

Turning strategy into results through two pillars

Strengthen RUN



Enhancing commercial and operational excellence

to drive profitable growth

Accelerate CHANGE

Innovate and transform

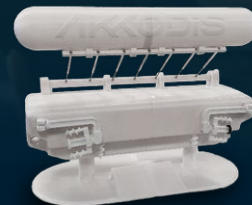
Develop next-generation assets, leveraging AI to unlock new efficiencies and growth levers



AKKODIS

CHANGE @Akkodis

Transformation for future growth



Jo Debecker, President of Akkodis

**Capital
Markets
Day 2025**

Pivoting for future growth

Focused transformation to address missing elements and capture opportunity



Strengthen RUN



Aerospace



Defense



Automotive



Germany turnaround



North America Consulting growth

Accelerate CHANGE



Sales transformation



Global accounts



Practices & portfolio



Global Delivery

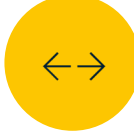


Akkodis Intelligence

Sales transformation

Strengthen growth trajectory



From		To
	Local	Global 
	Classic engineering	Digital engineering 
	Onshore	On-shore & Off-shore 
	Majority Time & Material (T&M)	Majority Work Package (WP) 
	Delivery-led	Consulting-led 
	Specific solutions	Scaled solutions 

Global accounts unlock economies of scale

Growing digital engineering with large accounts



ER&D spend consolidation

- **Big players win:** favoring scale
- **One-stop partner:** clients seeking fewer vendors who can deliver more
- **Grow with global accounts:** major leading companies in ASD, automotive, LS&H, ICT driving multi-country engagements



Power of scale

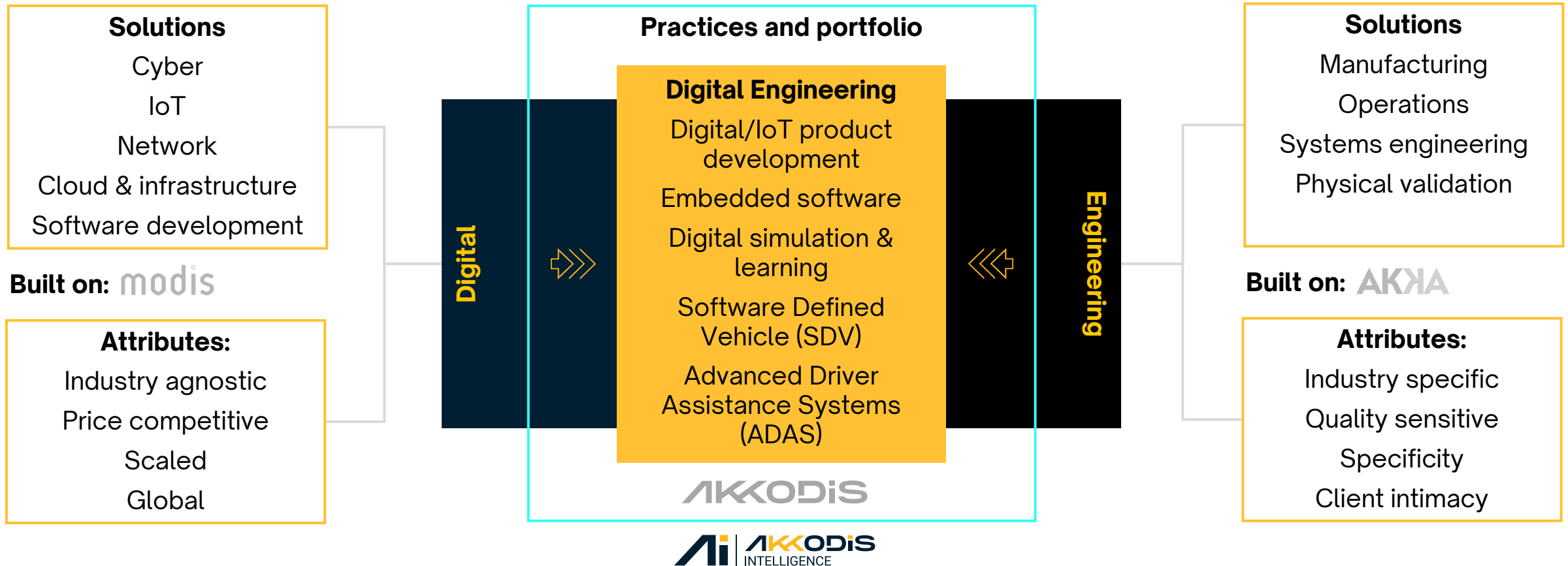
- **Economies of scale:** higher share of wallet, stronger client stickiness
- **Global Solutions:** end-to-end offerings
- **Global Delivery:** integrated near-shore / off-shore models
- **Consistency:** standardized delivery frameworks ensuring quality, accuracy, and rapid scale



