



ManpowerGroup®

# Investor Presentation

November 2021



# 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, 2020, as well as the risks and uncertainties arising from the COVID-19 global pandemic and related governmental actions, 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 2020 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 70 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 over **600,000** 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



**2,200**

Offices



**25K**

Employees

# Globally Recognized Leader

**2021 WORLD'S MOST ETHICAL COMPANIES™**  
WWW.ETHISPHERE.COM

One of the World's Most Ethical Companies for the twelfth year – more than any organization in the industry

**FTSE4Good**

Named to FTSE4Good Index for thirteen consecutive years

MEMBER OF **Dow Jones Sustainability Indices**  
In Collaboration with RobecoSAM

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

**2020 ecovadis**  
PLATINUM CSR Rating

Earned new 2020 Platinum EcoVadis sustainability rating, designated for the top 1% of those scored, with Gold rating since 2012

**DEI DISABILITY EQUALITY INDEX**  
Best Places To Work For Disability Inclusion

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

**BEST PLACES TO WORK**  
2021 for LGBTQ Equality  
100% CORPORATE EQUALITY INDEX

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

**20% BY 2020**  
WOMEN ON BOARDS

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

**BARRON'S**

Named by Barron's as one of the most Sustainable Companies overall as well as a top Employer when it applies to Human Capital Management, Cybersecurity, Supply Chain Management and Well-Being

**ALM Intelligence**

The only company in our industry awarded ALM Intelligence's *Pacesetter* designation, recognized for our digitally-enabled, data-driven workforce solutions

**NelsonHall**

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

Everest Group  
**PEAK MATRIX™**

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

**FORTUNE**

Ranked 158 on the 2020 FORTUNE 500

**Forbes**

Ranked 1,544 on the 2020 Global 2000

**Forbes | 2020**  
**THE BEST EMPLOYERS for WOMEN**  
POWERED BY STATISTA

Named by Forbes as one of America's Best Staffing Firms and Best Employers for Women in 2020

**CORPORATE GOVERNANCE AWARDS**  
2020  
awarded by corporate secretaries

Nominated for Corporate Governance Awards 2020 for Best Compliance and Ethics Program by Corporate Secretary

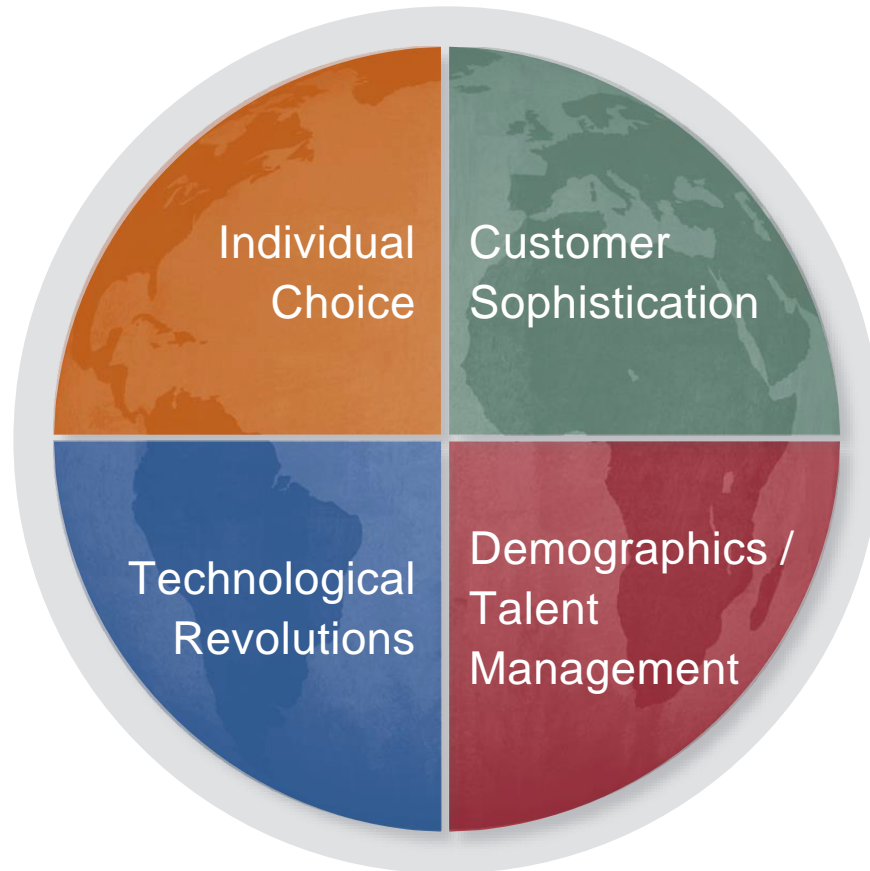
**CATALYST CEO CHAMPIONS FOR CHANGE**

Recognized as a Catalyst Champions for Change among 70+ companies outpacing our global peers in advancing women, particularly women of color.

**Staffing 100**  
STAFFING INDUSTRY ANALYSTS

ManpowerGroup leaders named to Staffing Industry Analysts 2020 Staffing 100 Europe, 2021 Staffing 100 North America and Latin America


# 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:

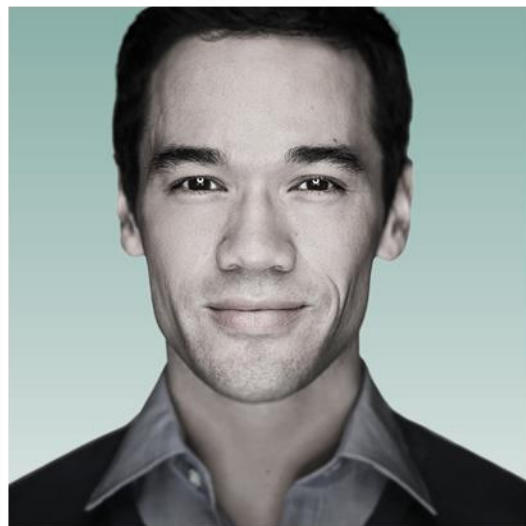
- Global Footprint
- Extensive Portfolio of Products/Offerings
- Collaborative Organization Model

