PRELIMINARY RESULTS FOR THE YEAR ENDED 30 JUNE 2026

Momentum

HAYS

CAUTIONARY STATEMENT

This presentation contains certain statements that are neither reported financial results nor other historical information. The information contained in this presentation is not audited, is for personal use and informational purposes only and is not intended for distribution to, or use by, any person or entity in any jurisdiction in any country where such distribution or use would be contrary to law or regulation, or which would subject any member of the Hays Group to any registration requirement. No representation or warranty, express or implied, is or will be made in relation to the accuracy, fairness or completeness of the information or opinions made in this presentation.

Statements in this presentation reflect the knowledge and information available at the time of its preparation. Certain statements included or incorporated by reference within this presentation may constitute 'forward-looking statements' in respect of the Group's operations, performance, prospects and/or financial condition. By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions and actual results or events may differ materially from those expressed or implied by those statements. Accordingly, no assurance can be given that any particular expectation will be met and reliance should not be placed on any forward-looking statement. Additionally, forward-looking statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. No responsibility or obligation is accepted to update or revise any forward-looking statement resulting from new information, future events or otherwise. Nothing in this presentation should be construed as a profit forecast.

This presentation does not constitute or form part of any offer or invitation to sell, or any solicitation of any offer to purchase any shares in the Company, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or commitment or investment decision relating thereto, nor does it constitute a recommendation regarding the shares of the Company or any invitation or inducement to engage in investment activity under section 21 of the Financial Services and Markets Act 2000. Past performance cannot be relied upon as a guide to future performance. Liability arising from anything in this presentation shall be governed by English Law, and neither the Company nor any of its affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation. Nothing in this presentation shall exclude any liability under applicable laws that cannot be excluded in accordance with such laws.

AGENDA

Momentum

FOUR KEY MESSAGES

Focused specialist recruitment business

Consultants remain key to best hiring outcomes

Momentum is a growth strategy

Superior returns for shareholders over time

Increase consultant net fee productivity by >50%, return to a 25%+ conversion rate, & deliver superior returns to shareholders

HAYS

CLIENTS USE HAYS TO ACCESS THE BEST TALENT

Talent Resourcing

For specialist roles, the cost of making the wrong decision is significant

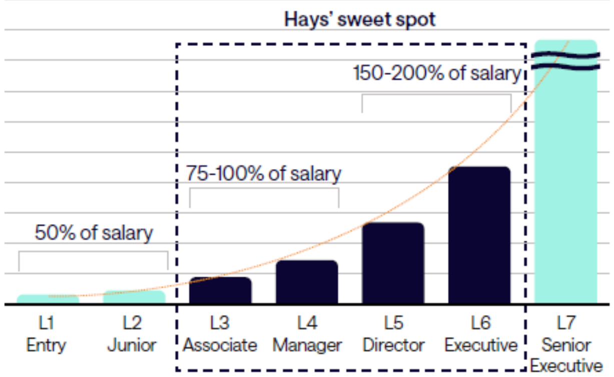
Hays help clients and candidates to improve the probability of success

Clients need a partner who can identify not just who can do the job, but who will succeed in the role, team and organisation.

Premium on speed;

- 68% when we respond within 24 hours
- 50% when we respond within 48 hours
- Success doubles at 1 day vs 1 week

Reducing cost of failure



Solutions & Services

For specialist temps, contractors and project teams, delays, poor hires or compliance failures have significant consequences

Clients need access to a partner with high-quality talent at speed, backed by rigorous compliance and risk management.

Our fee is a modest insurance premium versus the potentially high cost of failure

CLEAR AND ENCOURAGING FEEDBACK FROM OUR CLIENTS

Permanent recruitment

Temporary & Contracting

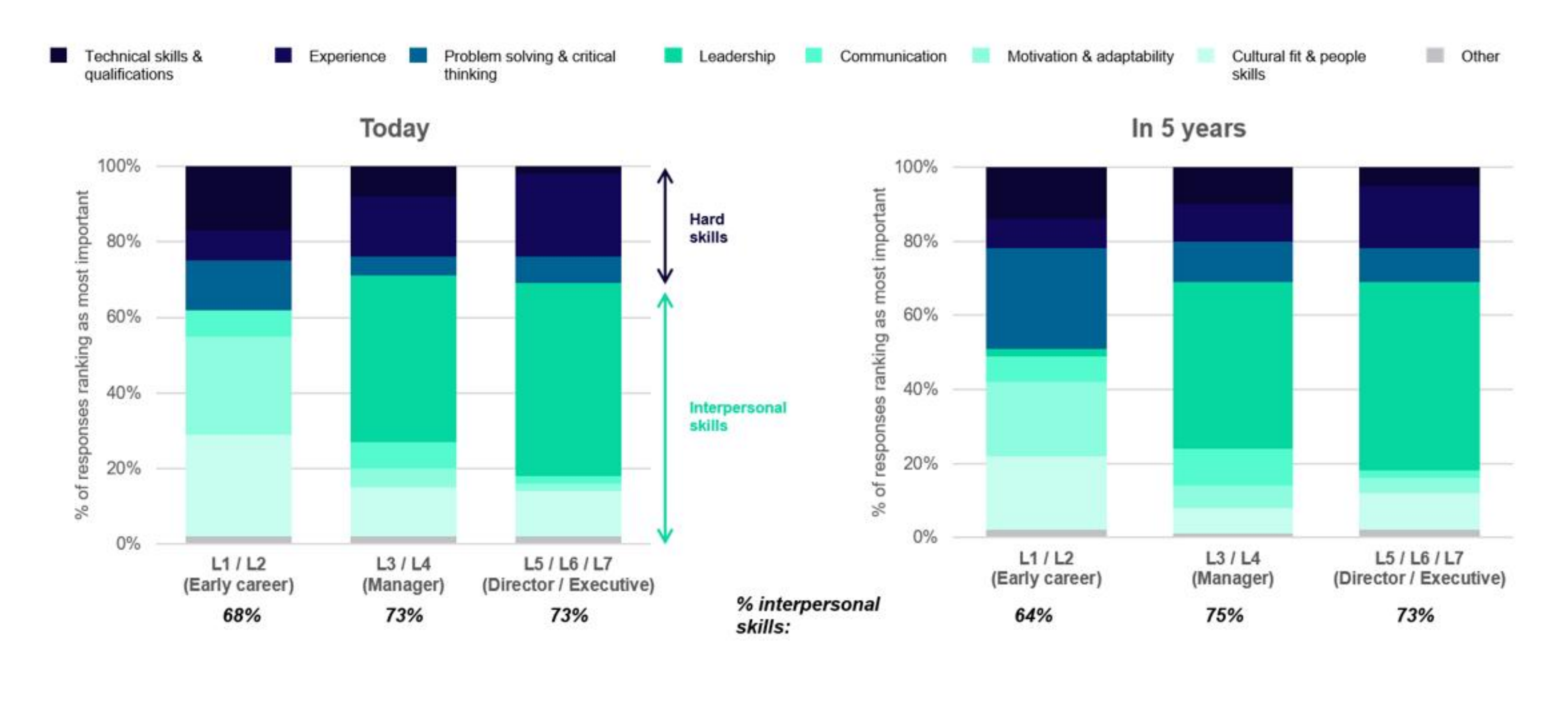
MSP

Key purchasing criteria importance (% of respondents)

Recruitment is changing and client expectations are rising - a "human in the loop" remains critical

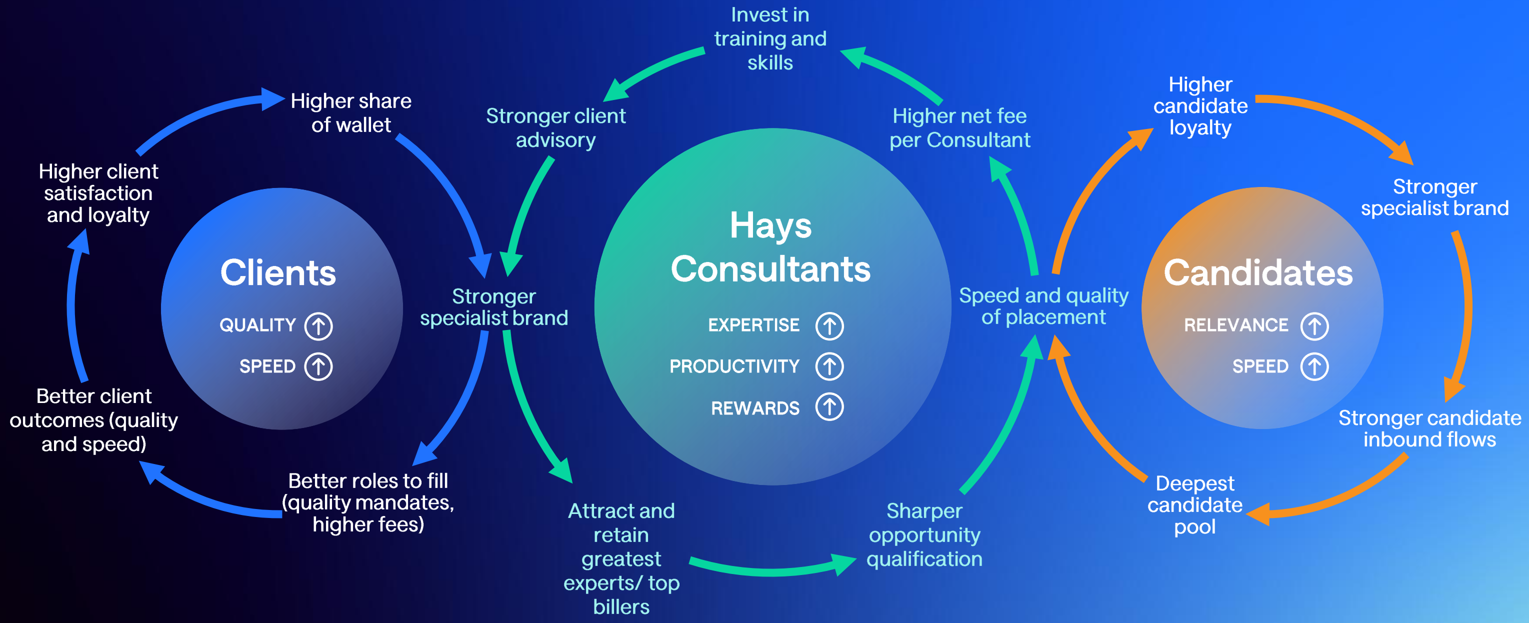
HAYS

WHAT CLIENTS MEAN BY CANDIDATE QUALITY IS EVOLVING



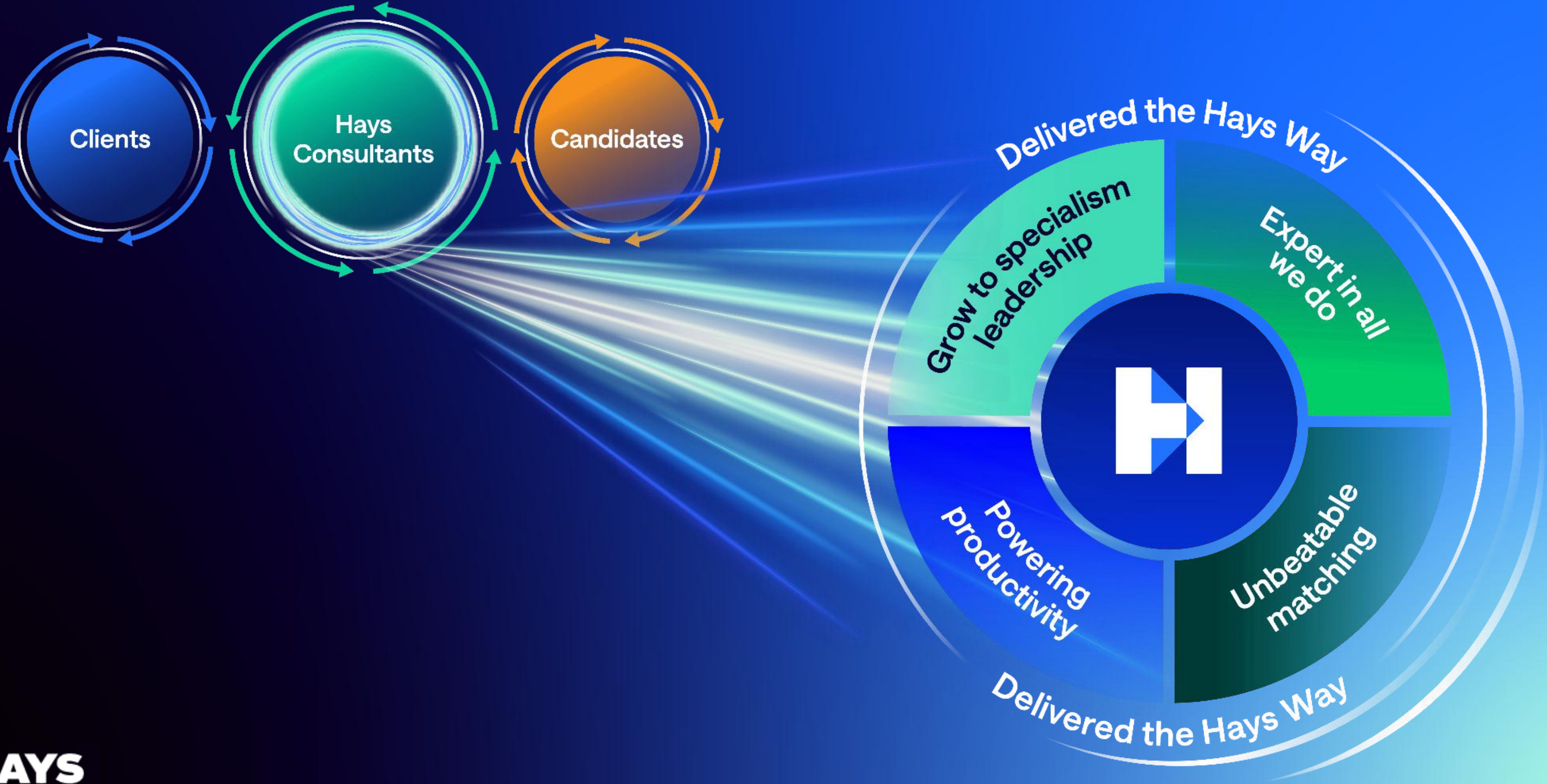
Interpersonal skills will be increasingly important for Managers & Directors - the sweet spot of our business