Proof-point: Leading European ASD Company

- **Multi-country footprint:** Germany, Spain, France
- **Global delivery hubs:** France, Germany, India (+ near-shore for scalability)
- **Integrated Digital + Engineering** offering for complex programs
- **Result:** double-digit growth trajectory

Differentiated digital engineering offering



Unlock the potential of near- and off-shore



New Global Delivery operating model successfully implemented

New Global Delivery operating model



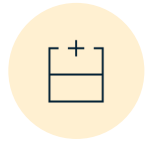
GDC as extension of onsite teams for seamless client integration



GDC-first solutioning and enhanced sales enablement



New GDC leadership to accelerate ramp-up and execution



Expansion in India: Hyderabad and Pune, complementing Bangalore



Strengthening near-shore capabilities, for in-region cost-effective delivery



Evaluating **bolt-on M&A** to strengthen capabilities and scale



Off-shore acceleration



India growth momentum: +60% FTE growth YTD



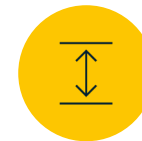
Rapid ramp-up ability: e.g. 6 weeks vs. industry average 10+ weeks



Higher bid win rates: 3 major deals (>€50 mn) in last 3 months



Lower cost-to-serve while maintaining client intimacy



Off-shore workforce expansion: from ~5% today to 15% by end-26

Balancing intimacy and margin optimization

Finding the right balance



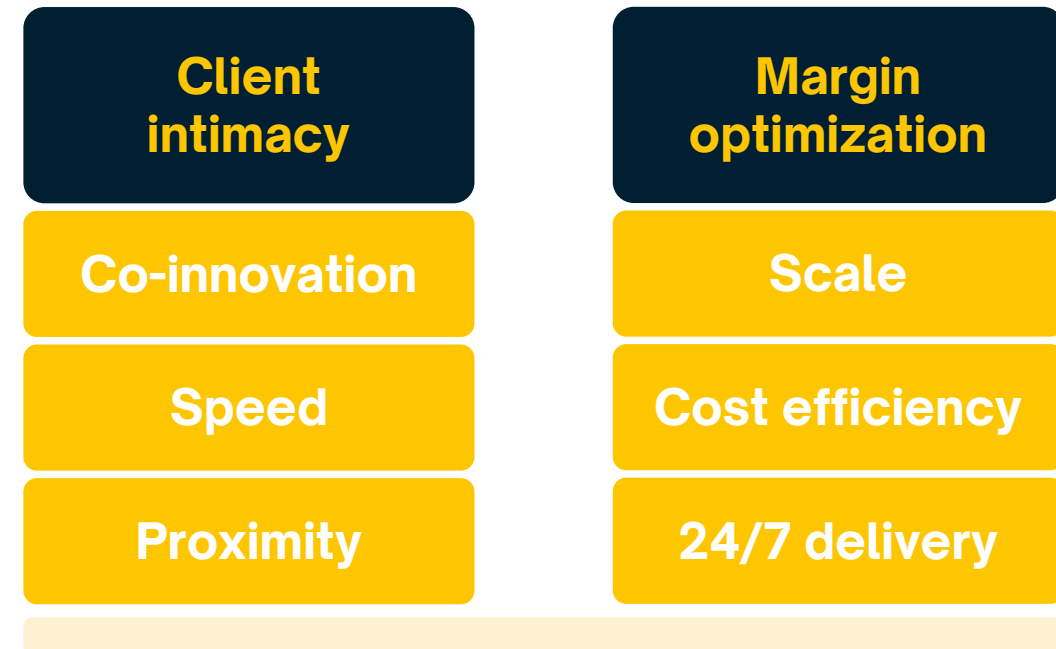
Market view:

On- / off-shore delivery mix – no player has yet achieved the optimal balance in ER&D consulting

The Adecco Group's advantage:

our recruiting engine is a proven accelerator for scalable, sustained growth

Akkodis' digital engineering model



Driving growth with AI



AI is embedded in everything we do

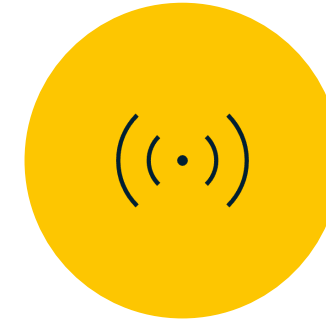
Human intelligence
+
Artificial intelligence
=
Akkodis intelligence



AI-powered solutions & competences

Akkodis AI Consulting & Solutions:

- Comprehensive suite of data analytics and AI offering
- For digital engineering, R&D and IT



Strongly placed for industrialization

- AI cuts life sciences production scheduling **from 5 days to 20 seconds**
- AI applied in Banking, with ~**30% AI-generated code** in production
- AI and automation in ICT: 89% of employees proficient, **15,000 hours saved**

Accelerate AI advantage

Why this change agenda works - proven results



France is one of the most competitive markets, and our transformation has delivered measurable success