STRATEGY



ManpowerGroup

VALUES



People  
Knowledge  
Innovation

# Strong and 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®

## 63% 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®

## 37% of GP

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

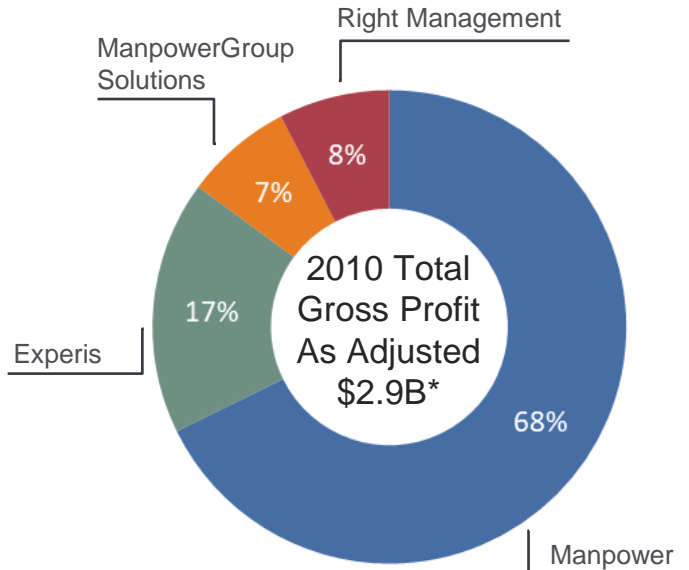
- Core growth in Experis IT
- Innovative talent resourcing
- Permanent recruitment growth
- Delivery excellence
- RPO, Tapfin MSP, Right Management
- Expert workforce solutions that deliver performance
- Tailored solutions to improve the effectiveness of organizations and individuals

**Digitally-Fueled Transformation**

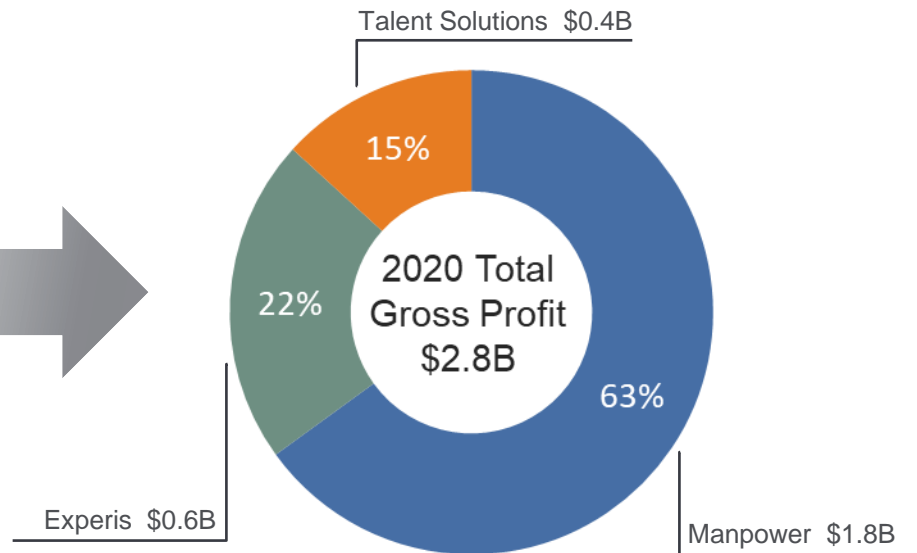
**Sustainability, Mission and Values**

# Shift Toward Higher Value Solutions and Services

2010 Gross Profit Mix



2020 Gross Profit Mix



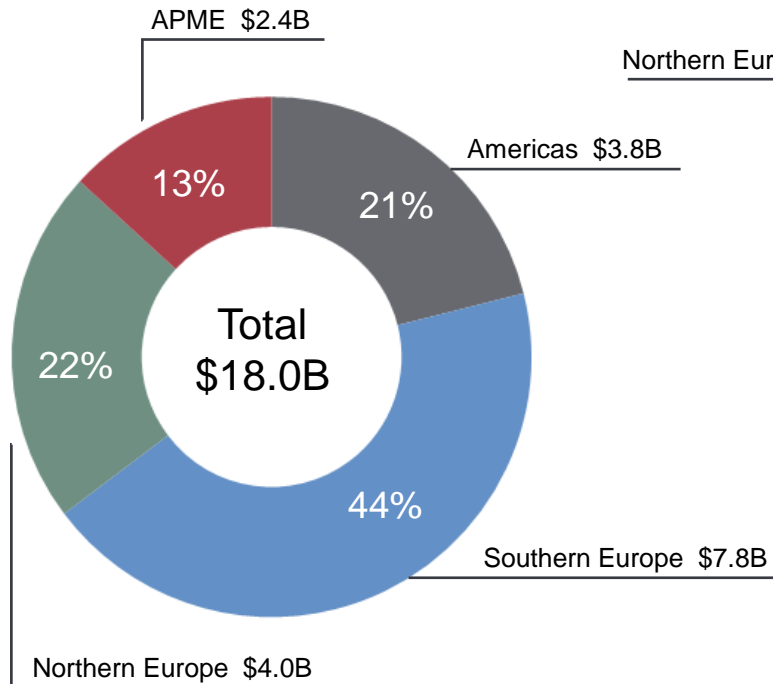
\* Amount calculated using 2020 exchange rates

- ★ Progressive quarterly improvement across all Brands in 2H 2020
- ★ Market-leading Recruitment Processing Outsourcing and Managed Service Provider offerings.
- ★ Expiris Professional Services is predominately IT.
- ★ Permanent recruitment represents 14.2% of total Gross Profit in 2020.

