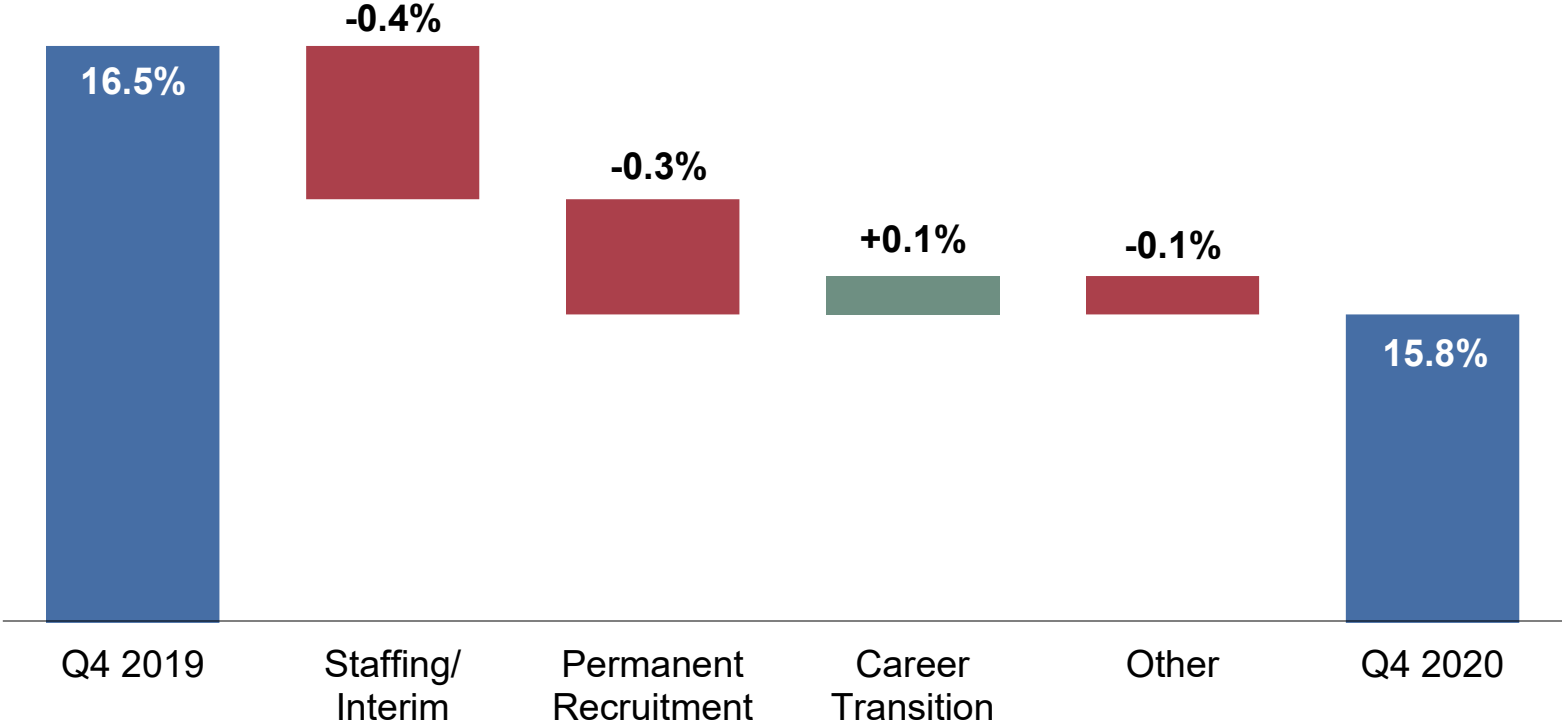
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EPS Bridge – Q4 vs. Guidance Midpoint



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Consolidated Gross Margin Change