Global change agenda



Sales transformation

- Full assessment of sales teams
- Complete roadmap to reskill/replace



Drive sales via Global accounts

- Major ASD & automotive as global accounts
- Empowered Global Account Managers



Practices

- Digital and Engineering established
- All engineers mapped in practices
- Rationalized, repeatable portfolio



Off-shore delivery mix to win deals

- Romania, Morocco, India

Results in France



Operations

- Utilization +130 bps yoy
- Project margin +130 bps yoy



Global Account Management:

- Supporting a major automotive OEM across France, Romania, and Morocco
- +100% growth vs. 2024



Revenue growth

- +1% yoy, organic, in Q3 25
- Outperforming competition



Improving margin

- 6.4% EBITA margin in Q3 25, +170 bps yoy

Executing the run and capturing the full-potential of change



Key takeaways



**Germany
turnaround and
US pivot**
delivering results

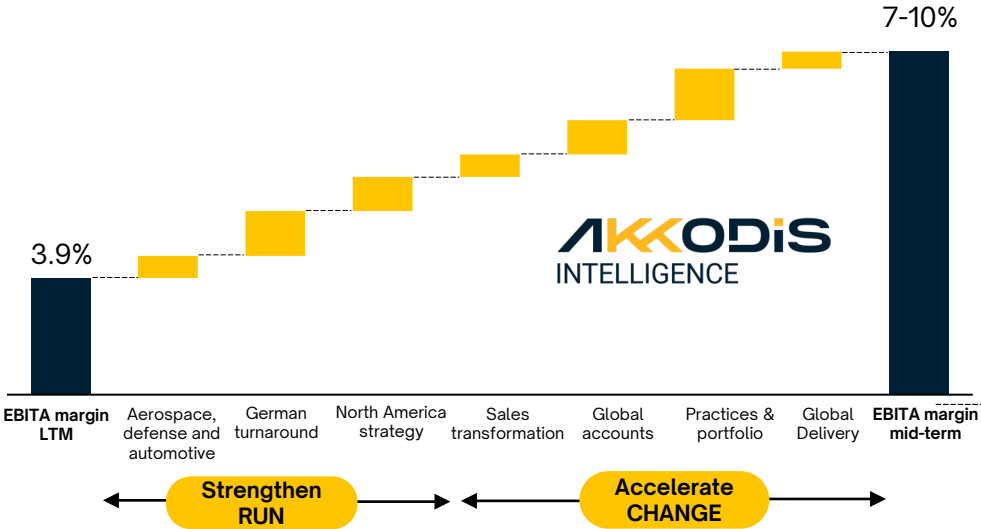


**Focused
execution**
of strategy and
value creation



**Proven
transformation**
showing tangible
results

Path to double-digit margins



We have what it takes to win in this market

A woman with dark hair tied back, wearing a high-visibility safety vest, is focused on operating a complex industrial machine. The machine has a control panel with a small screen and numerous buttons. The scene is dimly lit with a strong blue and red color cast, creating a futuristic or industrial atmosphere. The woman is positioned on the right side of the frame, looking down at the machine's controls.

Adecco

CHANGE @Adecco

Christophe Catoir, President of Adecco

Capital
Markets
Day 2025

Building on Adecco's strong execution track record



Enhancing agility to drive sustainable growth

Strengthen RUN

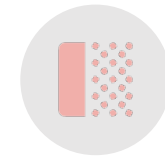


Continued expansion in higher-value solutions, to grow top- and bottom-line

- Further market share gains
- Penetrate SME segment
- Expand accretive solutions, dynamic geographies
- Deliver US turnaround, improve France
- Standardized delivery processes – Talent Supply Chain - for large accounts

Accelerate CHANGE

Reimagining staffing through human-digital symbiosis, to drive efficiency and service quality



- Talent Supply Chain expansion
- Leverage activities in centralized hubs with industrialized processes, digital tools
- Expand offshore capabilities
- Rapidly scale agentic AI

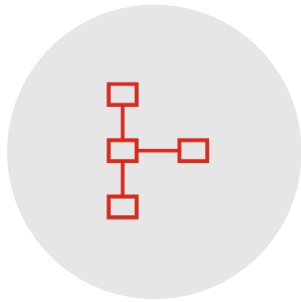
Reimagining staffing through human–digital interaction

Adecco

To unlock our full potential



Method



Standardization



Global reach



Efficiency

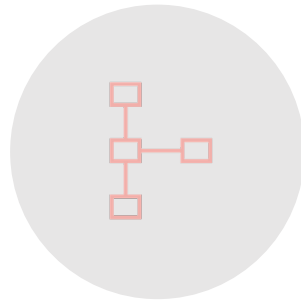
Reimagining staffing through human–digital interaction

Adecco

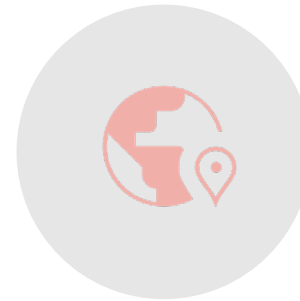
Drive **price competitiveness**
to capture large clients
market share and profitability



