

WELCOME

WELCOME TO THE HAYS INVESTOR DAY 2013



**INTRODUCTION BY ALISTAIR COX
CHIEF EXECUTIVE OFFICER**

Welcome to the Hays Investor Day 2013

It is almost four years since our last Investor Day back in April 2010 and it is safe to say that since then, much has changed both here at Hays and in the world around us. We have had to manage our business in the most volatile, and at times the toughest, economic backdrop for a generation. In this context though, we have made considerable progress against our strategic and operational priorities, delivering resilient financial performance in the short term and positioning the Group for the long term.

We have built a platform for growth that has breadth, scale and diversity which is unmatched in our industry and, having done so, our focus going forward is on building critical mass across that platform, ensuring the Group is as well-positioned to respond to fast-changing markets and outperform the competition as the global economy improves, as it has been during the recent, more challenging times.

There is no doubt that despite recent improvements in the global economic outlook we continue to see marked differences in conditions both within and between countries, and trading conditions prone to rapid change, both negative and positive. Equally, the way people are choosing to work and seeking to hire the best talent is evolving, often facilitated by new or emerging technologies or routes to market. In this complex world, it is essential we continue to make sure that Hays is best-placed to deliver the best solutions to clients and candidates, wherever they may be in the world. Responding to changing client needs, investing selectively to drive growth in the short term, positioning the Group for the long term and enabling our people to be world class in their local marketplace remain at the core of how we run the Group.

During the course of today you will get a chance to hear from senior management from across our business. This will include the people running operational areas such as Technology, HR and Brand, as well as country leaders from businesses including the UK, Germany, Australia, France, Japan, Brazil and Canada.

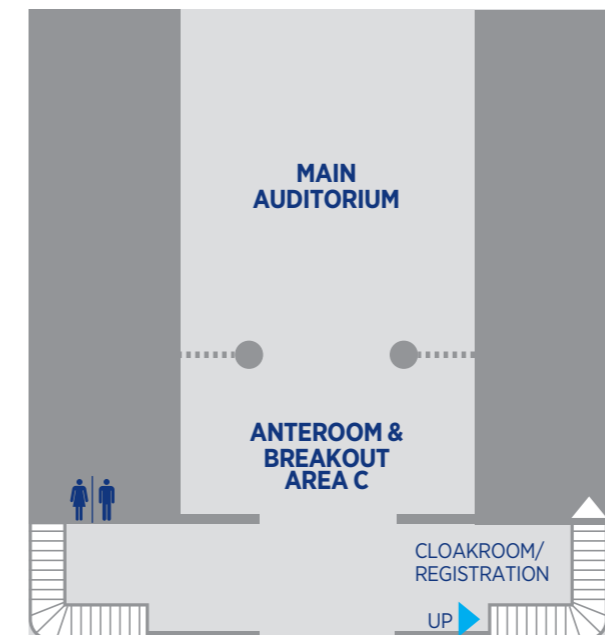
I hope you have a useful and enjoyable day.

Alistair Cox

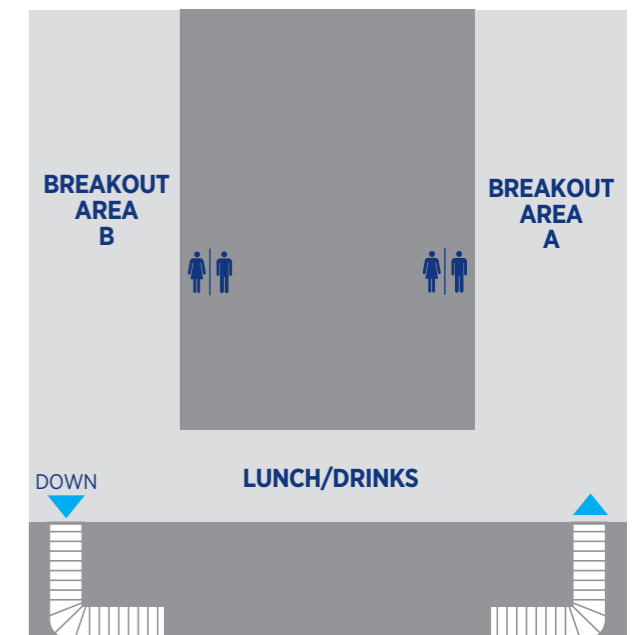
AGENDA

12:00 – 13:00	LUNCH	UPSTAIRS
13:00 – 13:15	WELCOME & INTRODUCTION	MAIN AUDITORIUM
13:15 – 14:35	HAYS TODAY – STRATEGIC & OPERATIONAL UPDATE	MAIN AUDITORIUM
14:35 – 14:50	COFFEE BREAK	ANTEROOM
14:50 – 15:20	HAYS TODAY – CORE PROFIT DRIVERS	MAIN AUDITORIUM
15:20 – 16:50	BREAKOUT SESSIONS	BREAKOUT AREAS
16:50 – 17:20	HAYS TOMORROW – FUTURE MATERIAL PROFIT DRIVERS	MAIN AUDITORIUM
17:20 – 17:30	HAYS TOMORROW – POSITIONING THE GROUP TO THRIVE/WRAP UP	MAIN AUDITORIUM
17:30 – 19:00	DRINKS	UPSTAIRS

Ground floor



First floor



▲
MAIN ENTRANCE

IN BRIEF

OUR BUSINESS IN 2013

HAYS AT A GLANCE

WE AIM TO BE THE WORLD'S PRE-EMINENT SPECIALIST RECRUITMENT BUSINESS

FINANCIAL HIGHLIGHTS FOR THE YEAR TO JUNE 2013

£719.0m

NET FEES
DOWN 1%^{(1) (2)}

5.14p

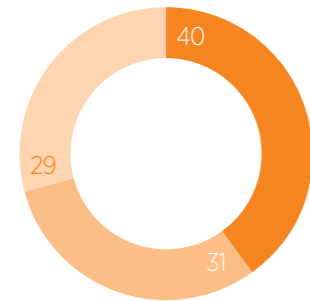
EARNINGS PER SHARE
DOWN 6%⁽³⁾

£125.5m

OPERATING PROFIT
DOWN 1%⁽²⁾

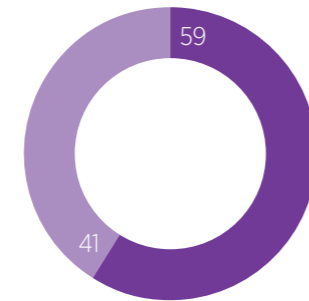
OUR BALANCED BUSINESS MODEL

DIVISIONAL SPLIT OF NET FEES (%)