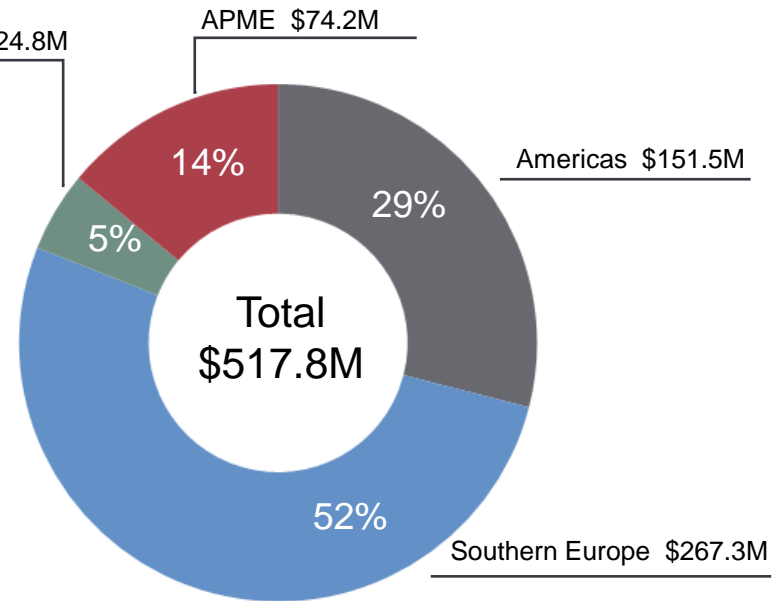


# Strength Through Geographic Diversification

## 2020 Segment Revenues



## 2020 Operating Unit Profit<sup>(1)</sup>



(1) Excludes restructuring costs, the net impact of the loss from the disposition of subsidiaries and the impact of a software charge as detailed in our earnings release and further explained on our web site. As reported, OUP was as follows: \$395.5M, Americas \$116.0M (29%), Southern Europe \$237.0M (60%), Northern Europe -\$27.6M (-7%), and APME \$70.1M (18%).

