

PRELIMINARY
RESULTS
FOR THE YEAR
ENDED
30 JUNE 2026



HAYS

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AGENDA

1 INTRODUCING HAYS' MOMENTUM STRATEGY

2 OPERATIONAL & FINANCIAL REVIEW

3 CURRENT TRADING

4 CLOSING COMMENTS

5 Q&A



Momentum

HAYS

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

CLIENTS USE HAYS TO ACCESS THE BEST TALENT



Talent Resourcing

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

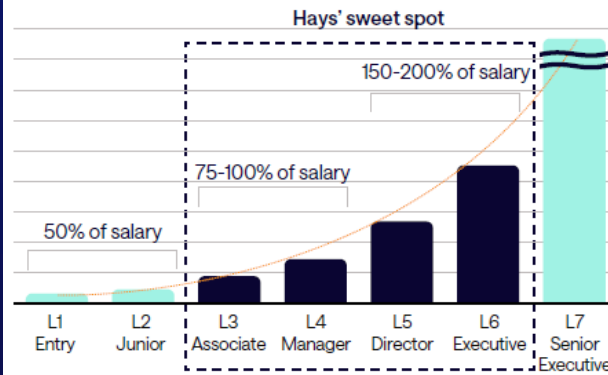
Hays help clients and candidates to improve the probability of success

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.

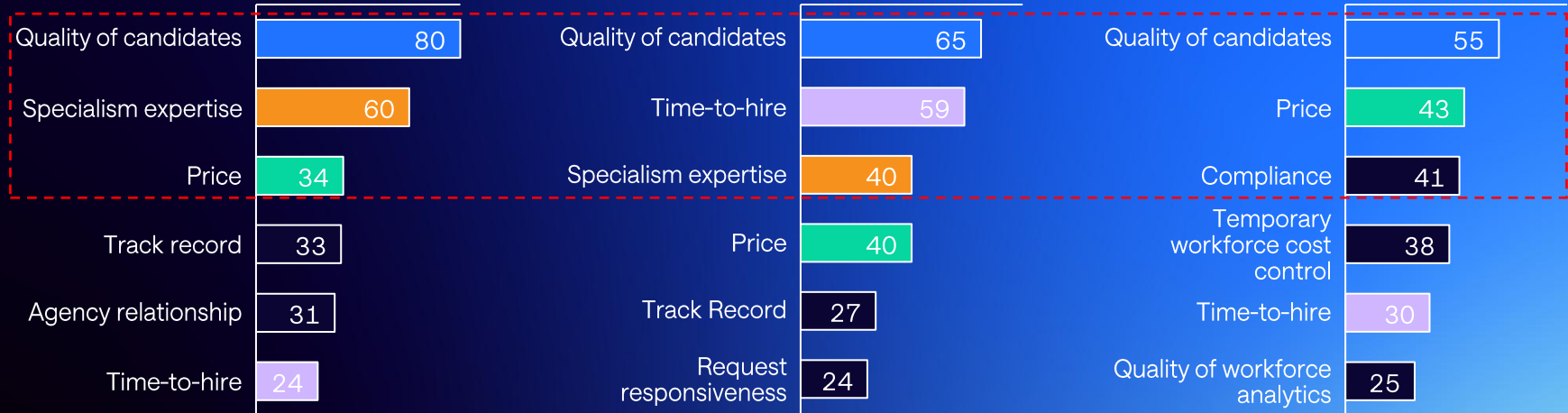
Our fee is a modest insurance premium versus the potentially high cost of failure

CLEAR AND ENCOURAGING FEEDBACK FROM OUR CLIENTS

Permanent recruitment

Temporary & Contracting

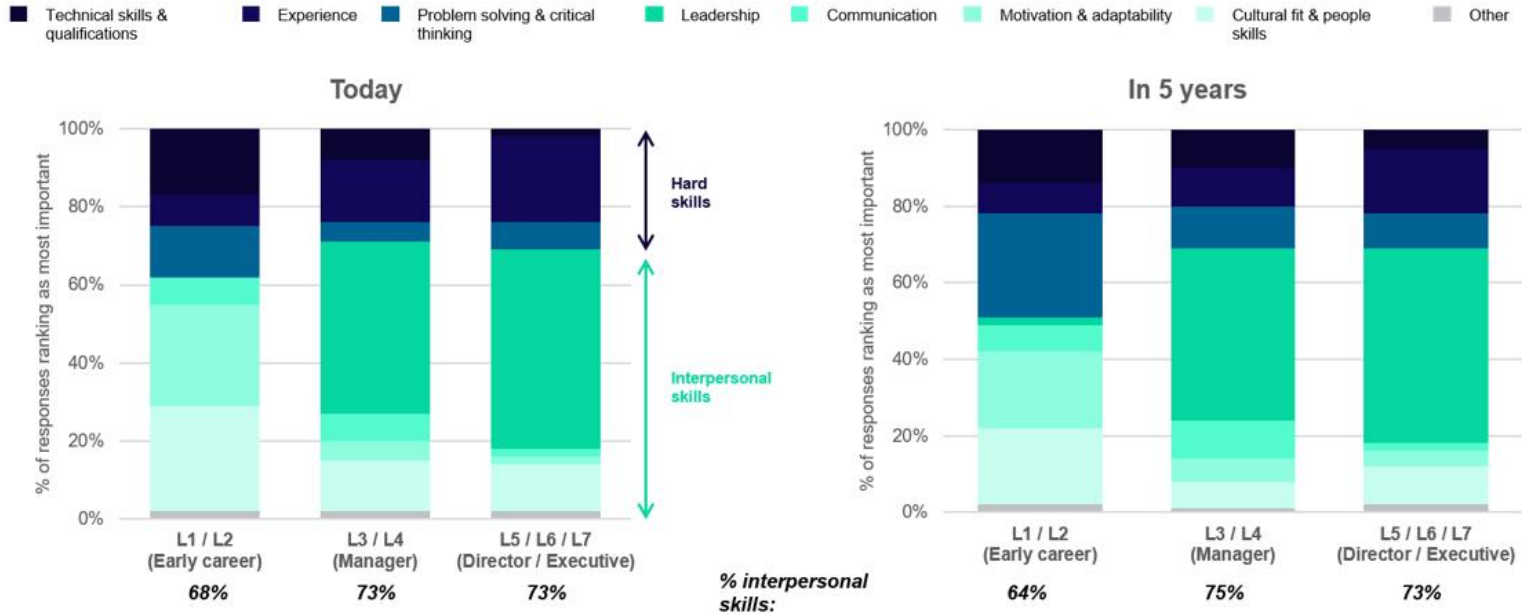
MSP



Key purchasing criteria importance (% of respondents)

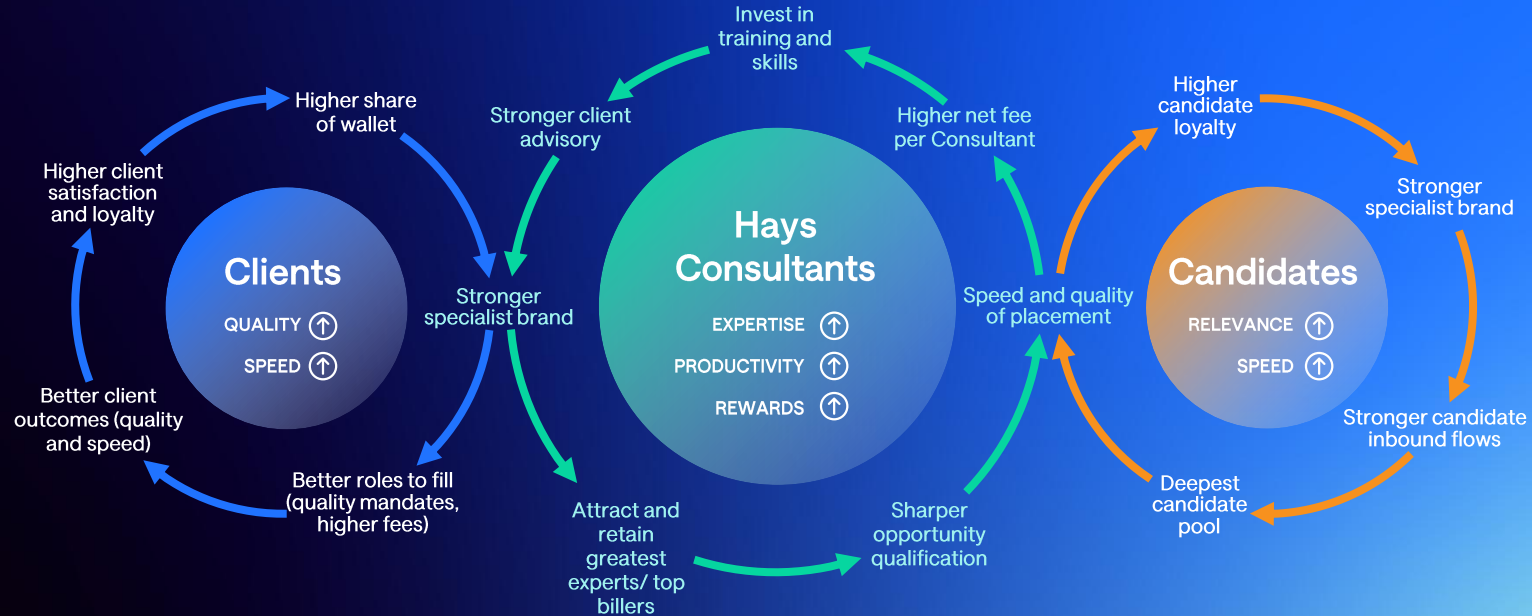
Recruitment is changing and client expectations are rising - a “human in the loop” remains critical

