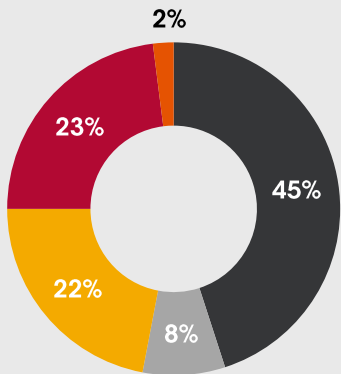


# BRINGING SKILLED PEOPLE TOGETHER TO BUILD THE FUTURE

FULL YEAR RESULTS PRESENTATION 2020  
RESULTS FOR YEAR ENDED  
30 NOVEMBER 2020

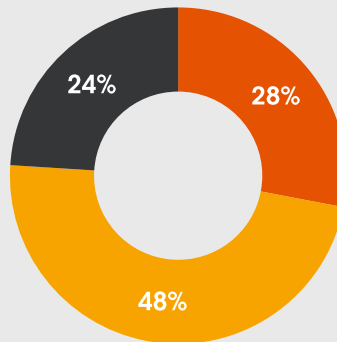
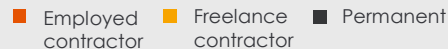
# WE BRING SKILLED PEOPLE TOGETHER TO BUILD THE FUTURE

## STEM



## FLEXIBLE WORKING

The short-to-mid term project work often required or desired from STEM specialist workers



## GLOBAL FOOTPRINT

## UNIQUE OPPORTUNITY

SThree is at the centre of two long term secular trends with a unique global footprint to maximise this opportunity

# RECURRING REVENUE NATURE OF OUR FLEXIBLE WORKING FOCUS HAS HIGHLY ATTRACTIVE ECONOMICS

---

Particularly suited to STEM staffing market

Higher lifetime value and profitability

More predictable and visible earnings

High barriers to entry

Growth in margin at scale

Resilient in uncertain markets and strong as markets improve

Counter cyclical cash dynamics

## 89%

---

**89% of staffing revenue in 2019 was temporary staffing, of which 43% relates to professional staffing**  
(Staffing Industry Analysts May 2020)

## 40%

---

**Contract lifetime value is circa 40% greater than Permanent equivalent**  
(Sthree internal data Q4 2020)

# WE ARE THE ONLY GLOBAL PURE-PLAY STEM SPECIALIST

WE ARE UNIQUE

# RESILIENT PERFORMANCE DRIVEN BY OUR UNIQUE FOCUS ON STEM AND FLEXIBLE WORKING

## Revenue

**£1,203m**

down 9% YoY

## Net fees

**£308.6m**

down 8% YoY

## Strong balance sheet

**£50m**

Net cash position as  
at 30 November 2020

30 November 2019: £11m

## Operating profit

**£31.3m**

adjusted operating profit down 48% YoY

## Free cash flow conversion %

**178%**

2019: 68%

## Increase in Contract business mix

**76%**

FY 2019: 74%

## Net fees generated internationally

**89%**

FY 2019: 87%

International represents our businesses outside the UK

**Final dividend reinstated – 5.0p (2019: 0.0p)**

# COVID-19



# OUR FOCUS ON OPERATIONAL EXECUTION DELIVERED

## Progress in KPIs

Market share gains

**USA, Germany,  
Netherlands and UK**

Net promoter score

**52**

**2019: 44**

## Sequential improvement across H2

**Sales activity  
increased**

**Contractor retention  
rates up**

**Contractor order  
book stabilised**

**Productivity per  
head up YoY**

# FOCUSED EXECUTION GUIDED BY OUR PURPOSE

## Three phases of response to the COVID-19 pandemic by SThree

### Initial response



### Ongoing management



### Recovery phase



#### KEEPING OUR PEOPLE, CANDIDATES AND CLIENTS SAFE

- >95% of staff working at home
- THRIVE wellbeing platform
- Cultivating future talent such as Tech Career Pathways programme in the USA