CREATING A SELF-REINFORCING "FLYWHEEL" EFFECT TO DRIVE PRODUCTIVITY



The Hays consultant sits at the centre of this flywheel and is key

MOMENTUM'S FIVE FORCES AMPLIFY THE FLYWHEEL



HAYS

GROW TO SPECIALISM LEADERSHIP; SHARPER FOCUS

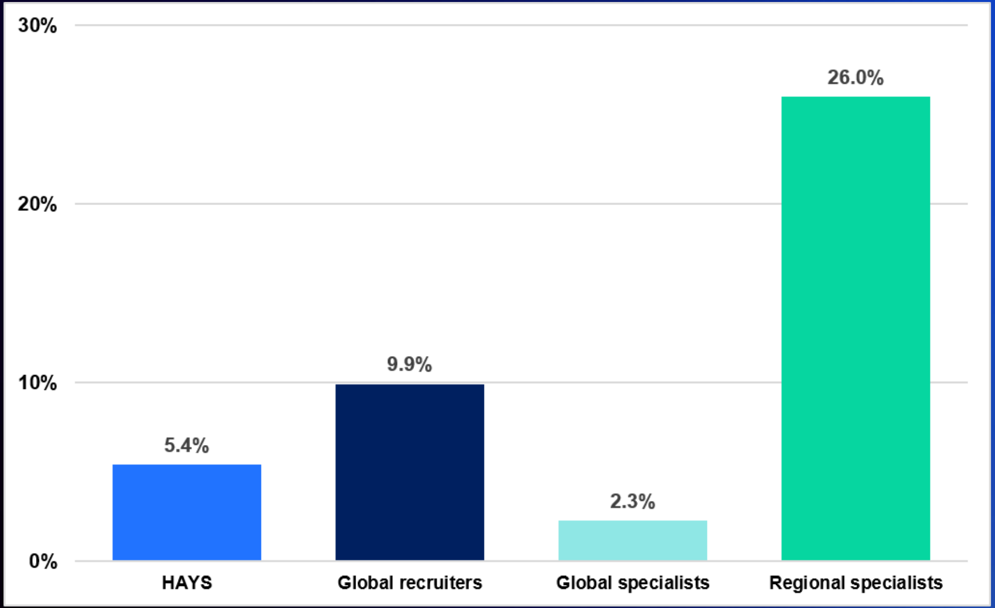
	From	To
Countries	31 countries	**16 countries** Germany, Austria, Switzerland, UK & Ireland, Australia & New Zealand, US, Canada, Spain, Portugal, Italy, Poland, France, Japan, and India
Specialisms	21 specialisms	**6 global specialisms + select local specialisms** Technology, Finance, Construction & Property, Engineering, Life Sciences, HR
Placement role value	Broad coverage	**Higher skilled roles** £45k-£120k annual salary
Industries	Confusion between specialism/industry	**Clarity on the end markets and clients we prioritise expertly selling specialisms into**
Products	Broad product set: Spot, PSL, MSP, RPO, SoW, HR advisory	**3 products** Recruitment, Solutions and Services

We have already taken important action to sharpen our focus in FY26

HAYS

GROW TO SPECIALISM LEADERSHIP; BETTER ECONOMICS

Average industry conversion rate (last reported year)



Global Specialisms

- Technology
- Finance
- Construction & Property
- Engineering
- HR
- Life Sciences

Local Specialisms

- Office Support
- Resources & Mining
- Education

Specialists with a top two market share, deliver stronger growth, higher margins & more resilient performance

HAYS

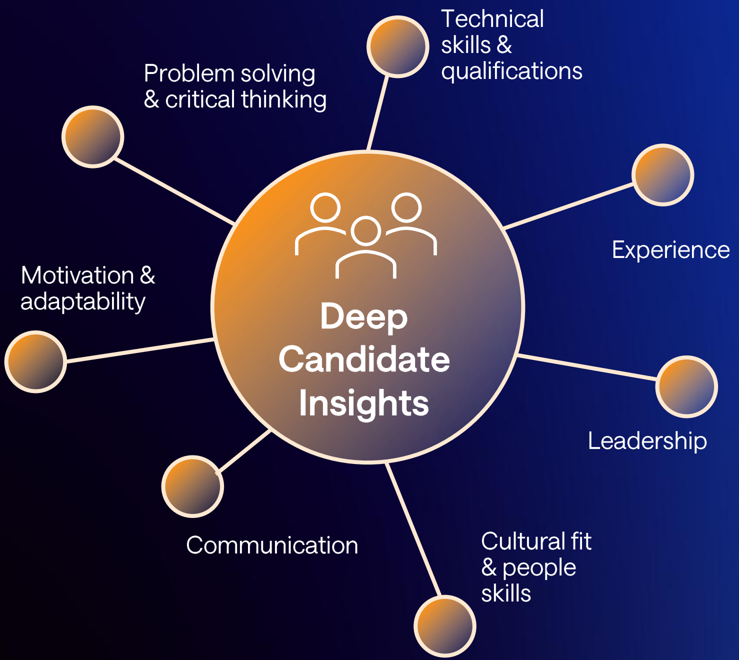
EXPERTS IN ALL WE DO; PRODUCTS AND COMPLIANCE

	Recruitment		Solutions		Services
	Spot	PSL	MSP	RPO	SoW
% of Hays FY26 net fees	c.40%	c.15%	c.20%	c.5%	c.20%
Annual placement volume	Low	Dozens or hundreds	Hundreds or thousands	Hundreds or thousands	Dozens or hundreds
Key customer needs	Typically SME clients requiring precise access to deep talent pools	Customers who need an approved supplier panel to help with broader talent solutions	A deep, trusted relationship to manage all or part of a client's Temporary & Contracting hiring	End-to-end management of Permanent projects, processes and compliance, including Hays supply	Contingent workers with specific expertise who are released when a particular project is complete

We are experts in specialist recruitment across a wide range of products

HAYS

UNBEATABLE MATCHING; THE BEST CANDIDATES FASTER



AI-powered search & match

AI-powered **matching across multiple dimensions, fast** and **at scale**, sharpened by the **expertise and relationships** of our consultants

Our existing database comprises **10+ million** CVs and **40,000 weekly interactions** with clients and candidates

Clear **understanding** of role/project requirements

Going beyond the job description to **understand the true complexity** of each role and project

These proprietary inputs are difficult to recreate using models trained on public or semi-public information

POWERING PRODUCTIVITY; TECHNOLOGY AND PEOPLE

Hays proprietary technology

- OneTouch CRM system
- Global client and candidate databases
- Vendor Management System
- Candidate Search & Match

The Hays Academy

- Global centre for learning, performance, reward and career development
- Combines on-boarding, capability building, leadership development and career progression into one connected experience

One-off share incentive for all colleagues

- Recognises their contribution and reinforces alignment with shareholders
- Outcome of award is determined by pre-exceptional operating profit in FY27

Next generation Hays Digital Platform provides our consultants with best-in-class tools and leverages our proprietary data

DELIVERING FOR OUR SHAREHOLDERS

Our medium term ambitions

Net Fees	Operating Profit	Conversion Rate	Consultant Net Fee Productivity
>£1BN	Material Improvement	25%+	50%+

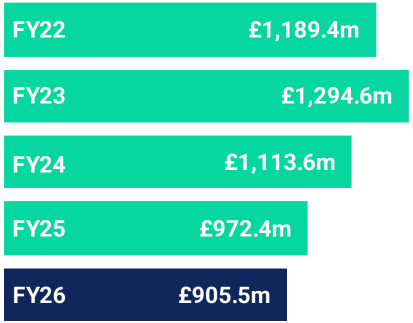
Delivering superior returns for shareholders

HAYS

2.
OPERATIONAL & FINANCIAL REVIEW

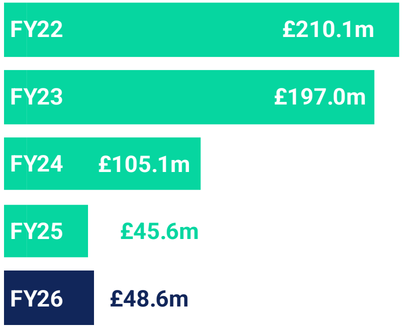
OPERATING PROFIT‡ UP 3%, CASH GENERATION REMAINS STRONG

Net fees



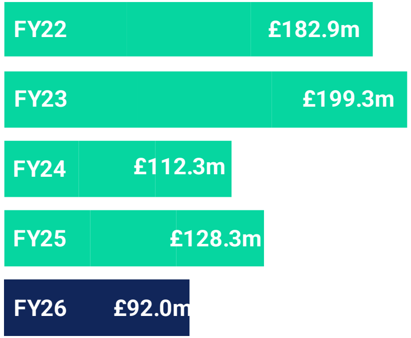
Net fees
£905.5m
8% decrease*

Operating profit‡



Operating profit‡
£48.6m
3% increase*

Cash from Operations‡

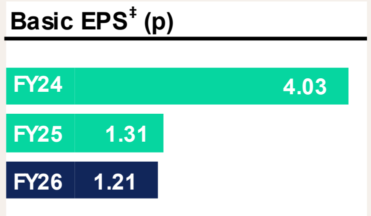


Cash from Operations‡
£92.0m
£20.1m closing net cash

HAYS

‡FY26, FY25 and FY24 results are presented before exceptional items. There were no exceptional items in FY22 or FY23.
*Unless otherwise stated all growth rates in this statement are like-for-like (LFL), representing year on year (YoY) organic growth of continuing operations at constant currency, and excluding country closures and exits.

EPS‡ DOWN 8%. DRIVEN BY HIGHER EFFECTIVE TAX RATE, PARTIALLY OFFSET BY HIGHER OPERATING PROFIT



Income Statement

Year ended 30 June	2026 £m	2025 £m	Reported growth	LFL* growth
Turnover	6,421.2	6,607.0	(3)%	(4)%
Net fees	905.5	972.4	(7)%	(8)%
Operating profit‡	48.6	45.6	7%	3%
Net finance charge	(13.5)	(13.4)		
Profit before tax‡	**35.1**	**32.2**	9%	
Tax**	(15.8)	(11.3)		
Profit after tax‡	19.3	20.9	(8)%	
Basic Earnings per share‡***	**1.21p**	**1.31p**	(8)%	
Basic weighted average number of shares in issue***	1,596.2m	1,590.0m		
Shares in issue*** at: 30 June 2026	1,570.3m			
Shares in issue*** at: 18 August 2026	1,570.3m			

Exchange rate movements increased net fees and operating profit by £14.9m and £2.1m respectively

HAYS

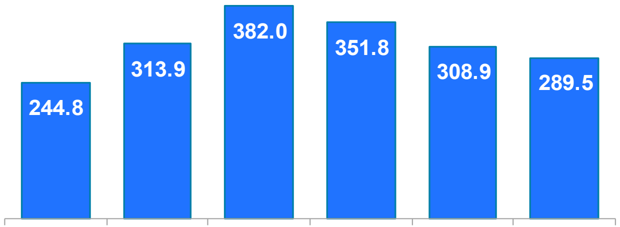
‡Operating profit, profit before tax, profit after tax and EPS are presented before exceptional items.
*Unless otherwise stated all growth rates in this statement are like-for-like (LFL), representing year on year (YoY) organic growth of continuing operations at constant currency, and excluding country closures and exits.
** Our Effective Tax Rate in the year was 45.0%. FY25 was 35.1%. We expect the ETR will be slightly below FY26 in FY27.
*** Excluding shares held in Treasury.

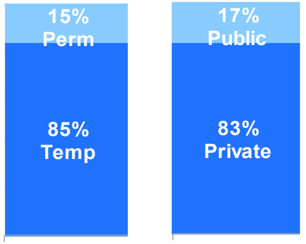
OUR ACTIONS DROVE SEQUENTIALLY STABLE PROFITABILITY IN THE SECOND HALF

Germany – Financial overview

Year to 30 June	2026	2025	Actual growth	LFL growth	FY26 share of Group
£ Net fees	£289.5m	£308.9m	(6)%	(9)%	32%
£ Operating profit‡	£41.2m	£52.1m	(21)%	(24)%	
% Conversion rate	14.2%	16.9%	(270)bps		
Consultants	1,368	1,624	(16)%		
Offices	25	26	(1)		

Net fees (£m)





Net fees **down 9%**; operating profit‡ **down 24%**

Key actions

- Year end consultant headcount decreased by 16%. Consultant net fee productivity increased by 6%
- Significant actions taken to restructure our operations, reduce non-consultant headcount, and secure further structural cost savings

Operational Summary

- Temp & Contracting decreased by 9% driven by a 5% year-on-year decline in volumes and 3% from lower average hours worked – both were stable in H2. 1% decrease in pricing and mix
- Perm challenging down 13% driven by a 16% volume decline partially offset by a 3% increase in average Perm fee
- Technology up 1% and Engineering down 18%. Greater stability in Automotive in H2
- Construction & Property performed strongly again and increased by 44%, driven by our focus on infrastructure & energy sector
- Sequentially stable pre-exceptional operating profit in H2

HAYS

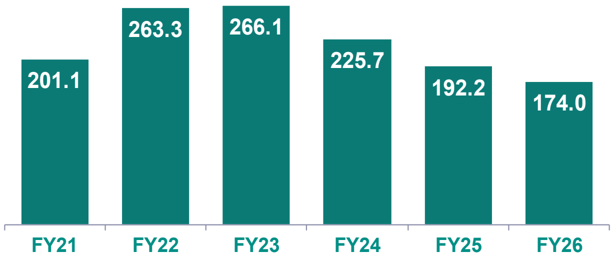
‡Operating profit is presented before exceptional items.
Unless otherwise stated all growth rates in this statement are like-for-like (LFL), representing year on year (YoY) organic growth of continuing operations at constant currency, and excluding country closures and exits.
Conversion rate represents percentage of net fees converted into pre-exceptional operating profit.

