

Strategy update

Gaëlle de la Fosse
President of LHH

7 November, London

LHH

**Capital
Markets
Day 2023**

The power of an integrated LHH – we have created a leading global professional talent player

LHH Solutions

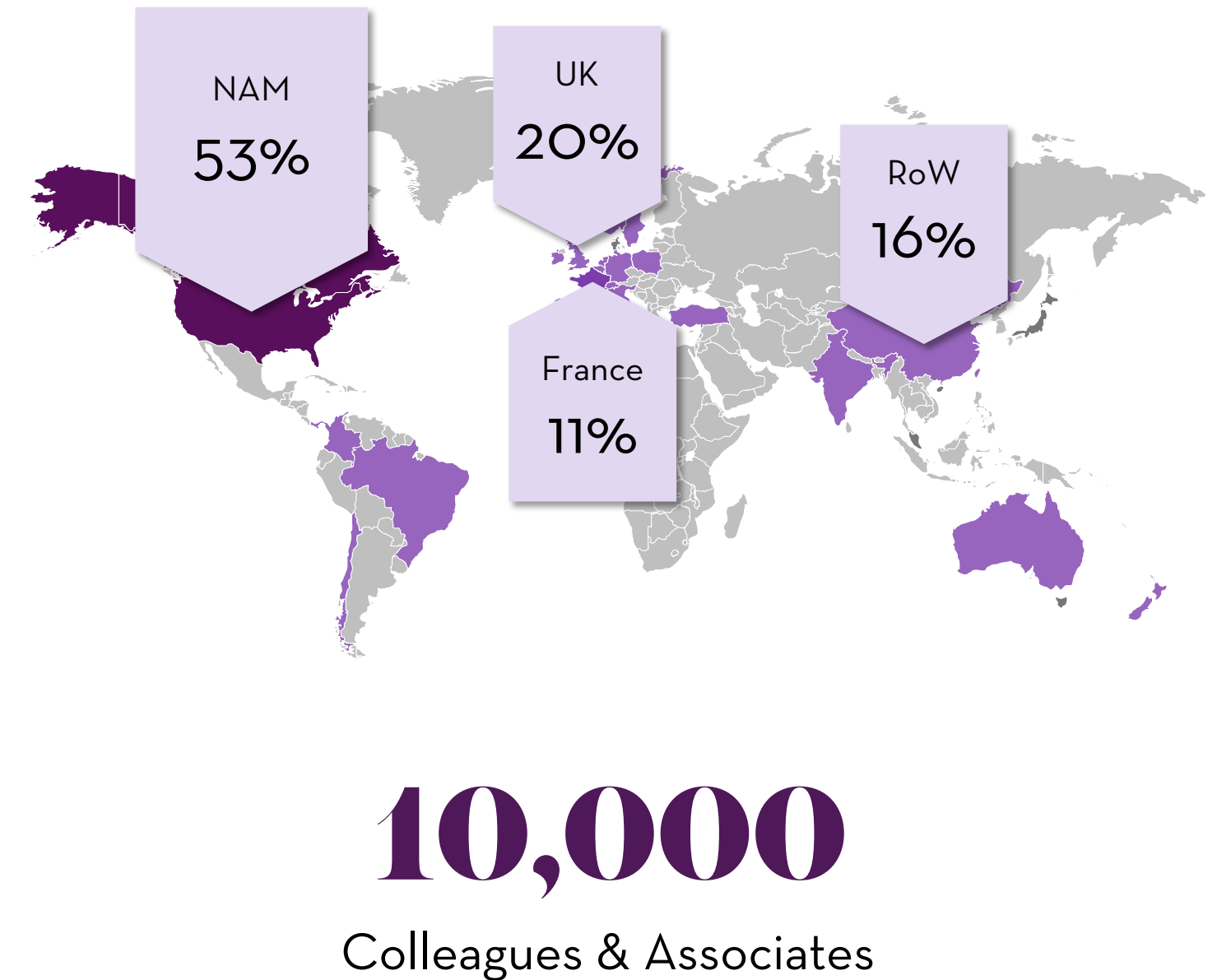
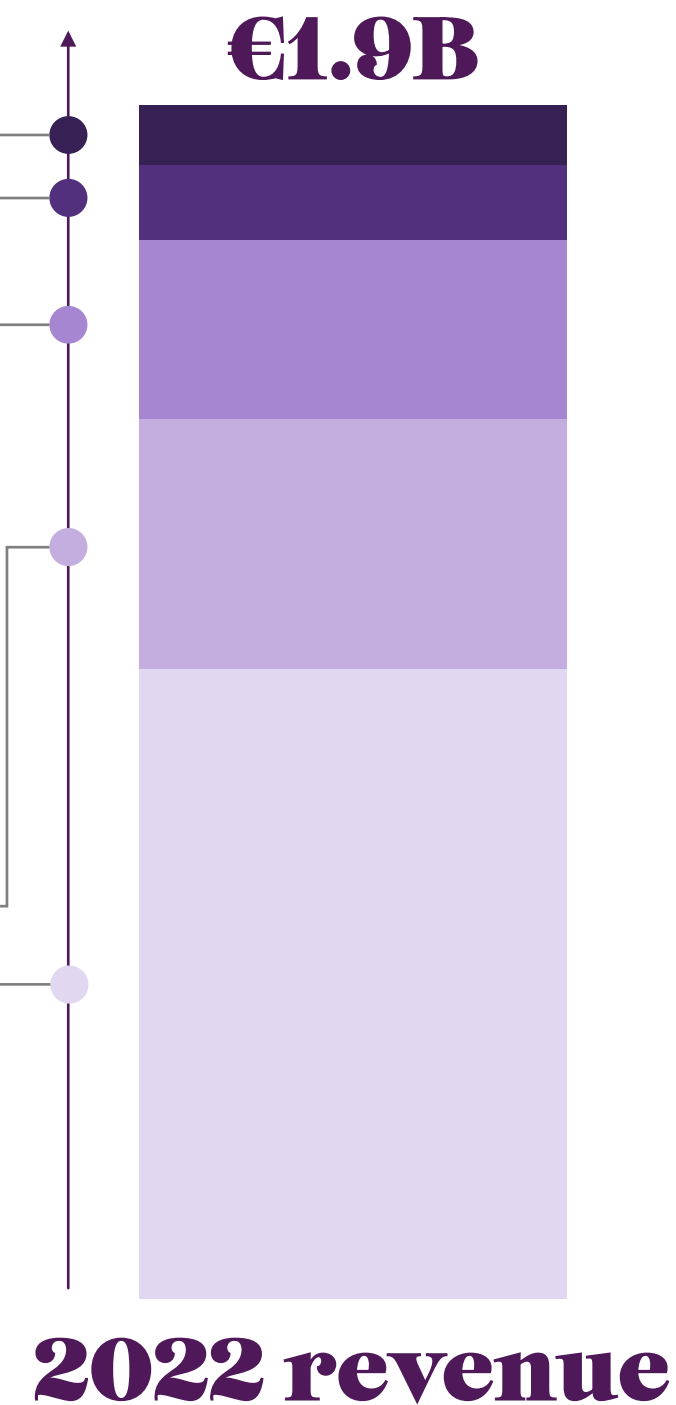
Upskilling & Reskilling