#### ENSURING ECONOMIC VIABILITY AND A VIBRANT BUSINESS

- Dedicated COVID-19 crisis team of key senior managers set up to mitigate any impacts
- Careful cost and cash management
- Longer term kept front of mind, focussed on achieving CMD ambitions

#### ENSURING BUSINESS CONTINUITY AND ONGOING EFFECTIVE OPERATIONS

- Providing technology and tools to operate remotely, with over 2,200 laptops deployed in response to the pandemic
- Sentiment surveys to better understand clients' needs
- Adapting services for new reality
- #STEMSeries to nurture interest in our industries



# OUR PURPOSE IN ACTION

Our purpose has never been more relevant; 'Bringing skilled people together to build the future' and help tackle the global health crisis



**BIONTECH**

**ThermoFisher**  
SCIENTIFIC

**TEACHERS COLLEGE**  
COLUMBIA UNIVERSITY

**MAINZ, Germany, December 31, 2020** – BioNTech SE (Nasdaq: BNTX) today wants to express its thanks and gratitude not only to its employees but also to the many partners who have assisted the company in successfully developing a vaccine for COVID-19. BioNTech acknowledges that without the tireless effort from its' employees and partners, who have played a pivotal role in this effort, it would not have been able to achieve this historic company milestone, a journey which only began in early 2020.