Method



Standardization



Global reach



Efficiency



Talent Supply Chain to deliver
faster, better and **cost effectively**



**>€10
bn**

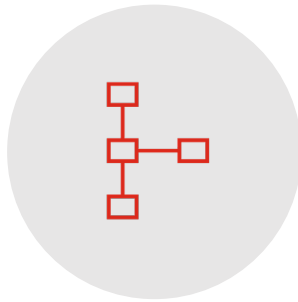
Revenues under TSC

Reimagining staffing through human–digital interaction

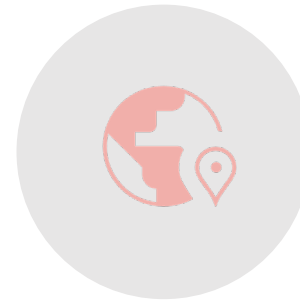
Leverage activities in **centralized hubs** with industrialized processes and digital tools



Method



Standardization



Global reach



Efficiency



Cross-country **consistency**



**+700
bps**

Fill rate
(yoy YTD*)

**-30
bps**

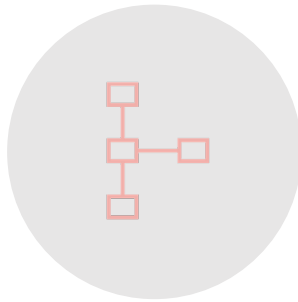
Cost of delivery
(yoy YTD*)

Reimagining staffing through human–digital interaction

Expansion of **offshore capabilities**



Method



Standardization



Global reach



Efficiency



8

National Career Centers

4

Global Recruitment Centers:
India, Poland, Mexico, Morocco

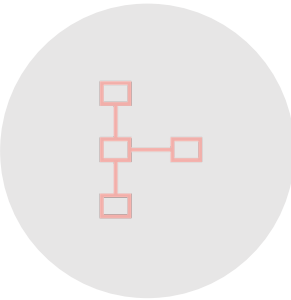
Reimagining staffing through human-digital interaction



Leverage our UK hubs' established processes and technology to pilot **agentic AI**



Method



Standardization



Global reach



Efficiency

5

Agents live in UK, France

Pre-screening agent since April 2025:

4k


Conversations per week (run-rate)

50%

Interactions outside business hours

4.3/5

Agentic conversation satisfaction

Case study of agentic AI @Adecco: Pre-screening Agent



Launched April 2025



Agentic AI deployment based on Salesforce's Agentforce platform



Enables 24/7 exchange for candidates



Recruiters receive high quality pre-screened candidate lists



Reduces need for recruiters to undertake pre-screening calls



Ensures higher quality, automated data capture



75k

Requests for conversation sent since April 2025

50%

Response rate

21 mins

Average time from invitation to pre-screening completion

21%

Time saved on low-value tasks*

-160 bps

Cost of delivery saving with agent vs. manual process*

* Using blend of GenAI tools + Pre-screening Agent + Automatic flows. Comparison based on the current tech-enabled process versus the manual process for one client

Adecco's model for Agentic AI



Governed | Standardized | Scalable | + Inclusive



Candidate data: 5x more data on candidates compared to the past



Powerful AI matching: expands candidate pool beyond resumes



Contextual insights: Engagement with candidates is supported by strong client contexts insights



Recruiter re-focus: redeployment, coaching, upskilling, career development



Inclusive impact: boosts diversity, supports disadvantaged talent

Develop and test with agility to enable rapid scaling

Adecco



Key takeaways



Further market share gain
Drive an agile mix



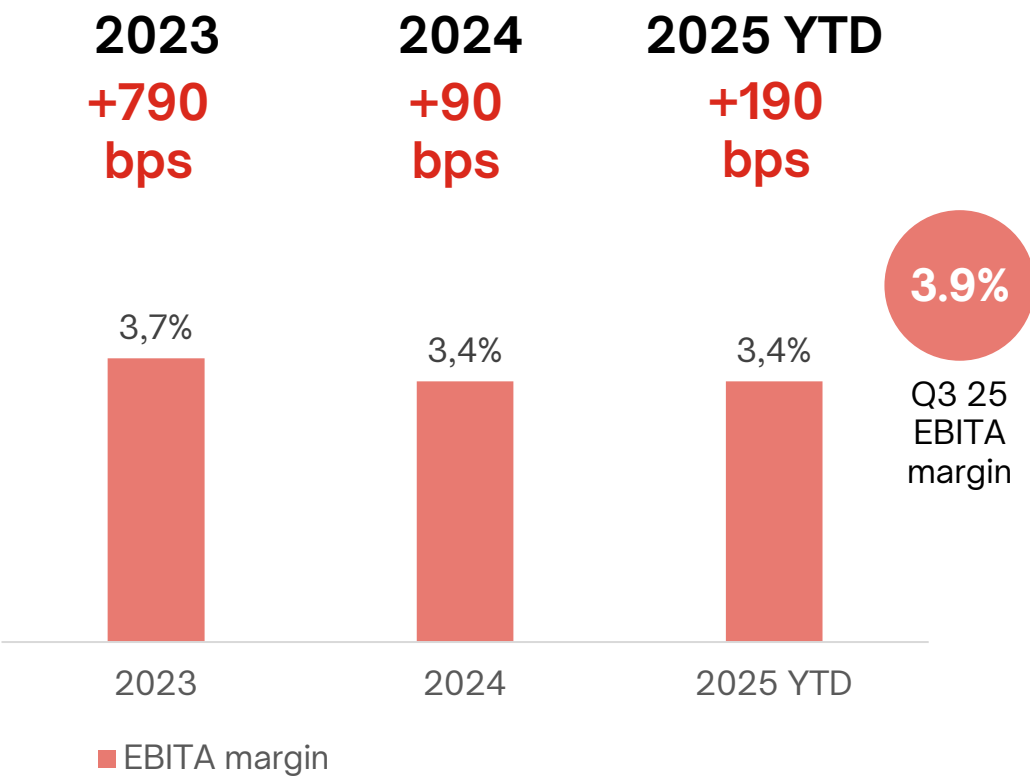
Scale Talent Supply Chain and agentic AI
as a competitive advantage for large clients