Leadership Development

Career Transition & Mobility

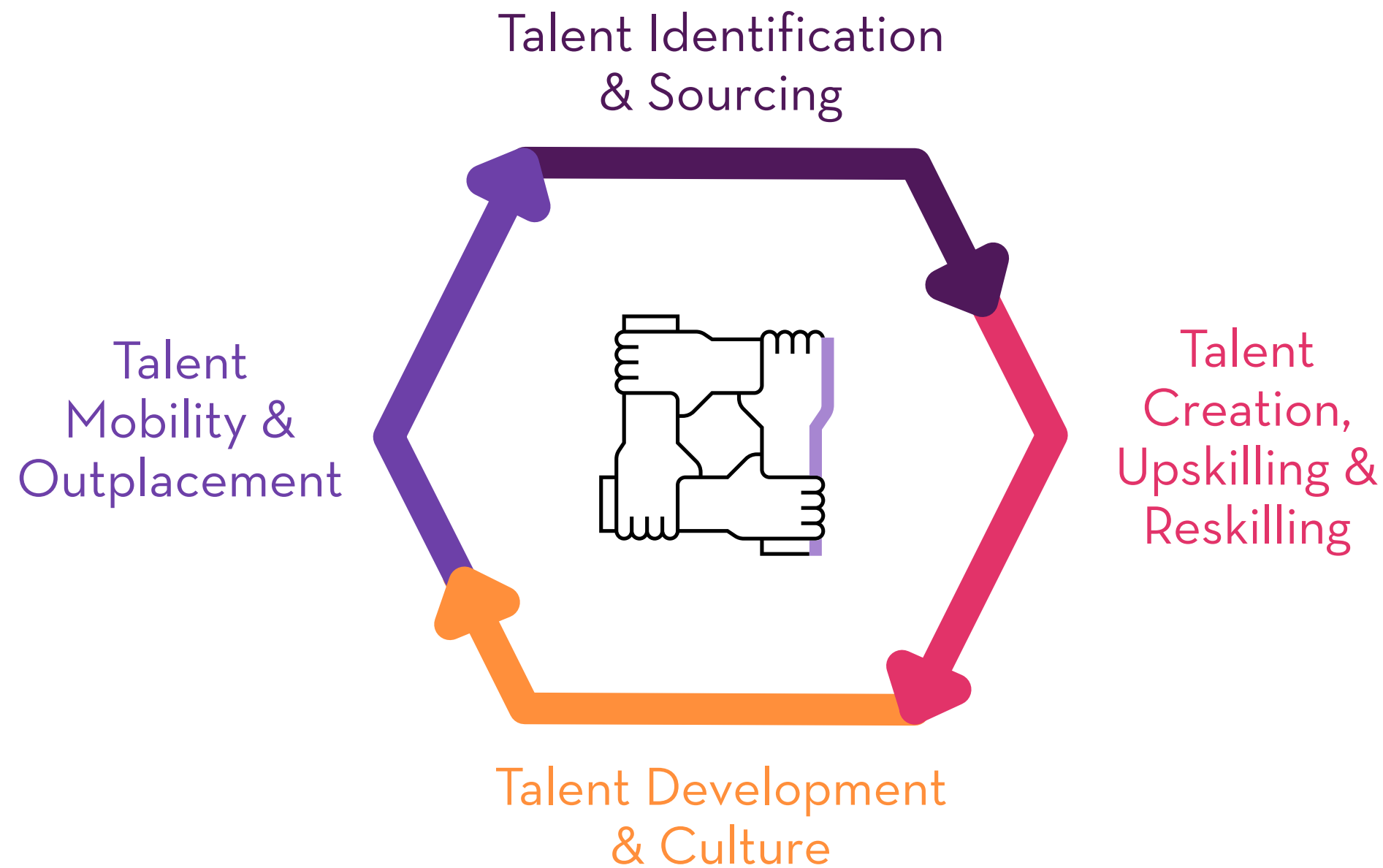
MSP & RPO

Recruitment Solutions



Increasingly complex talent challenges demand a holistic approach

The professional talent lifecycle: a €400 bn market

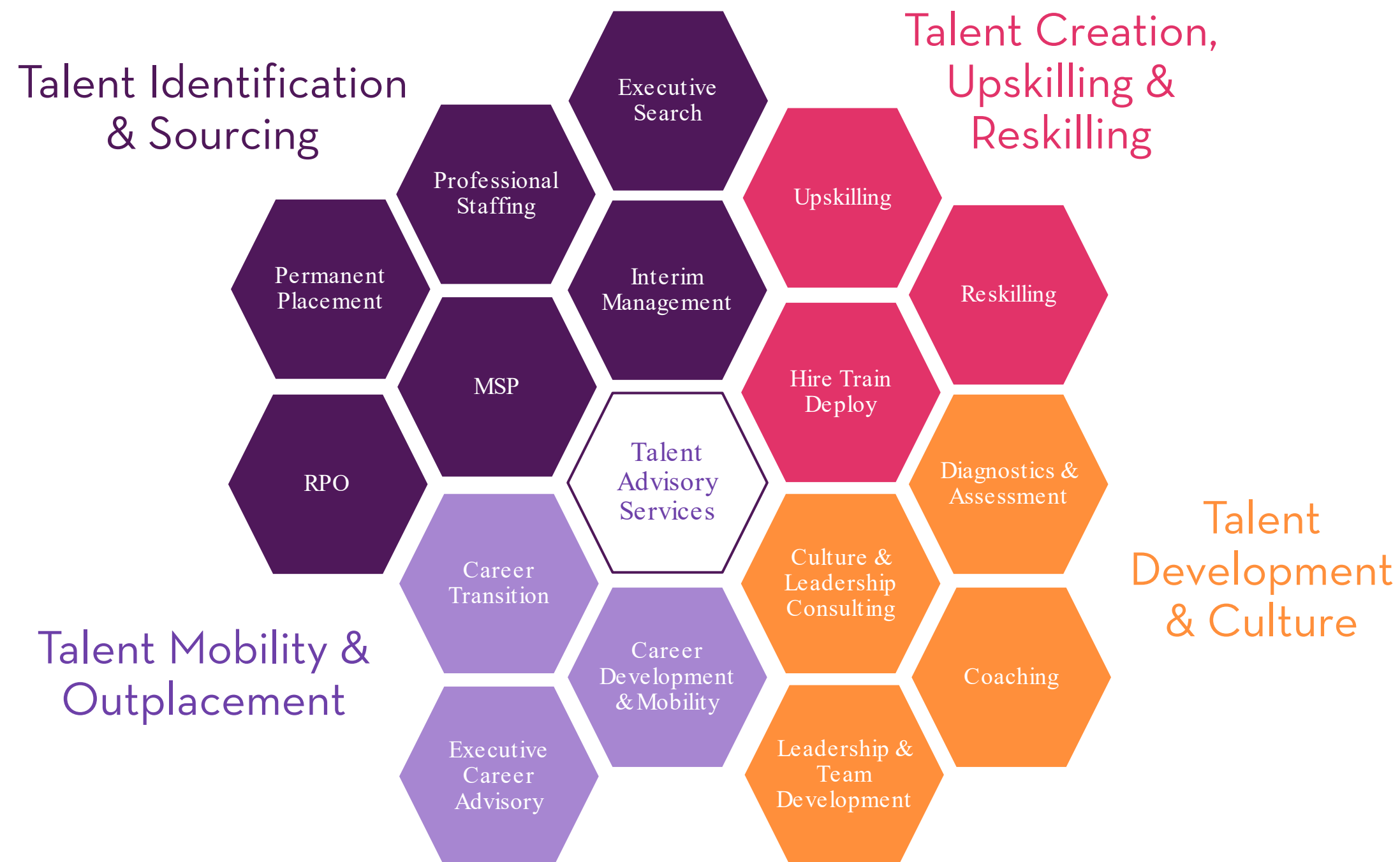


Our solution

- A comprehensive solutions portfolio providing competitive advantage
- Solutions that become stronger in combination
- Multiple revenue sources in large growing markets
- Enhanced protection from market volatility

LHH serves clients and candidates with a differentiated solutions portfolio

The LHH solutions portfolio provides clients with unique coverage of their professional talent needs across the talent lifecycle



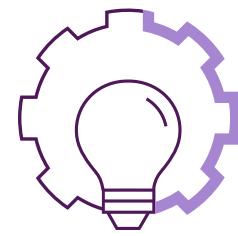
LHH - a powerful combination of market leading offerings

- #1 global outplacement player
- Leading global professional recruitment player
- Leading tech training player
- Top three global coaching platform

Delivering value to clients via integrated solutions

Customer Need & Solution

Value Add



Global Pharmaceutical and Biotech Company

Driving culture shift and develop talent strategy in support of growth ambitions

Our integrated solution



€24 mn TCV
Engagement with 20,000+ employees over the past 5 years



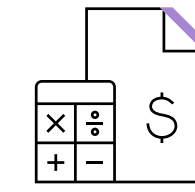
Multinational Food & Beverage Company

Investing in employees to create the talent and mindset needed for a successful transformation

Our integrated solution



€6 mn TCV
Engagement with ~2,500 employees in the past 3 year



Global Professional Services Leader

Navigating and addressing the talent complexities associated with a global business optimisation programme