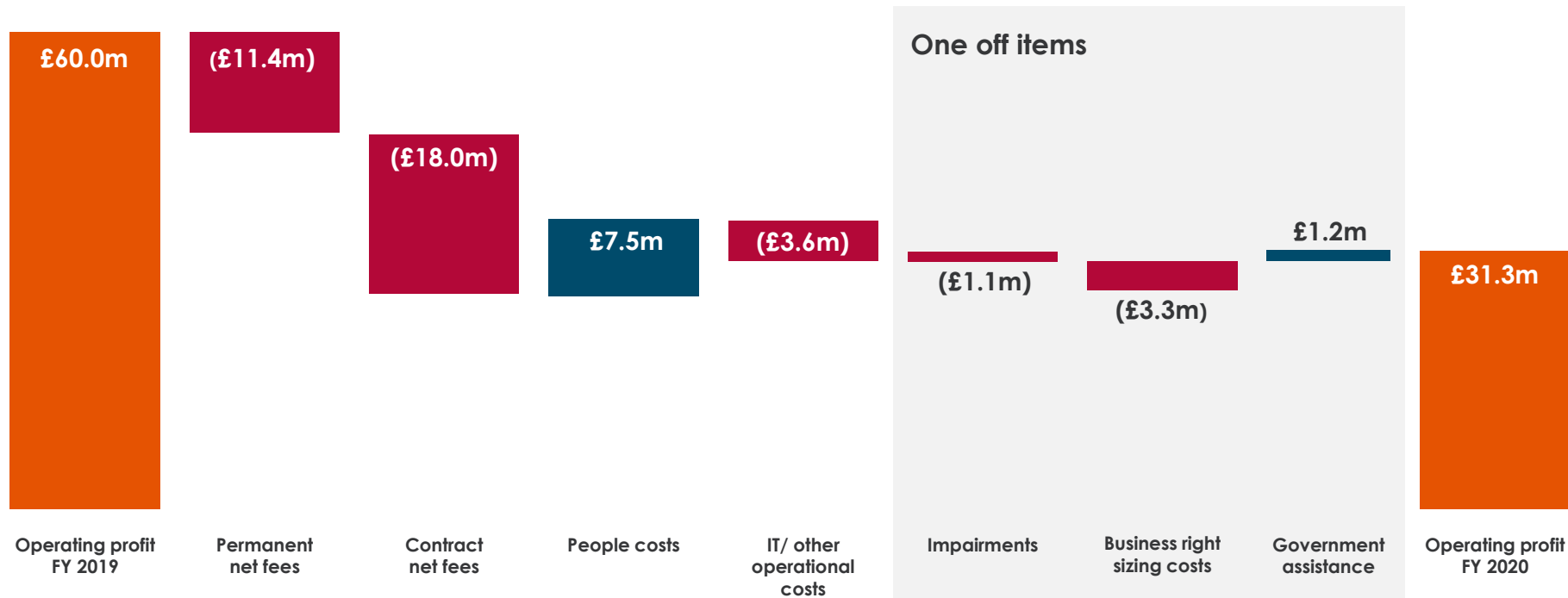
# PERFORMANCE



# RESILIENT PERFORMANCE DESPITE IMPACT OF COVID-19

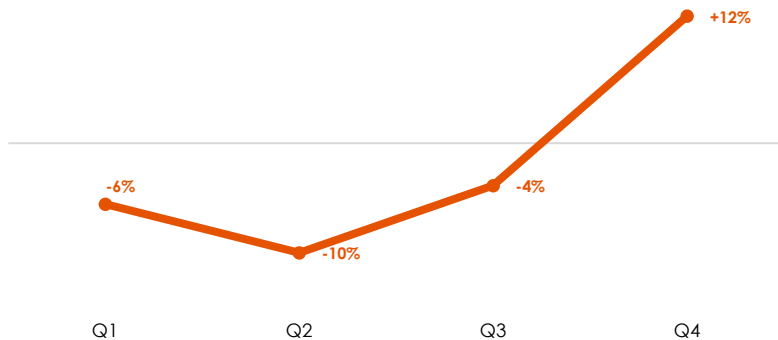
	FY 2020	FY 2019	Actual movement	LFL movement*
Revenue	£1,202.6m	£1,324.7m	-9%	-9%
Contract net fees	£233.4m	£251.4m	-7%	-7%
Permanent net fees	£75.2m	£86.6m	-13%	-13%
<b>Total net fees</b>	<b>£308.6m</b>	<b>£338.0m</b>	<b>-9%</b>	<b>-8%</b>
<b>Operating profit</b>	<b>£31.3m</b>	<b>£60.0m</b>	<b>-48%</b>	<b>-48%</b>
Conversion ratio	10.1%	17.8%	-7.7%pts	-7.6%pts
<b>Profit before tax</b>	<b>£30.1m</b>	<b>£59.1m</b>	<b>-49%</b>	<b>-49%</b>
Taxation	(£11.7m)	(£15.9m)		
<b>Profit after tax</b>	<b>£18.4m</b>	<b>£43.2m</b>	<b>-57%</b>	

# OPERATING PROFIT AFTER COST SAVINGS AND ONE-OFF ITEMS

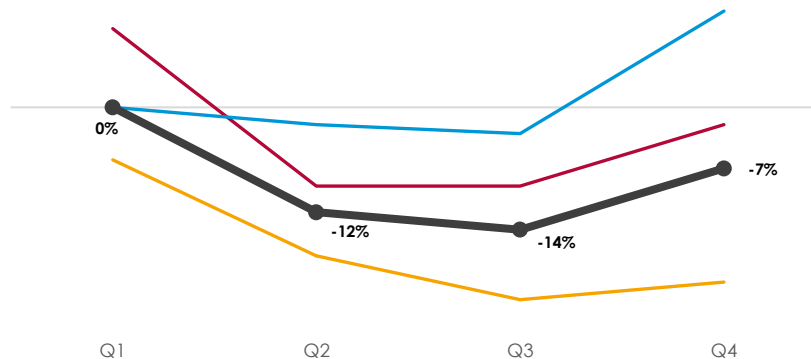


# IMPROVING UNDERLYING SEQUENTIAL PERFORMANCE IN H2

## Productivity YoY



## Net fee growth YoY



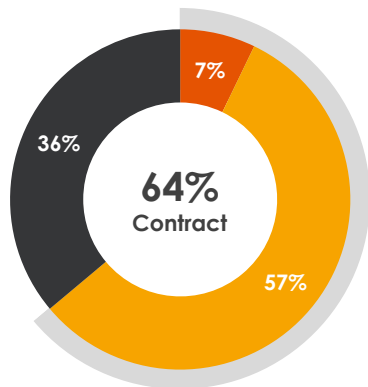
- Productivity up 4% in H2
- Sequential improvement in net fee growth from Q3 to Q4 across all our major geographies