WHAT CLIENTS MEAN BY CANDIDATE QUALITY IS EVOLVING



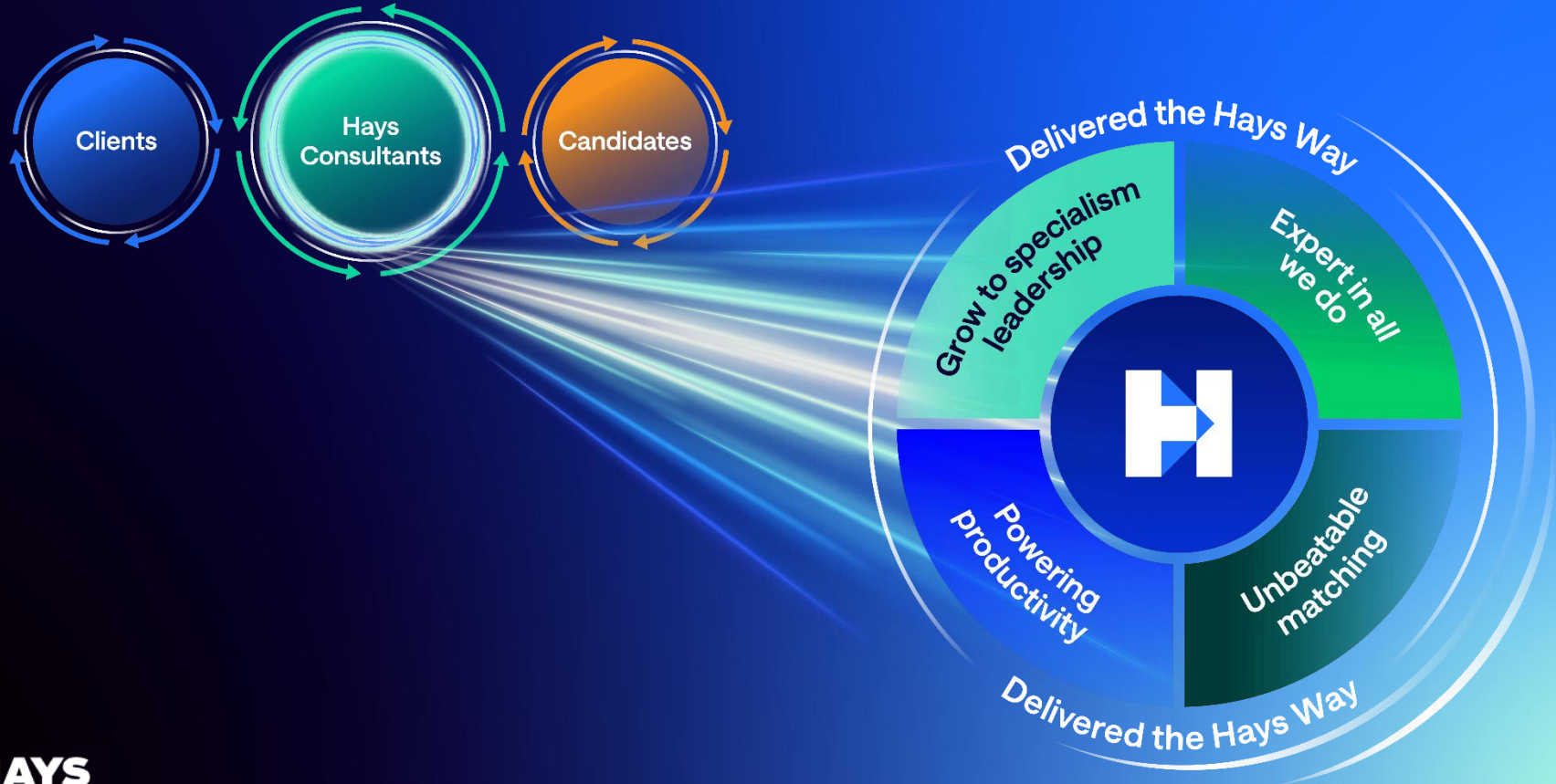
Interpersonal skills will be increasingly important for Managers & Directors - the sweet spot of our business

CREATING A SELF-REINFORCING “FLYWHEEL” EFFECT TO DRIVE PRODUCTIVITY

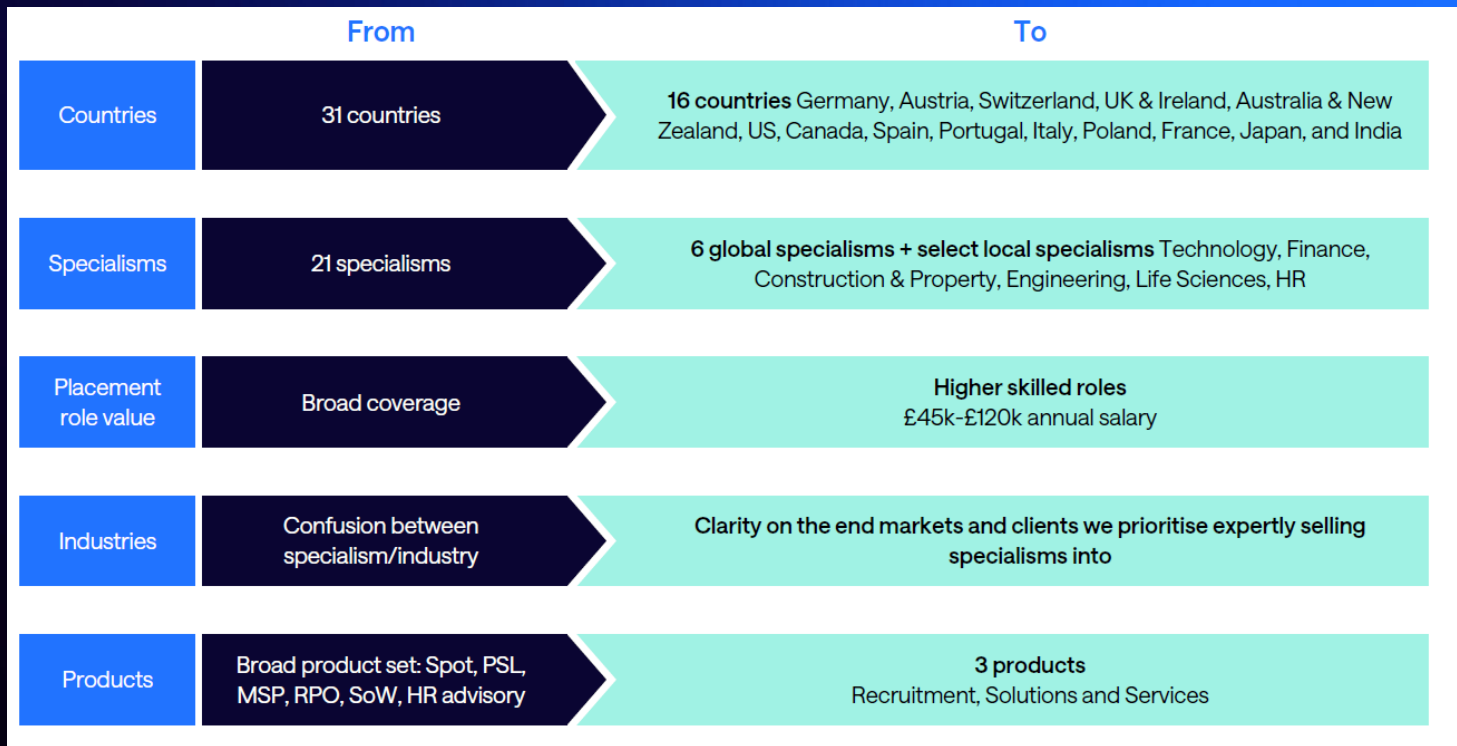


The Hays consultant sits at the centre of this flywheel and is key

MOMENTUM'S FIVE FORCES AMPLIFY THE FLYWHEEL



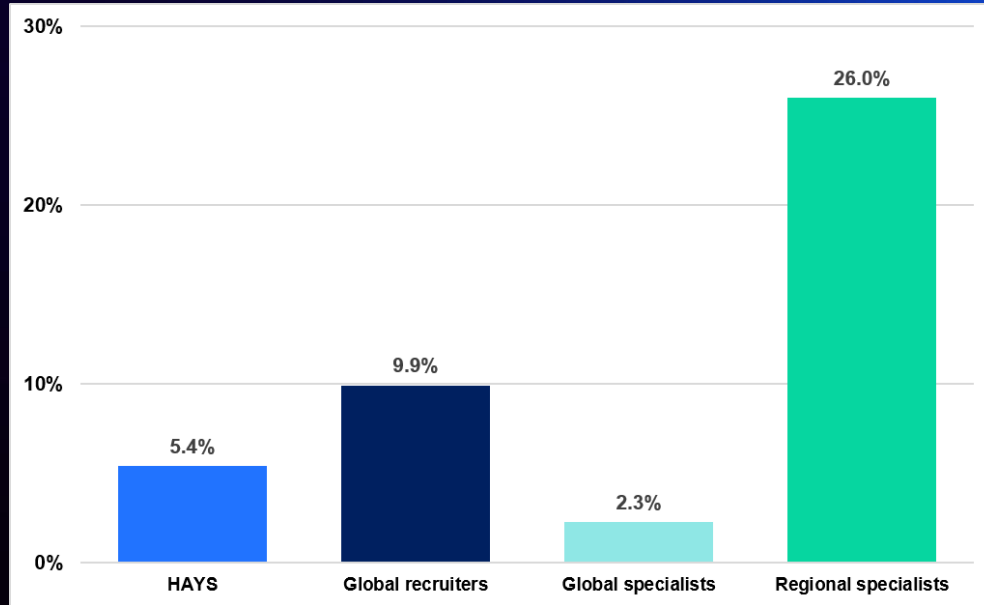
GROW TO SPECIALISM LEADERSHIP; SHARPER FOCUS



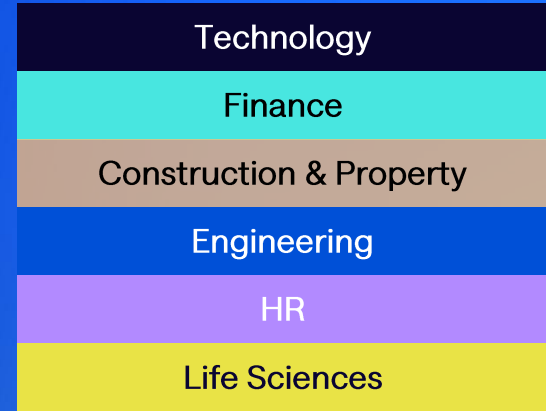
We have already taken important action to sharpen our focus in FY26

GROW TO SPECIALISM LEADERSHIP; BETTER ECONOMICS

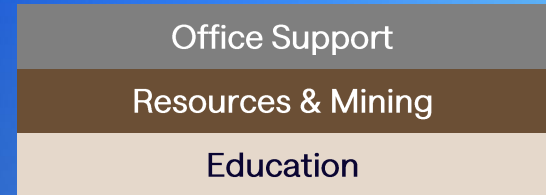
Average industry conversion rate (last reported year)



Global Specialisms



Local Specialisms



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

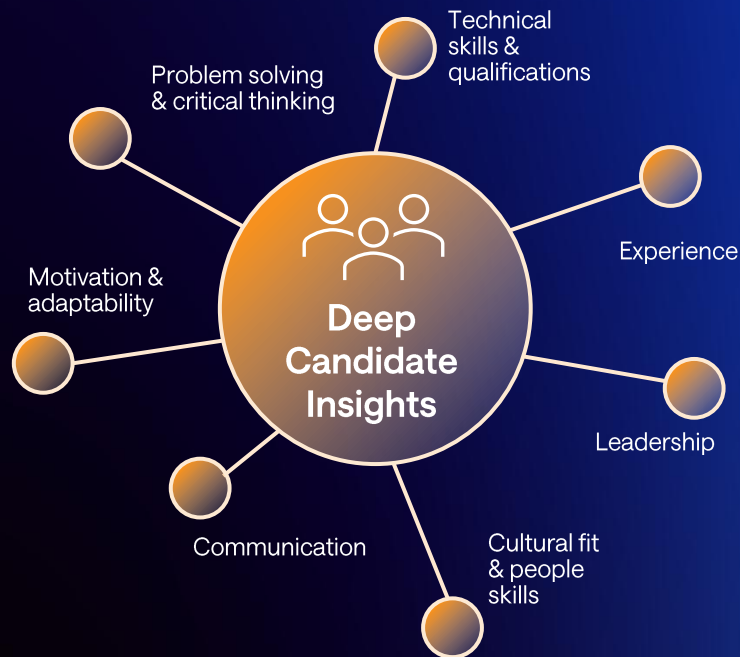
EXPERTS IN ALL WE DO; PRODUCTS AND COMPLIANCE

	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

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

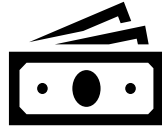
DELIVERING FOR OUR SHAREHOLDERS

Our medium term ambitions



Net Fees

>£1BN



Operating
Profit

Material
Improvement



Conversion Rate

25%+



Consultant Net
Fee Productivity

50%+

Delivering superior returns for shareholders



2. OPERATIONAL & FINANCIAL REVIEW

OPERATING PROFIT[†] UP 3%, CASH GENERATION REMAINS STRONG

Net fees

FY22 £1,189.4m

FY23 £1,294.6m

FY24 £1,113.6m

FY25 £972.4m

FY26 £905.5m

Net fees
£905.5m
8% decrease*

Operating profit[‡]