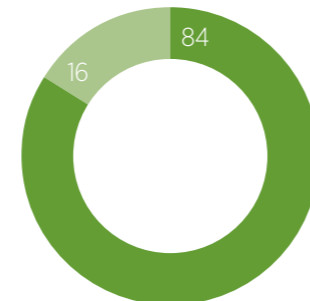
Continental Europe & Rest of World
UK & Ireland
Asia Pacific

TEMPORARY/PERMANENT SPLIT OF NET FEES (%)



Temporary
Permanent

PRIVATE/PUBLIC SECTOR SPLIT OF NET FEES (%)



Private
Public

KEY NUMBERS

239

HAYS OFFICES WORLDWIDE

7,840

HAYS EMPLOYEES WORLDWIDE

53,000

PERMANENT CANDIDATES PLACED LAST YEAR

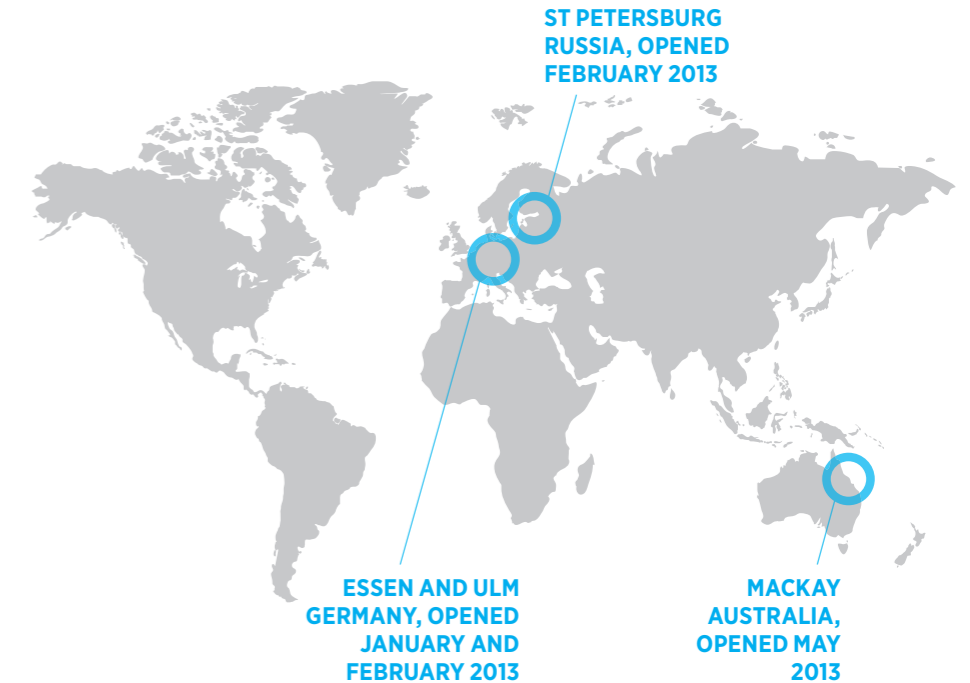
182,000

PEOPLE PLACED INTO TEMPORARY ASSIGNMENTS LAST YEAR

OUR COUNTRIES WORLDWIDE

33

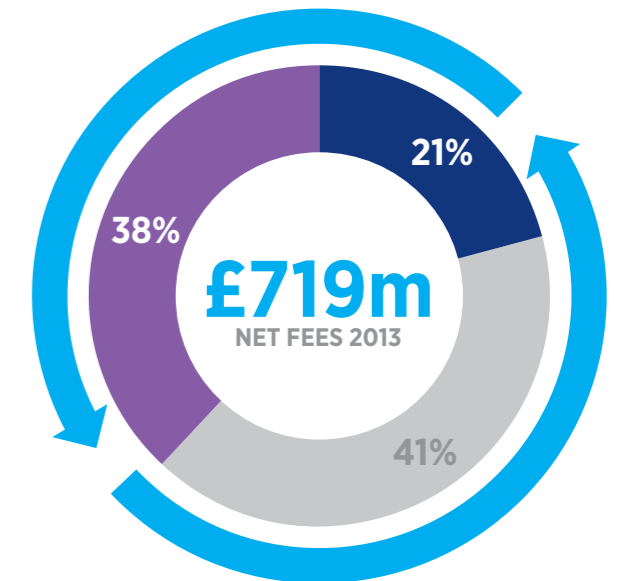
- Australia
- Austria
- Belgium
- Brazil
- Canada
- Chile
- China
- Colombia
- Czech Republic
- Denmark
- France
- Germany
- Hong Kong
- Hungary
- India
- Ireland
- Italy
- Japan
- Luxembourg
- Malaysia
- Mexico
- Netherlands
- New Zealand
- Poland
- Portugal
- Russia
- Singapore
- Spain
- Sweden
- Switzerland
- UAE
- United Kingdom
- USA



OUR AREAS OF SPECIALISM

20

- Accountancy & Finance
- Construction & Property
- Information Technology
- Life Sciences
- Sales & Marketing
- Banking & Capital Markets
- Contact Centres
- Education
- Engineering & Manufacturing
- Executive
- Financial Services
- Health & Social Care
- Human Resources
- Legal
- Office Professionals
- Energy, Oil & Gas
- Purchasing
- Retail
- Resources & Mining
- Telecoms



- STRONG SECTORS**
Growth >10%⁽⁴⁾
Energy, Oil & Gas
Engineering
Life Sciences
Education
- MODEST SECTORS**
Growth (5)–10%⁽⁴⁾
Construction & Property
Sales & Marketing
Information Technology
Legal
- WEAKER SECTORS**
Declines >(5)%⁽⁴⁾
Resources & Mining
Banking & Capital Markets
Financial Services
Accountancy & Finance

(1) Net fees of £719.0 million (2012: £734.0 million) are reconciled to statutory turnover of £3,696.9 million (2012: £3,654.6 million) in note 5 to the Consolidated Financial Statements.
(2) LFL (like-for-like) growth represents organic growth of continuing activities at constant currency.
(3) Earnings per share is from continuing operations.