Drive operating leverage, productivity to achieve a strong EBITA margin

Continued profitable growth

Avg. quarterly relative growth performance
(% change yoy, org TDA)



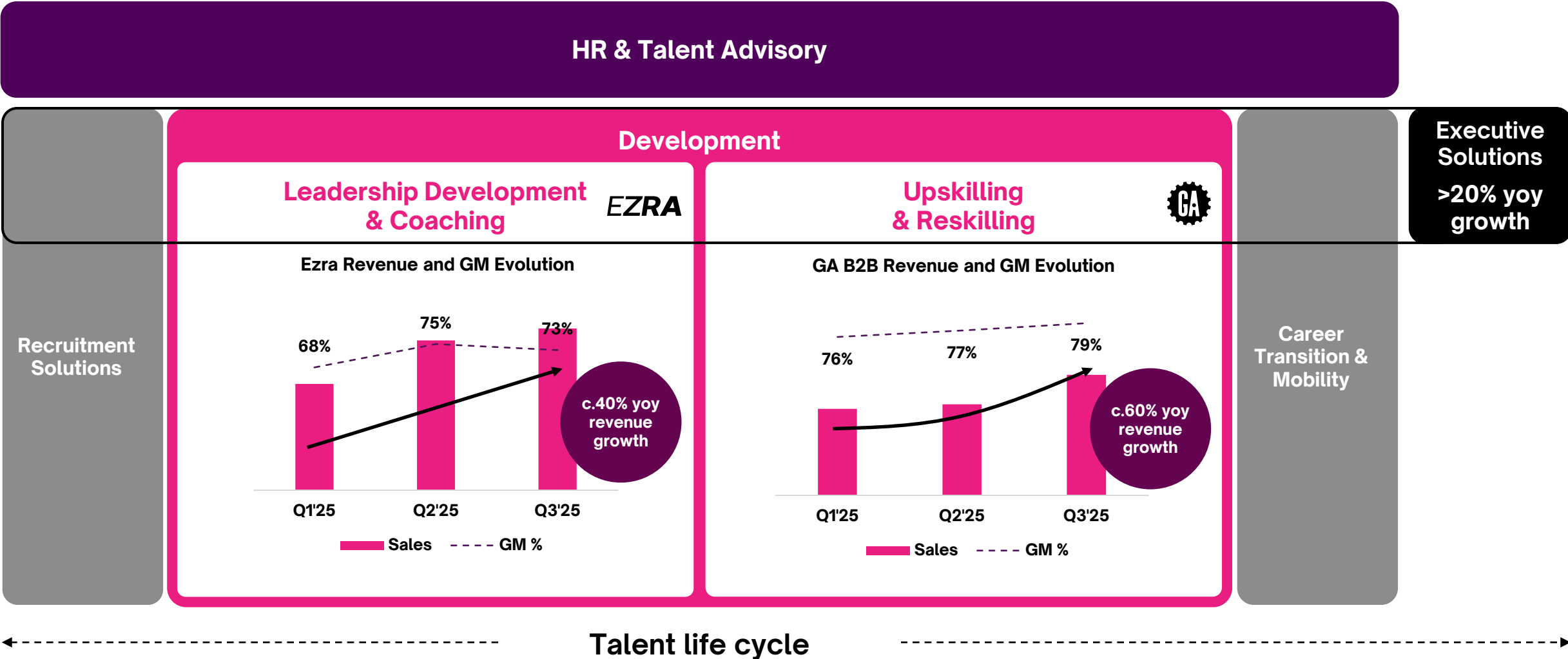


CHANGE @LHH

Gaëlle de la Fosse, President of LHH

Capital
Markets
Day 2025

Elevating positioning and scaling dynamic development capabilities **LHH**



LHH Leadership Development & Coaching - EZRA is the clear #2 digital coaching provider globally