# 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

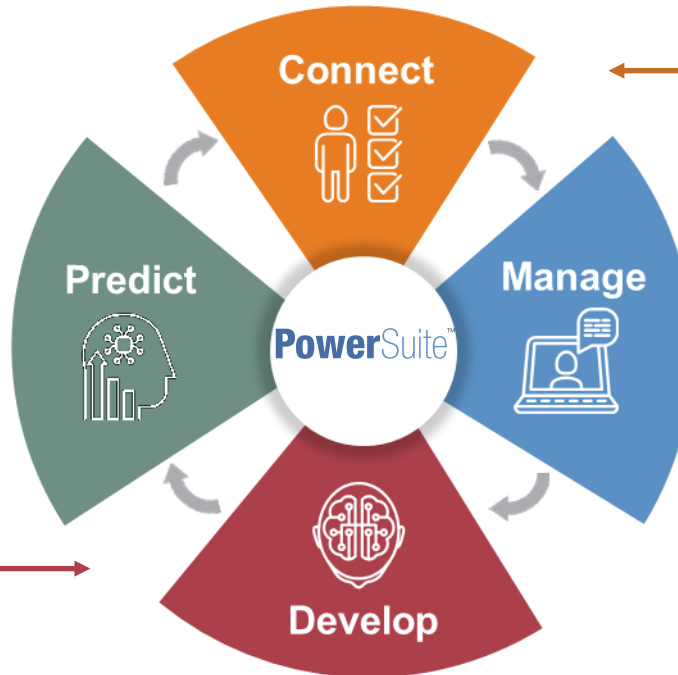
# PowerSuite

# 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.

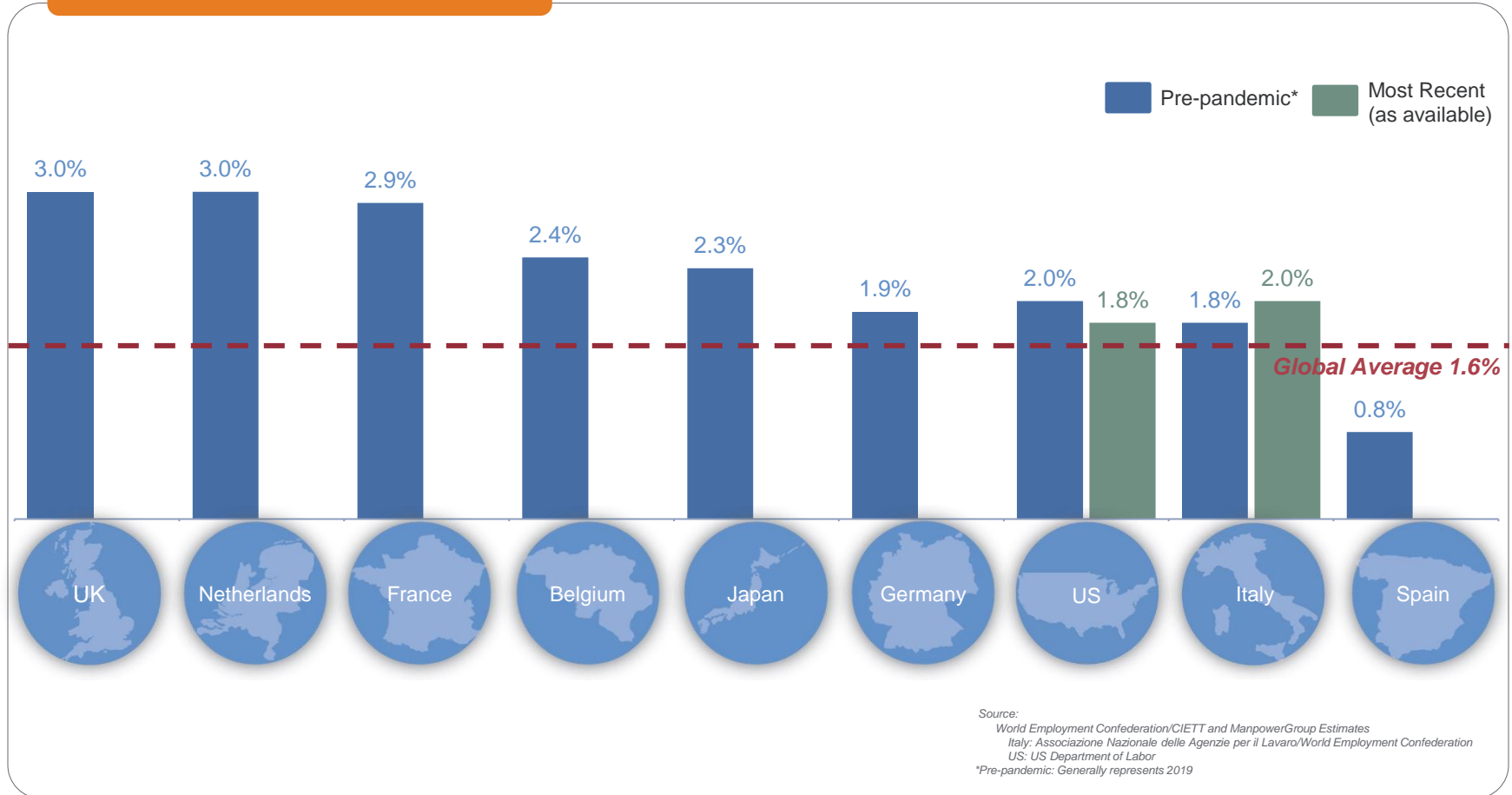
## Rapid expansion in 2020

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

# Secular Trends Providing More Opportunity Globally

## Penetration Rates



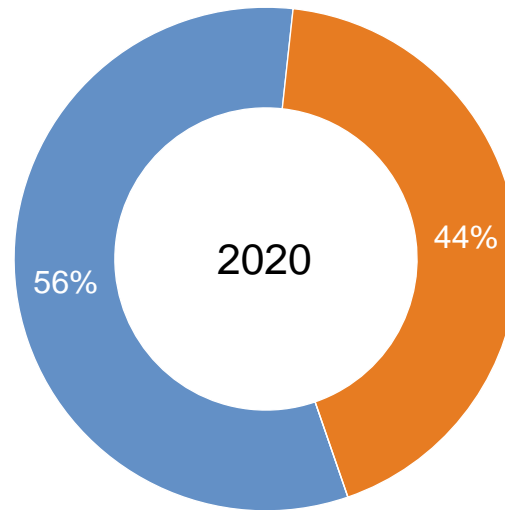
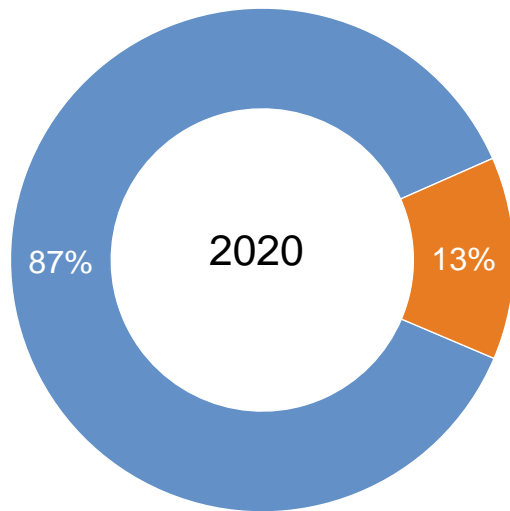
**Previous peak penetration rates are generally exceeded in the subsequent economic cycle. Favorable workforce trends are expected to drive penetration rates beyond pre-pandemic levels**

# Emerging Market Investments Delivering Strong Returns

## Emerging Markets Revenue

## Emerging Markets Billable Hours

Represents 13% of company revenues and 44% 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 250 offices across 23 emerging markets generating revenues of \$2.4B in 2020.

*The following countries contribute to total emerging markets: Argentina, Brazil, Chile, Colombia, Mexico, Peru, Turkey, Czech Republic, Hungary, Morocco, Poland, Romania, Russia, South Africa, India, Korea, Malaysia, Middle East, Philippines, Singapore, Thailand, and Vietnam.*



# Financial Update

# Financial Summary

## Q3 Financial Highlights, As Adjusted<sup>(1)</sup>

<ul style="list-style-type: none"> <li>▲ 12%</li> <li>▲ 11% CC</li> </ul>	Revenue <b>\$5.1B</b>
<ul style="list-style-type: none"> <li>▲ 80 bps</li> </ul>	Gross Margin <b>16.6%</b>
<ul style="list-style-type: none"> <li>▲ 38%</li> <li>▲ 37% CC</li> </ul>	Operating Profit <b>\$162M</b>
<ul style="list-style-type: none"> <li>▲ 60 bps</li> </ul>	OP Margin <b>3.2%</b>
<ul style="list-style-type: none"> <li>▲ 61%</li> <li>▲ 60% CC</li> </ul>	EPS <b>\$1.93</b>

(1) Excludes the impact of restructuring charges of \$5.3M (\$4.0 net of tax), and \$6.2M (\$4.8 net of tax) of acquisition transaction costs in Q3 2021; while Q3 2020 excludes the impact of restructuring charges of \$49.9M (\$42.1 net of tax), \$5.8M (\$5.2M net of tax) loss from dispositions of subsidiaries and a discrete tax item of \$12M. As reported, Operating Profit was \$151M (+144%; +144% CC), Operating Margin was 2.9% (+160 bps), and EPS was \$1.77 (NM)<sup>(2)</sup>.