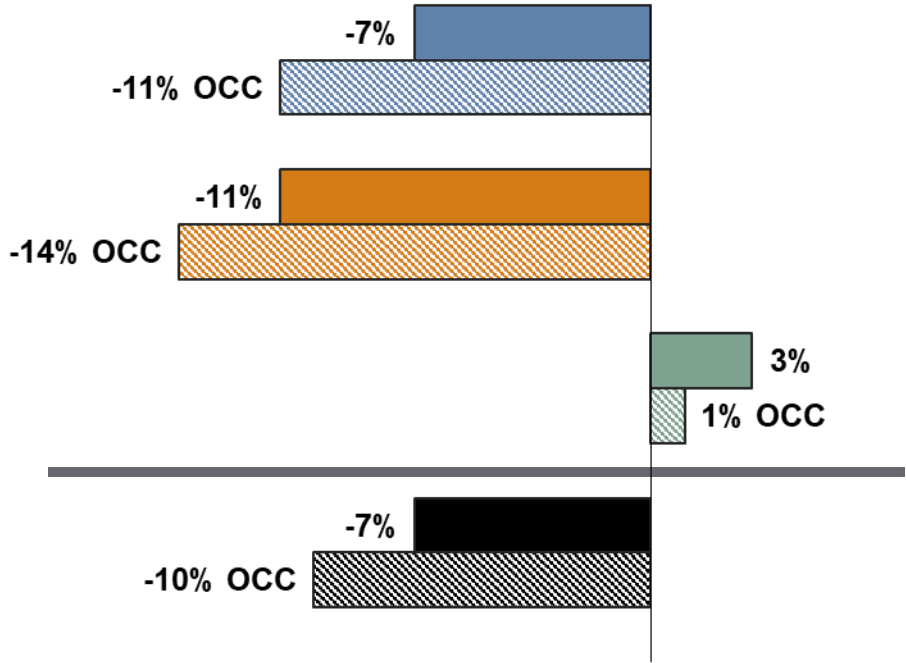
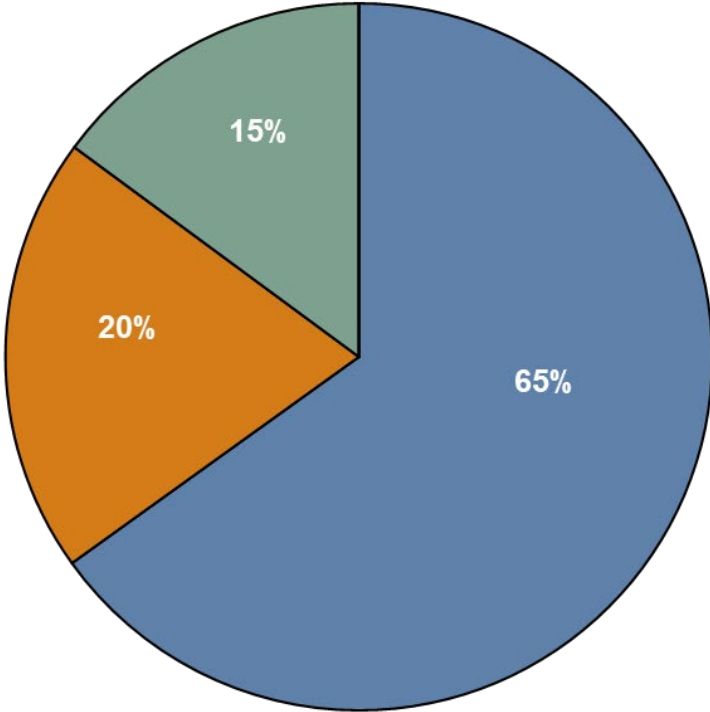


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Business Line Gross Profit – Q4 2020⁽¹⁾