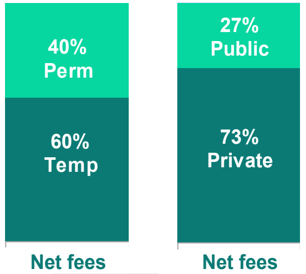
FURTHER IMPROVEMENTS IN CONSULTANT PRODUCTIVITY & STRUCTURAL COSTS

UK & Ireland (UK&I) – Financial overview

Year to 30 June	2026	2025	Actual growth	LFL growth	FY26 share of Group
£ Net fees	£174.0m	£192.2m	(9)%	(10)%	19%
£ Operating profit‡	£4.0m	£(5.8)m	169%	169%	
% Conversion rate	2.3%	(3.0)%	+530bps		
Consultants	1,080	1,285	(16)%		
Offices	29	59	(30)		

Net fees (£m)





Net fees **down 10%**; operating profit‡ **up 169%**

Key actions

- Year end consultant headcount down 16%. Decisive action to improve consultant net fee productivity, which increased by 14%
- Actively managed consultant population to focus on higher-value placements and stronger margins
- Services business launched
- Secured structural savings in front and back-office functions, and introduced a new regional structure which included 30 office closures

Operational Summary

- Temp & Contracting net fees decreased by 7% with relative resilience in the private sector but continued tough market conditions in public. Temp volumes down 8% partially offset by price and margin mix up 1%
- Perm net fees remained subdued, decreasing by 13%, with volumes down 16% offset by a 3% increase in average Perm fee as we focused on higher salary placements. Activity softened slightly through the year
- Our largest specialism of Accountancy & Finance decreased by 8% with Technology flat

HAYS

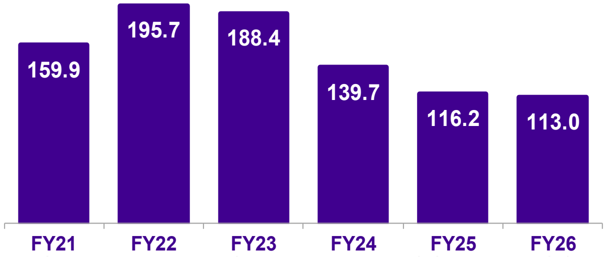
‡Operating profit is presented before exceptional items.
Unless otherwise stated all growth rates in this statement are like-for-like (LFL), representing year on year (YoY) organic growth of continuing operations at constant currency, and excluding country closures and exits.
Conversion rate represents percentage of net fees converted into pre-exceptional operating profit.

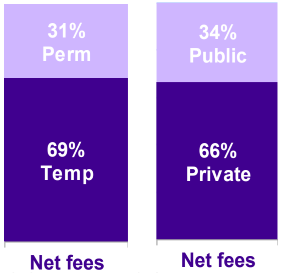
FOCUS ON HIGH SKILLED ROLES & COST LEADS TO IMPROVED PROFIT PERFORMANCE

Australia & New Zealand (ANZ) – Financial overview

Year to 30 June	2026	2025	Actual growth	LFL growth	FY26 share of Group
Net fees	£113.0m	£116.2m	(3)%	(3)%	13%
Operating profit‡	£8.5m	£3.6m	136%	130%	
Conversion rate	7.5%	3.1%	+440bps		
Consultants	618	675	(8)%		
Offices	23	34	(11)		

Net fees (£m)





Net fees **down 3%**; operating profit‡ up **130%**

Key actions

- Year end consultant headcount down 8%. Consultant net fee productivity up 6% driven by our focus on resource allocation
- Actively managed consultant population to focus on higher-value placements and stronger margins
- Closed 11 offices

Operational Summary

- Temp & Contracting down 3% with volumes down 11% and stable through the year
- Perm net fees decreased by 4% with volumes down 5%. Slightly more challenging during the fourth quarter
- Flat net fees in the private sector but public sector declined by 9%
- Net fees declined by 3% in Australia and by 14% in New Zealand
- Our largest specialism of Construction & Property was up 2% with Accountancy & Finance up 1%. Technology decreased by 5%
- Supported by our structural cost initiatives, pre-exceptional operating profit increased by 130%

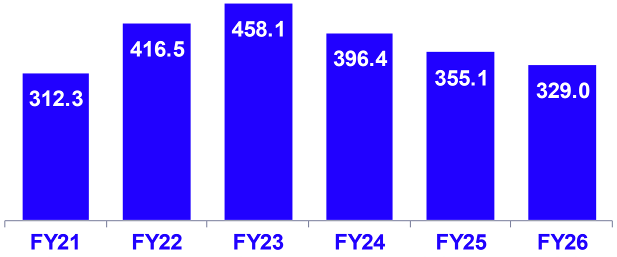
‡Operating profit is presented before exceptional items.
Unless otherwise stated all growth rates in this statement are like-for-like (LFL), representing year on year (YoY) organic growth of continuing operations at constant currency, and excluding country closures and exits.
Conversion rate represents percentage of net fees converted into pre-exceptional operating profit.

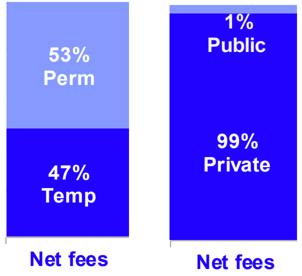
OUR ACTIONS HAVE DRIVEN A RETURN TO PROFITABILITY IN THE SECOND HALF

Rest of World (RoW) – Financial overview

Year to 30 June	2026	2025	Actual growth	LFL growth	FY26 share of Group
£ Net fees	£329.0m	£355.1m	(7)%	(6)%	36%
£ Operating loss‡	£(5.1)m	£(4.3)m	(19)%	(11)%	
% Conversion rate	(1.6)%	(1.2)%	(40)bps		
Consultants	2,128	2,486	(14)%	(8)%	
Offices	78	88	(10)		

Net fees (£m)





Net fees **down 6%**; operating loss‡ increased by **11%**

Key actions
- Disposed of our operations in six European countries
- Exploring options relating to Belgium, Brazil, Greater China, Malaysia, Netherlands, Singapore, and UAE
- Exited Thailand and closed our recruitment operations in Mexico

Operational Summary
- Temp & Contracting more resilient with net fees up 2%. Perm declined by 12% as markets remained challenging particularly in Northern Europe
- Profit restored in H2 following significant cost & country portfolio action

EMEA ex-Germany (62% of RoW fees)
- Net fees down 8% with France down 19%
- All-time record net fees in Spain and Portugal, up 16% and 15% respectively and record profit performances

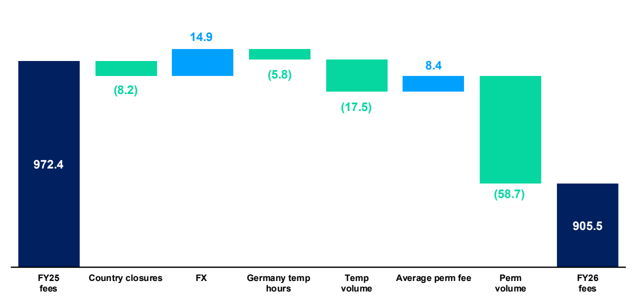
Americas (21% of RoW fees)
- Net fees down 7%. USA down 6% due to the loss of an RPO contract taken back in-house although trading improved through Q4
- Latam more challenging, down 7%

Asia (17% of RoW fees)
- Net fees up 3%. Japan up 10% driven by strong growth in Temp & Contracting

‡Operating profit is presented before exceptional items.
Unless otherwise stated all growth rates in this statement are like-for-like (LFL), representing year on year (YoY) organic growth of continuing operations at constant currency, and excluding country closures and exits.
Conversion rate represents percentage of net fees converted into pre-exceptional operating profit.

NET FEE DECLINE DRIVEN BY LOWER VOLUMES, TEMP & CONTRACTING MORE RESILIENT THAN PERM

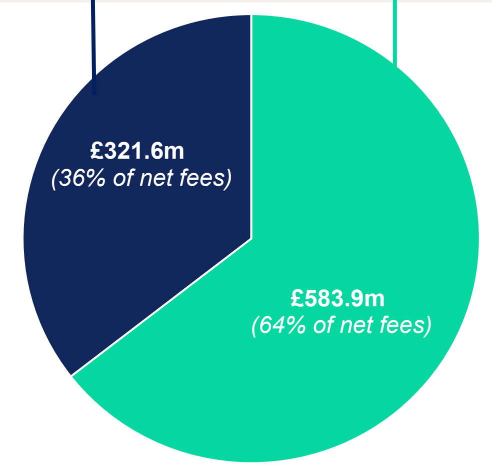
Drivers of net fees (£m)



Permanent net fees*

(12)%	Net fee decrease
(14)%	Volume decrease
2%	Average Perm fee

- Perm volumes down 14%, as weak client and candidate confidence drove below-normal conversion of activity to placement
- Average Perm fee grew by 2% as we increased our exposure to higher-skilled and higher-paid



Temp & Contracting net fees*

(5)%	Net fee decrease
(4)%	Volume decrease
(1)%	Decrease in average hours worked
0%	Underlying Temp margin** and mix

- 4% volume decline but more stable since Q2 in our major markets
- 1% net fee impact from lower average hours worked per contractor in Germany
- Minimal impact from specialism and geographical mix with a 20bps YoY reduction in underlying temp margin to 15.1%

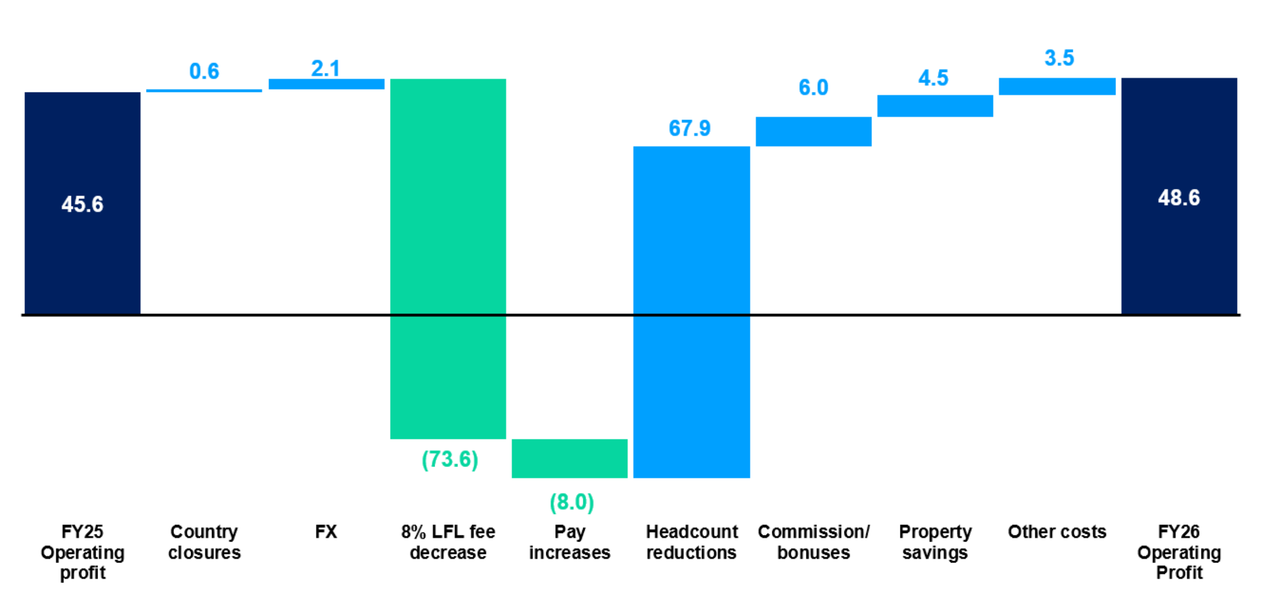
Net fee decline primarily driven by lower volumes

HAYS

*Growth rates and margin change are for the year ended 30 June 2026 versus the year ended 30 June 2025 on a like-for-like basis which is organic growth of continuing operations at constant currency.
** The underlying Temp margin is calculated as Temp net fees divided by Temp gross revenue and relates solely to Temp placements in which Hays generates net fees and specifically excludes transactions in which Hays acts as agent on behalf of workers supplied by third-party agencies and arrangements where the Group provides major payrolling services.

LIKE-FOR-LIKE OPERATING PROFIT GREW BY 3%

FY26 operating profit‡ bridge (£m)



Payroll

- Consultant headcount reduced by 12%
- Non-consultant headcount reduced by 13%
- Commission and bonuses down £6.0m in line with net fee decline
- Average pay increase of 2.5% from 1 July 2025

Other overhead costs

- Annualised property savings of c.£10m driven by closure and consolidation of 74 offices, with the majority in June
- Close control of third party spend

‡Operating profit is presented before exceptional items.

c.£50M PER ANNUM STRUCTURAL COST SAVINGS SECURED IN FY26, THREE YEARS AHEAD OF SCHEDULE. FURTHER c.£50M TARGETED FOR FY27

Annualised cost reductions delivered in FY26 (£m)

Back-office efficiency programmes → Structural
- Including our global Finance and Technology Transformation programmes
- Restructured back-office functions in Germany, UK&I, ANZ, EMEA and Asia

Operational restructurings → Structural
- Restructured senior management and sales operations in Germany, UK&I, France and Asia
- Closed operations in Mexico and Thailand

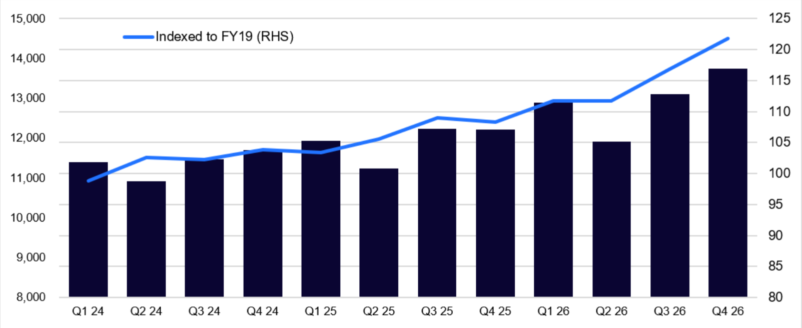
Property portfolio rationalisation → Structural
- Consolidation or closure of 74 offices globally, with the majority in June

Consultant headcount/ commission & bonus → Cyclical
- Aligned consultant capacity to demand at a business line level
- Improved resource allocation and operational rigour drove 7% consultant productivity growth
- Commissions and bonuses reduced

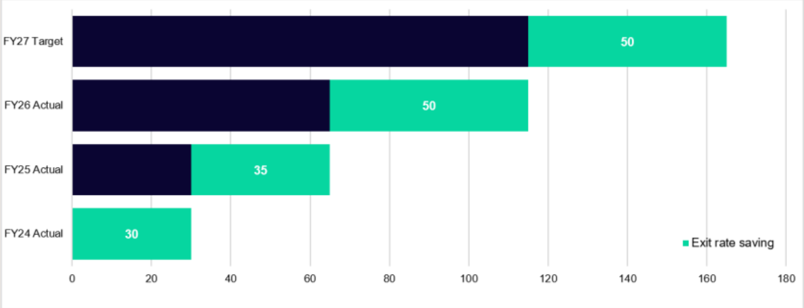
Targeting further c.£50m per annum structural cost savings in FY27

CONSULTANT PRODUCTIVITY UP 7%, GROWTH FOR ELEVEN CONSECUTIVE QUARTERS, WHILE SECURING STRUCTURAL COST SAVINGS

Consultant net fee productivity FY24 - FY26 (£ per period)



Cumulative annual structural cost savings delivered (£m)



- Consultant net fee productivity increased by 7%
- On a seasonally adjusted basis, productivity has increased for a sector leading eleven consecutive quarters
- Careful allocation of consultants to business lines, targeting higher-skilled candidate roles, and investing in the best tools for our consultants