Our integrated solution



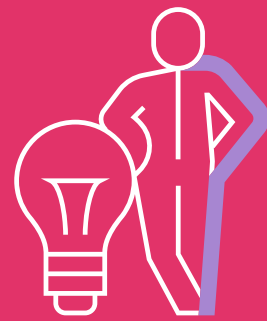
€7+ mn TCV
Engagement with ~3,000 employees in the past year

Our strategic priorities



1

**Strengthen
our leadership
positions**



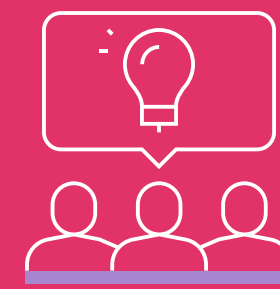
2

**Boost our
digital
innovation**



3

**Accelerate
portfolio-
selling**



4

**Simplify the
organisation**

Career Transition & Mobility – bringing market-leading innovation to grow share



Recognised industry leader

Global #1 in Outplacement

**Star Performer in Everest Group
PEAK Matrix®**

Supporting 500k candidates p.a.

**Record revenues in 2023
Revenue growth +80% YTD**

2,600+ new customers YTD

Investing in market-leading, AI-enabled solutions for clients and candidates to reinforce market leadership

LHH Career Canvas – helping candidates master the career transition

THE CHALLENGE

Exploring the next role becomes overwhelming due to:

Necessary career shifts

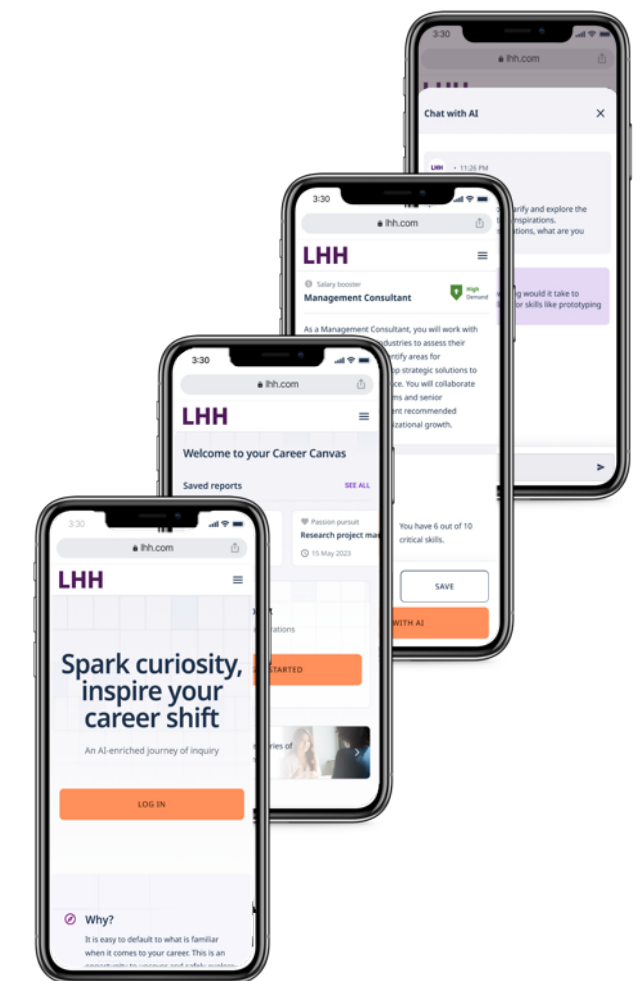
Limited market awareness

Fit uncertainty

OUR SOLUTION

An innovative digital product that equips individuals with the insights and confidence to explore new careers

Leveraging GenAI and real-time market data





Leadership Development – refocused portfolio to drive improved margins and accelerate EZRA

Award-winning leadership programmes

- 55+ years experience developing leaders and their teams
- 50k+ leaders assessed, developed and coached annually
- 900+ clients

Award-winning solutions



Women in Leadership

Programmes:

- Women in Leadership
- High Potential
- Mid-Level Manager
- First-Time Manager



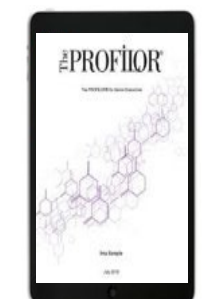
Leadership Assessment



Engagement & Orientation



Interactive Workshops



Skills Assessment

EZRA



1:1 Coaching | 9 months | Launches after workshop 2

Strategy update

Nick Goldberg

Founder and Head of EZRA

7 November, London

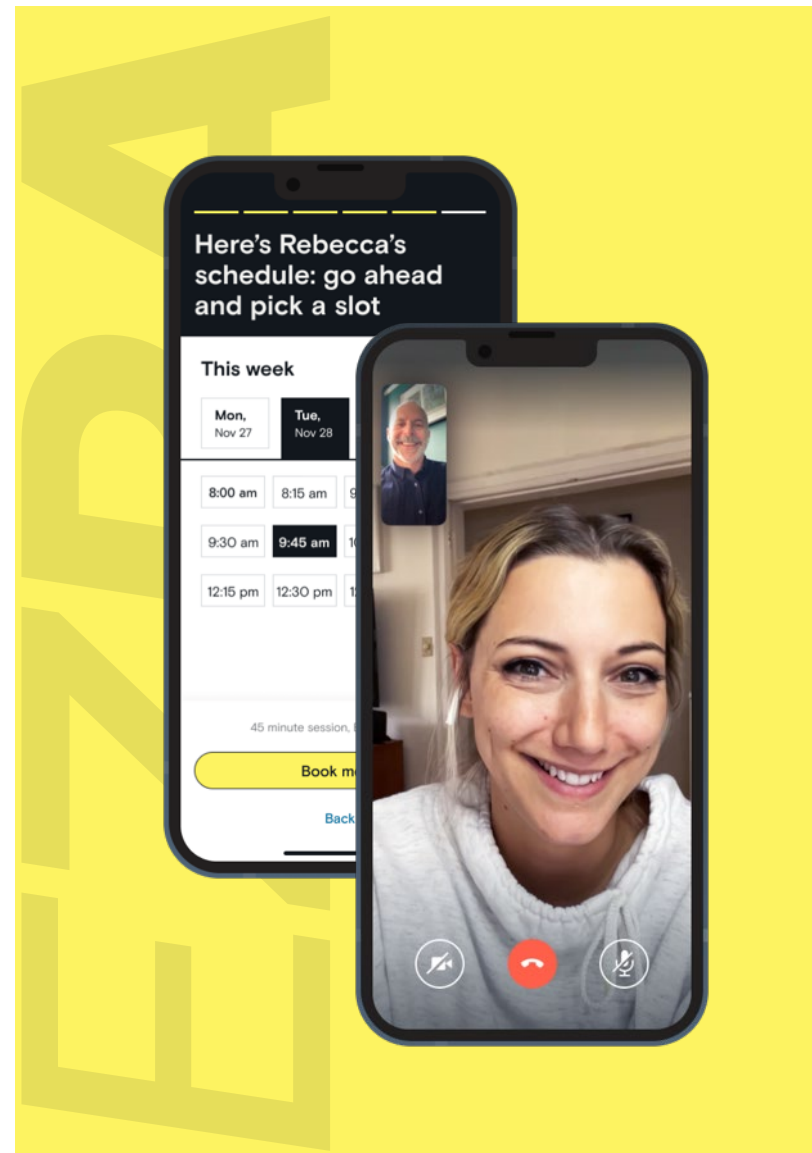
LHH