\$799M

Trend



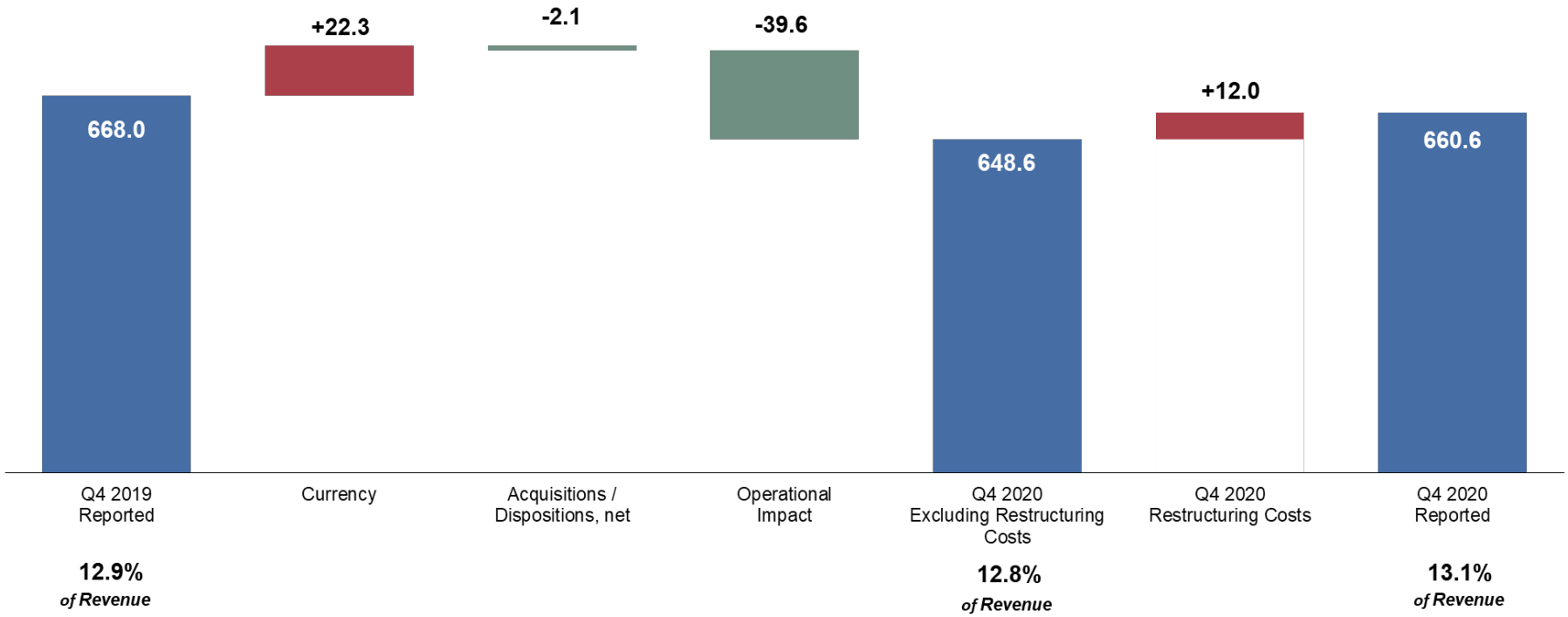
■ Manpower
 ■ Experis
 ■ Talent Solutions
 ■ ManpowerGroup – Total

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

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SG&A Expense Bridge – Q4 YoY

(in millions of USD)



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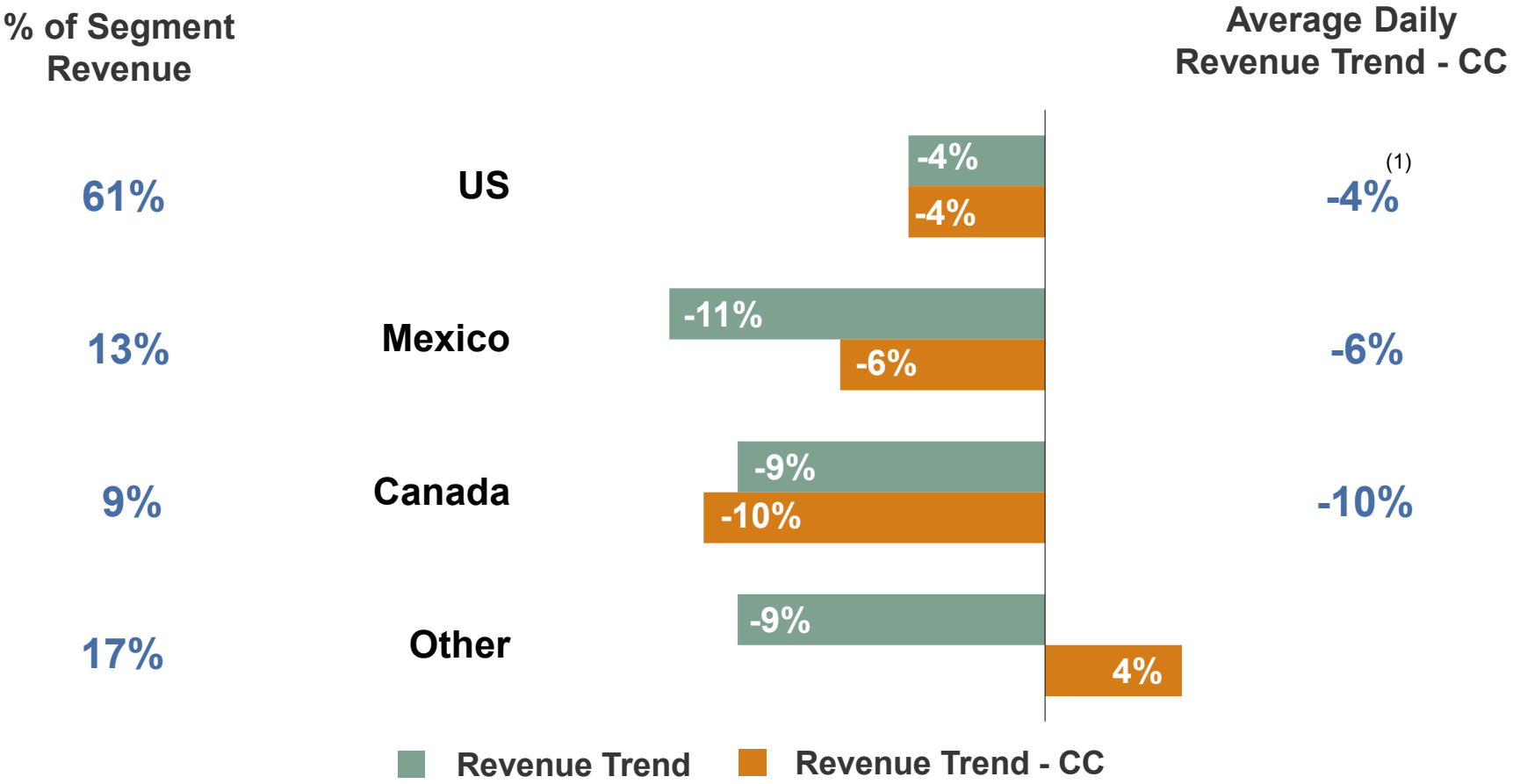
Americas Segment (20% of Revenue)