- c.£50m annualised savings secured three years ahead of schedule
- c.£115m annualised structural savings delivered since the start of FY24
- Targeting further c.£50m per annum structural cost savings in FY27

Decisive action to return to profit growth in the second half of FY26

HAYS

EXCEPTIONAL COST OF £89.6 MILLION IN FY26

Year ended 30 June 2026 (£m)	Net fees	Operating profit	Profit before tax	Tax	Profit after tax	EPS (p)
FY26 Pre-exceptional	**905.5**	**48.6**	**35.1**	**(15.8)**	**19.3**	**1.21**
Operational restructuring	-	(45.1)	(45.1)	7.9	(37.2)	(2.33)
Property portfolio rationalisation	-	(26.6)	(26.6)	3.1	(23.5)	(1.47)
Disposal of six European country operations	-	(8.0)	(8.0)	0.0	(8.0)	(0.50)
Impairment of goodwill and intangibles	-	(9.9)	(9.9)	1.1	(8.8)	(0.55)
FY26 Post-exceptional	**905.5**	**(41.0)**	**(54.5)**	**(3.7)**	**(58.2)**	**(3.64)**

Operational restructure & property

- Sales and back-office restructuring in Germany, UK&I, ANZ, EMEA and Asia
- Senior management and back-office employee redundancies
- Closure of operations in Mexico and Thailand
- Global consolidation or exit of 74 offices

Disposal of six European operations

- Sale of operations in Czech Republic, Denmark, Hungary, Luxembourg, Romania and Sweden for £4.6m in June 2026
- £7.0m loss on disposal and £1.0m associated transactions costs

Impairment of goodwill & intangibles

- £4.7m and £2.2m partial impairment of goodwill in Belgium and Netherlands respectively
- £3.0m net impairment of intangible assets from acceleration of business digitalisation

Rapid initial execution of our Momentum strategy

HAYS

HIGHER EFFECTIVE TAX RATE‡ DRIVEN BY CONCENTRATION OF PROFITS IN COUNTRIES WITH HIGHER TAX RATES AND TAX LOSSES

Finance charge and taxation	Year ended 30 June	
	2026	2025
Finance charge	£m	£m
IFRS 16 interest on lease liabilities (non-cash)	(4.9)	(4.6)
Net interest charge on debt*	(8.2)	(7.3)
IAS 19 pension charge (non-cash)	-	(1.5)
Unwind of discount on provisions	(0.4)	-
Net finance charge	(13.5)	(13.4)

- We expect the net finance charge for FY27 to be c.£12m, slightly below FY26, driven by a lower IFRS16 interest charge on the reduced right-of-use property liabilities

Taxation

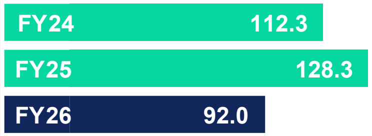
Effective tax rate‡ (ETR)	45.0%	35.1%

- The higher ETR was driven primarily by the concentration of profits in countries with higher tax rates, coupled with the impact of losses arising in countries where no tax benefit has been recognised
- We expect the Group's ETR in FY27 to be slightly below FY26, assuming no material change in geographic mix of profits, and to reduce as profits rebuild over time

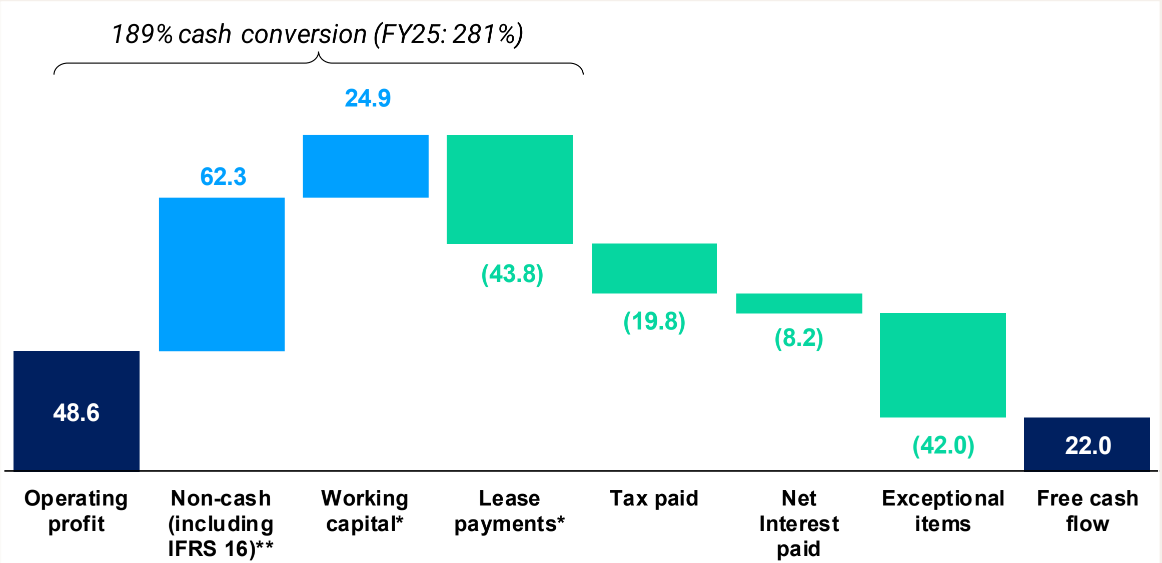
‡Pre-exceptional tax rate. Including impact of exceptional items, FY26 ETR of (6.8)%.
*Includes amortisation of arrangement fees.

STRONG CASH PERFORMANCE, WITH 189% CASH CONVERSION

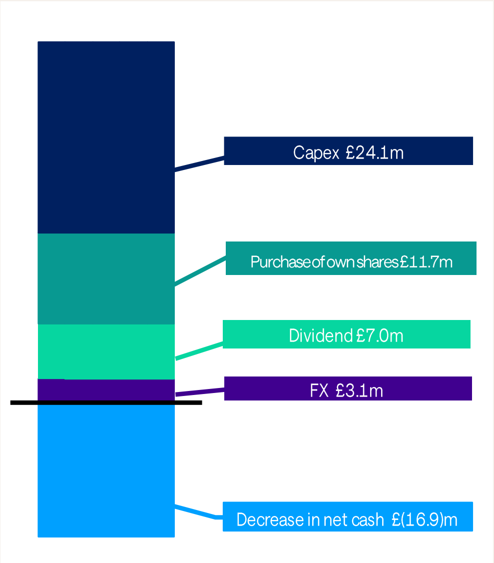
Cash from operations* (£m)



Operating profit‡ to free cash flow bridge (FY26, £m)



Uses of cash flow (FY26)



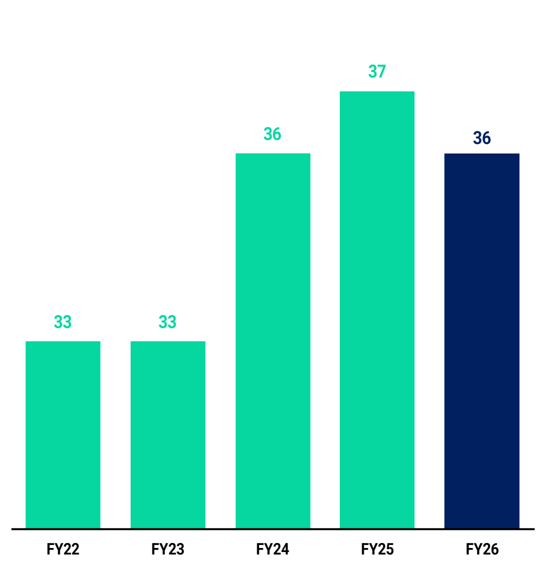
We expect c.£30-35m of capital expenditure in FY27 including ongoing investments in technology

HAYS

‡Operating profit is presented before exceptional items.
*For the purpose of presenting cash from operations on a consistent basis, we have included the lease payments of £43.8m (FY25: £47.5m) within the CFO calculation and excluded exceptional cost cash items of £89.6m. The cash impact of the exceptional charge in the current year was £31.2m, with an additional £10.8m of cash payments in respect of the prior year exceptional charge, including £2.8m of lease liability repayments relating to right-of-use assets that were previously impaired.
** Non-cash comprises depreciation and amortisation (including depreciation chargeable under IFRS 16), share-based payments and net movement in provisions.

ONE DEBTOR DAY IMPROVEMENT; MINIMAL BAD DEBT WRITE-OFFS

Debtor days (Days Sales Outstanding)



Cash position overview

NET CASH POSITION
£20.1m year end net cash

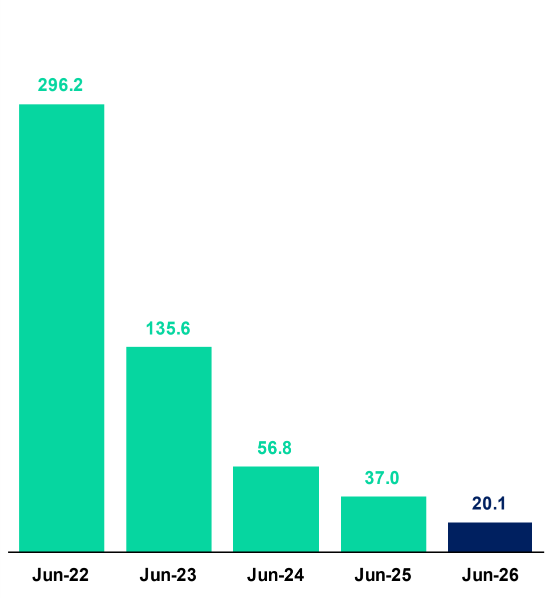
DEBTOR DAYS
Improved to 36 days. Group bad debt write-offs were minimal and are at historically low levels

£240 MILLION BANK FACILITY
Expires October 2029 with options to extend by two years by agreement

EBITDA/INTEREST RATIO: 7.8:1*
Bank covenant: >4.0x

NET DEBT/EBITDA RATIO: N/A*
Bank covenant: <2.5x

Closing net cash (£m)



HAYS

* Covenant ratios are shown on a pro-forma basis for the twelve months ended 30 June 2026, on a pre-IFRS-16 basis as is permitted.

A STRONG BALANCE SHEET

Balance sheet analysis

£m	30 Jun 2026	30 Jun 2025
Goodwill & intangibles	234.3	227.8
Property, plant & equipment	18.1	21.6
Right-of-use assets (IFRS 16)	130.7	166.6
Net deferred tax asset	50.5	44.6
Derivative financial instruments	(0.1)	-
Net working capital*	160.1	202.2
Net corporation tax asset/(liabilities)	0.9	(8.9)
Lease liabilities (IFRS 16)	(153.2)	(180.7)
Provisions	(57.8)	(43.5)
Total	383.5	429.7
Net cash	20.1	37.0
Net assets	403.6	466.7

NET WORKING CAPITAL
Strong working capital management, with debtor days improving to 36 days

PROVISIONS
Increase in provisions related to restructuring activity including staff costs, property exit and closure costs, and other external recharges

CASH
Decrease in net cash of £16.9m after paying £42.0m of exceptional items and £7.0m in dividends in the year. Strong cash conversion of 189%

HAYS

* Movement in net working capital in the balance sheet is calculated at closing exchange rates. For cash flow purposes, the movement in working capital is calculated at average exchange rates.

MAINTAINING OUR CAPITAL ALLOCATION FRAMEWORK AND DIVIDEND POLICY

FY26 Dividend

- Final dividend of 0.29p
  - Unchanged versus prior year
  - Consistent with revised capital allocation framework and dividend policy announced last year
  - 2.8x FY26 pre-exceptional earnings cover applying our historic one-third/two-thirds interim/final split
- Full year payment of 0.44p
- We remain committed to maintaining balance sheet strength and 2-3x dividend cover while investing in the business

Free cash flow priorities and capital allocation

Fund Group investment and development	• Invest in consultant headcount, technology investments and working capital requirements as Temporary & Contracting activity recovers • Assess M&A opportunities where appropriate
Maintain a strong balance sheet	• Maintain a net cash balance sheet, with strong free cash flow
Core dividend policy	• Maintain a dividend that is affordable and appropriate • Target core dividend cover of 2-3x EPS
Excess cash returns policy	• Return surplus cash to shareholders through an appropriate combination of special dividends and share buybacks, subject to the economic outlook

Over £1bn cash returned to shareholders in dividends and share buybacks between FY17 and FY26

FINANCIAL SUMMARY

Fees

Net fees down 8% to £905.5m

- Group net fee decline eased to 8%
- Temp & Contracting more resilient, down 5%
- Perm, down 12%, challenging in many of our countries due to below-normal conversion of activity to placement
- The proportion of our business delivering YoY net fee growth increased from c.15% in Q1 to c.30% in Q4

Profits

Operating profit‡ up 3% to £48.6m

- Slightly exceeding guidance provided at our Q4 update
- Consultant headcount reduced by 12%, and net fee productivity increased by 7%
- c.£50m annualised structural savings secured three years ahead of schedule
- Improved profit performances in UK&I and ANZ
- Group returned to profit growth in H2
- Further c.£50m annualised structural savings targeted for FY27

Cash & balance sheet

Strong cash generation

- Cash conversion** of 189% with closing net cash of £20.1m
- Capital expenditure was £24.1m (FY25: £22.7m), with ongoing investments in our Hays Digital Platform, technology infrastructure and cyber security
- DSOs improved by one day to 36 days

Dividend and capital allocation

Final dividend of 0.29p bringing the total dividend to 0.44p

- Unchanged versus prior year
- Consistent with revised capital allocation framework and dividend policy announced last year
- We remain committed to maintaining balance sheet strength and 2-3x dividend cover while investing in the business
- ROCE added to our Financial measures KPIs

Unless otherwise stated all growth rates in this statement are like-for-like (LFL), representing year on year (YoY) organic growth of continuing operations at constant currency, and excluding country closures and exits.
‡Operating profit is presented before exceptional items.
** Cash conversion is the conversion of pre-exceptional operating profit to cash from operations. For the purpose of presenting cash from operations (CFO) on a consistent basis vs prior year, we have included the lease payments of £43.8m (FY25 £47.5m) within the CFO calculation.