 1-1 COACHING	 1-1 SKILLS	 SCALED ASSESSMENTS	 LEADERSHIP DEVELOPMENT
Coaching for the moments that matter - individual, team and group	Individualized learning with a coach focused on targeted skills	Scaled assessments that turn feedback into action with the power of a coach	Development to accelerate future-ready leaders
EZRA EDGE EZRA^x	FOCUS	DISCOVER by EZRA	EZRA Academy

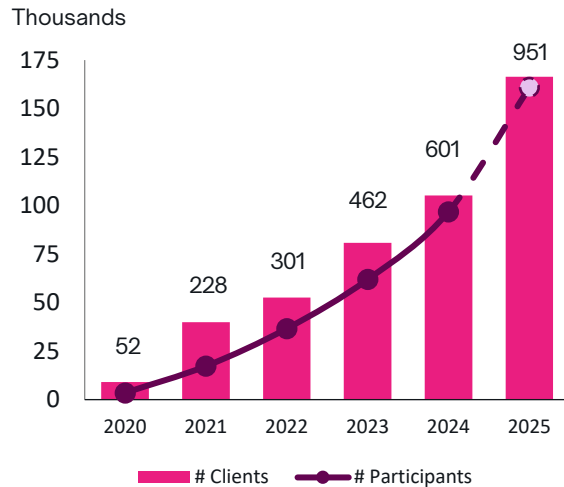


75% of EZRA clients using CAI, EZRA's AI coach

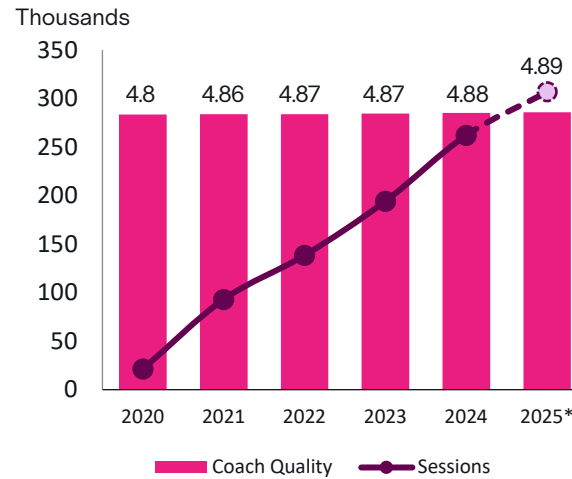
LHH Leadership Development & Coaching – driving real business impact at scale