As Reported	Q4 Financial Highlights
↓ 6% ↓ 3% CC	Revenue \$1.0B
↓ 15% ↓ 13% CC	OUP \$48M
↓ 50 bps	OUP Margin 4.7%

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 – Q4 Revenue Trend YoY



(1) On an organic basis, both revenue and ADR for the US decreased 5%.

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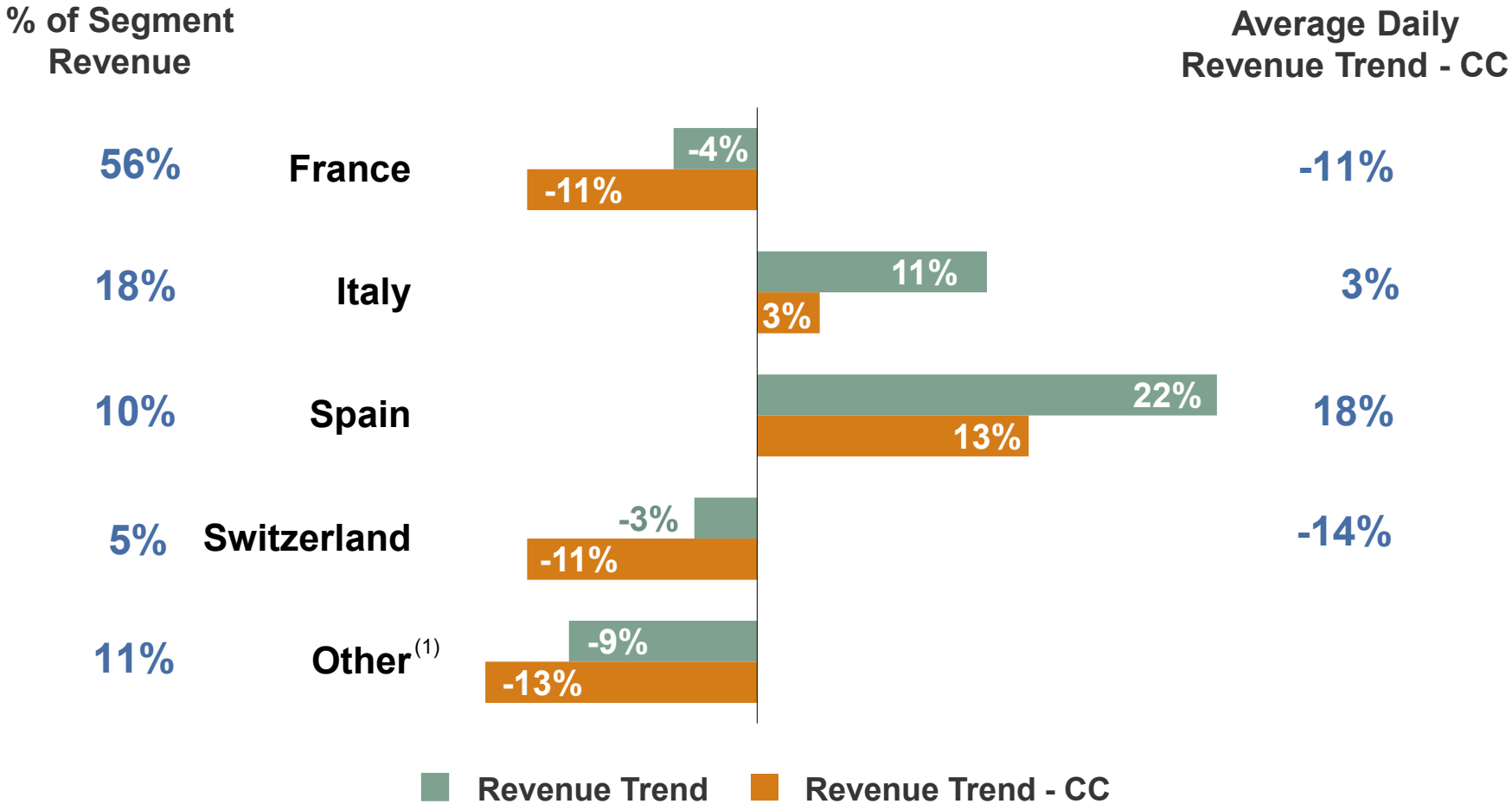
Southern Europe Segment (46% of Revenue)