3. CURRENT TRADING

CURRENT TRADING HAS BEEN IN-LINE WITH OUR EXPECTATIONS

- Current trading in July and August has been in line with our expectations with no significant change to activity levels from Q4. September is the key trading month in our first quarter, and it is too early to assess trends
- We believe our Group consultant headcount capacity is appropriate for current market conditions and therefore expect it to remain broadly stable in Q1 as we balance focused investment in high performing and potential business lines with improving productivity in more challenging areas
- There are no material working day impacts anticipated in Q1 27

HAYS

4.
CLOSING COMMENTS

HAYS

Momentum

HAYS

APPENDIX 1

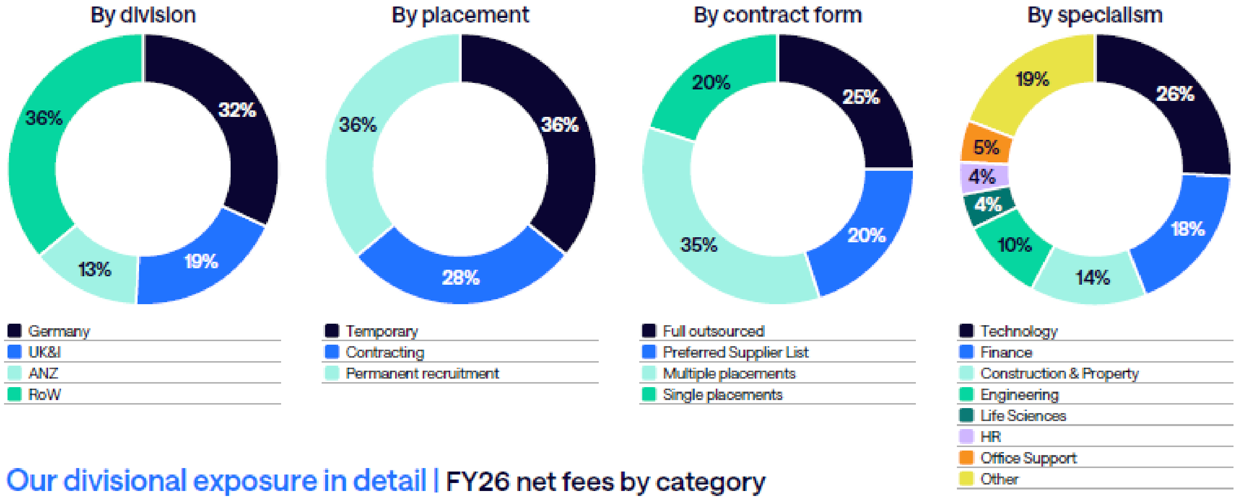
FY26 Results supporting materials

HAYS

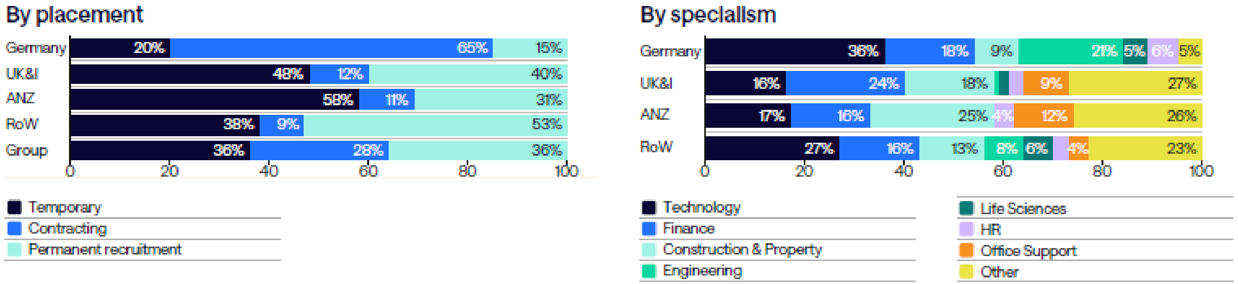
A BALANCED PORTFOLIO

A balanced portfolio | FY26 net fees by category

£905.5m



Our divisional exposure in detail | FY26 net fees by category



HAYS

LIKE-FOR-LIKE SUMMARY

Year ended 30 June 2026	2025 £m	Closures £m	2025 Restated	FX impact £m	Organic £m	2026 £m	LFL* growth
Net fees							
Germany	308.9	-	308.9	10.5	(29.9)	289.5	(9)%
United Kingdom & Ireland	192.2	-	192.2	0.3	(18.5)	174.0	(10)%
Australia & New Zealand	116.2	-	116.2	0.7	(3.9)	113.0	(3)%
Rest of World	355.1	(24.3)	330.8	3.5	(21.3)	313.0	(6)%
Group	**972.4**	**(24.3)**	**948.1**	**14.9**	**(73.6)**	**889.5**	**(8)%**
Operating profit‡							
Germany	52.1	-	52.1	1.8	(12.7)	41.2	(24)%
United Kingdom & Ireland	(5.8)	-	(5.8)	-	9.8	4.0	169%
Australia & New Zealand	3.6	-	3.6	0.1	4.8	8.5	130%
Rest of World	(4.3)	0.9	(3.4)	0.2	(0.3)	(3.5)	(11)%
Group	**45.6**	**0.9**	**46.5**	**2.1**	**1.5**	**50.2**	**3%**

HAYS

*Unless otherwise stated all growth rates in this statement are like-for-like (LFL), representing year on year (YoY) organic growth of continuing operations at constant currency, and excluding country closures and exits.
‡Operating profit is presented before exceptional items.

GROWTH ANALYSIS AND CONVERSION RATE BY DIVISION

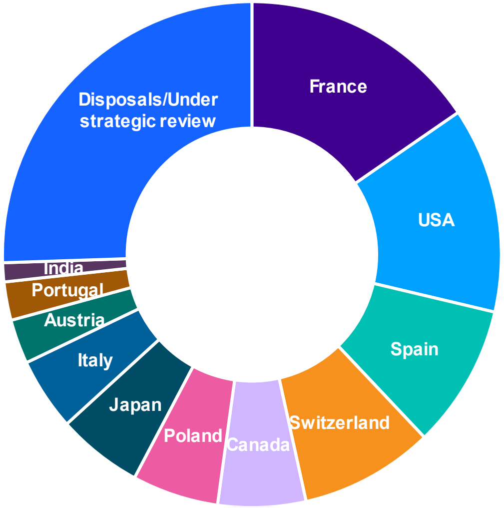
	FY24	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	H2 25	FY25	Q1 26	Q2 26	H1 26	Q3 26	Q4 26	H2 26	FY26
Net fee growth* *versus same period last year*															
Germany	(7)%	(13)%	(13)%	(13)%	(9)%	(5)%	(7)%	(10)%	(7)%	(14)%	(11)%	**(11)%**	**(7)%**	(8)%	(9)%
United Kingdom & Ireland	(15)%	(20)%	(14)%	(17)%	(13)%	(13)%	(13)%	(15)%	(9)%	(9)%	(9)%	**(10)%**	**(8)%**	(10)%	(10)%
Australia & New Zealand	(20)%	(20)%	(14)%	(17)%	(11)%	(10)%	(10)%	(13)%	(5)%	(1)%	(3)%	**(2)%**	**(2)%**	(2)%	(3)%
Rest of World	(11)%	(9)%	(9)%	(9)%	(7)%	(9)%	(8)%	(8)%	(10)%	(11)%	(10)%	**(6)%**	**(1)%**	(3)%	(6)%
GROUP	**(12)%**	**(14)%**	**(12)%**	**(13)%**	**(9)%**	**(9)%**	**(9)%**	**(11)%**	**(8)%**	**(10)%**	**(9)%**	**(8)%**	**(5)%**	**(6)%**	**(8)%**
Operating profit‡ growth* *versus same period last year*															
Germany	(31)%			(31)%			(9)%	(22)%			(28)%			(19)%	(24)%
United Kingdom & Ireland	(78)%			(214)%			0%	(191)%			131%			186%	169%
Australia & New Zealand	(61)%			(78)%			(52)%	(67)%			223%			79%	130%
Rest of World	(46)%			(55)%			(162)%	(123)%			(292)%			149%	(11)%
GROUP	**(46)%**			**(56)%**			**(54)%**	**(56)%**			**(25)%**			**38%**	**3%**
Conversion rate *operating profit‡ as % of net fees*															
Germany	19.3%			17.5%			16.2%	16.9%			14.2%			14.3%	14.2%
United Kingdom & Ireland	2.8%			(7.0)%			0.7%	(3.0)%			2.3%			2.3%	2.3%
Australia & New Zealand	8.2%			2.3%			3.9%	3.1%			7.5%			7.5%	7.5%
Rest of World	4.8%			1.7%			(4.2)%	(1.2)%			(4.1)%			1.0%	(1.6)%
GROUP	**9.4%**			**5.1%**			**4.2%**	**4.7%**			**4.4%**			**6.3%**	**5.4%**

*Growth is like-for-like, organic growth of continuing operations at constant currency. Note on periods: FY24 represents 01-Jul-23 to 30-Jun-24. H1 25 represents 01-Jul-24 to 31-Dec-24. H2 25 represents 01-Jan-25 to 30-Jun-25. FY25 01-Jul-24 to 30-Jun-25. H1 26 represents 01-Jul-25 to 31-Dec-25. H2 26 represents 01-Jan-26 to 30-Jun-26. FY26 represents 01-Jul-25 to 30-Jun-26

‡Operating profit is presented before exceptional items.

REST OF WORLD – FY26 PERFORMANCE BY COUNTRY

Rest of World net fees



Country/Region	Net fees (£m)	Net fee growth*	No. of offices	Consultant headcount
France	51.0	(19)%	17	307
USA	43.3	(6)%	7	204
Spain	30.3	16%	6	274
Switzerland	28.5	(14)%	3	97
Canada	18.8	(10)%	4	121
Poland	18.4	(1)%	6	141
Japan	18.2	10%	3	176
Italy	15.3	(9)%	4	126
Austria	9.4	(12)%	3	37
Portugal	8.1	15%	2	70
India	1.6	(33)%	4	43
Disposals/Under strategic review	86.1	(4)%	19	532
Rest of World	**329.0**	**(6)%**	**78**	**2,128**

* Percentages represent LFL (like-for-like) growth which is organic growth of continuing operations at constant currency for the year ended 30-Jun-26 versus the year ended 30-Jun-25.
Note: Pie chart represents proportion of Rest of World net fees by country / sub region.

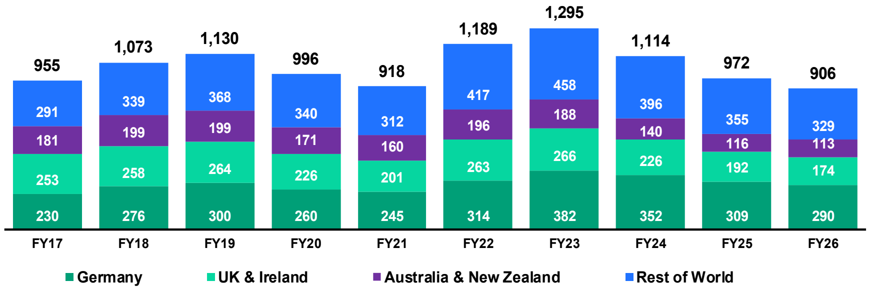
CONSULTANT HEADCOUNT AND OFFICE NETWORK

	Consultants					Offices		
		Half-on-half		Year-on-year				
	As at 30 Jun 2026	As at 31 Dec 2025	*Change since Dec 2025*	As at 30 Jun 2025	*Change since Jun 2025*	As at 30 Jun 2026	As at 30 June 2025	*Change since Jun 2025*
Germany	1,368	1,543	*(11)%*	1,624	*(16)%*	25	26	*(1)*
United Kingdom & Ireland	1,080	1,176	*(8)%*	1,285	*(16)%*	29	59	*(30)*
Australia & New Zealand	618	645	*(4)%*	675	*(8)%*	23	34	*(11)*
Rest of World	2,128	2,395	*(5)%*	2,486	*(8)%*	78	88	*(10)*
Group	5,194	5,759	*(7)%*	6,070	*(12)%*	155	207	*(52)*

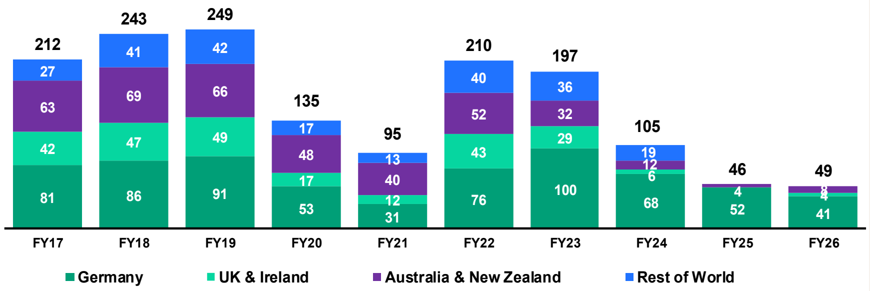
HAYS

FINANCIAL ARCHIVE – NET FEES, OPERATING PROFIT‡ AND CONSULTANT HEADCOUNT

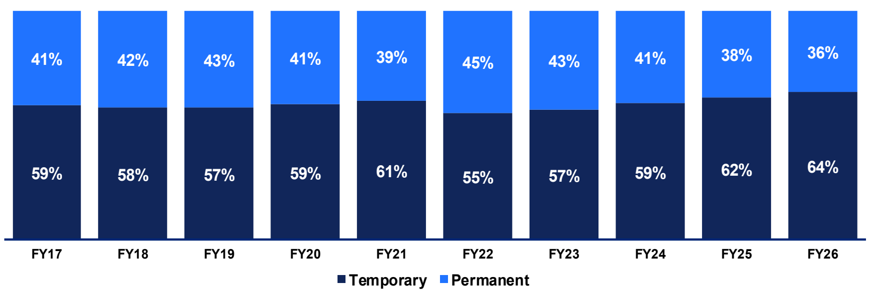
£ Net fees by division (£m)



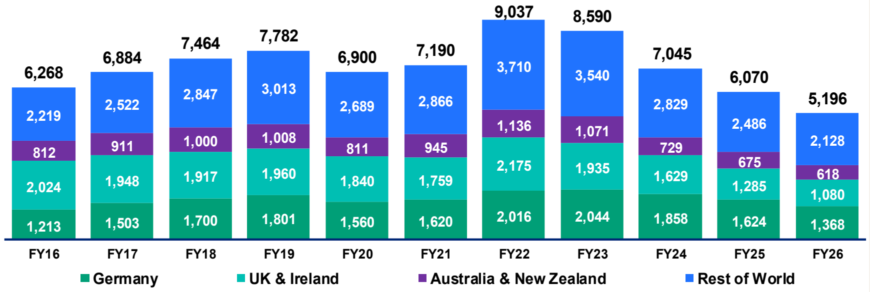
£ Operating profit‡ by division (£m)



% Net fees by contract type (%)



Closing consultant headcount



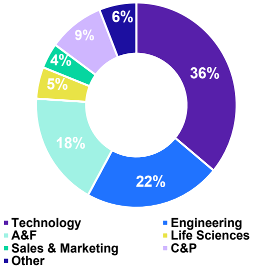
HAYS

‡ Excludes exceptional items.
FY25 regional OP split: Germany (£52.1m), UK & Ireland (loss £5.8m), Australia and New Zealand (£3.6m), Rest of World (loss £4.3m).