Note: List of specialisms are examples only and are not exhaustive.
(4) Represents year-on-year net fee growth, on a like-for-like basis.

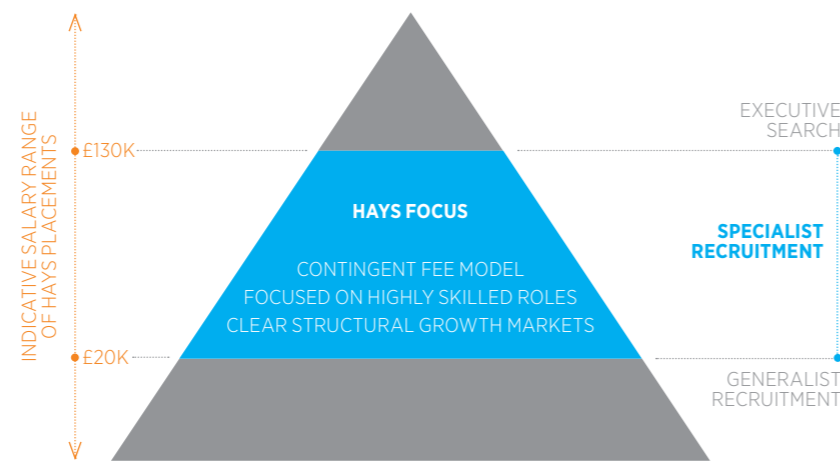
OUR MODEL

HAYS BUSINESS MODEL

WHAT WE DO

We are focused on the specialist recruitment market

In the vast majority of our businesses, we operate a contingent fee model, with fees paid to us by our clients derived as a proportion of the salary of the candidate placed. In the permanent business, we recognise fees when the candidate starts work. For temporary placements, we earn fees while a candidate is active in an assignment.



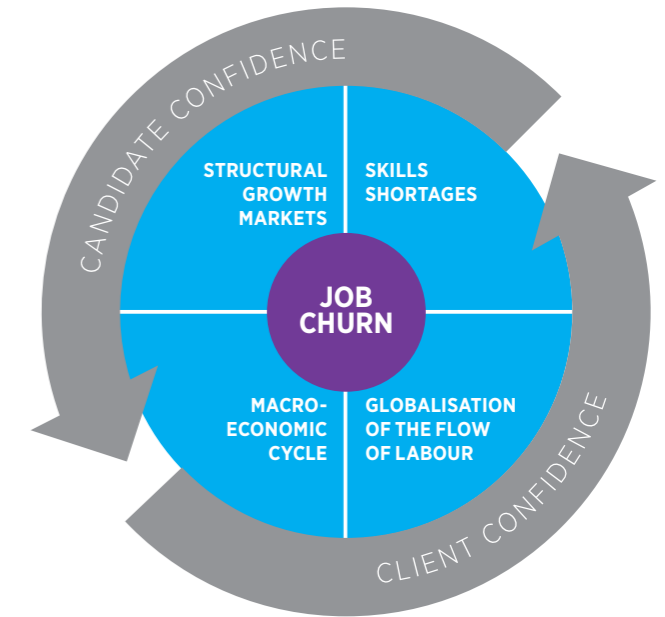
HOW OUR BUSINESS CREATES VALUE

- We have market-leading positions in some of the most attractive structural growth markets in the world of specialist recruitment
- Our diverse business mix provides relative sustainability to revenues through the economic cycle, and offers clients the broad range of services they need
- Our global footprint allows us to connect clients with candidates wherever they are in the world

WHAT DRIVES GROWTH?

The global specialist recruitment market is driven primarily by business and candidate confidence

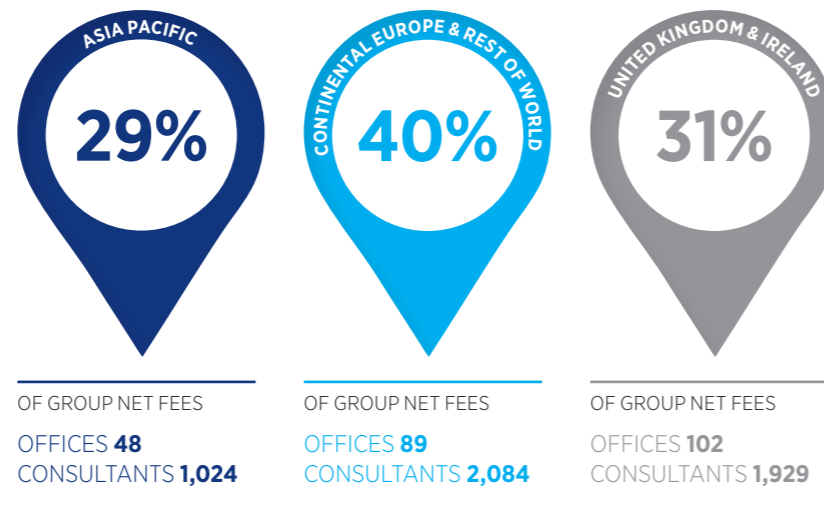
We call this 'job churn'. In addition, we identify four further factors currently driving fee growth: the emergence of structural growth markets; the macroeconomic cycle; skills shortages; and the globalisation of the flow of labour.



WHERE WE DO IT

Our organisational structure is simple and is built around three regions globally

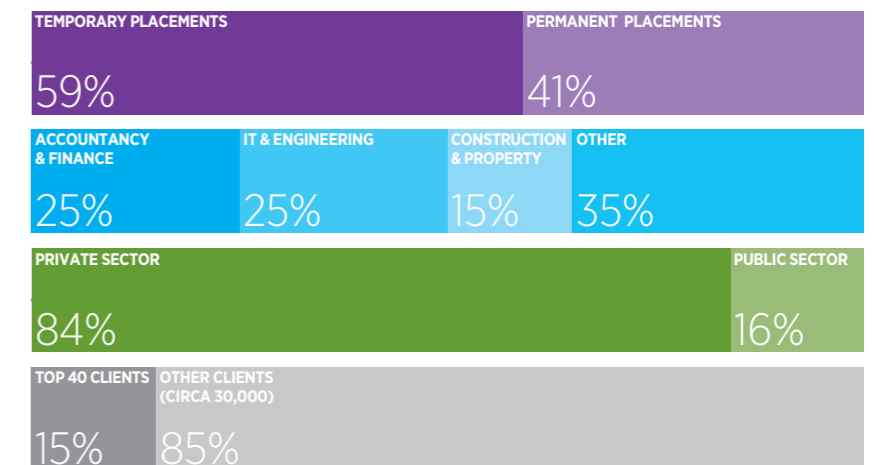
Within this structure, our 5,037 consultants operate from 239 offices in 33 countries – an unrivalled footprint in specialist recruitment. Critically, we have market-leading positions in many of the most important markets in the world, including Australia, Germany and the UK. All of this means we understand our clients' challenges locally, and have the ability to solve them globally.