As Reported	As Adjusted ⁽¹⁾	Q4 Financial Highlights
0%	0%	Revenue \$2.3B
↓ 7% CC	↓ 7% CC	
↓ 22%	↓ 19%	OUP \$100M ((\$104M as adjusted))
↓ 28% CC	↓ 25% CC	
↓ 120 bps	↓ 100 bps	OUP Margin 4.3% (4.5% as adjusted)

(1) Excludes the impact of restructuring costs of \$3.8M (\$2.6M net of tax) in Q4 2020.

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Southern Europe – Q4 Revenue Trend YoY



(1) On an organic basis revenue for Southern Europe Other decreased 4% or 8% in constant currency.

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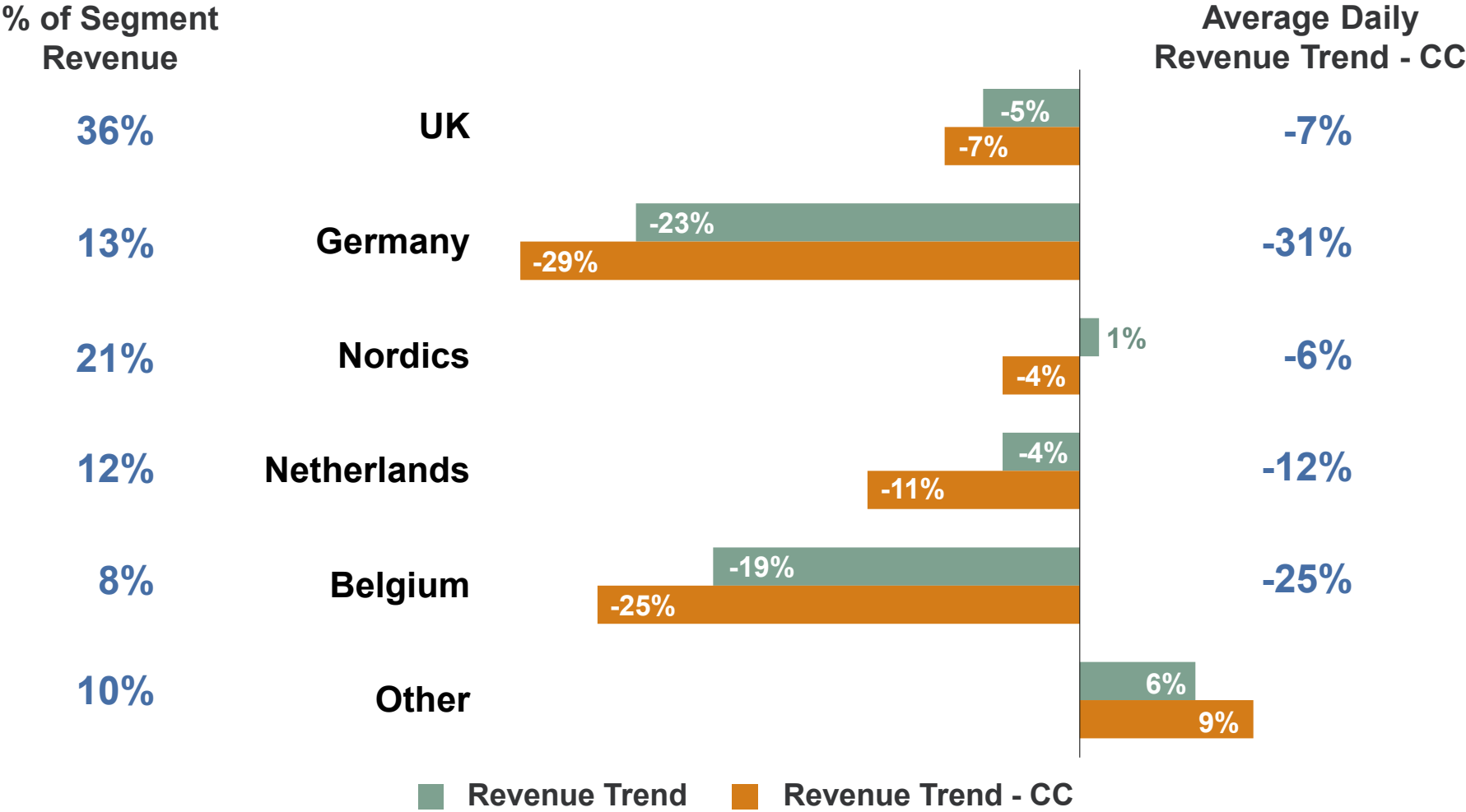
Northern Europe Segment (22% of Revenue)