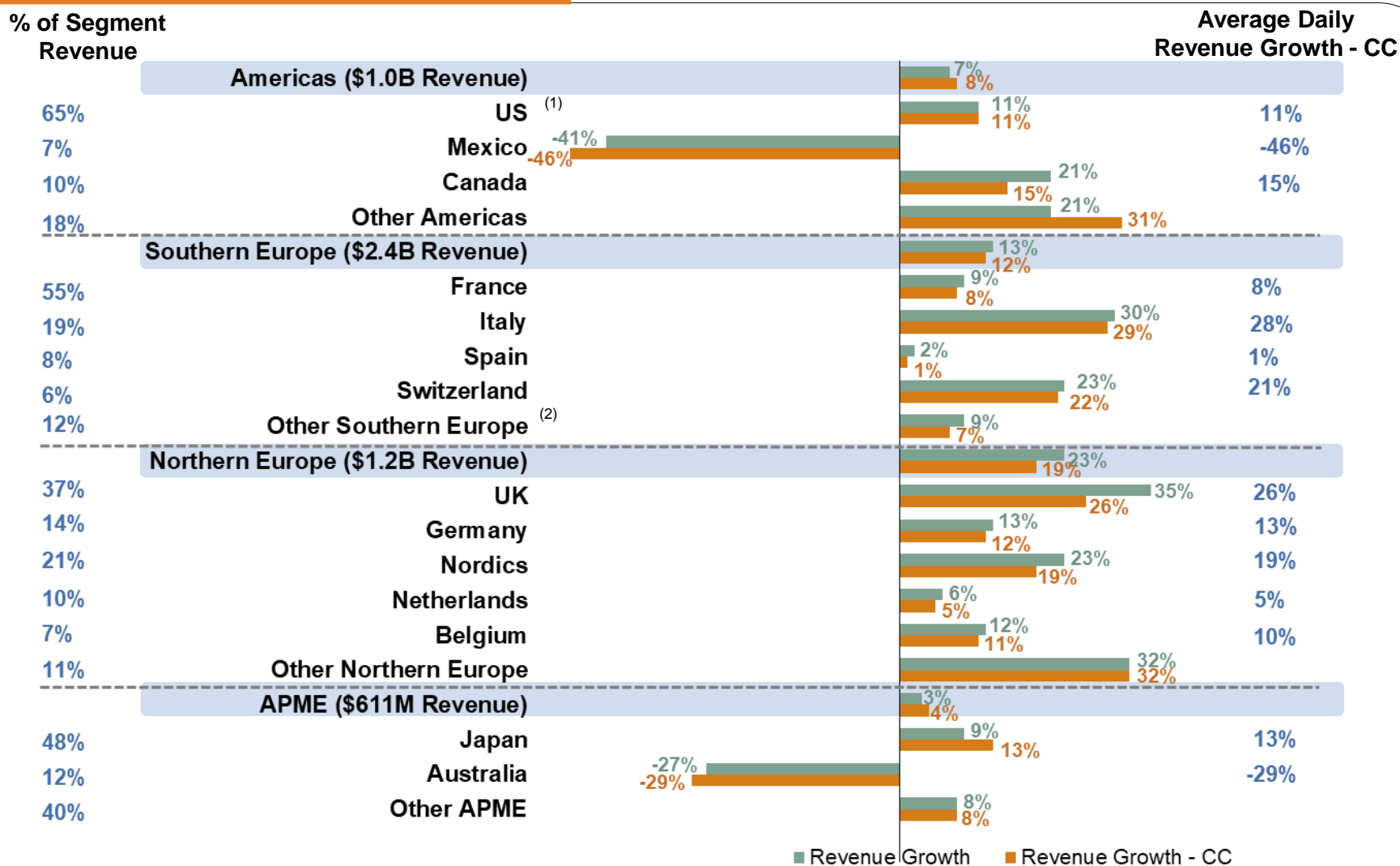
(2) Variances are not meaningful.

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

## Q3 Revenue Growth YOY

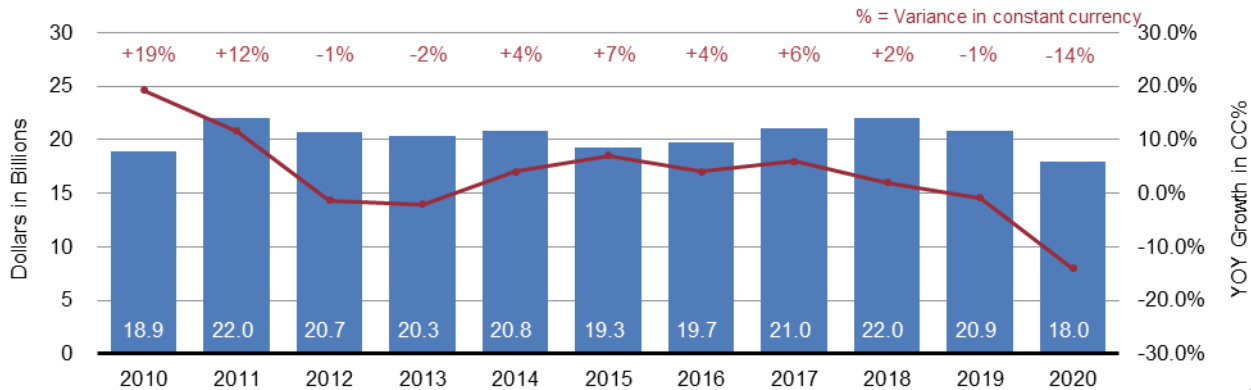


(1) On an organic basis, revenue for the US increased 11% and ADR increased 11%.