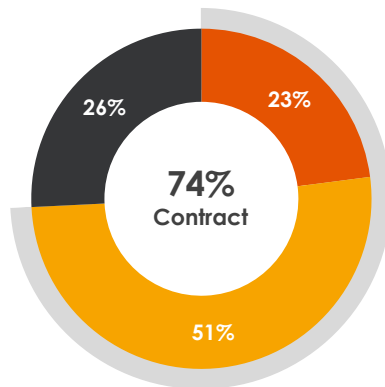
# BENEFIT OF FLEXIBLE WORKING & STEM

## ECM NET FEES GREW 11% YOY

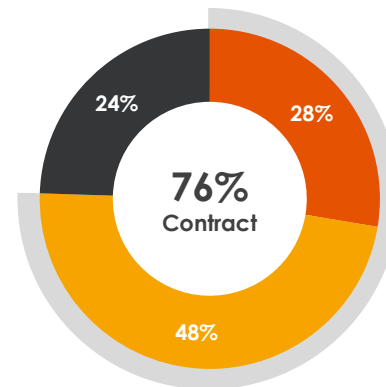
2015



2019



2020



- Employed contractor model 'ECM' has attractive margins, c40% higher than freelance
- Contractor LTV is c40% higher than Permanent equivalent



# ROBUST BALANCE SHEET WITH DEBT FACILITIES UNDRAWN

	30 Nov 2020	30 Nov 2019
Intangible assets	£4.4m	£8.0m
Property, plant & equipment	£7.9m	£6.8m
Net working capital	£79.5m	£98.0m
Net lease liabilities	(£2.6m)	£0.0m
Provisions	(£12.5m)	(£9.7m)
Net tax assets	£1.9m	£3.1m
Net cash	£49.9m	£10.6m
Net assets	£128.5m	£116.8m

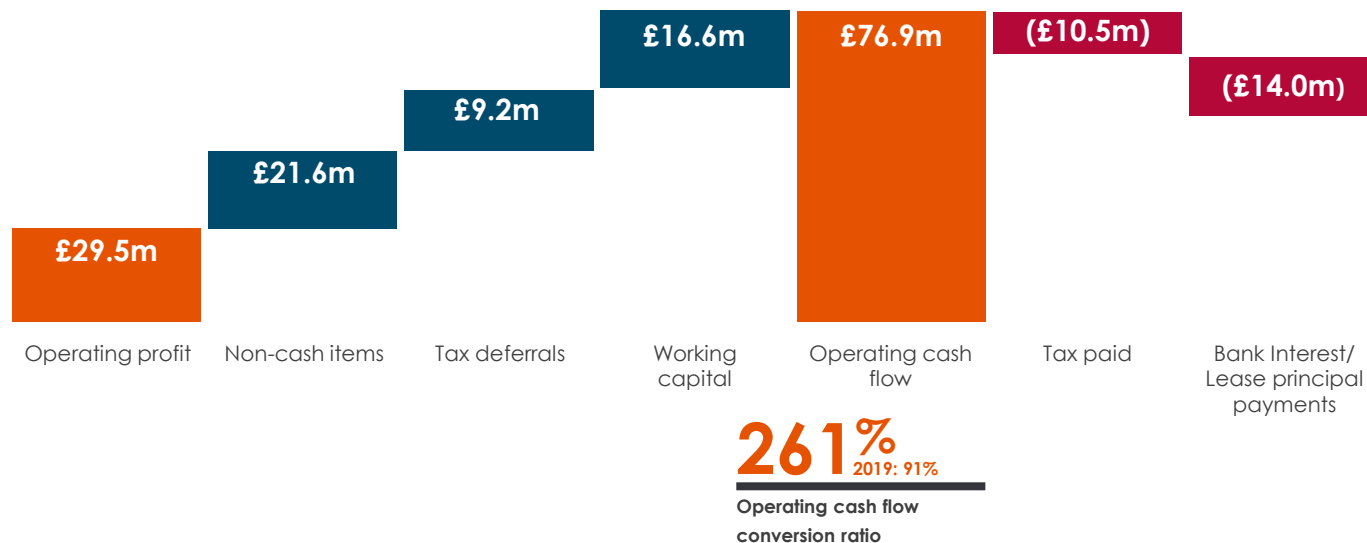
Net working capital	
Permanent	£3.2m
Contract	£76.3m
	£79.5m

£50m revolving credit facility with Citibank and HSBC, committed to May 2023.