As Reported	As Adjusted ⁽¹⁾	Q4 Financial Highlights
↓ 7%	↓ 7%	Revenue \$1.1B
↓ 11% CC	↓ 11% CC	
↓ 64%	↓ 27%	OUP \$9M (\$18M as adjusted)
↓ 60% CC	↓ 27% CC	
↓ 130 bps	↓ 50 bps	OUP Margin 0.8% (1.6% as adjusted)

(1) Excludes the impact of restructuring costs of \$8.8M (\$6.3M net of tax) in Q4 2020.

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Northern Europe – Q4 Revenue Trend YoY



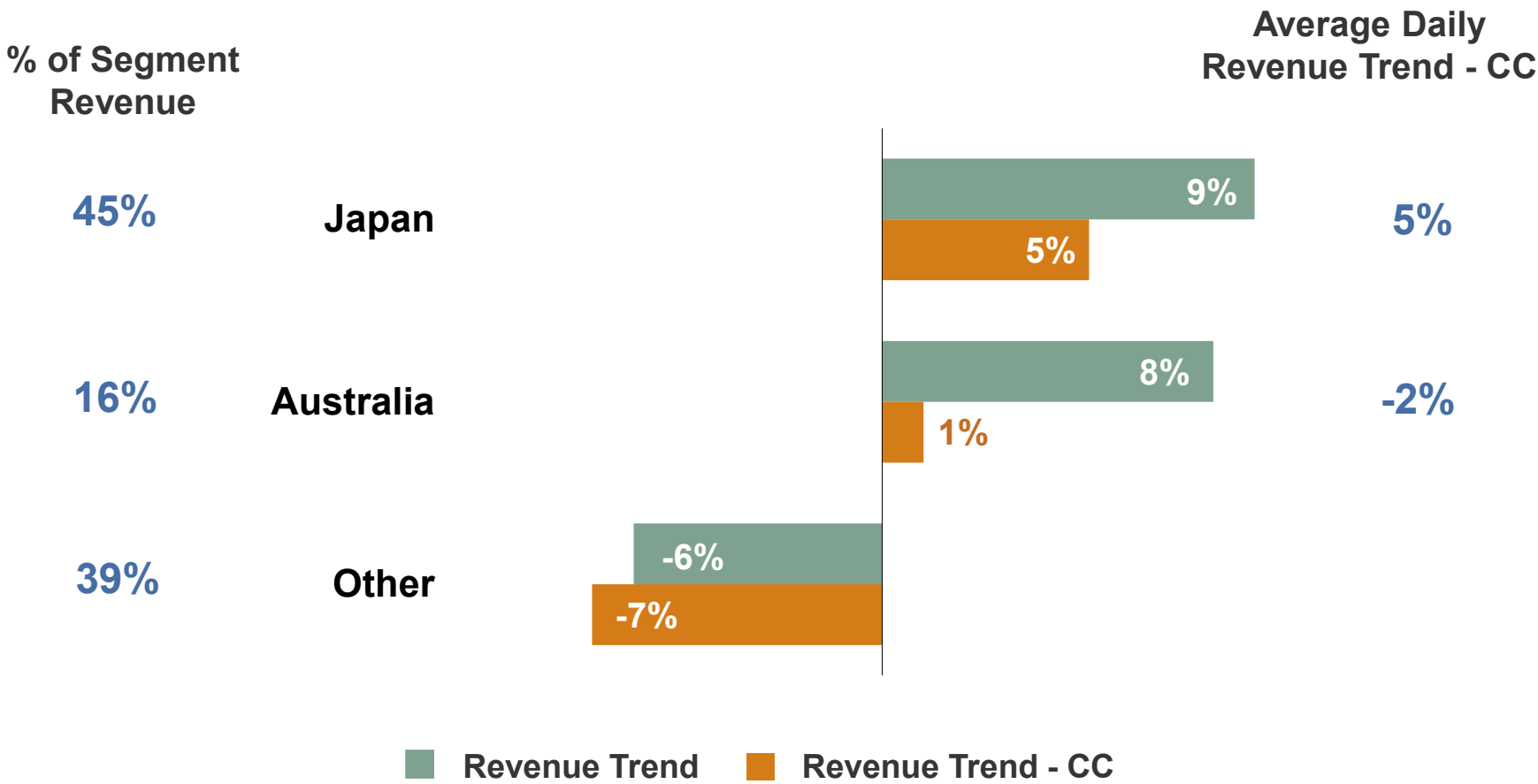
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APME Segment (12% of Revenue)