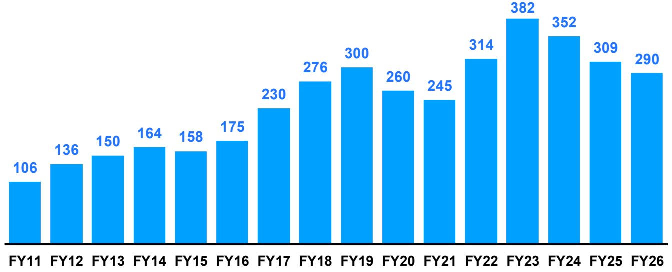
GERMANY PROFILE – 32% OF GROUP NET FEES

Snapshot
- #1 market position*
- Structurally developing market
- Sectoral diversification

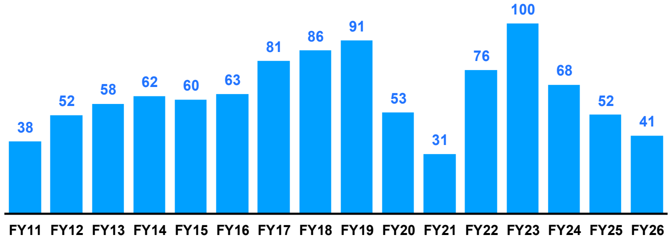
Net fees by specialism (FY26)



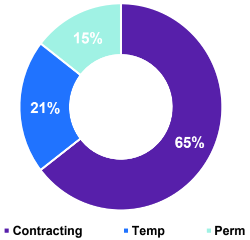
Historical headline net fees (£m)



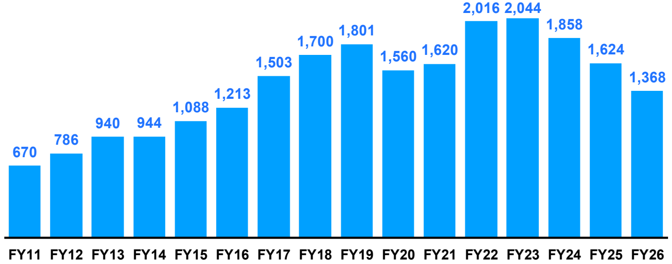
Historical headline operating profit‡ (£m)



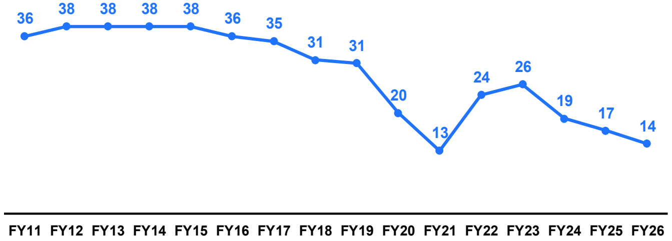
Net fees by contract type (FY26)



FY Consultant Headcount



Historical conversion rates (%)

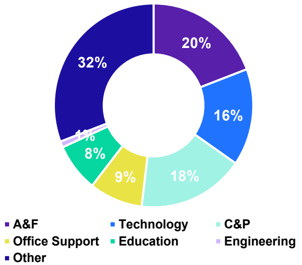


Market position is based on Hays' estimates.
‡ Excludes exceptional items.

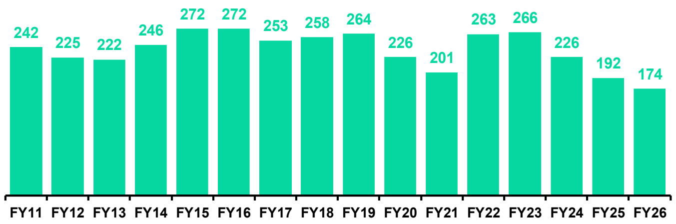
UK & IRELAND PROFILE – 19% OF GROUP NET FEES

Snapshot
- #1 market position*
- Diverse sector exposure
- Nationwide coverage

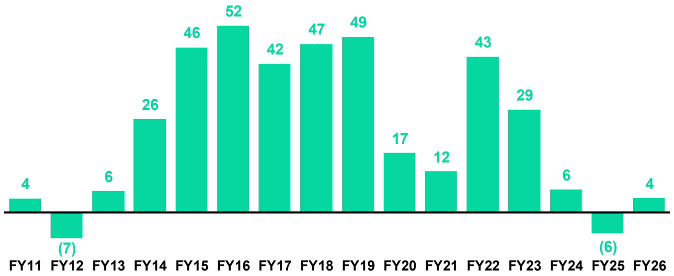
Net fees by specialism (FY26)



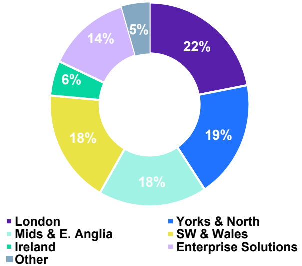
Historical headline net fees (£m)



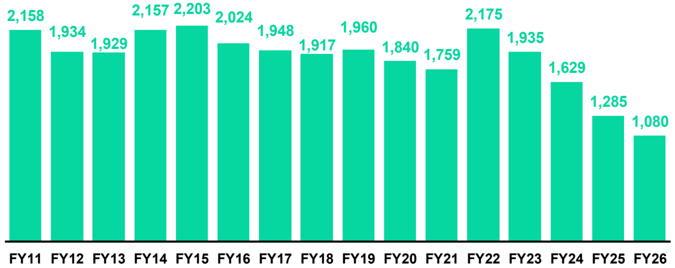
Historical headline operating profit‡ (£m)



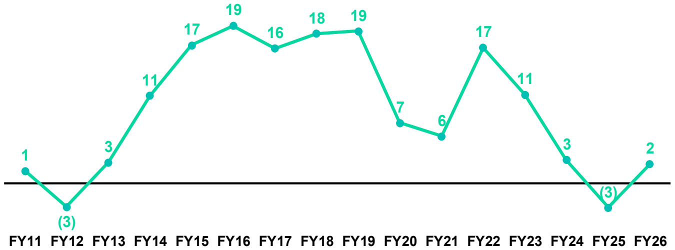
Net fees by region (FY26)



FY Consultant Headcount



Historical conversion rates (%)



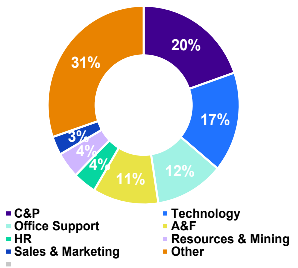
HAYS

Market position is based on Hays' estimates.
‡ Excludes exceptional items.

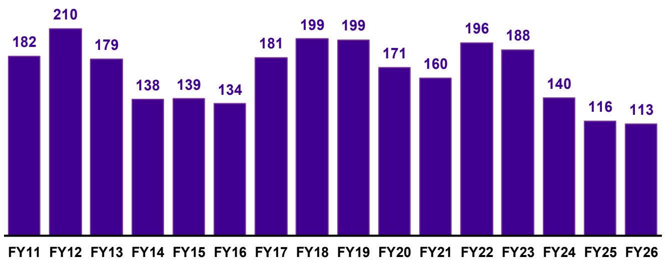
AUSTRALIA & NEW ZEALAND PROFILE – 13% OF GROUP NET FEES, WITH AUSTRALIA REPRESENTING 95% OF DIVISIONAL NET FEES

Snapshot
- #1 market position*
- Diverse sector experience
- Geographical diversification

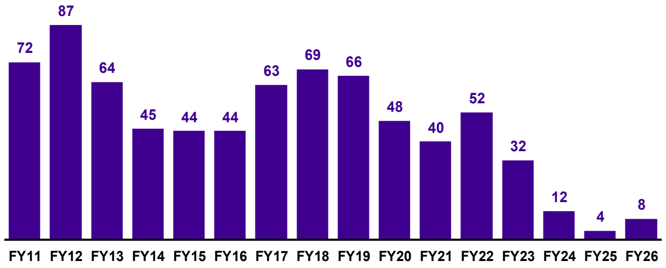
Net fees by specialism (FY26)



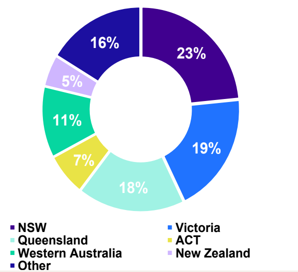
Historical headline net fees (£m)



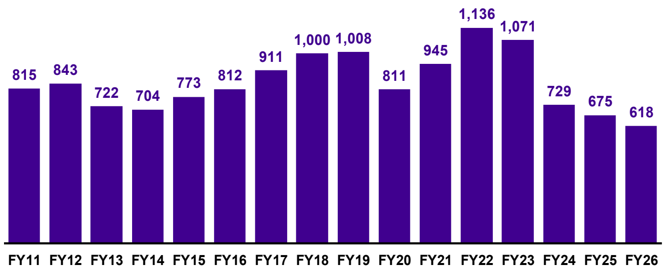
Historical headline operating profit‡ (£m)



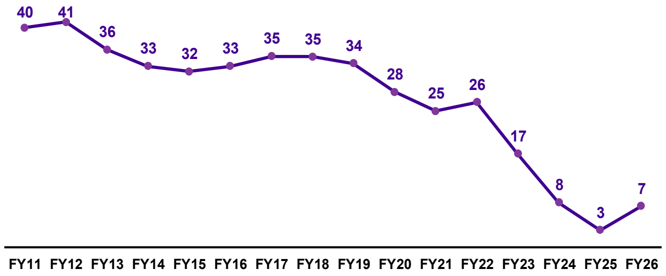
Net fees by region (FY26)



FY Consultant Headcount



Historical conversion rates (%)



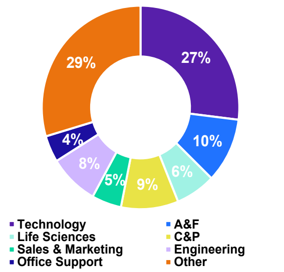
HAYS

Market position is based on Hays' estimates.
‡ Excludes exceptional items.

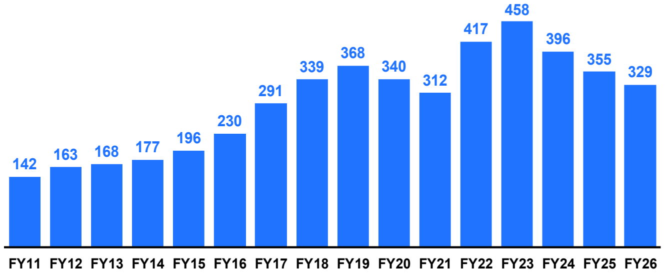
REST OF WORLD PROFILE – 36% OF GROUP NET FEES, WITH FRANCE OUR LARGEST RoW MARKET

Snapshot
- Structural growth opportunities
- Diverse sector exposure
- Geographical diversification

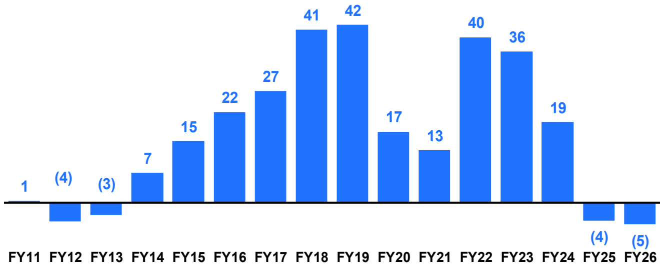
Net fees by specialism (FY26)



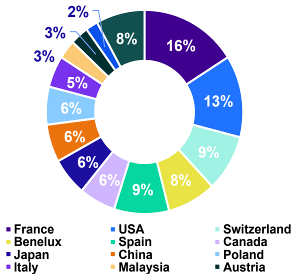
Historical headline net fees (£m)



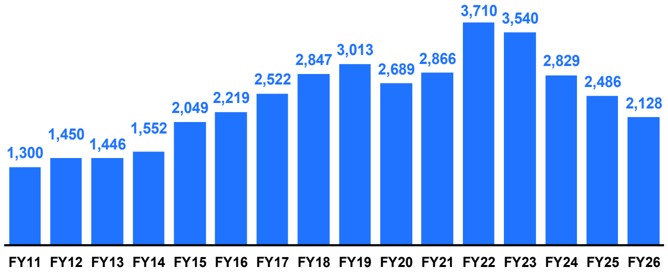
Historical headline operating profit‡ (£m)



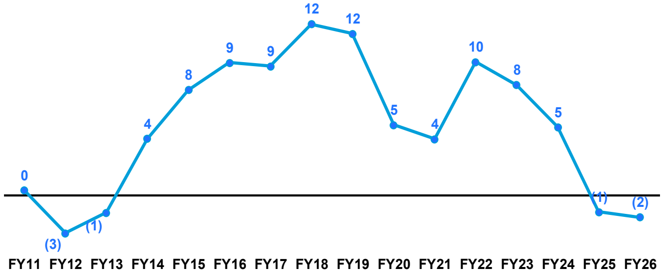
Net fees by region (FY26)



FY Consultant Headcount



Historical conversion rates (%)

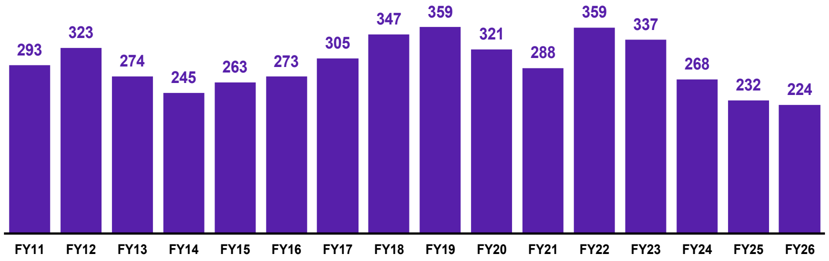


HAYS

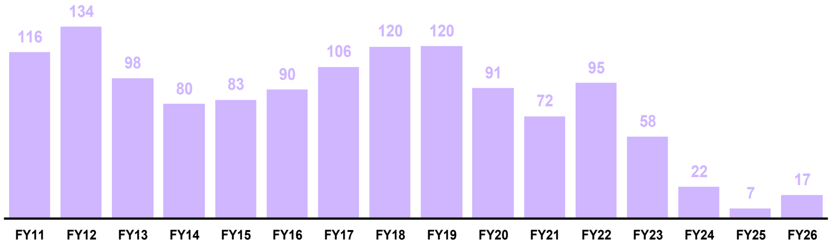
‡ Excludes exceptional items.