A BALANCED, DIVERSE OFFERING

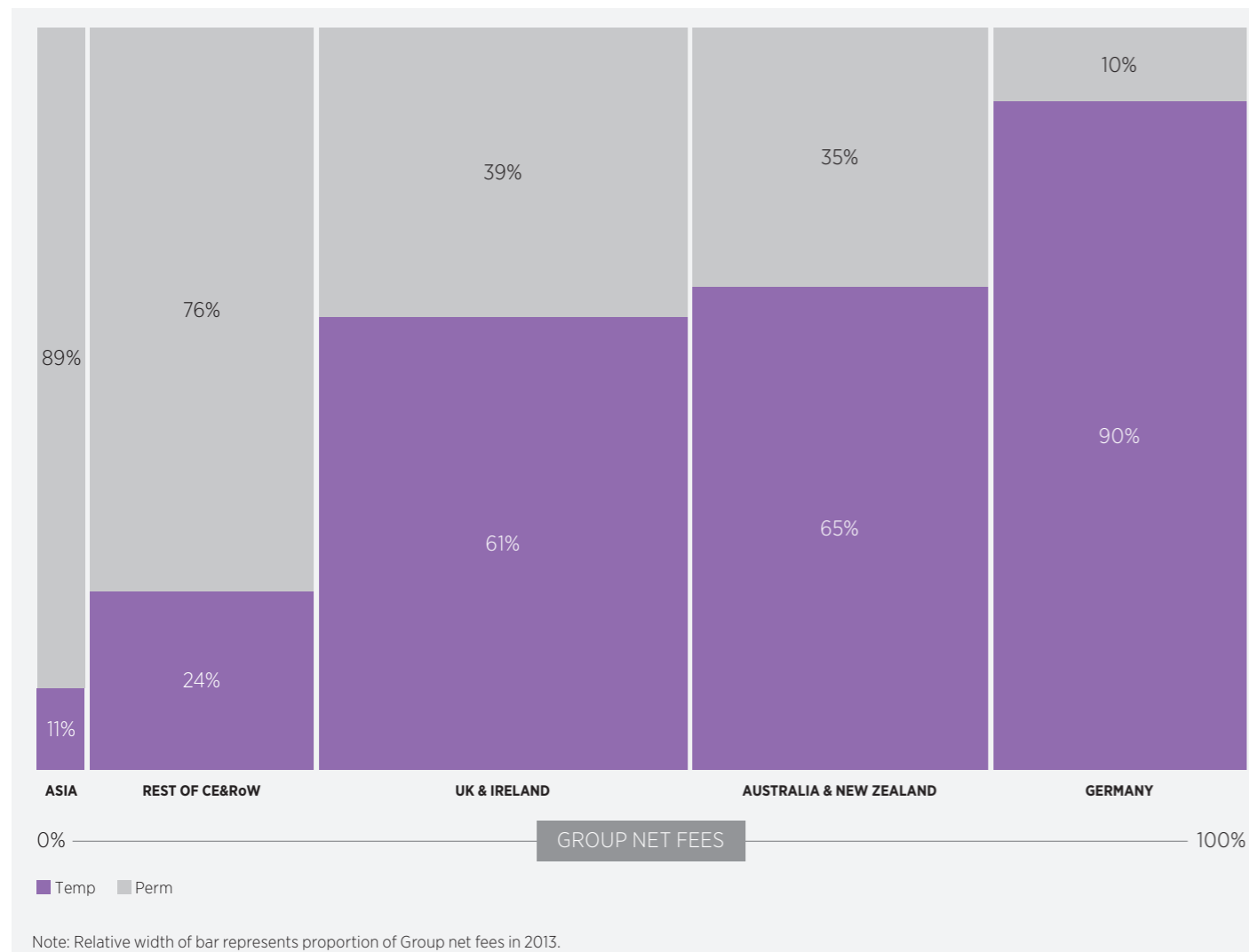
What makes Hays unique in the world of specialist recruitment is the diversity of our business model

The breadth of our expertise by contract type, geography and specialism positions us well to withstand various stages of the macroeconomic cycle and best serve our clients around the world, regardless of the challenges they face.