**Capital
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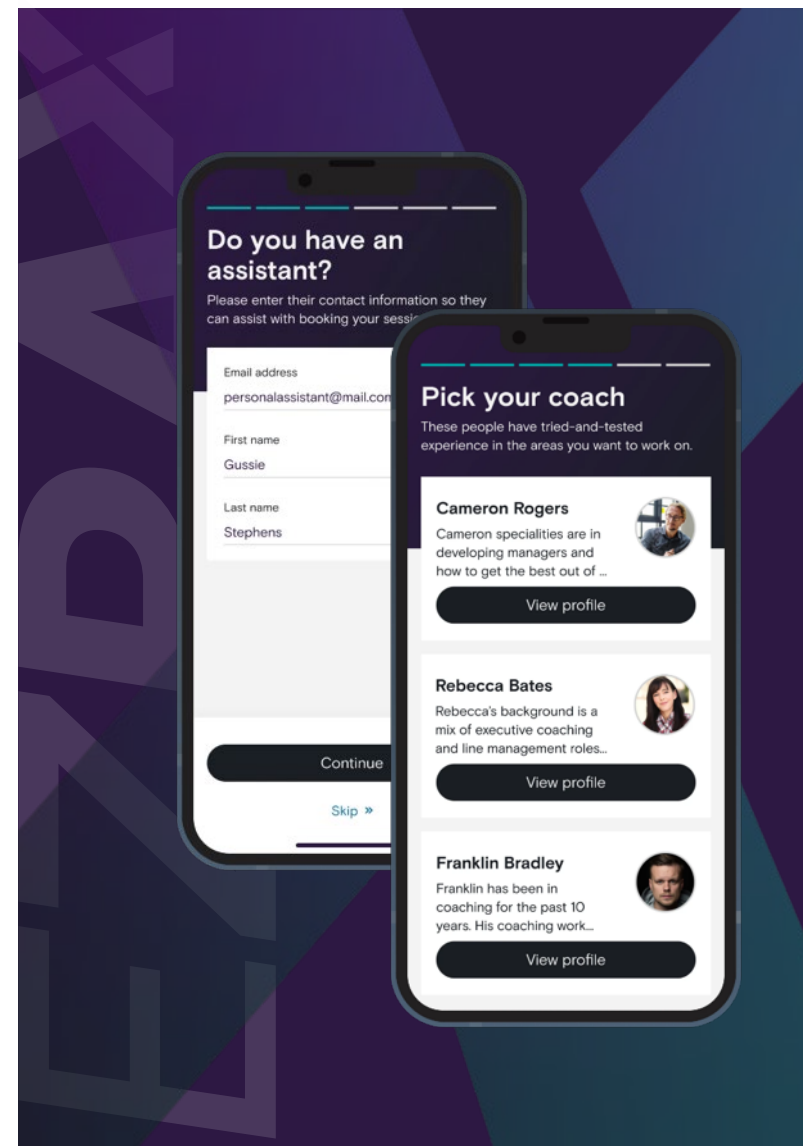


EZRA – expanded portfolio of coaching solutions resulting in 37% revenue growth

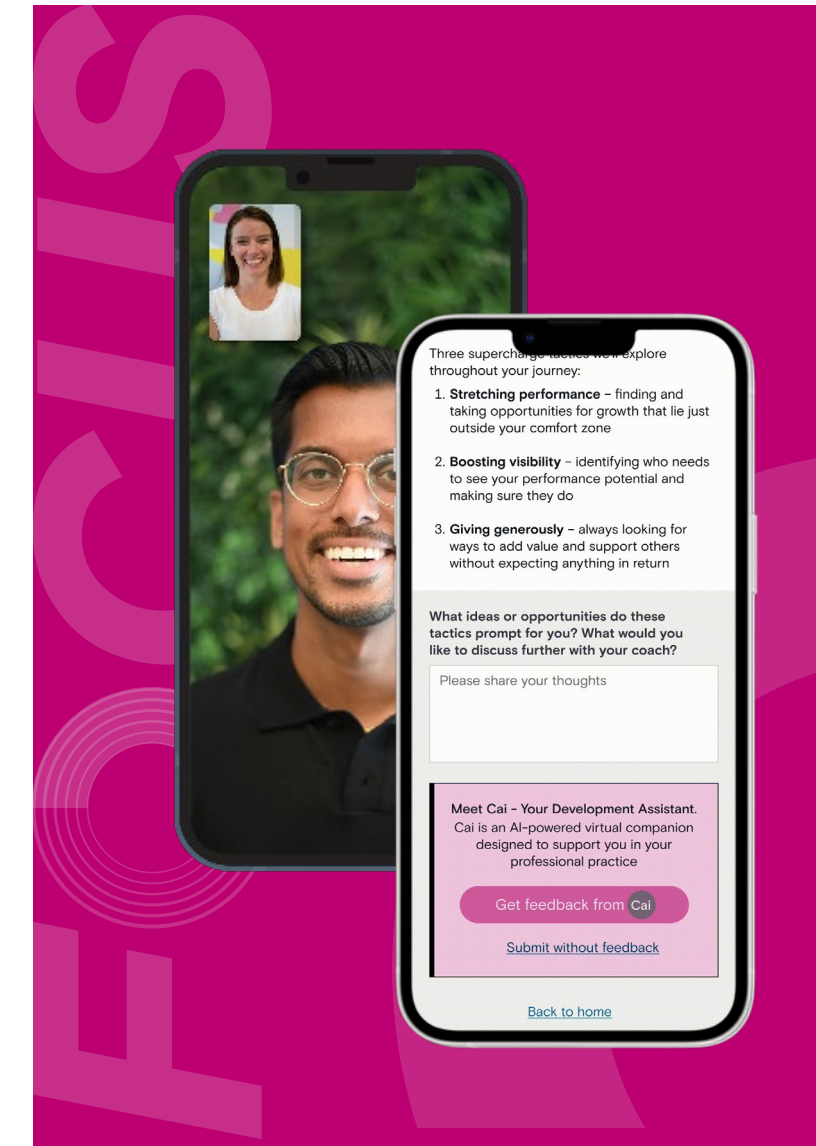
EZRA



EZRA^x



FOCUS by EZRA



All solutions feature assessment, 1:1 coaching, and personalized content

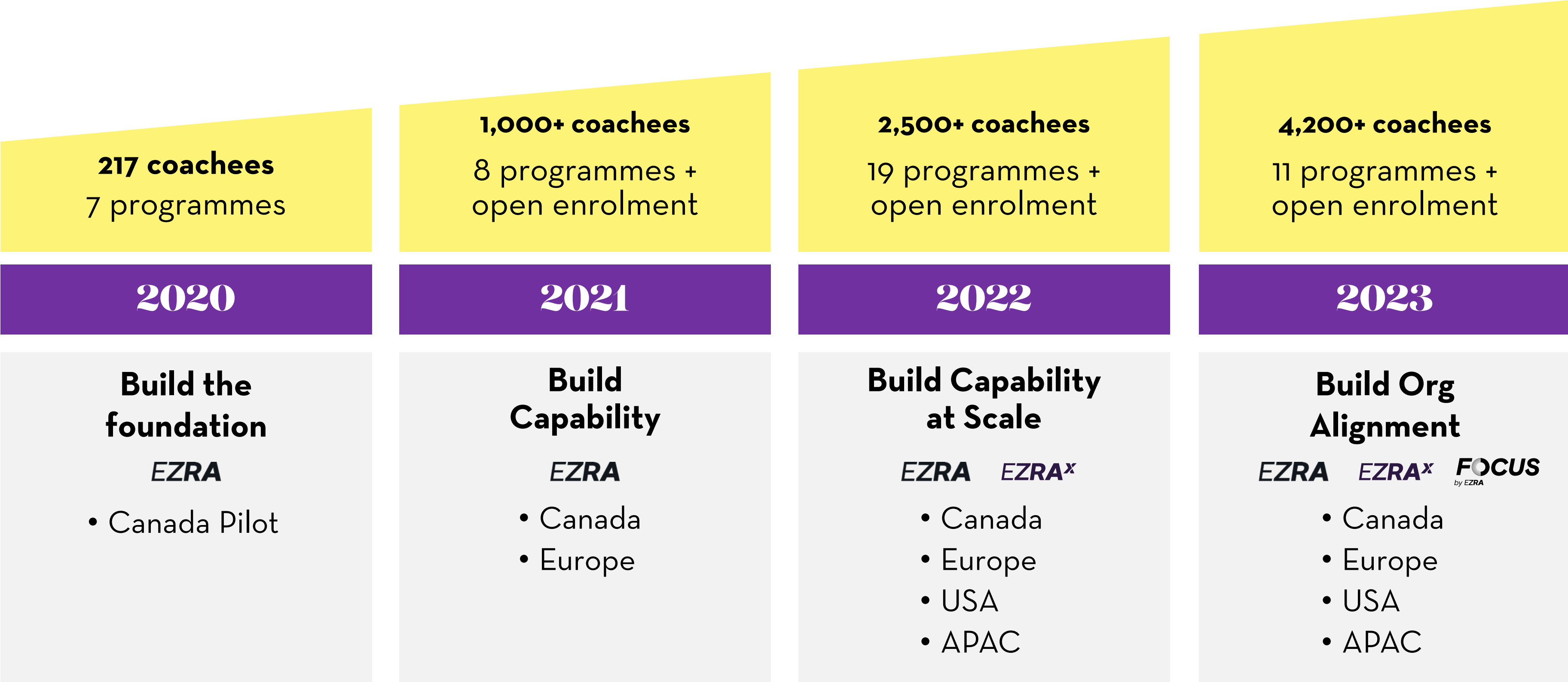
Transforming organisations across the lifecycle