FINANCIAL ARCHIVE
NET FEES AND OPERATING PROFIT ‡ (LOCAL CURRENCY)

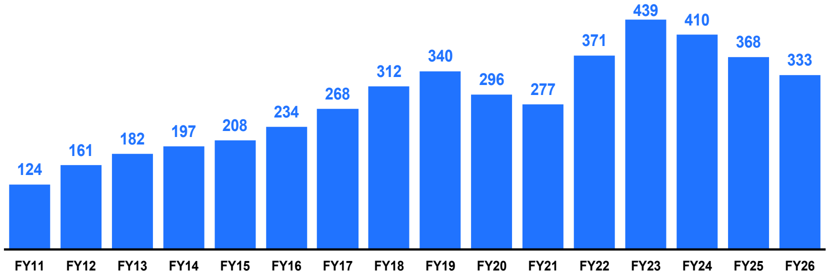
$ Australia & New Zealand - Historical net fees (AUDm)



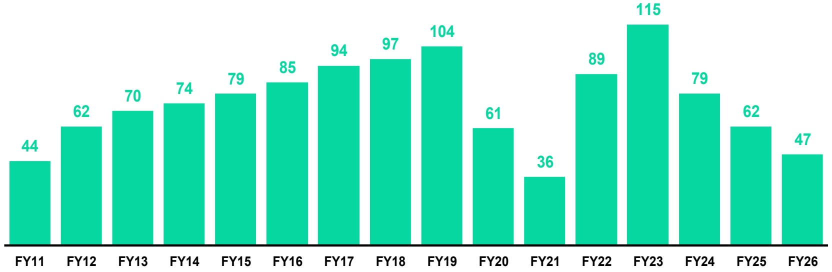
$ Australia & New Zealand - Historical operating profit‡ (AUDm)



€ Germany - Historical net fees (EURm)



€ Germany - Historical operating profit‡ (EURm)

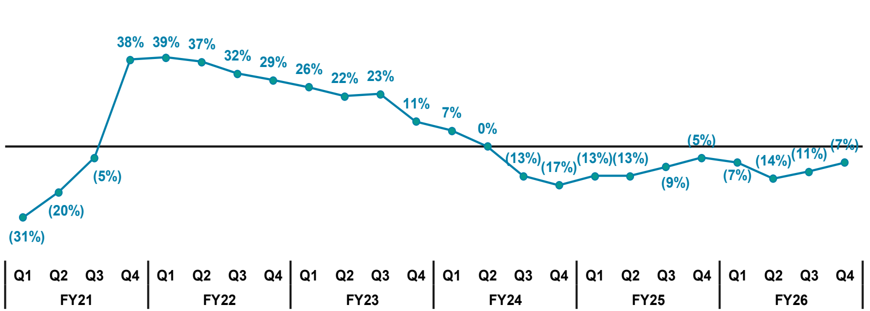


HAYS

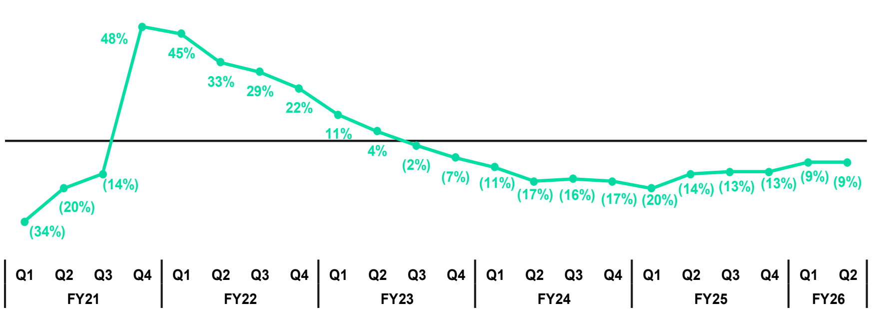
‡ Excludes exceptional items.

FINANCIAL ARCHIVE
QUARTERLY NET FEE GROWTH

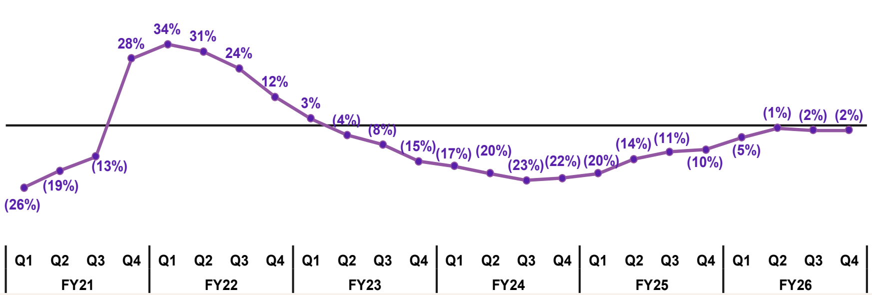
% Germany



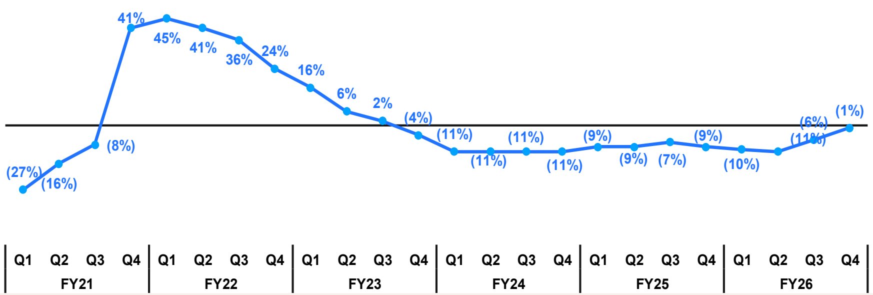
% UK & Ireland



% Australia & New Zealand



% Rest of World

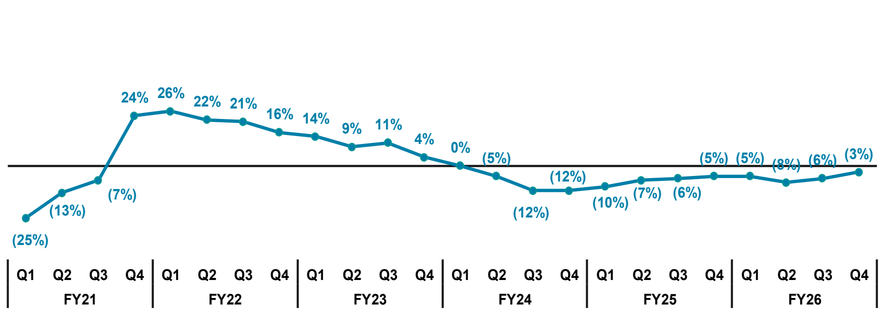


HAYS

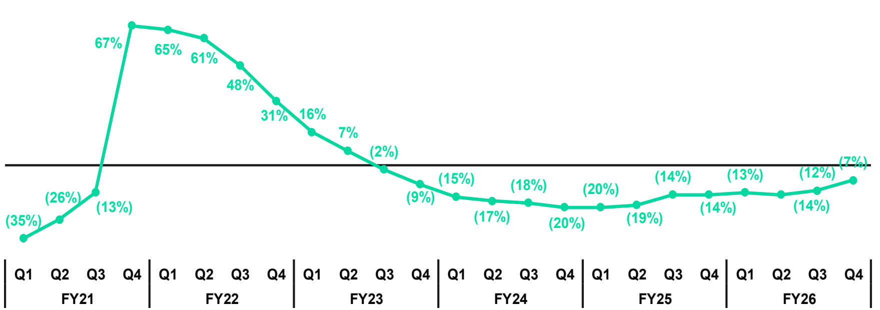
Note: Historical net fee growth rates shown on a like-for-like basis with no adjustment for working days.

FINANCIAL ARCHIVE
QUARTERLY NET FEE AND CONSULTANT GROWTH

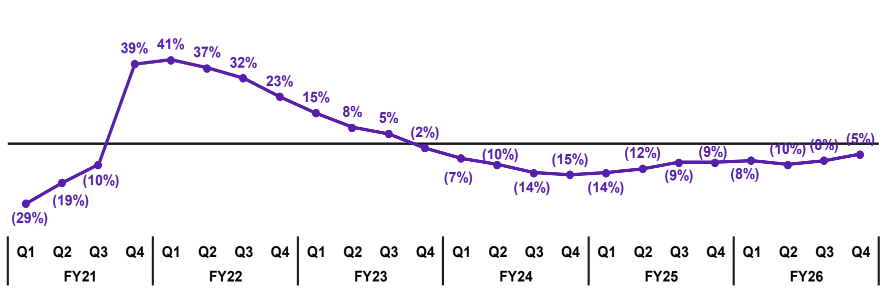
% Temp Net fees



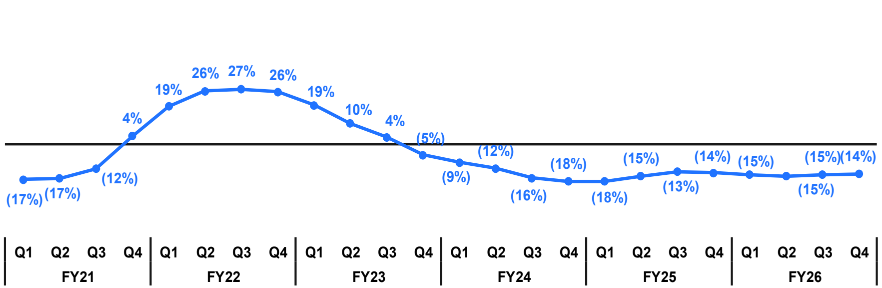
% Perm Net fees



% Group Net fees



% End-of-quarter Consultant Headcount



HAYS

Note: Historical net fee growth rates shown on a like-for-like basis with no adjustment for working days.

APPENDIX 2

Our markets & strategy

A C.£160 BILLION GLOBAL RECRUITMENT MARKET IN 2025

- Managed Service Provision and Recruitment Process Outsourcing added a further c.£11 billion
- The global market for Permanent placement and Temporary & Contracting grew by 2% in 2025
- The global Permanent placement and Temporary & Contracting market is expected to grow at a 3.4% compound annual growth rate through to 2030

- Our portfolio of 16 countries accounted for c.2/3 of the global market in 2025 (c.£100bn)
- Our six core specialisms accounted for 60% of the global market in 2025
- We are market leaders in Germany Technology, Finance & Life Sciences, and in ANZ Finance & Office Support

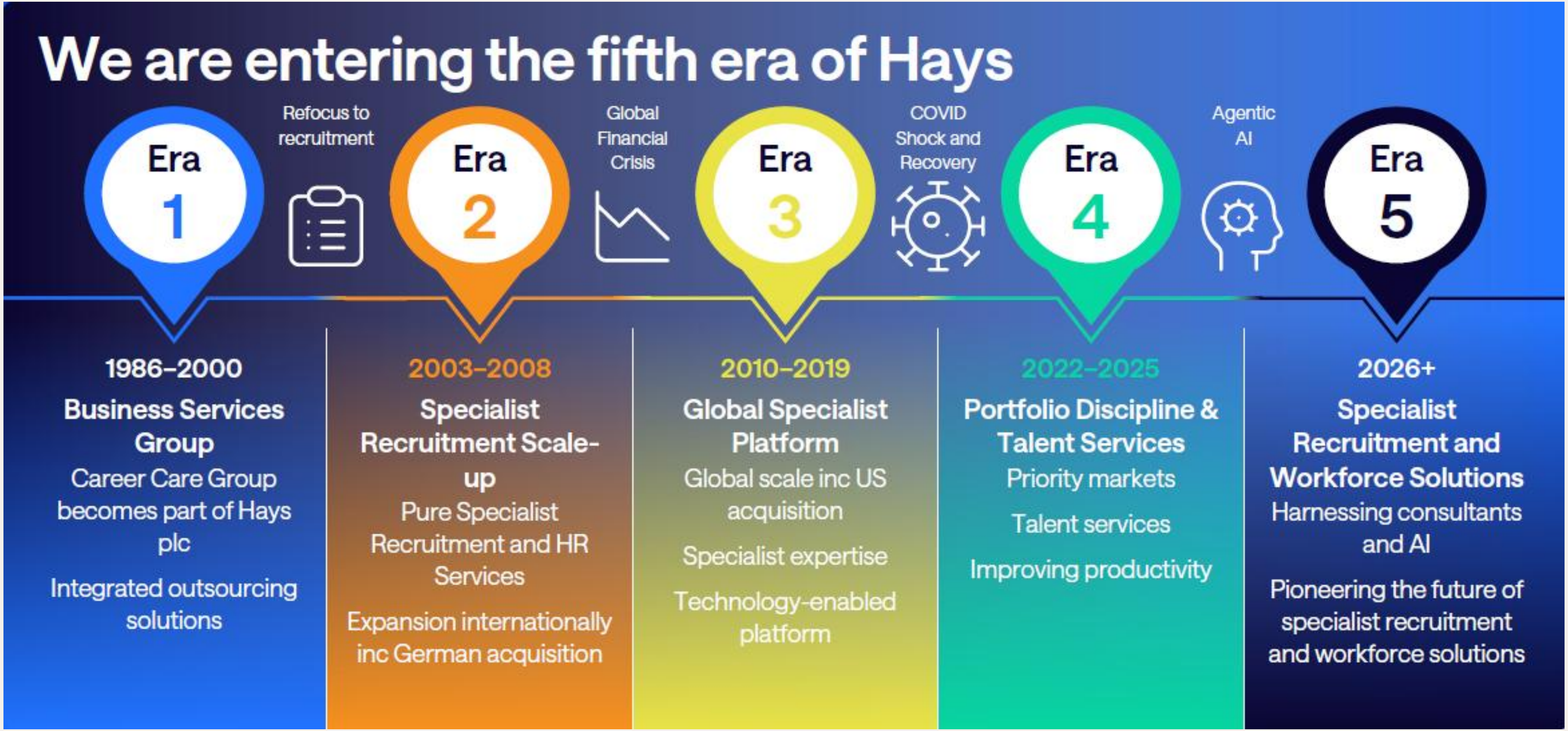
Professional recruitment is the largest element of the global recruitment market

£45–120k

Salary range for the majority of candidates we place

- **Temp:** Employees hired on a non-permanent basis to meet short-term needs or demands
- **Contract:** Employment that supports a specific project for a predetermined period, which can be extended if required
- **Perm:** A company directly employs an individual with no predetermined end date to the role
- **MSP:** The transfer of all or part of the management of a client's Temp staffing hiring activities on an ongoing basis to a recruitment company
- **RPO:** The transfer of all or part of a client's Perm recruitment processes on an ongoing basis to a recruitment company
- **Statement of Work:** Contingent workers with specific expertise who are released when a particular project is complete. The contract provides an outcome or quality commitment