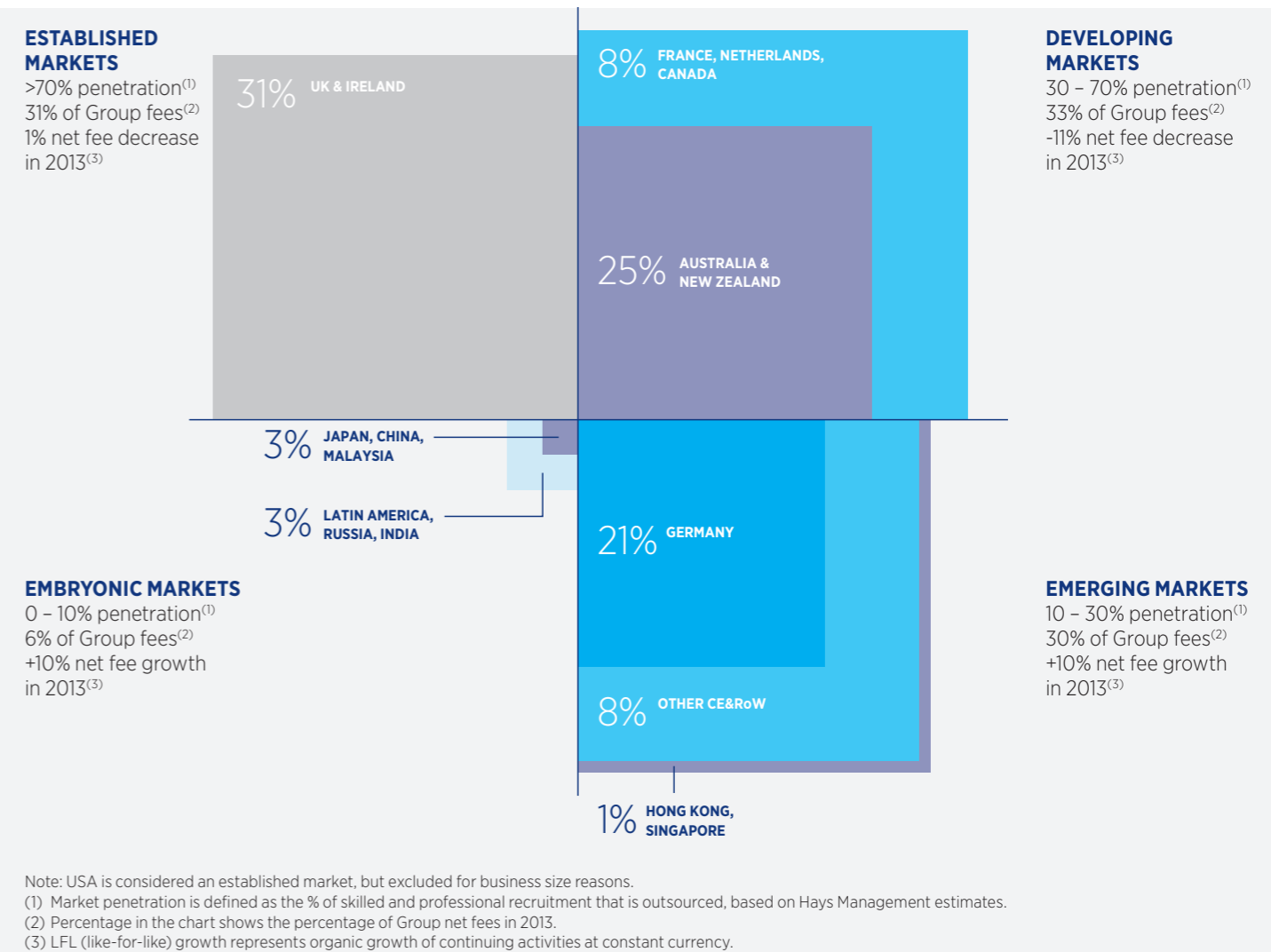
A BUSINESS MODEL FOR A COMPLEX WORLD BALANCED MIX OF TEMPORARY, CONTRACTOR AND PERMANENT BUSINESS

Our Group net fees are split 59% temp, 41% perm. Within this, however, we have three major temp and contractor businesses in the UK & Ireland, Australia & New Zealand and Germany. Elsewhere, our fees are c.85% perm, and in the majority of markets they are 100% perm. Although this adds a degree more cyclical to the performance of these businesses, it also means that they are highly geared to improvements in economic conditions. A key strategic priority is to continue to build a balanced business in all markets supportive of a meaningful temp or contractor offering.



A BUSINESS MODEL FOR A COMPLEX WORLD BALANCED EXPOSURE TO STRUCTURAL GROWTH AND MATURE MARKETS

In most countries, the vast majority of professional recruitment is still done in-house with minimal outsourcing to agencies, even in developed economies such as Germany or Japan. We have very deliberately built a business model that provides us with a balanced exposure to these high structural growth markets, as well as in more mature markets such as the UK and the USA.



WHY OUR MODEL WORKS

HAYS IN 2013

FOCUS ON DELIVERING IN THE SHORT TERM...

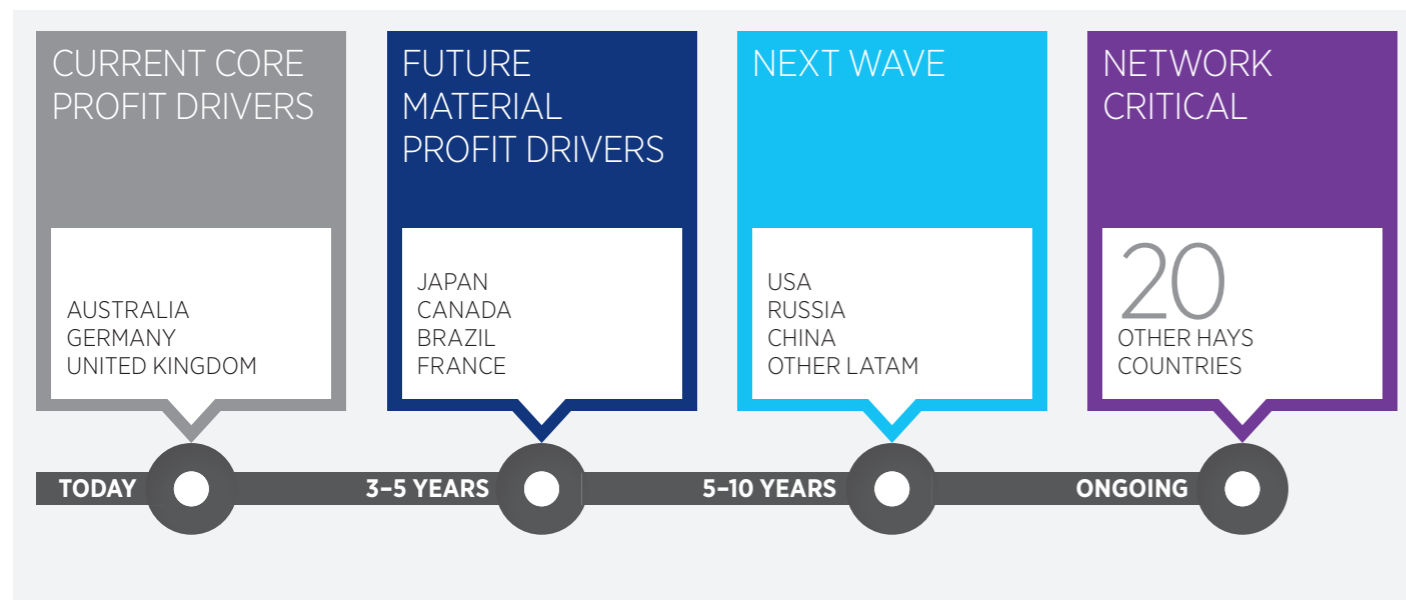
The last year has seen continued mixed and fragile conditions across a number of specialist recruitment markets.