As Reported	Q4 Financial Highlights
↑ 2% ↓ 1% CC	Revenue \$617M
↓ 17% ↓ 19% CC	OUP \$18M
↓ 70 bps	OUP Margin 3.0%

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APME – Q4 Revenue Trend YoY



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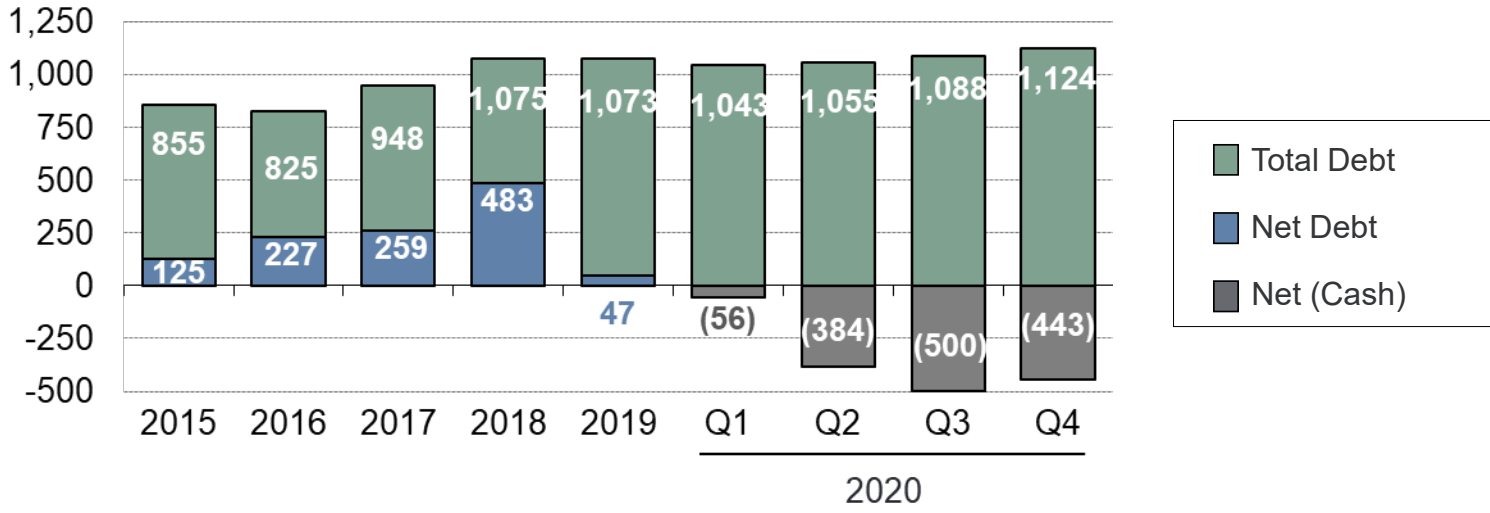
Cash Flow Summary – Full Year