FY22 £210.1m

FY23 £197.0m

FY24 £105.1m

FY25 £45.6m

FY26 £48.6m

Operating profit[‡]
£48.6m
3% increase*

Cash from Operations[‡]

FY22 £182.9m

FY23 £199.3m

FY24 £112.3m

FY25 £128.3m

FY26 £92.0m

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

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

Basic EPS[†] (p)

FY24	4.03
FY25	1.31
FY26	1.21

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



[†]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 down 9%; operating profit[†] down 24%

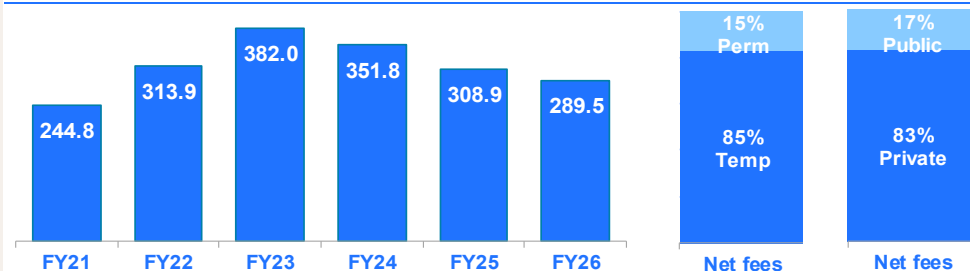
Key actions

- 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

Net fees (£m)

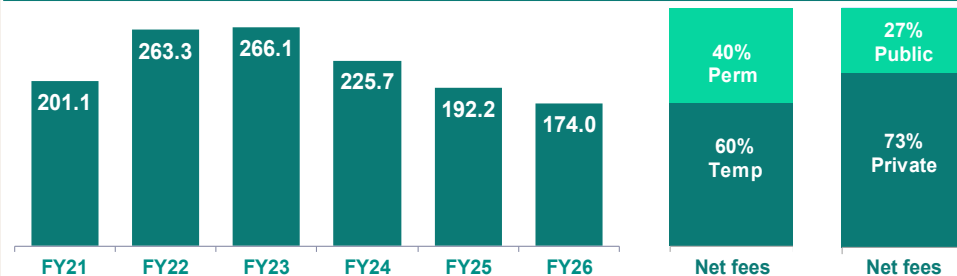


FURTHER IMPROVEMENTS IN CONSULTANT PRODUCTIVITY & STRUCTURAL COSTS

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

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 down 3%; operating profit[†] up 130%

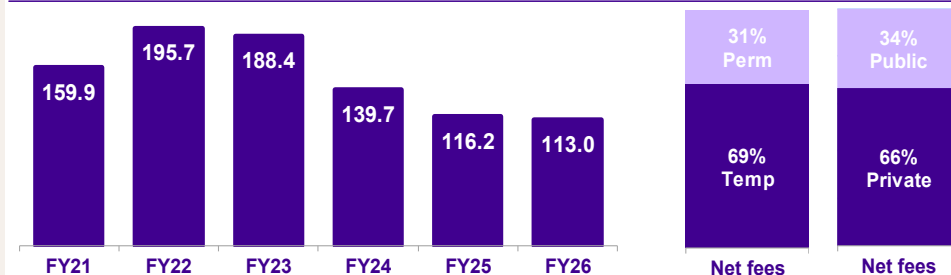
Key actions

- 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%

Net fees (£m)



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 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

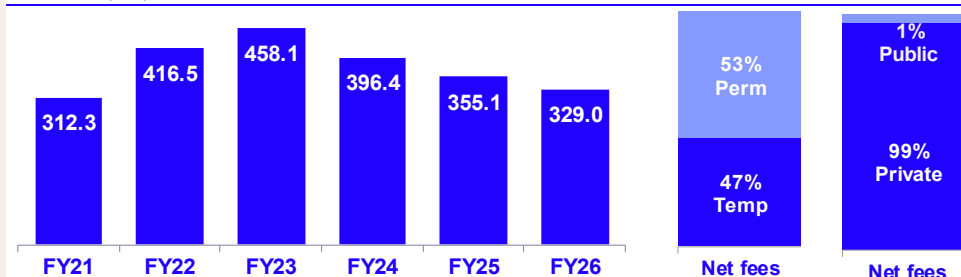
Americas (21% of RoW fees)

- 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

Net fees (£m)

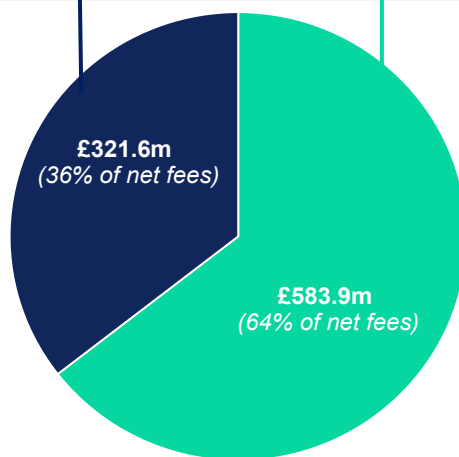


NET FEE DECLINE DRIVEN BY LOWER VOLUMES, TEMP & CONTRACTING MORE RESILIENT THAN PERM

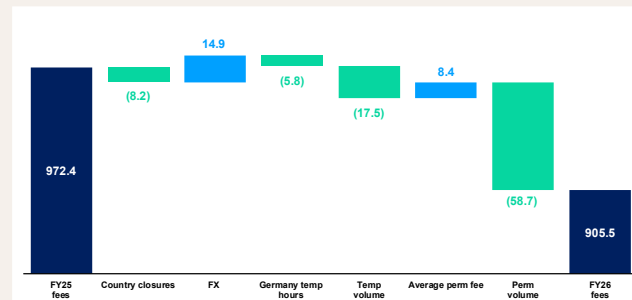
Permanent net fees*

(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



Drivers of net fees (£m)



Temp & Contracting net fees*

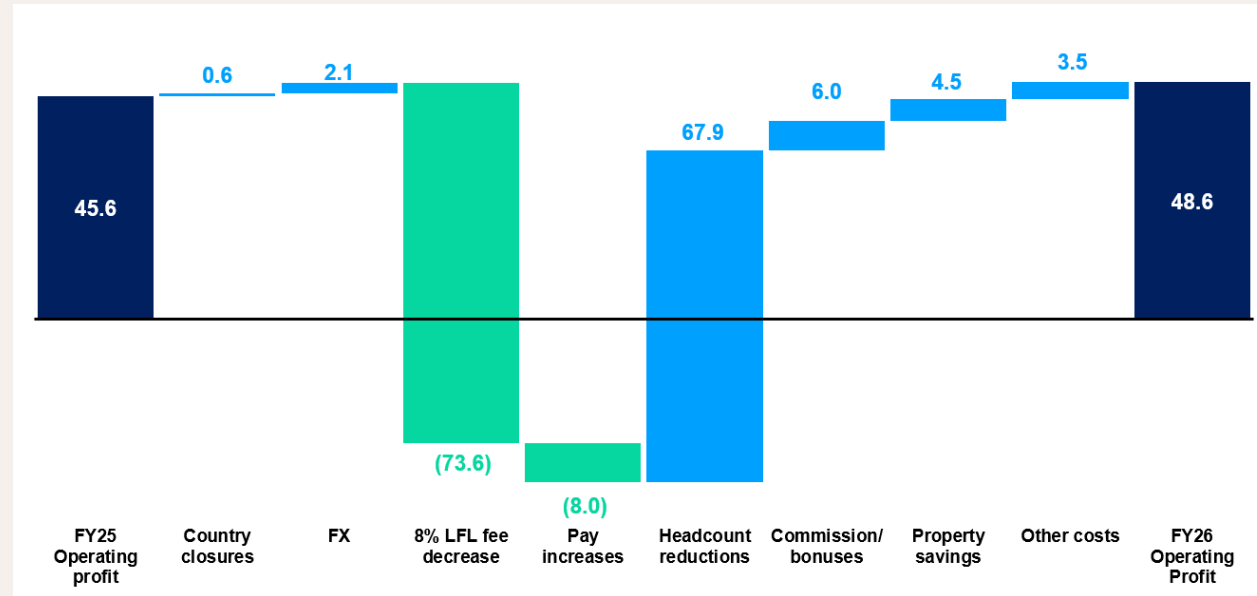
(5)%	Net fee decrease
(4)%	Volume decrease
(1)%	Decrease in average hours worked
0%	Underlying Temp margin** and mix

- 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

LIKE-FOR-LIKE OPERATING PROFIT GREW BY 3%

FY26 operating profit[†] bridge (£m)



Payroll

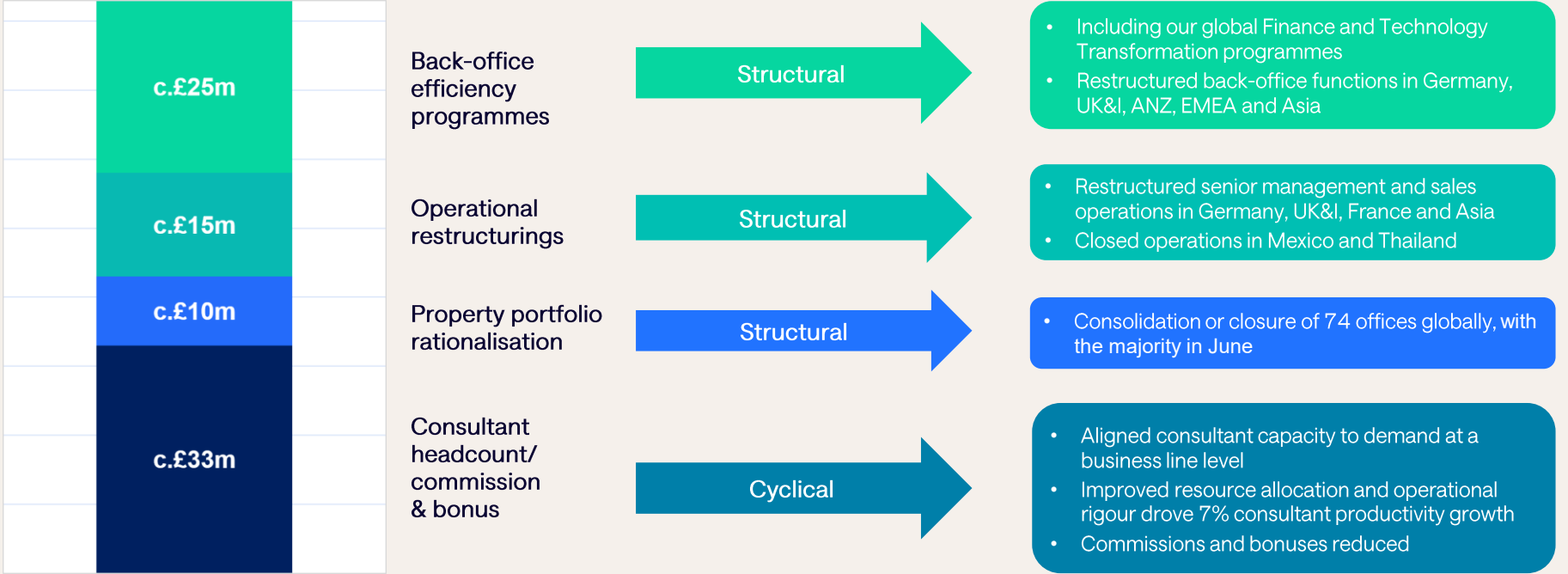
- Consultant headcount reduced by 12%
- Non-consultant headcount reduced by 13%
- Commission and bonuses down £6.0m in line with net fee decline
- Average pay increase of 2.5% from 1 July 2025