Against this backdrop we have remained focused on controlling costs and driving efficiencies around the Group, ensuring we maximise the productivity of our people whilst investing selectively where appropriate to drive growth in more robust markets.

As a result of this approach, and underpinned by our unrivalled scale and the diversity of our business model, we have delivered a resilient financial performance in the year, converting £719.0 million of net fees into £125.5 million of operating profit, as well as making significant progress against our strategic and operational priorities.

...AND POSITIONING THE GROUP FOR THE LONG TERM

Whatever the stage of the macroeconomic cycle, the long-term structural growth opportunities in the specialist recruitment industry remain unchanged. Our strategy is focused on ensuring we position Hays to fully capitalise on these opportunities and deliver both diversification of income and growth in profits.



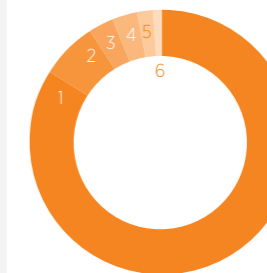
INSIGHT

ASIA PACIFIC

DIVISIONAL OPERATING REVIEW



NET FEES BY REGION

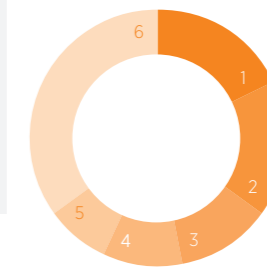


- 1. Australia & New Zealand 85%
- 2. Japan 7%
- 3. China 3%
- 4. Singapore 3%
- 5. Hong Kong 2%
- 6. Malaysia

78%
PRIVATE SECTOR

22%
PUBLIC SECTOR

NET FEES BY SPECIALISM



- 1. Construction and property 18%
- 2. Accounting & Finance 17%
- 3. Office support 12%
- 4. IT 10%
- 5. Resources & Mining 8%
- 6. Other 35%

57%
TEMPORARY

43%
PERMANENT

% OF GROUP NET FEES

29%

NET FEES

£211.8m

OPERATING PERFORMANCE

Year ended 30 June	2013	2012	Actual growth	LFL growth ⁽¹⁾
Net fees (£m)	211.8	242.2	(13)%	(13)%
Operating profit (£m)	67.2	90.9	(26)%	(26)%
Conversion rate ⁽²⁾	31.7%	37.5%		
Period-end consultant headcount ⁽³⁾	1,024	1,112	(8)%	
Division as % of Group net fees	29%	33%		

2013 HIGHLIGHTS

- Markets overall stable but tough in some areas, notably Australian Resources & Mining
- Strong conversion rate of 32% achieved due to control on costs
- 16%⁽¹⁾ net fee decline in Australia driven by 25%⁽¹⁾ fall in perm business and a step-down in mining activity
- 4%⁽¹⁾ net fee growth in Asia, with signs of improvements in most specialisms whilst banking and finance remained subdued
- Consultant headcount decreased by 8% in Asia Pacific division; Australia & New Zealand down 14%; Asia up 12%

LOOKING FORWARD

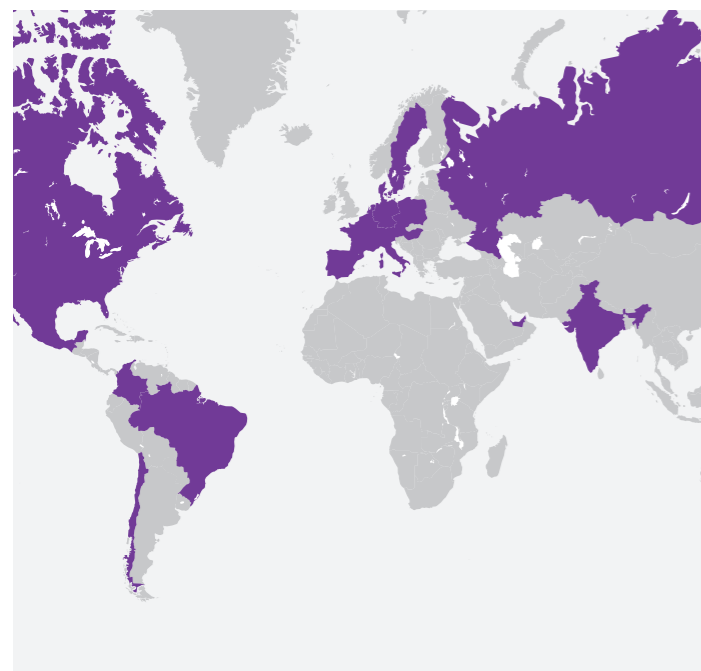
- Continue to take the necessary steps to react to fast-changing market conditions across the region
- Selective consultant headcount investment in growth areas such as IT and Life Sciences in Asia
- Build further scale in our Hays Malaysia business, entered in June 2012
- Remain cautious about investment where conditions are more challenging
- Expect headcount across the division to remain broadly at current levels

(1) LFL (like-for-like) growth represents organic growth of continuing activities at constant currency.
 (2) Conversion rate is the proportion of net fees converted into operating profit, before exceptional items.
 (3) Closing consultant headcount as of 30 June 2013.

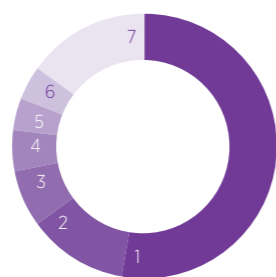
INSIGHT

CONTINENTAL EUROPE & REST OF WORLD

DIVISIONAL OPERATING REVIEW

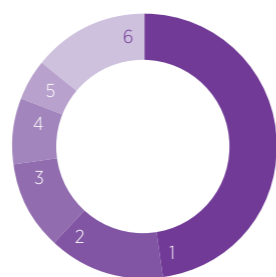


NET FEES BY REGION



97%
PRIVATE SECTOR
3%
PUBLIC SECTOR

NET FEES BY SPECIALISM



58%
TEMPORARY
42%
PERMANENT

% OF GROUP NET FEES

40%

NET FEES

£285.2m

OPERATING PERFORMANCE

Year ended 30 June	2013	2012	Actual growth	LFL growth ⁽¹⁾
Net fees (£m)	285.2	266.5	7%	10%
Operating profit (£m)	52.7	43.7	21%	25%
Conversion rate ⁽²⁾	18.5%	16.4%		
Period-end consultant headcount ⁽³⁾	2,084	1,967	6%	
Division as % of Group net fees	40%	36%		

2013 HIGHLIGHTS

- Strong net fee growth of 10%⁽¹⁾ to £285.2 million, a record for the division
- Driven by strong net fee growth of 13%⁽¹⁾ in Germany, with growth in all specialisms across contracting, temp and perm contract types
- Improved conversion rate to 18.5%⁽²⁾, driving an increase in operating profit of 25%⁽¹⁾
- Consultant headcount increased by 6%⁽³⁾, led by increases of 15% in Germany and 28% in Canada

LOOKING FORWARD

- Leverage market-leading position in German IT and Engineering whilst continuing to diversify into newer specialisms
- Develop further scale in Latin America to capitalise on structural growth opportunities
- Continue to build our scale and diversify our North American businesses
- Control costs where conditions are more difficult

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(3) Closing consultant headcount as of 30 June 2013.