(in millions of USD)	2020	2019
Net Earnings	24	466
Non-cash Provisions and Other	209	36
Change in Operating Assets/Liabilities	704	313
Capital Expenditures	(51)	(53)
Free Cash Flow	886	762
Change in Debt	(39)	20
Acquisitions of Businesses, including Contingent Considerations, net of cash acquired	(3)	55
Deconsolidation of Subsidiaries	-	(58)
Repurchases of Common Stock	(265)	(203)
Dividends Paid	(129)	(129)
Effect of Exchange Rate Changes	83	(27)
Other	8	14
Change in Cash	541	434

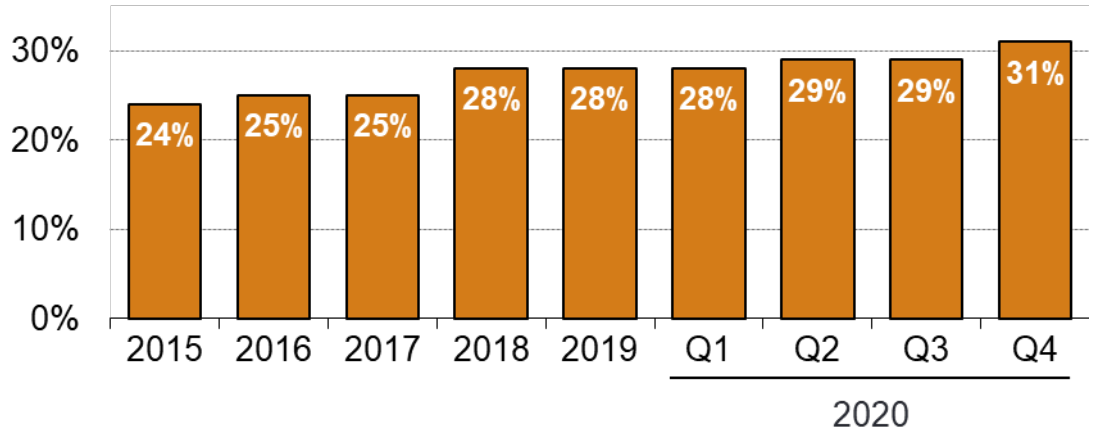
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Balance Sheet Highlights

Total Debt
(in millions of USD)



Total Debt to Total Capitalization



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Debt and Credit Facilities – December 31, 2020

(in millions of USD)

	Interest Rate	Maturity Date	Total Outstanding	Remaining Available
Euro Notes - €500M	1.809%	Jun 2026	607	-
Euro Notes - €400M	1.913%	Sep 2022	488	-
Revolving Credit Agreement ⁽¹⁾⁽²⁾	1.144%	Jun 2023	-	599
Uncommitted lines and Other ⁽³⁾	Various	Various	29	311
Total Debt			1,124	910

(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 -0.12 and a fixed charge coverage ratio of 3.04 as of December 31, 2020. (In the agreement, net debt is defined as total debt less cash in excess of \$400M.) As of December 31, 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 \$340.3M. 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 Fourth Quarter Results

First Quarter 2021 Outlook

Revenue	Total	Flat/Up 2% (Down 4-6% CC)
	Americas	Down 5-7% (Down 3-5% CC)
	Southern Europe	Up 6-8% (Down 2-4% CC)
	Northern Europe	Down 1-3% (Down 9-11% CC)
	APME	Up 3-5% (Down 1-3% CC)
Gross Profit Margin		15.5 – 15.7%
Operating Profit Margin		1.3 – 1.5%
Tax Rate		34.0%
EPS		\$0.64 – \$0.72 (favorable \$0.07 currency)

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

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Key Take Aways



Better than anticipated fourth quarter performance demonstrates continued improvement in recovery trends since the beginning of the pandemic



The combination of our tech and PeopleFirst approach allows us to confidently manage uncertainty, volatility, collaborate remotely and be more agile than we ever believed possible



Our strategy to Diversify, Digitize and Innovate continues to position ManpowerGroup for greater success and profitable growth in the future



We have a great opportunity to deliver increased workforce solutions as clients utilize ManpowerGroup as a full-service partner with the tools and tech across markets to provide more resilience and flexibility

Appendix

ManpowerGroup 2020 Fourth Quarter Results

Industry Vertical Composition – Q4 2020