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

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

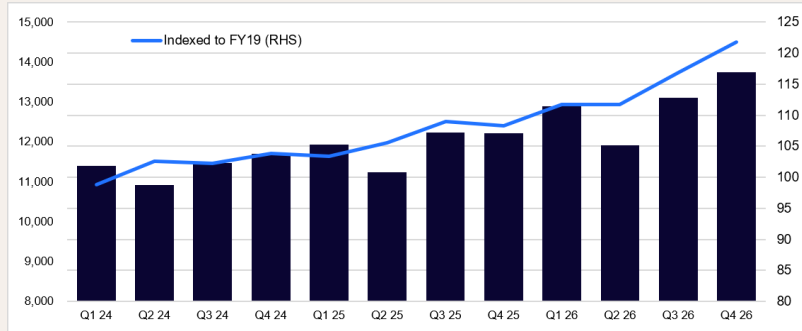
Annualised cost reductions delivered in FY26 (£m)



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

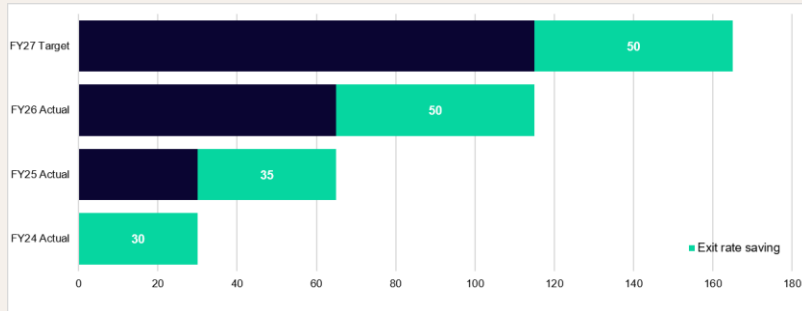
CONSULTANT PRODUCTIVITY UP 7%, GROWTH FOR ELEVEN CONSECUTIVE QUARTERS, WHILE SECURING STRUCTURAL COST SAVINGS

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



- 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

Cumulative annual structural cost savings delivered (£m)



- c.£50m annualised savings secured three years ahead of schedule
- c.£11.5m 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

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

HIGHER EFFECTIVE TAX RATE[†] DRIVEN BY CONCENTRATION OF PROFITS IN COUNTRIES WITH HIGHER TAX RATES AND TAX LOSSES

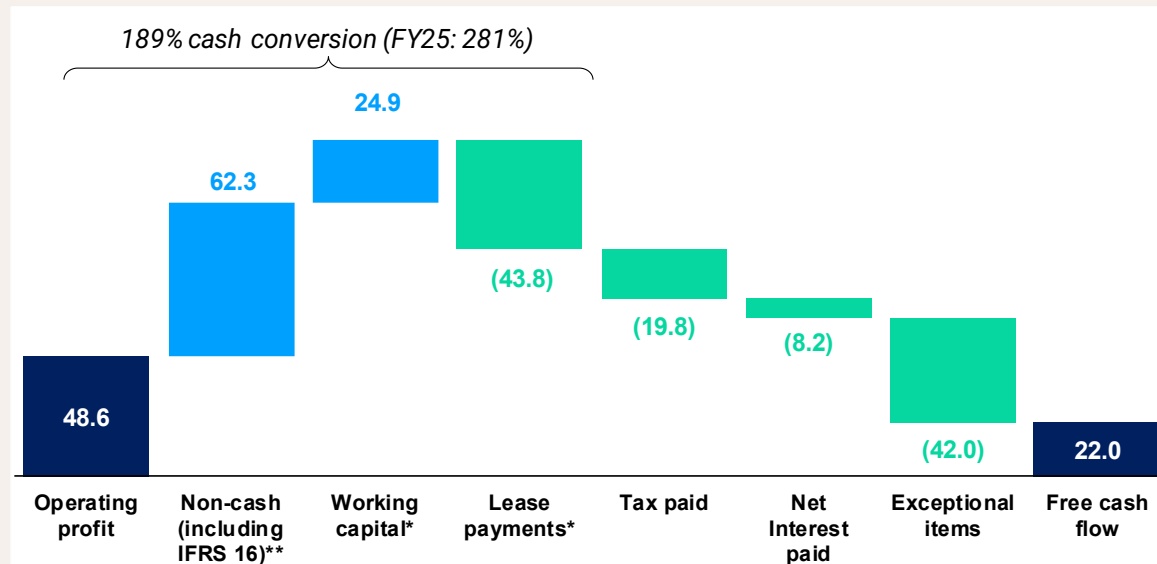
Finance charge and taxation		Year ended 30 June	
		2026	2025
Finance charge	£m	£m	£m
IFRS 16 interest on lease liabilities (non-cash)	(4.9)	(4.6)	(4.6)
Net interest charge on debt*	(8.2)	(7.3)	(7.3)
IAS 19 pension charge (non-cash)	-	(1.5)	(1.5)
Unwind of discount on provisions	(0.4)	-	-
Net finance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

STRONG CASH PERFORMANCE, WITH 189% CASH CONVERSION

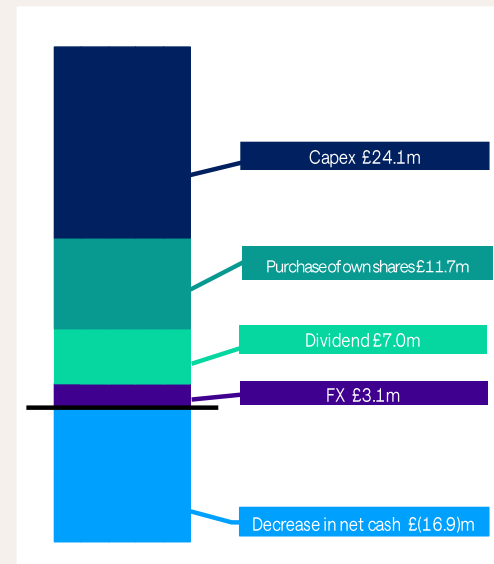
Cash from operations* (£m)

FY24	112.3
FY25	128.3
FY26	92.0

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



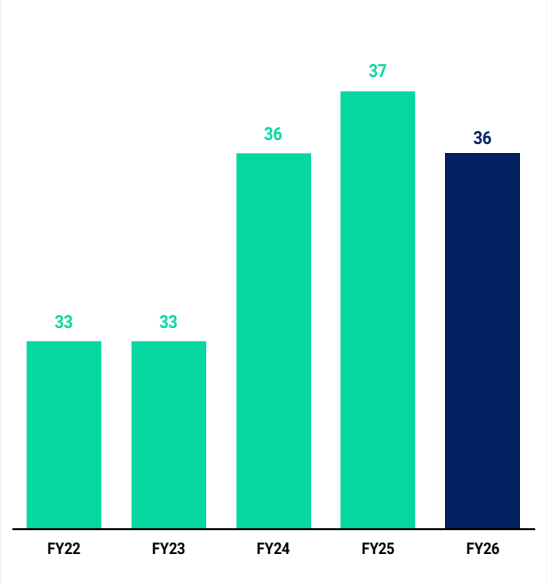
Uses of cash flow (FY26)



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

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

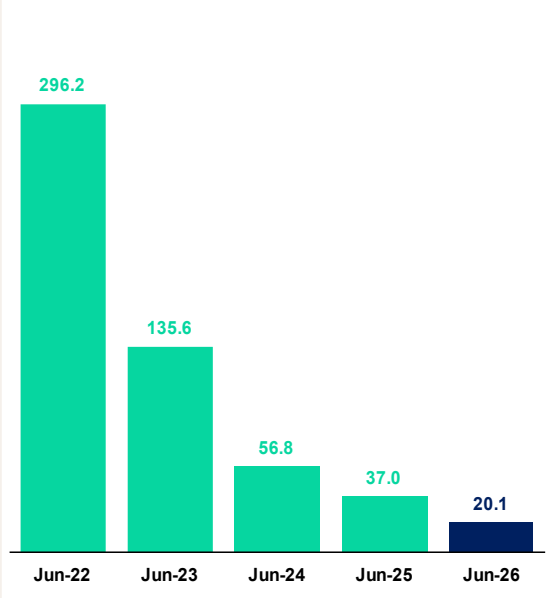
DEBTOR DAYS
Improved to 36 days. Group bad debt write-offs were minimal and are at historically low levels

£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)



* 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%

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 	Profits 	Cash & balance sheet 	Dividend and capital allocation 
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	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	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	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



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



4. CLOSING COMMENTS

Momentum

The word 'Momentum' is written in a white, italicized serif font. Below the text, there are several curved, glowing light trails in shades of blue and white, suggesting motion and speed. The background is a gradient of blue, darker on the left and lighter on the right.

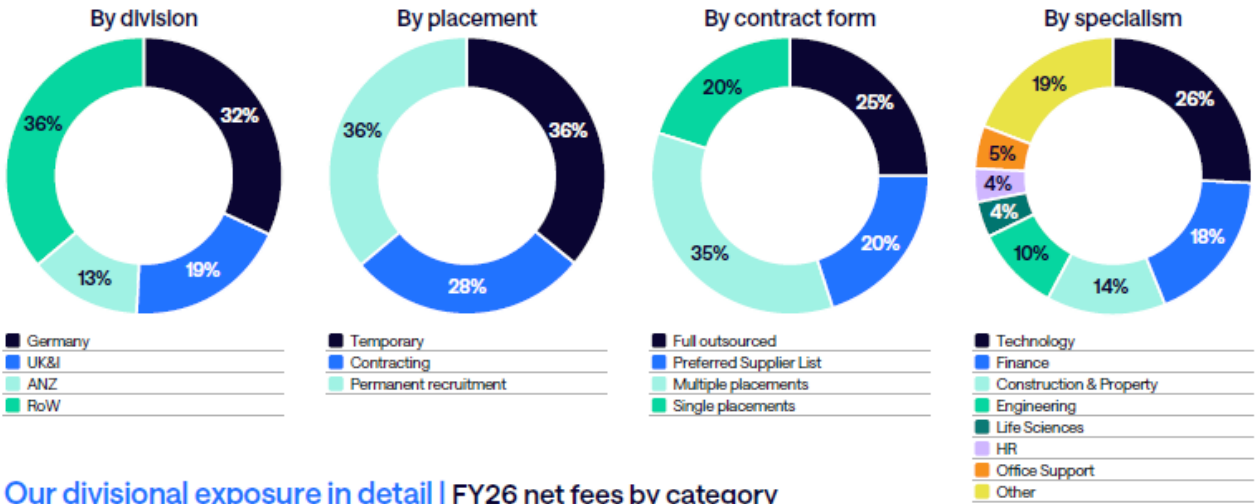
An abstract graphic on the left side of the slide, featuring a large, light blue, teardrop-shaped element with a white outline, set against a solid blue background.