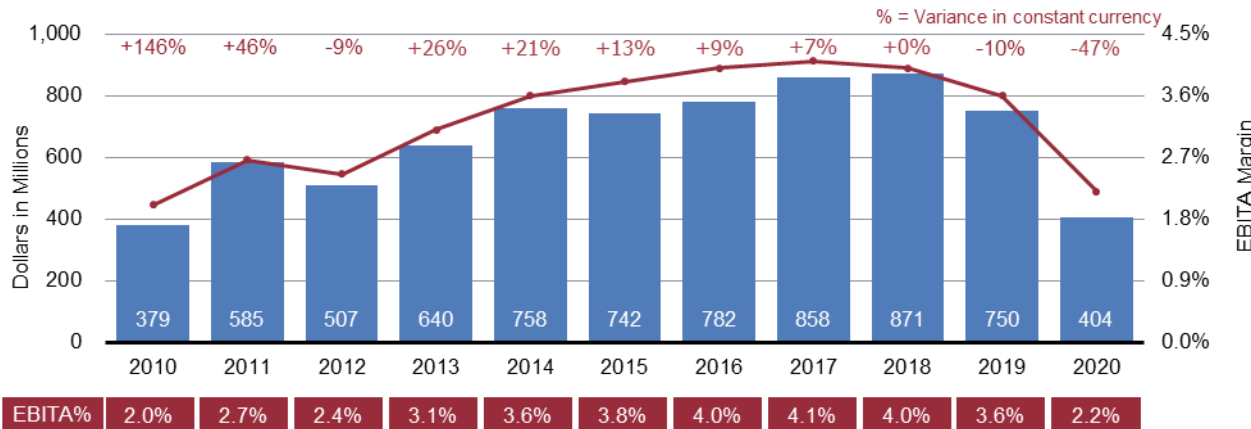
(2) On an organic basis revenue for Southern Europe Other increased 15% or 13% in constant currency.

# Historical Trends

## Revenue



## EBITA As Adjusted(\*)



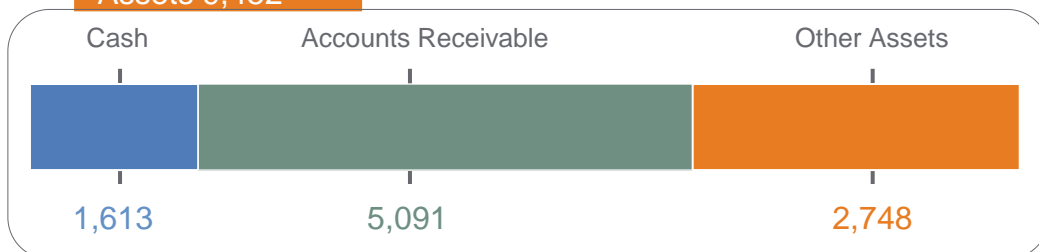
\* EBITA As Adjusted for items shown on the Financial Sheet on our web site. As reported, EBITA was \$215M in 2020, \$675M in 2019, \$832M in 2018, \$824M in 2017, \$722M in 2015, \$546M in 2013, \$448M in 2012, \$563M in 2011 and (\$83M) in 2010; and EBITA% was 1.2%, 3.2%, 3.8%, 3.9%, 3.7%, 2.7%, 2.2%, 2.6%, and -0.4%, respectively.

- 2020 experienced a significant decline due to Covid-19.
- 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.

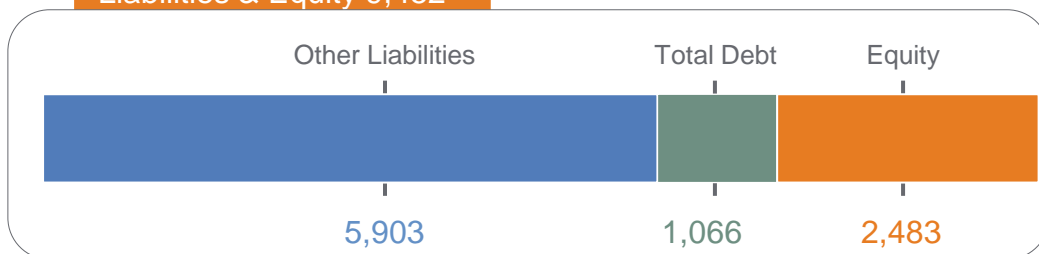
# Balance Sheet

September 30, 2021 (\$ in millions)