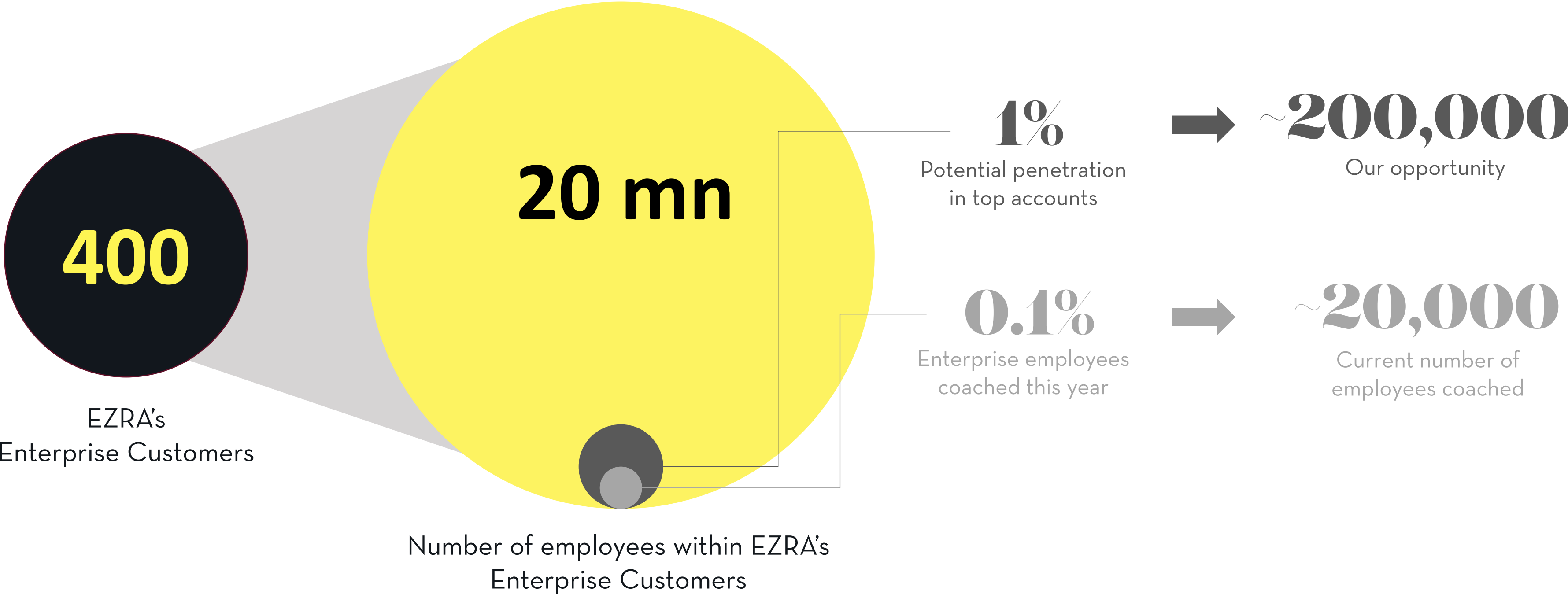
	Early Career	Lower Management	Middle Management	Emerging Leadership	Executive/ Senior Leadership
Onboarding	First 100 days FOCUS	Supercharge growth FOCUS			Executive Onboarding EZRA^x
Personal Effectiveness		High Potentials EZRA	High Potentials EZRA		
Management & Leadership		Manager Mindset FOCUS	Functional Leadership EZRA	Functional Leadership EZRA	
Performance & Culture	Customer Centricity FOCUS	Powerful Conversations FOCUS			
Change & Transformation		Leading Transformation EZRA	Leading Transformation EZRA		Owning Transformation EZRA^x
Diversity, Equity, & Inclusion	Championing Inclusion FOCUS		Elevating Women EZRA		



Case study: expansion within a global pharma client



And we have the customers for growth

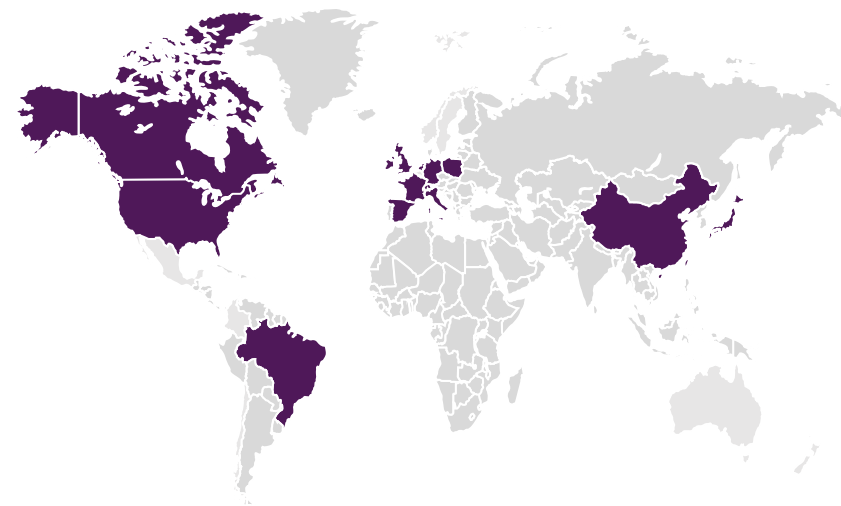


We are just getting started...