APPENDIX 1

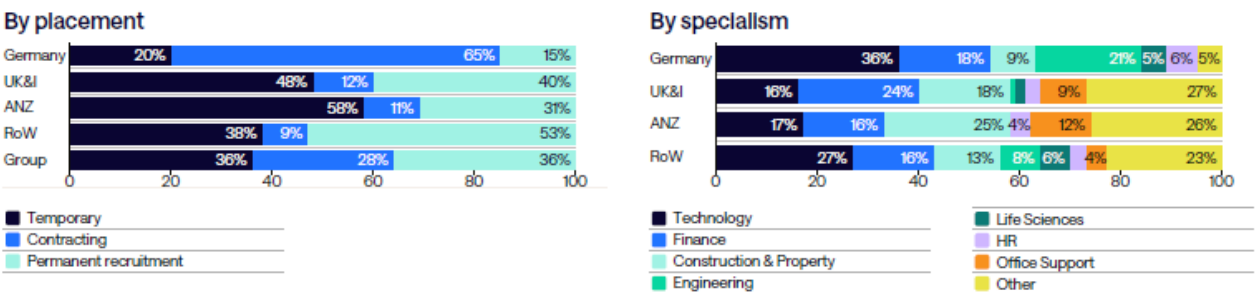
FY26 Results supporting materials

A BALANCED PORTFOLIO

A balanced portfolio | FY26 net fees by category
£905.5m



Our divisional exposure in detail | FY26 net fees by category



LIKE-FOR-LIKE SUMMARY

Year ended 30 June 2026	2025	Closures	2025 Restated	FX impact	Organic	2026	LFL*
	£m	£m		£m	£m	£m	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%

GROWTH ANALYSIS AND CONVERSION RATE BY DIVISION

Net fee growth* <i>versus same period last year</i>	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
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* <i>versus same period last year</i>															
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 <i>operating profit[‡] as % of net fees</i>															
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%

REST OF WORLD – FY26 PERFORMANCE BY COUNTRY



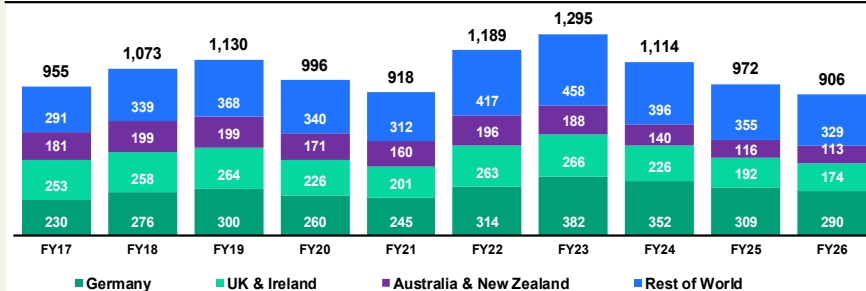
Country/Region	Net fees (£m)	Net fee growth*	No. of offices	Consultant headcount
France	51.0	(19)%	17	307
USA	43.3	(6)%	7	204
Spain	30.3	16%	6	274
Switzerland	28.5	(14)%	3	97
Canada	18.8	(10)%	4	121
Poland	18.4	(1)%	6	141
Japan	18.2	10%	3	176
Italy	15.3	(9)%	4	126
Austria	9.4	(12)%	3	37
Portugal	8.1	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

CONSULTANT HEADCOUNT AND OFFICE NETWORK

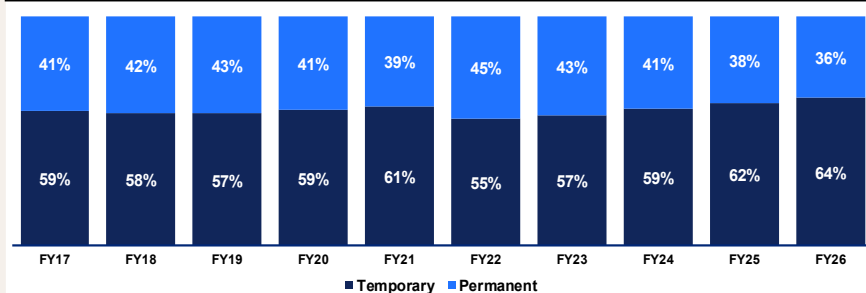
	 Consultants					 Offices		
	Half-on-half			Year-on-year				
	As at 30 Jun 2026	As at 31 Dec 2025	Change since Dec 2025	As at 30 Jun 2025	Change since Jun 2025	As at 30 Jun 2026	As at 30 June 2025	Change since Jun 2025
Germany	1,368	1,543	(11)%	1,624	(16)%	25	26	(1)
United Kingdom & Ireland	1,080	1,176	(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)

FINANCIAL ARCHIVE – NET FEES, OPERATING PROFIT[†] AND CONSULTANT HEADCOUNT

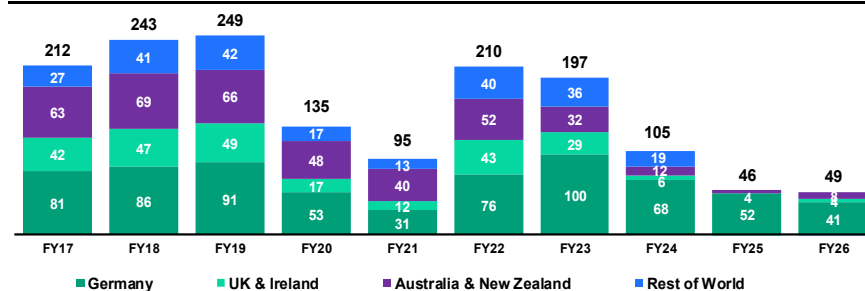
£ Net fees by division (£m)



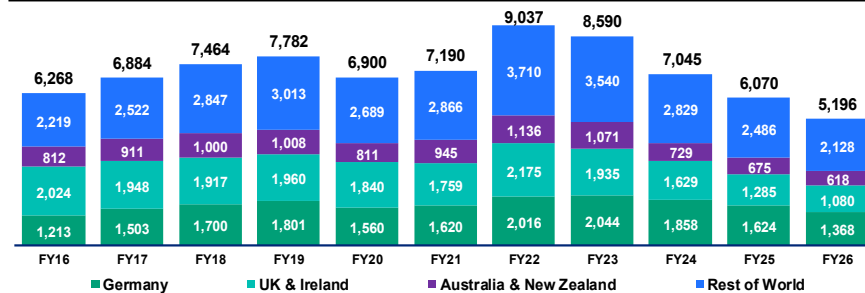
% Net fees by contract type (%)



£ Operating profit[†] by division (£m)



👤 Closing consultant headcount



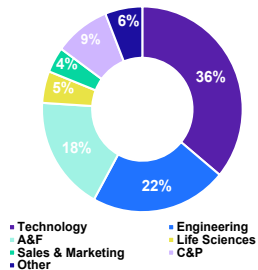
GERMANY PROFILE – 32% OF GROUP NET FEES



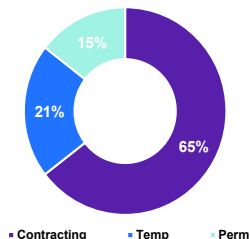
Snapshot

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

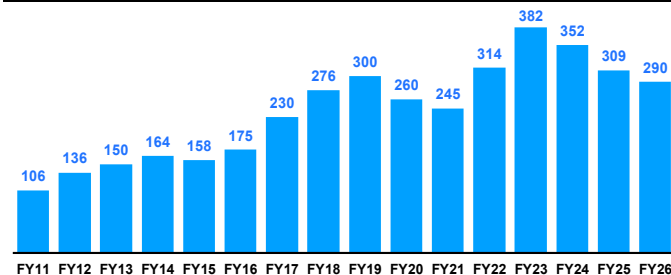
Net fees by specialism (FY26)



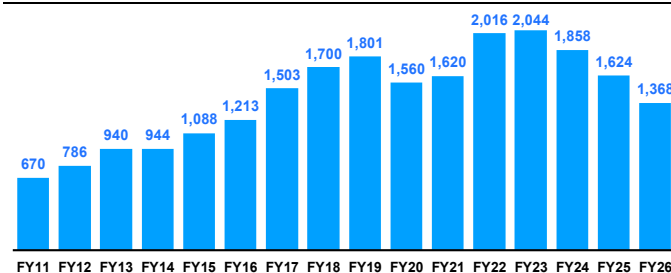
Net fees by contract type (FY26)



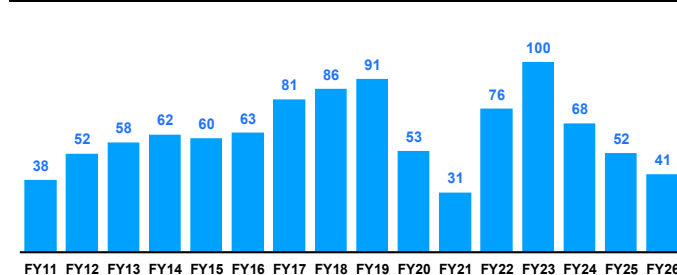
£ Historical headline net fees (£m)



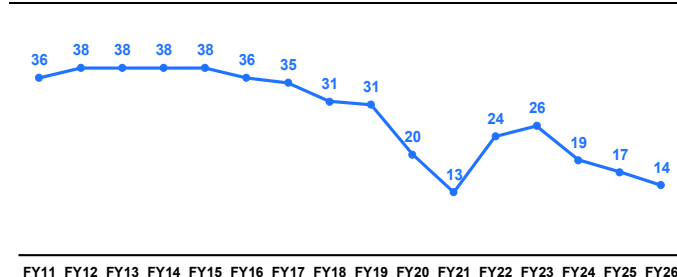
👤 FY Consultant Headcount



£ Historical headline operating profit* (£m)



% Historical conversion rates (%)



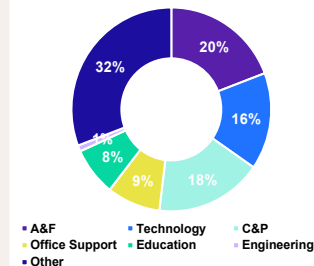
UK & IRELAND PROFILE – 19% OF GROUP NET FEES



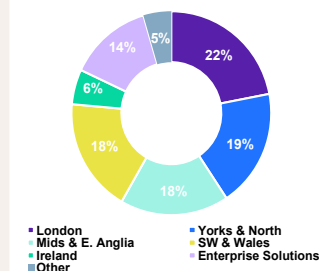
Snapshot

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

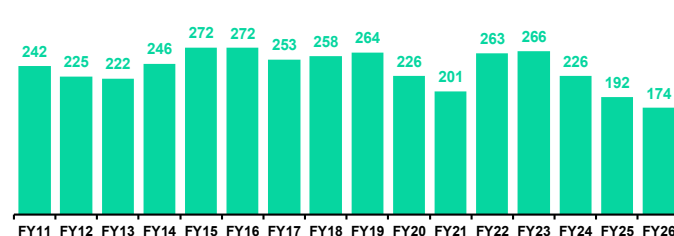
Net fees by specialism (FY26)



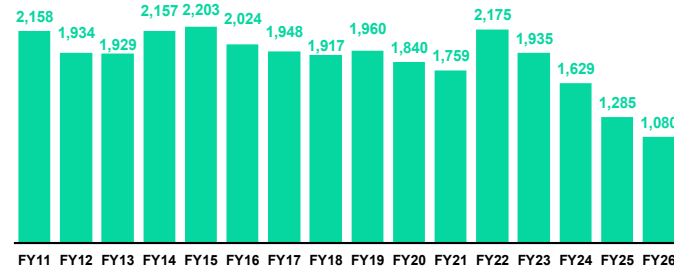
Net fees by region (FY26)



£ Historical headline net fees (£m)