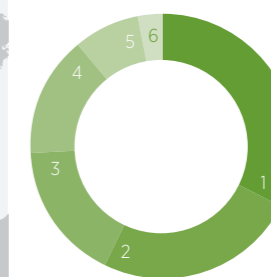
INSIGHT

UK & IRELAND

DIVISIONAL OPERATING REVIEW

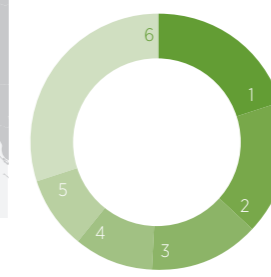


NET FEES BY REGION



72%
PRIVATE SECTOR
28%
PUBLIC SECTOR

NET FEES BY SPECIALISM



61%
TEMPORARY
39%
PERMANENT

% OF GROUP NET FEES

31%

NET FEES

£222.0m

OPERATING PERFORMANCE

Year ended 30 June	2013	2012	Actual growth	LFL growth ⁽¹⁾
Net fees (£m)	222.0	225.3	(1)%	(1)%
Operating profit (£m)	5.6	(6.5)	186%	186%
Conversion rate ⁽²⁾	2.5%	(2.9)%		
Period-end consultant headcount ⁽³⁾	1,929	1,934	0%	
Division as % of Group net fees	31%	31%		

2013 HIGHLIGHTS

- Returned to profit due to successful delivery of cost reduction plans
- Net fees decreased by 1%⁽¹⁾ with resilience in temp business but perm remaining subdued
- Public sector net fees increased by 14%⁽¹⁾, private sector decreased by 6%⁽¹⁾ but exited year with growth
- Increased consultant productivity
- UK cost base down more than 30% from peak levels
- UK office network down to 102 offices versus peak of 235

LOOKING FORWARD

- Focus on growing market share and capitalise on more resilient parts of the UK market
- Continue to drive improved consultant productivity
- Optimise efficiency benefits of the back-office systems
- Continue to review all aspects of our UK cost base to increase profit and defend financial performance

(1) LFL (like-for-like) growth represents organic growth of continuing activities at constant currency.
(2) Conversion rate is the proportion of net fees converted into operating profit, before exceptional items.
(3) Closing consultant headcount as of 30 June 2013.

FOOTPRINT

DIVISIONAL OPERATING REVIEW

33 countries	20 specialisms																				Offices	Consultants	
	Accountancy & Finance	Construction & Property	Information Technology	Life Sciences	Sales & Marketing	Banking & Capital Markets	Contact Centres	Education	Engineering & Manufacturing	Executive	Financial Services	Health & Social Care	Human Resources	Legal	Office Professionals	Energy, Oil & Gas	Purchasing	Retail	Resources & Mining	Telecoms			
UK & I																							
UK																						97	1873
Ireland																						5	56
APAC																							
Australia																						34	649
New Zealand																						4	73
Hong Kong																						1	39
China																						4	89
Singapore																						3	64
Japan																						1	95
Malaysia																						1	15
CE&RoW																							
Germany																						13	804
France																						15	254
Belgium																						10	97
Netherlands																						5	68
Luxembourg																						1	7
Spain																						5	85
Portugal																						2	17
Czech Republic																						2	30
Hungary																						1	20
Switzerland																						3	71
Austria																						1	19
Sweden																						1	18
Denmark																						1	10
Poland																						6	145
UAE																						1	33
Italy																						4	42
Brazil																						4	73
India																						2	21
Russia																						2	73
Mexico																						1	17
Colombia																						1	13
Chile																						1	12
Canada																						5	136
USA																						2	15
																						239	5037

SPEAKERS

ALISTAIR COX CHIEF EXECUTIVE OFFICER

Alistair was appointed CEO of Hays in September 2007. A Chartered Engineer with an MBA from Stanford University, Alistair's early career was in various field engineering, management and research science roles with British Aerospace and then Schlumberger. Following his MBA, Alistair worked for McKinsey & Company before joining Blue Circle Industries, where he was the Group Strategy Director and then the Regional Director for Asia. Prior to joining Hays plc, Alistair was Chief Executive of Xansa plc. Alistair is also a Non-Executive Director of 3i Group plc.

PAUL VENABLES GROUP FINANCE DIRECTOR

Paul was appointed Group FD in May 2006. A Chartered Accountant and also USA qualified, Paul started his career at Deloitte & Touche where he was a senior manager in its USA practice. This was followed by a 13 year career at Exel plc where he held a number of senior finance and operational roles including Deputy Finance Director. He was a member of the Executive Board and Chairman of the Acquisitions and Project Review Board. Following the acquisition of Exel plc by Deutsche Post, Paul worked in its DHL Logistics division before joining Hays plc as Group FD. Paul is also a Senior Independent Non-Executive Director of Wincanton plc.

STEVE WESTON GROUP TECHNOLOGY DIRECTOR

Steve joined Hays in January 2008 as Chief Information Officer. He is responsible for Group IT and new projects, and in the last two years has delivered a full IT overhaul programme developing best in class systems and processes for both the front and back office. Steve began his career in car manufacturing in 1977 and he then moved into the Financial Services sector in 1987. In 1997 Steve moved into IT services and held the position of UK Managing Director for the business outsourcing company Xansa plc until December 2007.