Rapidly scaling digital coaching

EZRA Enterprise Client Growth 2020-25



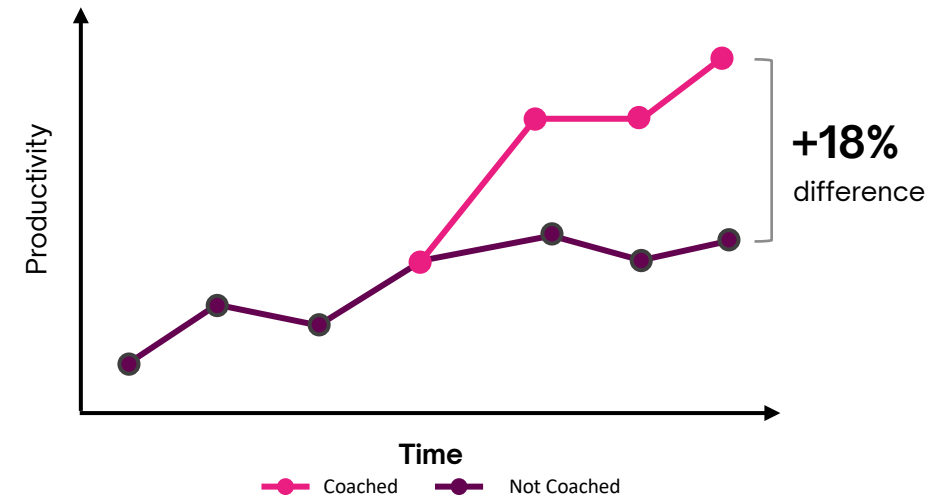
EZRA Coaching Sessions 2020-25



*2025e

Delivering tangible business value for our clients

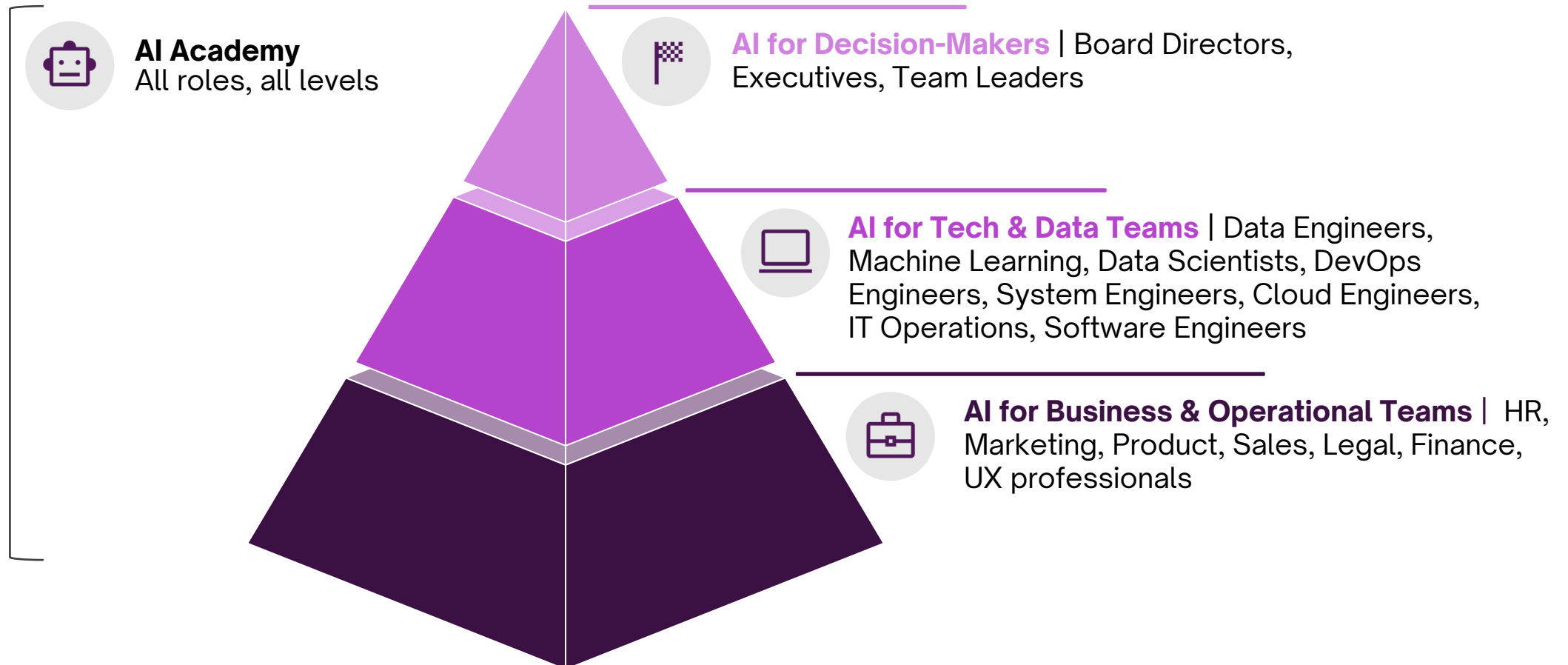
Client case study – impact assessment



Coaching at scale to support organizational transformation objectives

LHH AI Upskilling and Reskilling – the premier portfolio of instructor-led AI skilling courses for leading enterprises

A comprehensive, modular training program designed to close the AI skills gap across the organization

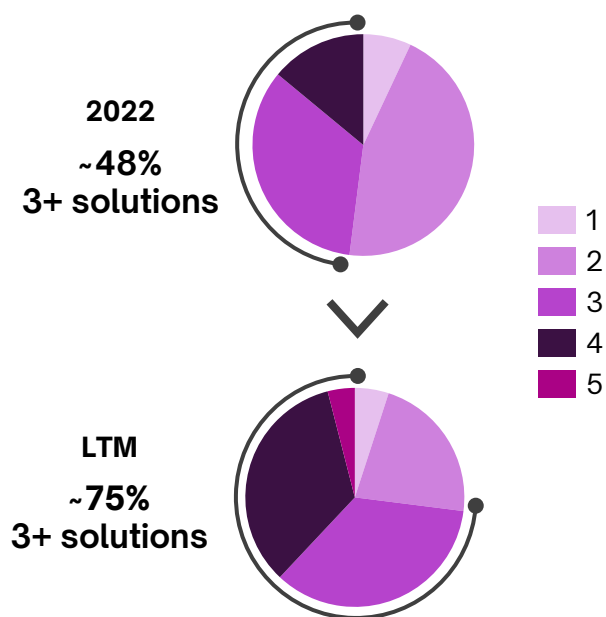


LHH, guiding leading global organizations through AI transformation, with solutions that span the full talent lifecycle