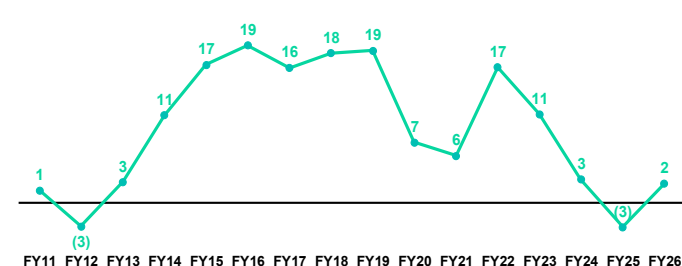
👥 FY Consultant Headcount



£ Historical headline operating profit* (£m)



% Historical conversion rates (%)



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



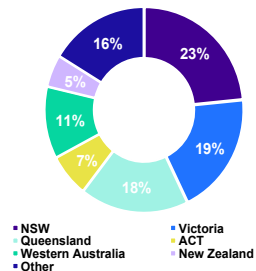
Snapshot

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

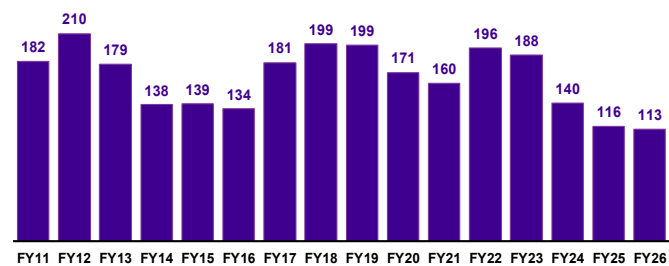
Net fees by specialism (FY26)



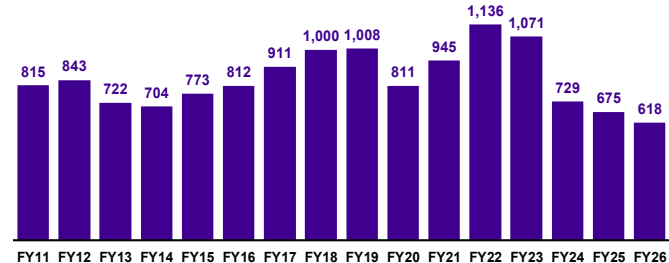
Net fees by region (FY26)



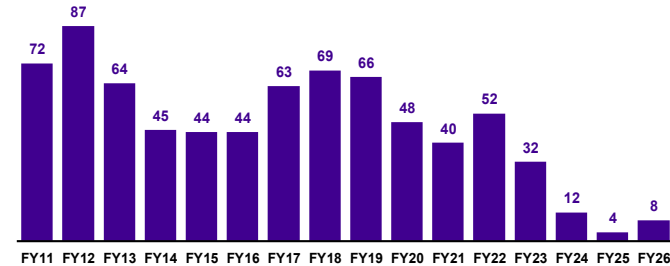
£ Historical headline net fees (£m)



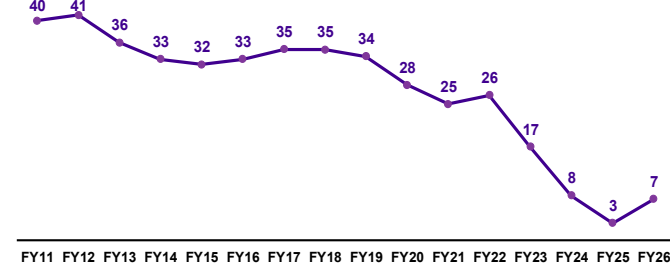
👤 FY Consultant Headcount



£ Historical headline operating profit* (£m)



% Historical conversion rates (%)



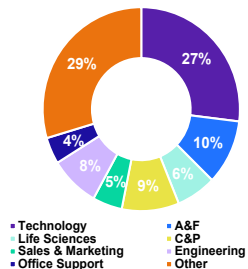
REST OF WORLD PROFILE – 36% OF GROUP NET FEES, WITH FRANCE OUR LARGEST RoW MARKET



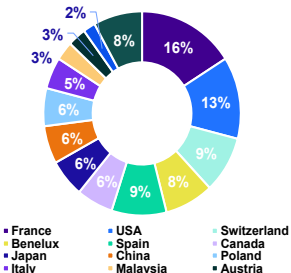
Snapshot

- Structural growth opportunities
- Diverse sector exposure
- Geographical diversification

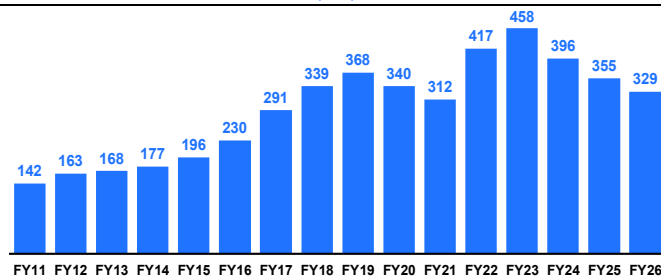
Net fees by specialism (FY26)



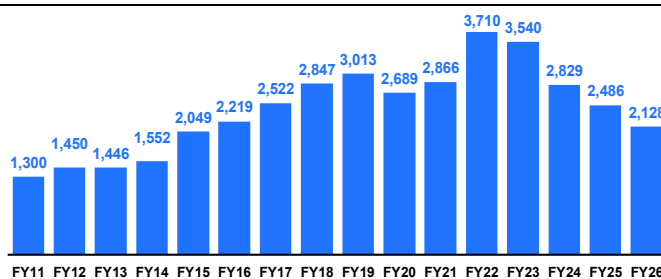
Net fees by region (FY26)



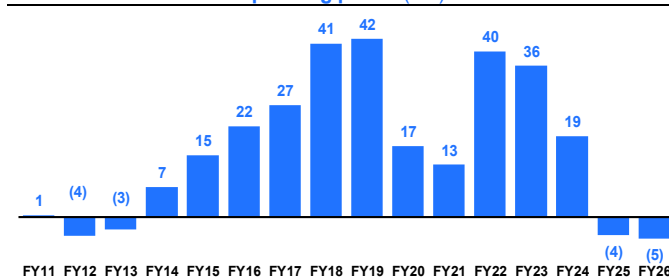
£ Historical headline net fees (£m)



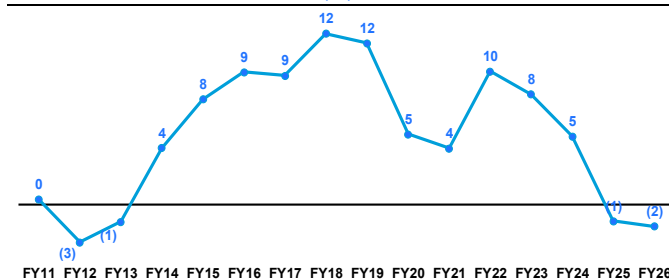
👤 FY Consultant Headcount



£ Historical headline operating profit† (£m)



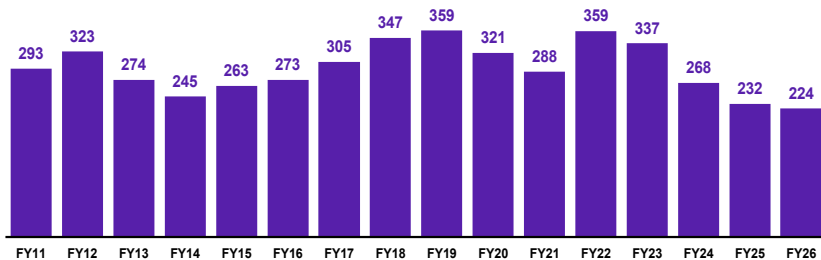
% Historical conversion rates (%)



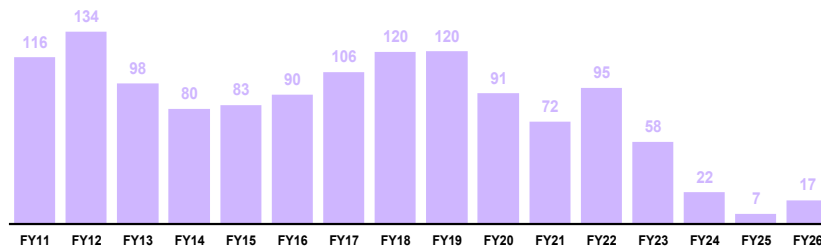
FINANCIAL ARCHIVE

NET FEES AND OPERATING PROFIT ‡ (LOCAL CURRENCY)

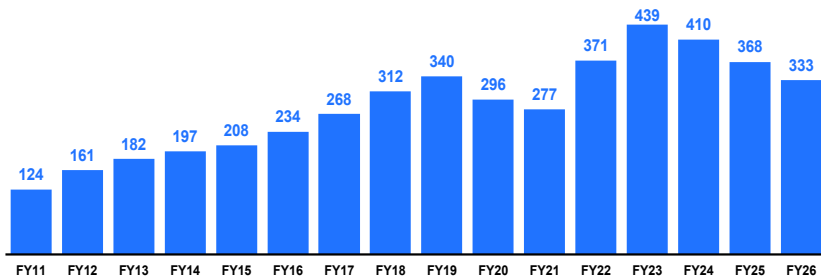
\$ Australia & New Zealand - Historical net fees (AUDm)



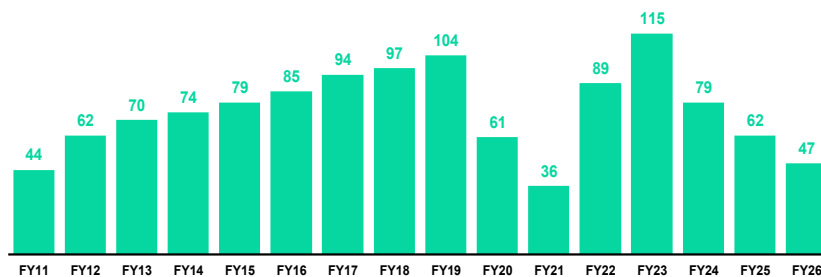
\$ Australia & New Zealand - Historical operating profit[‡] (AUDm)



€ Germany - Historical net fees (EURm)



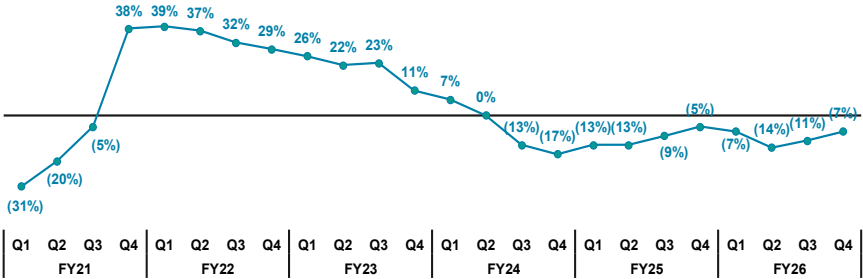
€ Germany - Historical operating profit[‡] (EURm)