SHOLTO DOUGLAS-HOME GROUP MARKETING DIRECTOR

Sholto was appointed Group Marketing Director Hays in 2008. Sholto spent the first ten years of his career in advertising before moving to BT plc where he was Head of Advertising & PR. In 1998, he was seconded by BT to the New Millennium Experience Company as Sales & Marketing Director. In 2001, Sholto joined Reuters (now Thomson Reuters) and held a number of senior brand, marketing and communications roles. During 2008/9, Sholto chaired a DCMS committee set up by the Minister of Sport to resolve a commercial dispute between the UK's 60 racecourses and 600 on-course bookmakers. Sholto is a Fellow of the Chartered Institute of Marketing, and a Council member of the marketing trade body, ISBA.

SPEAKERS

NIGEL HEAP

MANAGING DIRECTOR, UK & IRELAND AND CHAIRMAN, ASIA PACIFIC

Nigel was appointed as UK & Ireland Managing Director and Chairman of the Asia Pacific business in 2012. Nigel trained as an accountant before joining Hays in the UK in 1988 as a trainee consultant. He became Hays' youngest-ever regional director, overseeing 14 of the UK's regional offices and in 1997 he was appointed managing director of Hays Australia. During the next 15 years he oversaw the ten-fold expansion of Hays' business in Australia and expanded operations to New Zealand in 1999 and further afield to Hong Kong and China in 2006, Japan and Singapore in 2007 and Malaysia in 2012. In 2006 Nigel was appointed managing director of Asia Pacific and joined the Group Management Board.

NICK COX

MANAGING DIRECTOR, CE&ROW

Nick has been Managing Director of Hays' Continental Europe & Rest of World Division since 2006. Nick is responsible for all Hays operations and the development of new Hays businesses throughout this region. Nick joined Hays in 1983 working in the Accountancy & Finance/Banking division as a recruitment consultant progressing to Regional Director followed by UK Director. In 1997 Nick was made Managing Director (UK & Europe) for Hays Information Technology and was responsible for the development of Hays operations in the technology recruitment services. After 6 years as MD, Nick was then promoted to become Hays UK Board Director with full responsibility for the running of seven Hays specialist brands including HR, Sales & Marketing & Contact Centres.

NICK DELIGIANNIS

MANAGING DIRECTOR, AUSTRALIA & NEW ZEALAND

Nick was appointed Managing Director of Hays' operations in Australia and New Zealand in 2012. Overseeing 38 offices, he is also responsible for major client management, quality control and candidate and client care across Australia and New Zealand. Nick began his career in human resource management and marketing before joining Hays in 1993 as a consultant. His successes were rewarded with promotions to manager and then regional director responsible for Hays' operations in Victoria, South Australia, Tasmania and the Northern Territory. Under his leadership, these regions expanded rapidly. He was appointed to the Australian Board of Directors in 2004.

KLAUS BREITSCHOPF

MANAGING DIRECTOR, GERMANY

Klaus is the Managing Director and Chief Executive Officer of Hays' business in Germany, Austria and Switzerland. Klaus began his career in 1996 as an IT outsourcing sales representative for FortIS GmbH Informationssysteme, and was promoted to hold several senior roles within that business after it was renamed Ascena Information Technology, including Sales Director. Klaus then became the Chief Operating Officer of the business when it was acquired by Hays and has held the position of Chief Executive Officer of Hays AG since 2008.

CHRISTINE WRIGHT

OPERATIONS DIRECTOR, ASIA

Christine Wright was appointed as Operations Director of Asia in April 2012. She is responsible for the day-to-day operational management and growth of the businesses in Japan, China, Singapore, Malaysia and Hong Kong. Prior to her current role Christine was the Managing Director of Japan from late 2009, and under her management Hays Japan launched four new specialist businesses (Office Professionals, Supply Chain, Legal, Insurance), doubled its consultant headcount and added a third location in Shinjuku, to complement its offices in Tokyo's Akasaka business district and central Osaka. Christine has also played key roles in the management of Hays' business elsewhere in Australia, as well as in the United Kingdom.

MARK BOWDEN

MANAGING DIRECTOR, SOUTHERN EUROPE & LATIN AMERICA

Mark was appointed as Director responsible for Hays Southern Europe and Latin American Sub-region in 2006, coinciding with the launch of new operations in both Italy and Brazil. More recently Mark was responsible for the strategic roll out plan for Hays operations in Latin America and has overseen the launch of Hays operations during the last three years in Mexico, Colombia and Chile. Mark started his career as a consultant with Hays in the UK in 1987. During his time in the UK he held various management positions within the business and was promoted to Director of the Construction and Property Division in 1996. Mark was then appointed as Country Manager for the launch of Hays' Portuguese operations in January 2000 and was responsible for the subsequent launch of the Spanish business in 2001.

TINA LING

MANAGING DIRECTOR, FRANCE AND BENELUX

Tina has been Managing Director of our French business since she launched it in 2001, growing from six consultants to nearly 300 today. She also took over responsibility for managing Luxembourg in 2010. Tina joined Hays in 1988 as a consultant in the Construction & Property division and was promoted to the role of Office Manager and then Regional Manager for South London offices of Hays. From 1995 to immediately prior to setting up the French business, Tina was National Account Director for Facilities Management and Maintenance division within Hays Construction & Property in the UK.

ROWAN O'GRADY

MANAGING DIRECTOR, CANADA

Rowan was appointed as Managing Director for Hays in Canada in 2009, since when he has overseen the doubling in size of that business. Rowan joined Hays in 1995, initially working for the company in London, but moving to Dublin in 1996 as part of the team that opened Hays in Ireland. After five successful years leading the Construction and Property division in Ireland, Rowan relocated to Toronto to launch the Construction and Property division in Canada. After successfully establishing the Hays brand in Canada, Rowan returned to Ireland in 2004 as Operations Director for Ireland, before his return to Canada in 2009.

DAVID WALKER

HEAD OF INVESTOR RELATIONS AND CORPORATE DEVELOPMENT

David joined Hays in 2010 and is the Head of the Investor Relations & Corporate Development team, taking responsibility for all aspects of shareholder and other stakeholder communications. Prior to joining Hays, David qualified as a Chartered Accountant with PricewaterhouseCoopers within their Banking & Capital Markets division in London and following this spent over seven years at Deutsche Bank where he held a variety of roles within the Corporate Finance division, including Business Development and most recently as a Vice President in the UK Corporate Broking team. David is also a Board member at the UK Investor Relations Society.

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