THE FIVE ERAS OF HAYS



DELIVERING OUR MOMENTUM STRATEGY

Brilliant basics
FY27

- Engage organisation in *Momentum* strategy
- Optimise the global cost base
- Build a high-performance lean operating model
- Automate core processes end-to-end

Drive to leadership
Short term

- Build scale and strive towards full-potential delivery
- Continue to streamline costs
- Digitalisation of client and candidate experience
- Transformation of end-to-end processes

Scale to full potential
Medium term

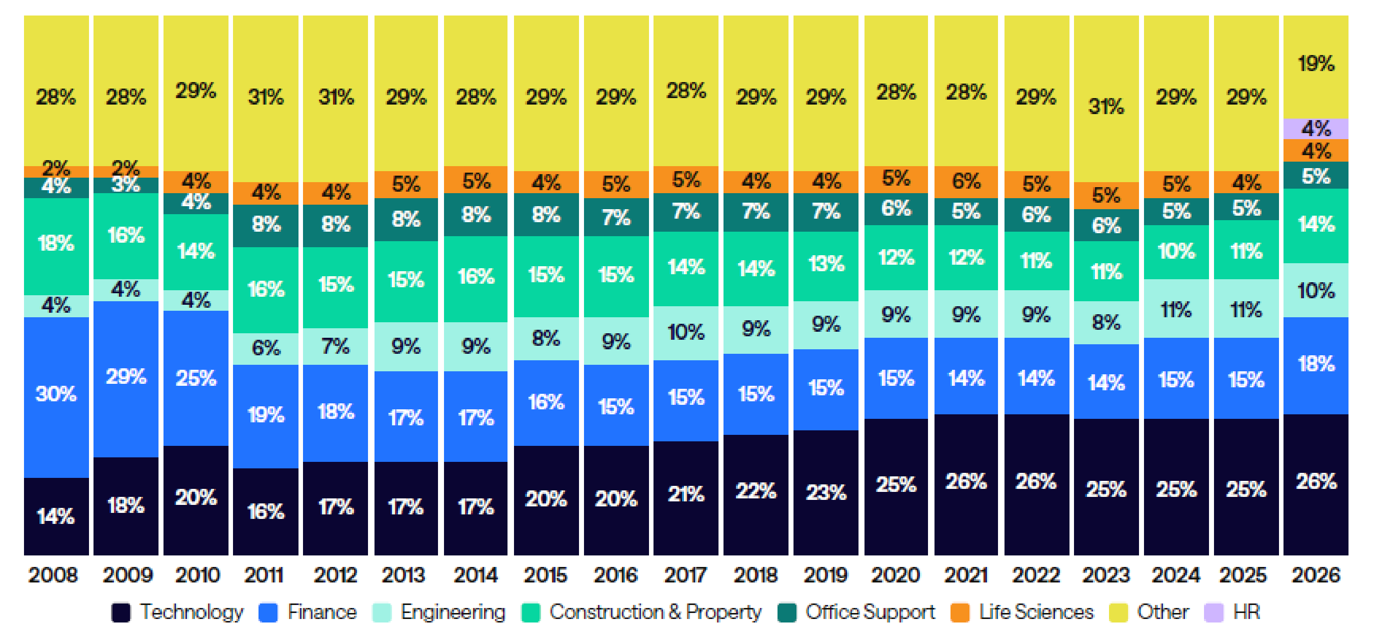
- Fully optimised country portfolio
- Hays' specialist reputation solidified in each country
- Attractive drop-through of net fee growth to operating profit
- Hays established as market leader

COUNTRIES WILL OFFER THOSE SPECIALISMS WHERE THEY HAVE A CLEAR PATH TO LEADERSHIP; NOT ALL COUNTRIES WILL OFFER ALL TARGET SPECIALISMS

Note: Operating profit is presented including allocation of central costs.

HAYS

SIGNIFICANT MIX SHIFT TOWARDS MORE RESILIENT, STRUCTURAL GROWTH SPECIALISMS OVER LAST 18 YEARS

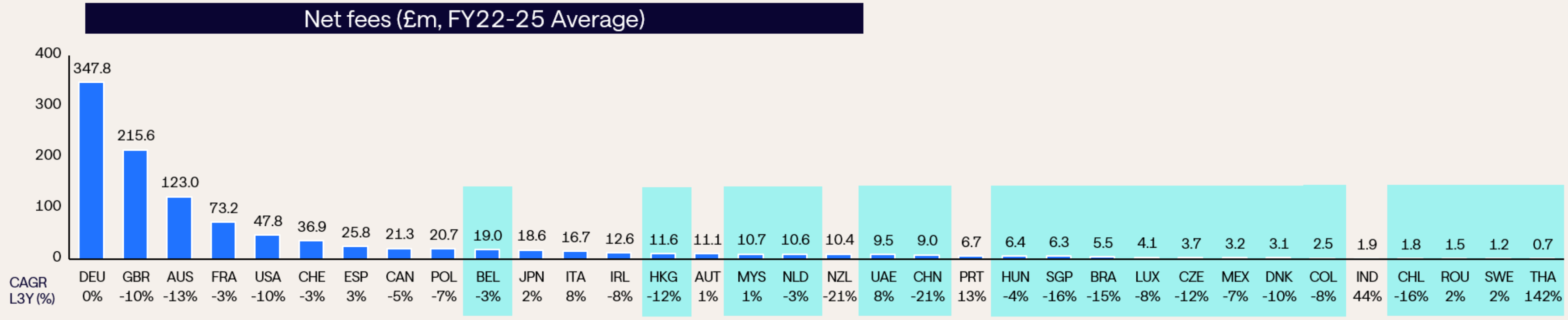


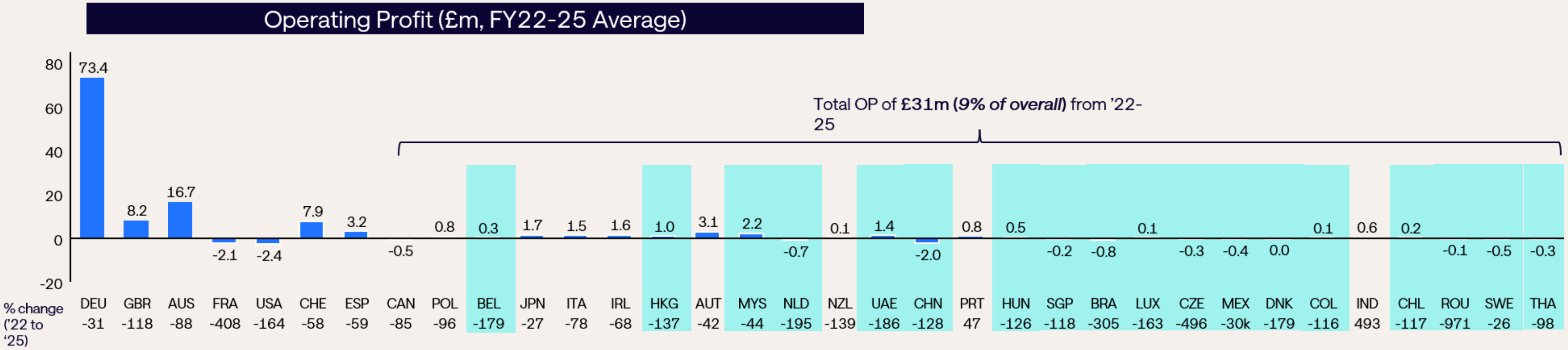
Note: FY08 - FY10 Engineering net fees are estimated and were originally reported within C&P.

- Our six global specialisms contributed 76% of Group net fees in FY26, we are not static and instead allocate resources to enhance our position in the most in-demand job categories
- Finance contributed 30% of Group net fees but this has substantially declined over the following decade
- Despite this headwind, Group net fees increased by 44% between FY08 and FY19 as we pivoted to faster-growing specialisms such as Technology, Life Sciences, and Engineering

HAYS

MOST OF OUR OPERATING PROFIT IS GENERATED BY JUST A FEW COUNTRIES





Note: Operating profit is presented including allocation of central costs.

HAYS

HAYS DIGITISED WILL TRANSFORM OUR DIGITAL PLATFORMS AND TOOLS TO STREAMLINE OUR WORK AND GAIN IN EFFICIENCY

Better equipped colleagues

- One of the first in our industry to deploy Microsoft E7 capabilities

One Touch 26 - faster, more intuitive

Deeper in our clients' world

- Client VMS and HRMS integrated – data flows automatically
- A client digital account that makes day-to-day operations easy

A career home for every specialist

- A digital account for every candidate and worker to manage opportunities, track progress, and build their career in one place

Hays Digital Platform – seamless for clients, efficient for Hays

- Platform delivering seamless digital experience to clients from requirement to payment, beyond a simple VMS
- The operational engine that eliminates manual effort and scales Hays' global delivery

HAYS

A NEW HAYS ACADEMY WILL BUILD SKILLS, CAREERS AND COACH FOR PERFORMANCE, CREATING HIGHLY PRODUCTIVE AND WELL REWARDED COLLEAGUES

Structured entry points & pathways
From Graduate programmes to career changers

Technical, functional & soft skills development
Focused on skills aligned with strategy and changing workforce

Career progression & top quartile reward framework
Pathways for specialists and leaders, leveraging global mobility and providing competitive pay proposition

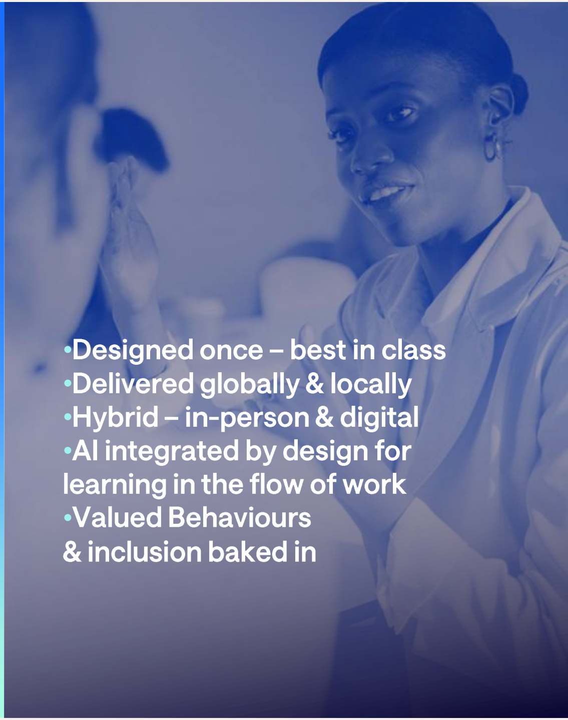
Social & community knowledge sharing
Connecting colleagues for informal, peer to peer learning

Consultative selling
Best practice selling approach and negotiation

Management & leadership development programmes
Equipping confident managers and inspiring leaders

Coaching & performance
Supporting colleagues to Be their Best

Acceleration programmes
Developing high potential colleagues at pace



- Designed once – best in class
- Delivered globally & locally
- Hybrid – in-person & digital
- AI integrated by design for learning in the flow of work
- Valued Behaviours & inclusion baked in

This global best of breed academy will be central to a refreshed EVP – hiring, developing and promoting colleagues across Hays

MOMENTUM: DELIVERED THE HAYS WAY

The Hays Way

Learned at the Hays Academy

Underpinned by the **Valued Behaviours**

Obsessed with **global efficiency**

Built on a framework of **Trust and Integrity**

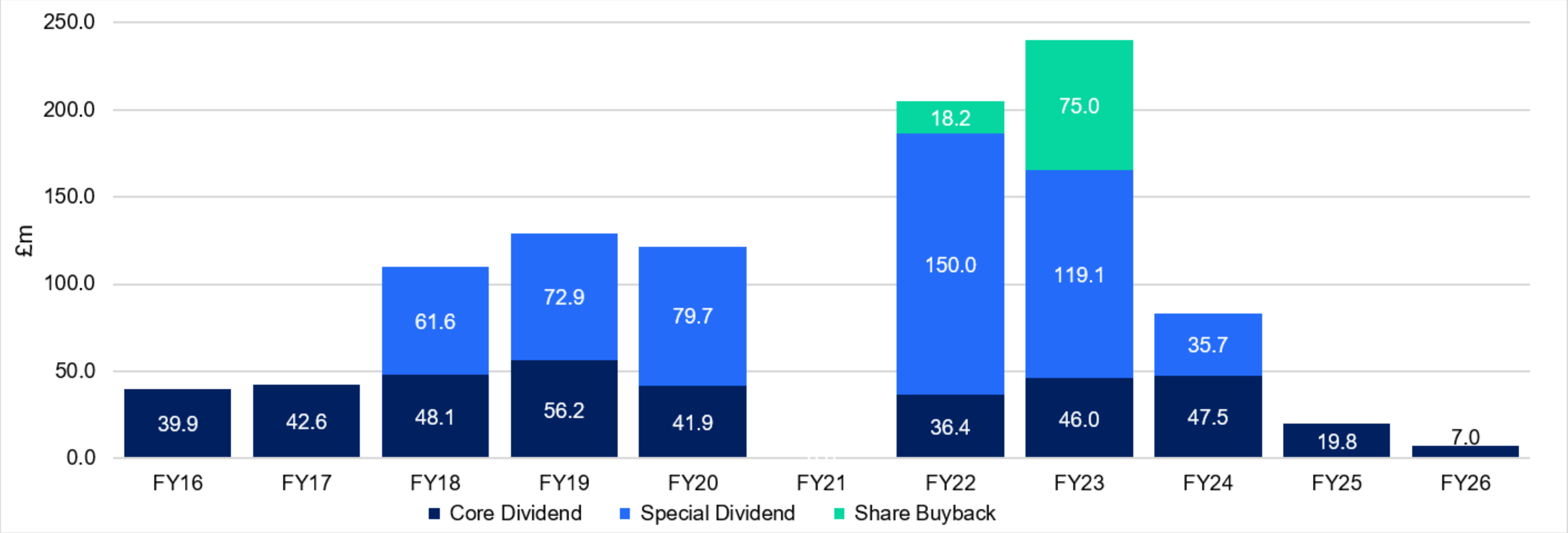
OUR SURPLUS CAPITAL ALLOCATION HISTORY

Core dividend policy

- Maintain a dividend that is affordable and appropriate
- Target core dividend cover of 2-3x EPS

Excess cash returns policy

- Return surplus cash to shareholders through an appropriate combination of special dividends and share buybacks, subject to the economic outlook



HAYS

Working for
your tomorrow

FURTHER INFORMATION

Kean Marden
Head of Investor Relations & M&A

Prash Gangatharan
Investor Relations Manager

ir@hays.com
+44 (0)333 010 7092

For more information about the Group: **haysplc.com/investors**