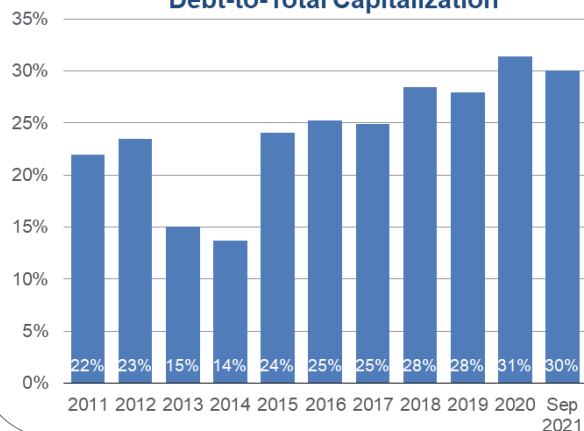
## Assets 9,452



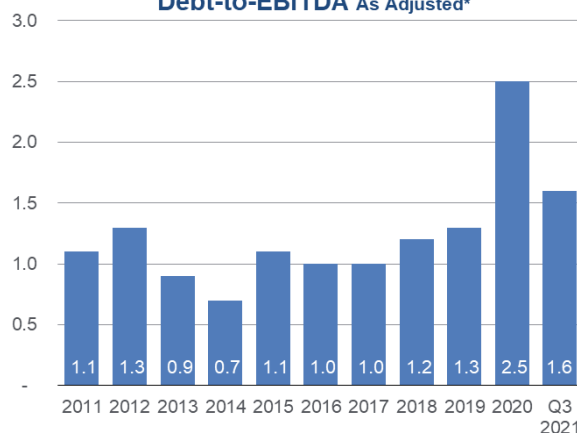
## Liabilities & Equity 9,452



### 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 web site.

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

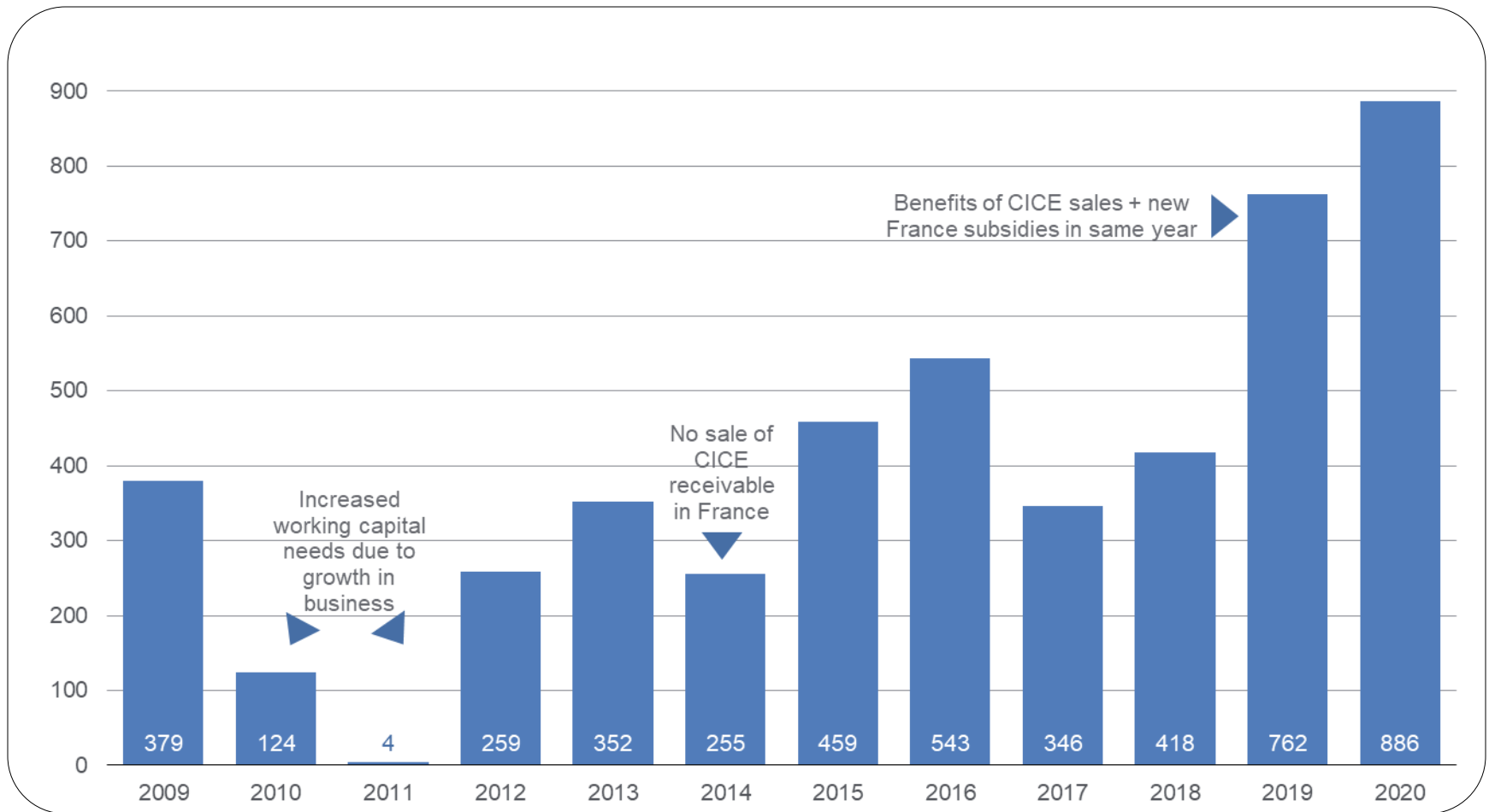
- Net cash of \$547M
- Total debt-to-total capitalization at 30%
- Debt-to-EBITDA As Adjusted\* of 1.6x
- Untapped \$600M revolver

## Focused on reducing capital deployed

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

# Free Cash Flow

(\$ in millions)