Recruitment Solutions – deploying market prioritisation strategy to drive profitable growth

Global scale, local expertise



Top 5 player

+3,000 colleagues

Our practice areas

- Accounting & Finance
- Banking & Financial Services
- Customer Service & Support
- Human Resources
- Healthcare & Life Sciences
- Sales & Marketing
- IT & Digital
- Innovation & Strategy
- Engineering & Manufacturing
- Legal & Compliance
- Procurement & Supply Chain

New leadership

- Nicolas Buisson as Head of LHH Recruitment Solutions since April 2023
- Nicolas brings 30+ years of industry experience

Market prioritisation

Consolidated Mature



High Potential



Small, High Margin



Focused US improvement plan



Key actions

- Optimisation of delivery
- New onboarding and training programmes
- Digital optimisation to drive efficiencies
- Drive cross-practice synergies

- >20% Reduction in days-to-fill
- ~30% Reduction in new colleague time-to-bill
- ~15% Saving in manual recruiter effort
- 7x Growth in clients buying across 2+ practices

Accelerating portfolio-selling and growth, with emphasis on strategic accounts

Number of Strategic Accounts

124

Global Strategic LHH Accounts

Strategic Accounts
Product Family Penetration

+35%

Increase within last 2 years in clients buying >1 product family

Strategic Accounts
Revenue Growth

Double Digit

Revenue growth yoy.
Fastest growing client segment in LHH

We
work
with

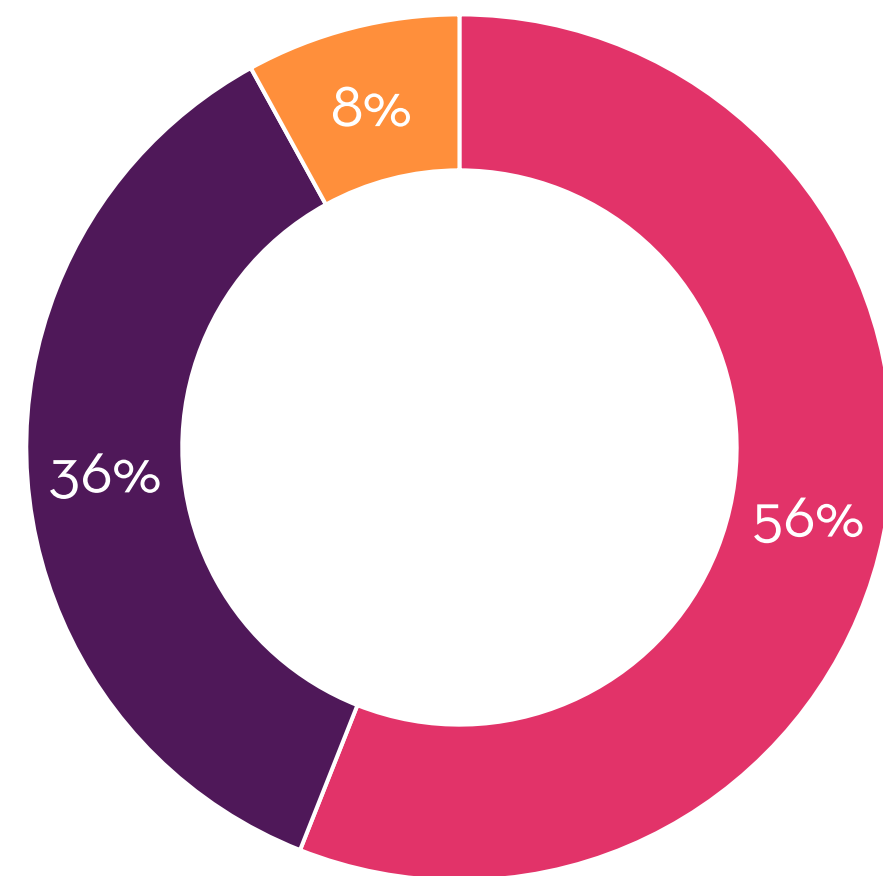
90%
of the
S&P 500

70%
of the
FTSE 100

75%
of the
Euronext 100

Simplification of the organisation is improving agility and driving meaningful G&A cost reductions

92% of targeted savings secured / in-flight and identified



■ Secured / In-flight ■ Identified ■ Opportunities

Key levers

- Synergies from new One LHH operating model
- Streamlining of the organisation
- Leveraging Adecco Group's shared back-office

Targeting mid-term EBITA margin of ~10%



Key drivers

- Digital innovation and market prioritisation strategies
- Accelerated portfolio-selling and growth in strategic accounts
- Simplification and OneLHH synergies
- Investment to scale high-growth areas and tech / data

Key takeaways



Newly integrated portfolio providing competitive advantage



Investing in digital innovation to grow market share



Driving sustained profitable growth in Recruitment Solutions



Accelerating portfolio-selling



Consistently delivering EBITA margin within corridor