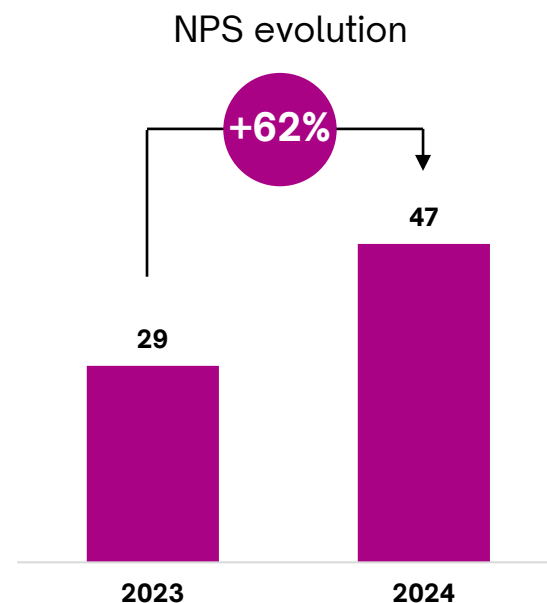
LHH

Materially accelerating depth of client relationships

Percentage of strategic accounts that partner with LHH across 3+ Solutions

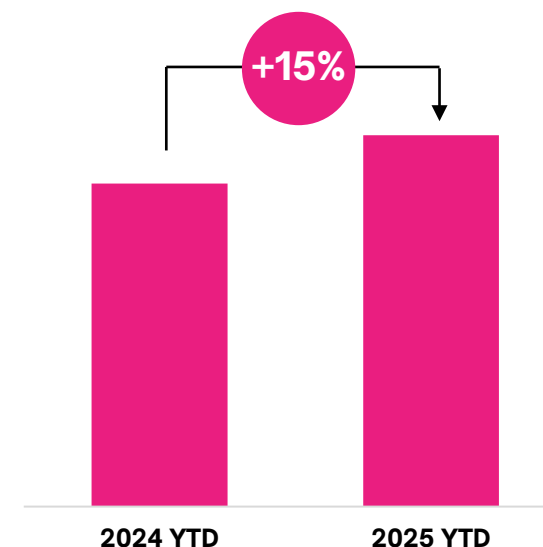


Leading to increasing client satisfaction



Resulting in meaningful growth with our strategic clients

Strategic account revenues



Note – all data based on LHH Strategic Accounts
YTD as at end-Sep

Differentiated positioning backed by strong execution, delivering growth and solid margins

LHH

Key takeaways



Expanding market share

Six quarters of consecutive market share gains



Positioned for growth

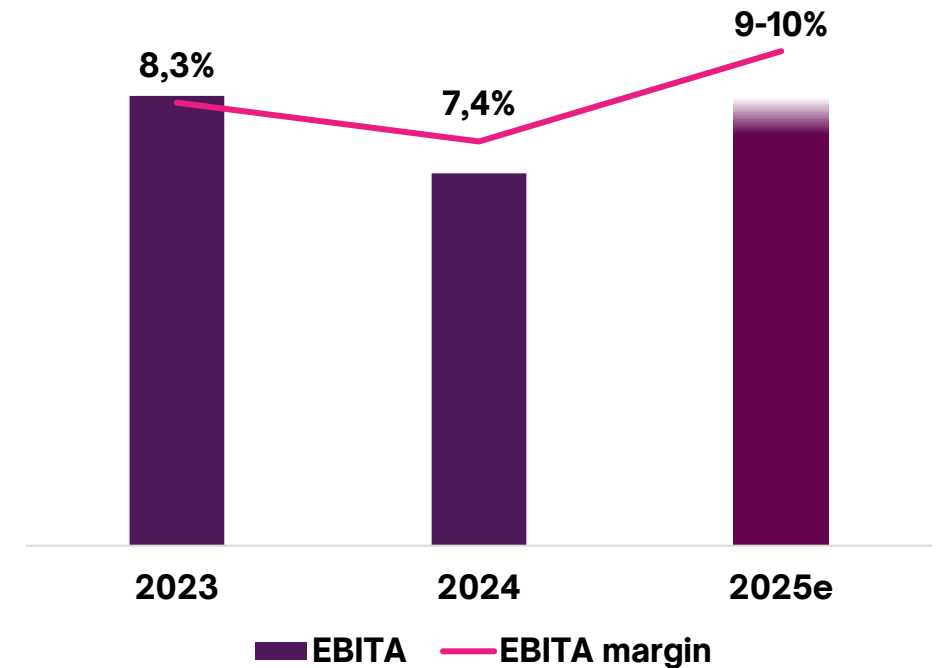
Six months of consecutive growth and accelerating



Delivering strong EBITA margins

Line of sight towards double-digit EBITA margins

Continuing to deliver strong EBITA margin moving towards the top end of our corridor





THE ADECCO GROUP

Accelerate CHANGE key takeaways

Denis Machuel, CEO

Capital
Markets
Day 2025

Turning strategy into results through two pillars

Strengthen RUN



Enhancing commercial and operational excellence

to drive profitable growth

- Deliver Akkodis Germany, Adecco US turnaround
- Strong local execution to grow key geographies, sectors
- Continued expansion in higher value solutions

Accelerate CHANGE

Innovate and transform

Develop next-generation assets, leveraging AI to unlock new efficiencies and growth levers



- Akkodis' value creation plan
- Adecco reimagining staffing through human-digital symbiosis
- Scaling LHH Coaching & Skilling
- r.Potential to unlock the substantial opportunity from workforce reconfiguration