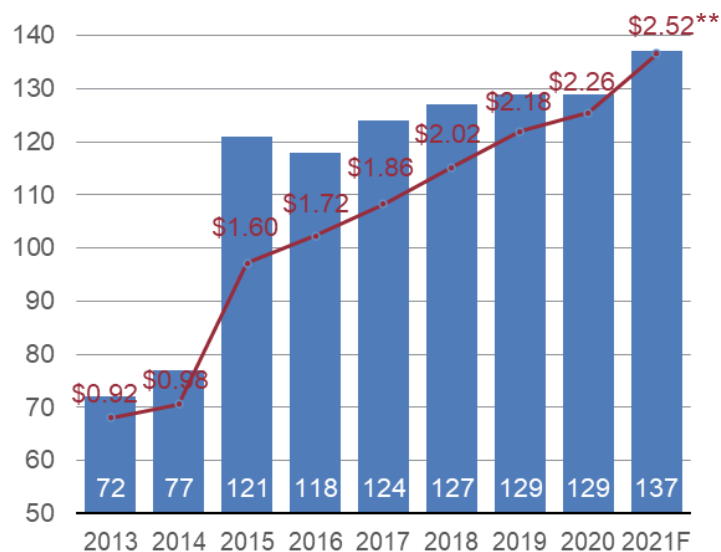


**Strong cash flow with counter-cyclical features provides liquidity entering into recessionary cycles.**

# Returning Cash to Shareholders

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

## Dividends



Payout Ratio, As Adjusted\*



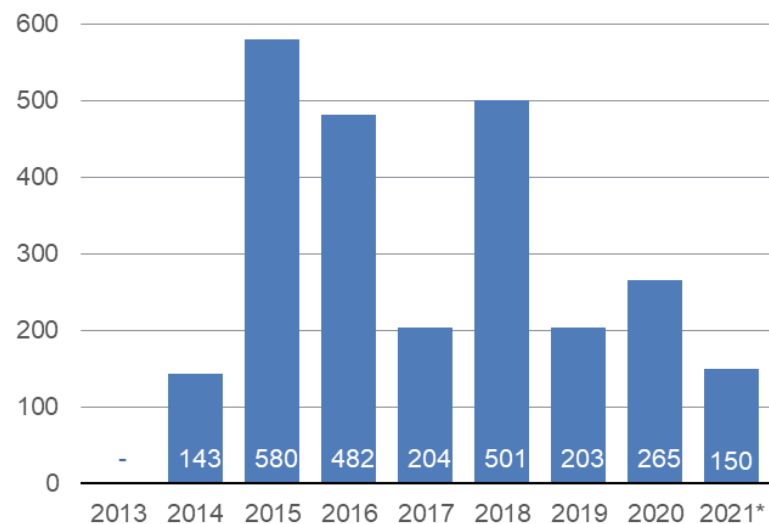
- Strong dividend performance. Current yield of 2.6%.\*\*\*
- Annual dividends increased every year over the last 10 years.

\* Annual dividend payout per share divided by earnings per share-diluted, as adjusted for items shown on the Financial Sheet on our web site. 2021 payout ratio is based on the Bloomberg consensus as of October 2021.

\*\* 2021 dividend estimate based on \$1.26 per share semi-annual dividend declared on May 7, 2021.

\*\*\* Yield based on October 28, 2021 price of \$98.34

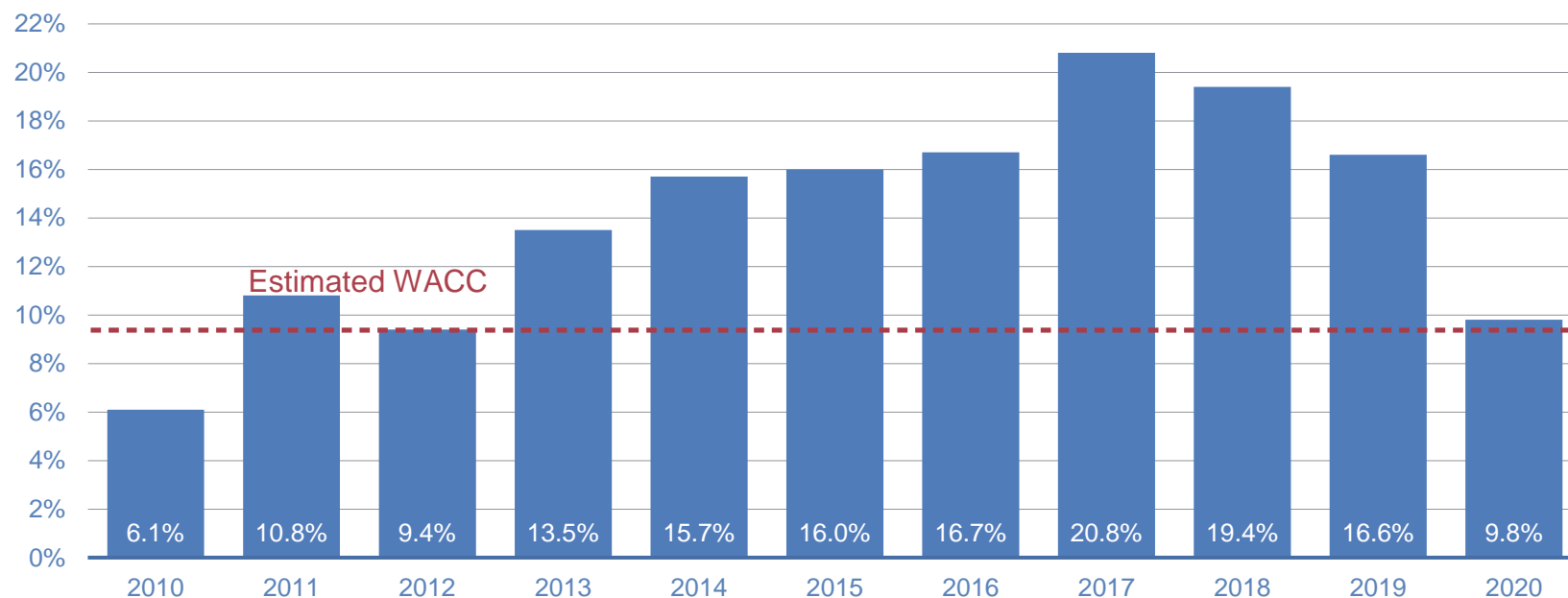
## Share Repurchases



- 1.5M shares repurchased in 2021; 28.1M shares (36% of outstanding) repurchased from 2015.
- 5.9M shares remain authorized for repurchase (1.9M under the August 2019 authorization and 4M under the August 2021 authorization).

\*As of September 30, 2021

# 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 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 in Executive Team and Global Management incentive plans for over 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