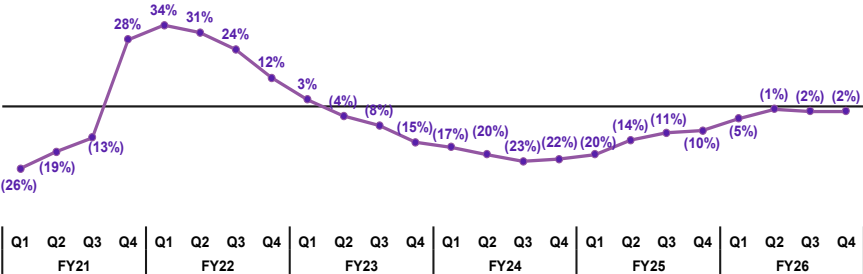
FINANCIAL ARCHIVE

QUARTERLY NET FEE GROWTH

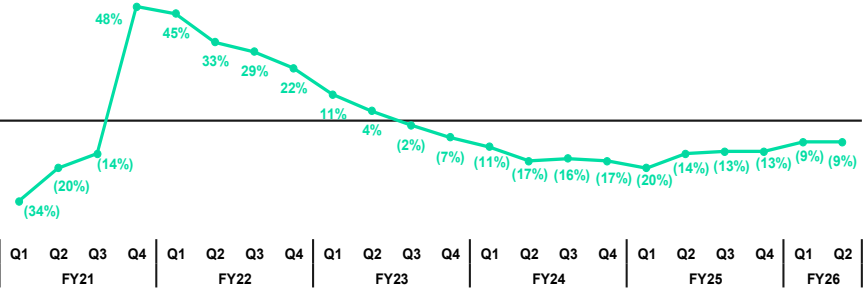
% Germany



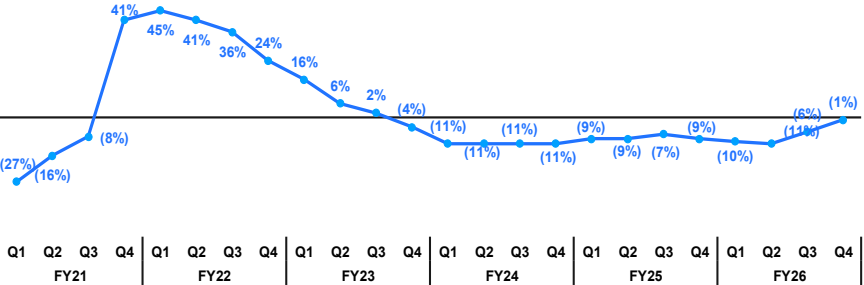
% Australia & New Zealand



% UK & Ireland



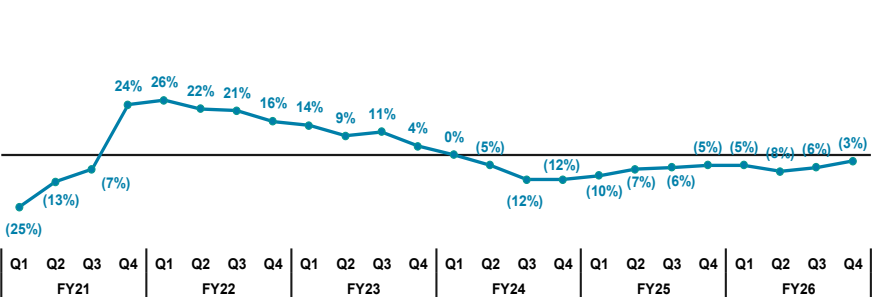
% Rest of World



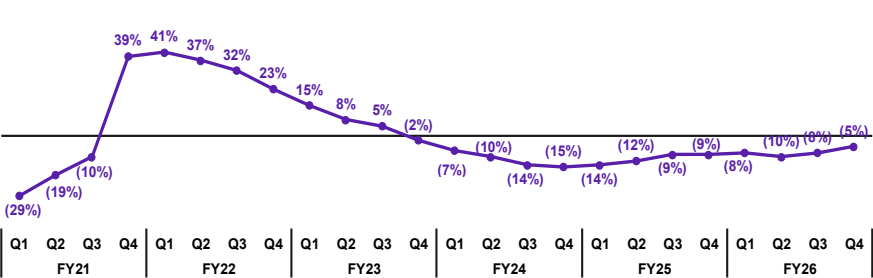
FINANCIAL ARCHIVE

QUARTERLY NET FEE AND CONSULTANT GROWTH

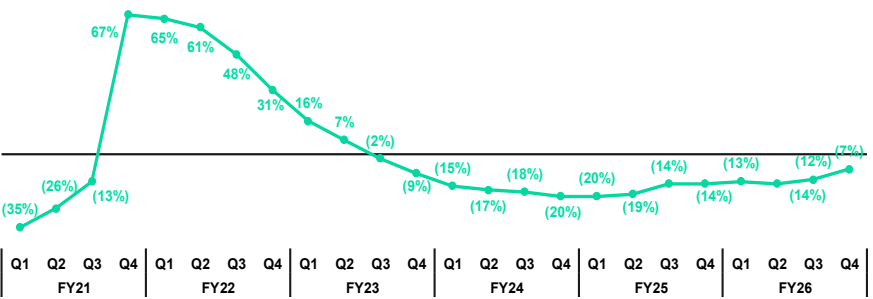
% Temp Net fees



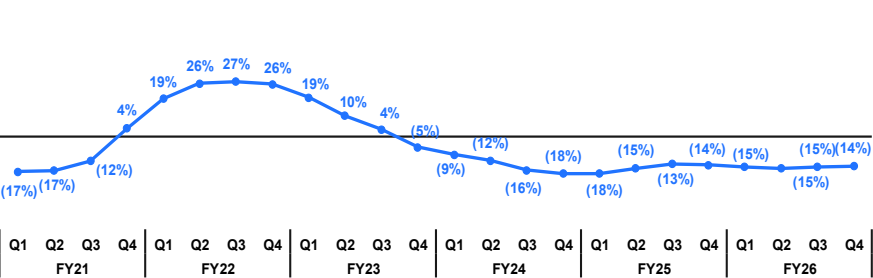
% Group Net fees



% Perm Net fees



% End-of-quarter Consultant Headcount





APPENDIX 2

Our markets & strategy

A C.£160 BILLION GLOBAL RECRUITMENT MARKET IN 2025

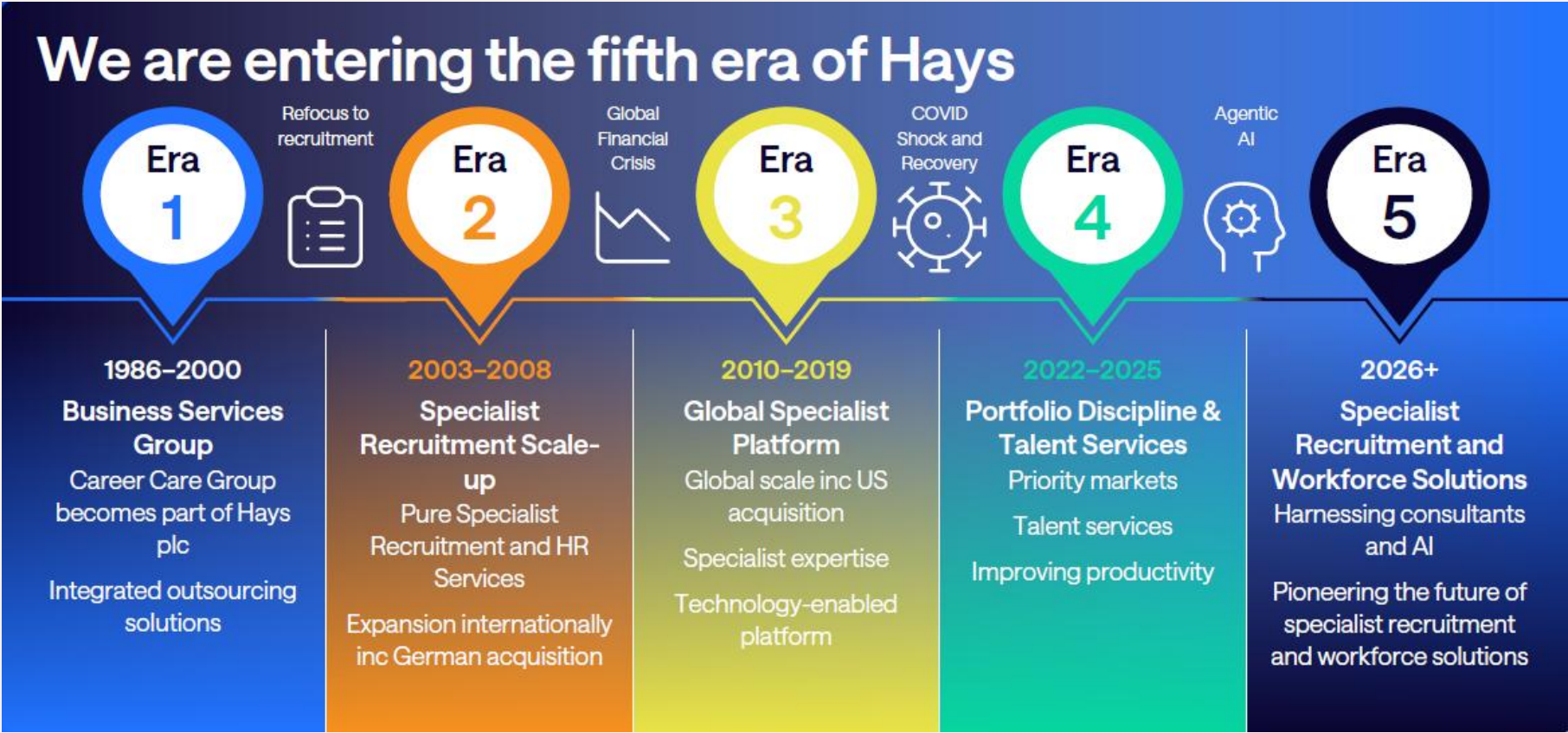
- Managed Service Provision and Recruitment Process Outsourcing added a further c.£11 billion
- The global market for Permanent placement and Temporary & Contracting grew by 2% in 2025
- The global Permanent placement and Temporary & Contracting market is expected to grow at a 3.4% compound annual growth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

- **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



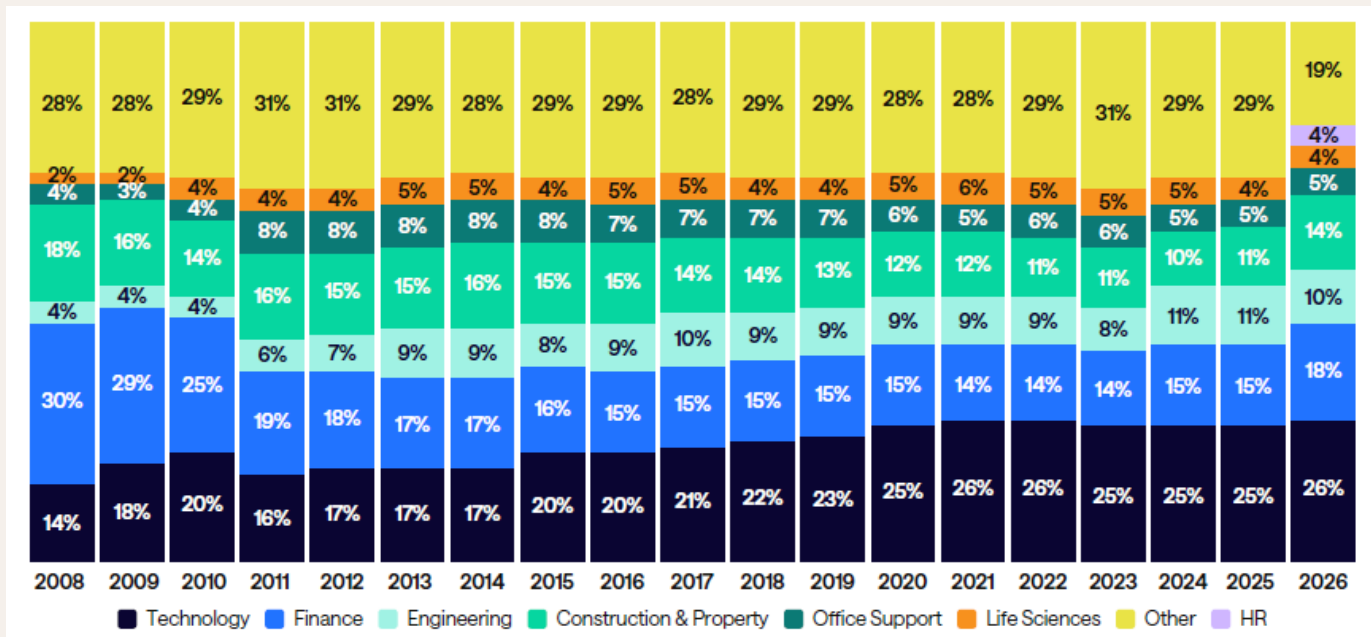
DELIVERING OUR MOMENTUM STRATEGY



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

		Global Target Specialisms					Local Specialisms			
Cluster	Country	Tech	Finance	C&P	Engineering	HR	Life Sciences	Business Support	Resources & Mining	Education
DACH	Germany									
	Switzerland									
	Austria									
Southern Europe	Italy									
	Spain									
	Portugal									
	France									
	Poland									
UK&I	UK									
	Ireland									
ANZ	Australia									
	New Zealand									
	India									
	Japan									
North America	USA									
	Canada									

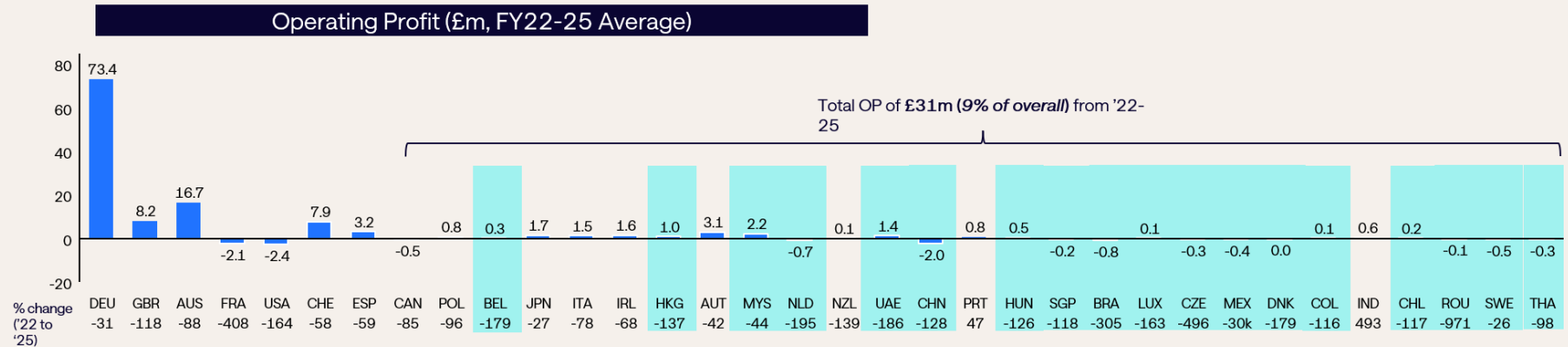
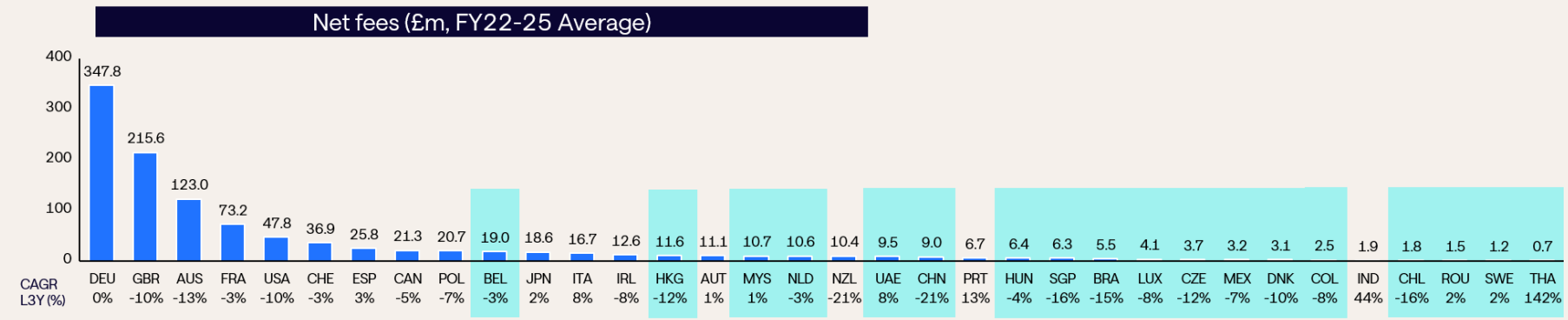
SIGNIFICANT MIX SHIFT TOWARDS MORE RESILIENT, STRUCTURAL GROWTH SPECIALISMS OVER LAST 18 YEARS



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

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



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

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

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



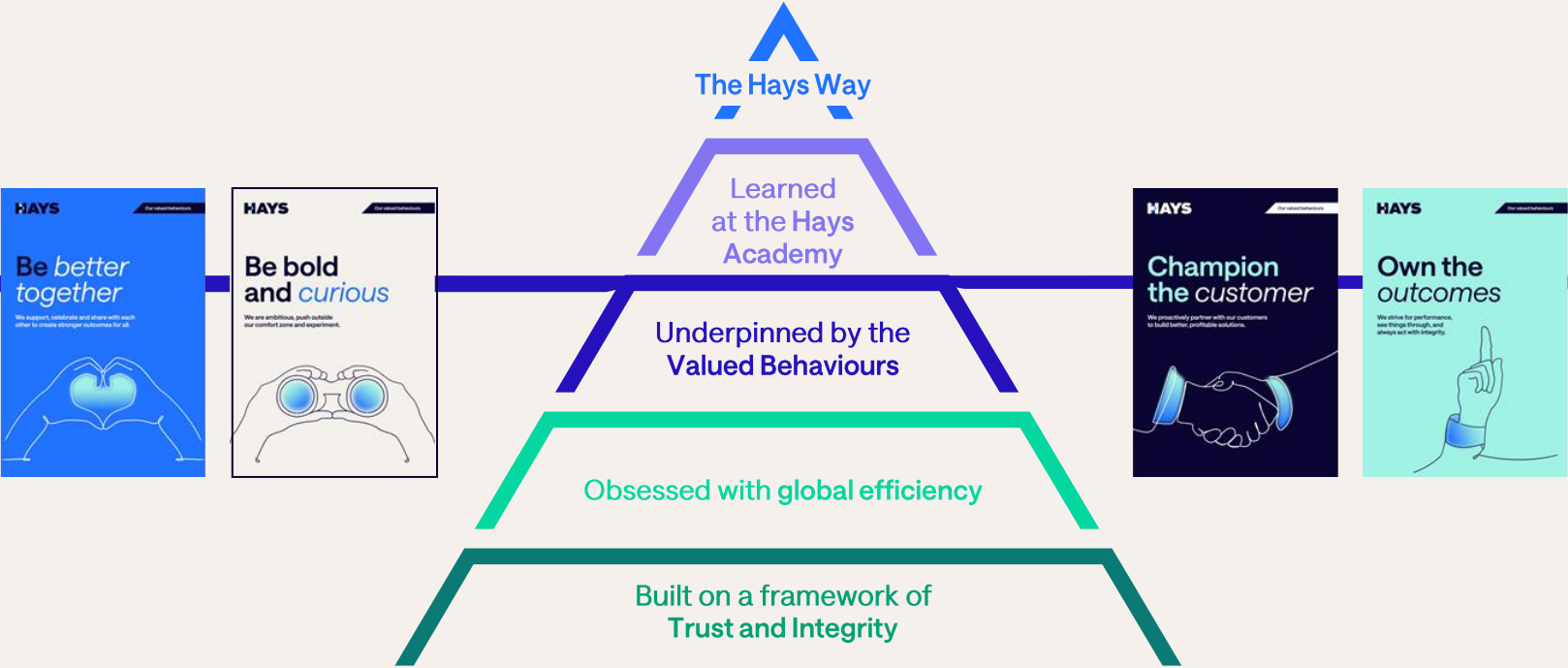
Acceleration programmes

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



OUR SURPLUS CAPITAL ALLOCATION HISTORY



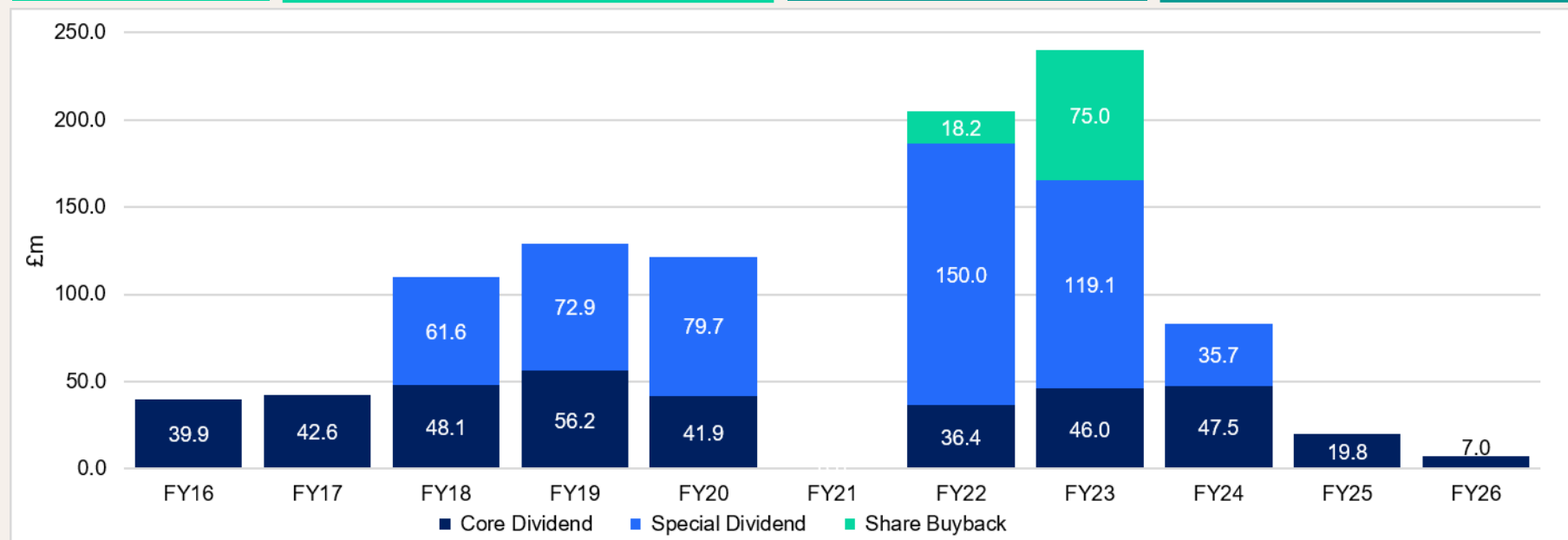
Core dividend policy

- 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





Working for
your tomorrow

FURTHER INFORMATION

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HAYS