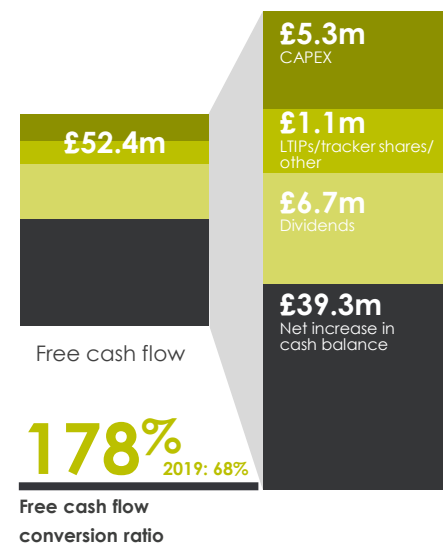
£50m Bank of England's COVID Corporate Financing Facility, available until March 2021.

# STRONG CASH MANAGEMENT AND WORKING CAPITAL UNWIND DRIVES IMPROVED FREE CASH FLOW CONVERSION

FY 2020



Uses of free cash





# RESILIENT PERFORMANCE LEADING TO REINSTATEMENT OF FINAL DIVIDEND

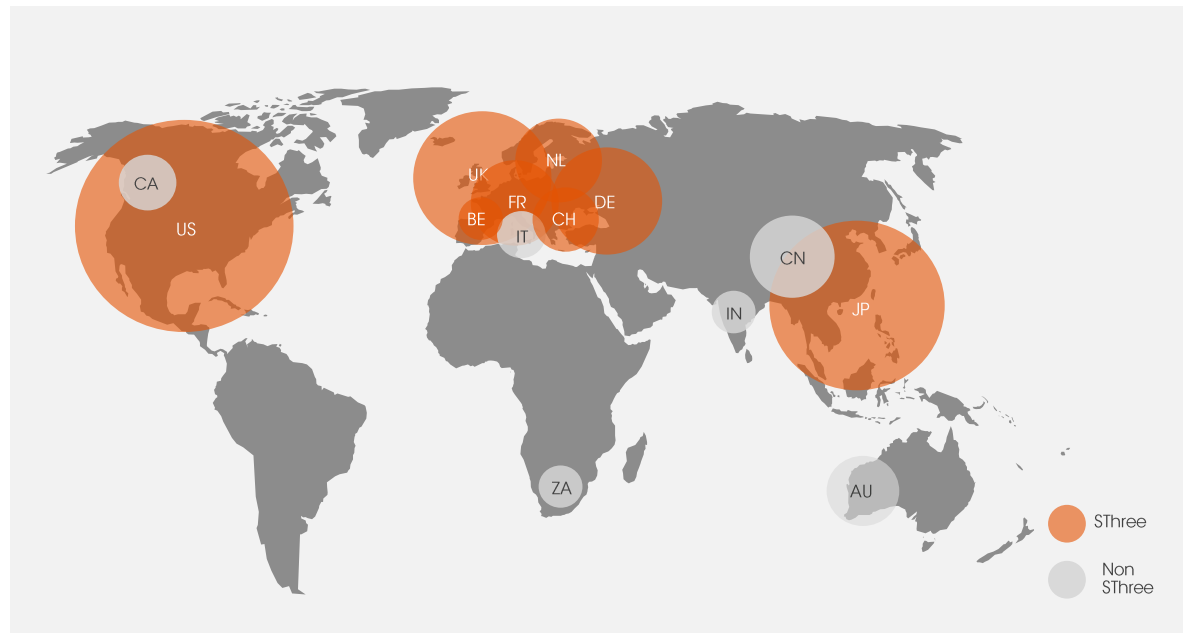
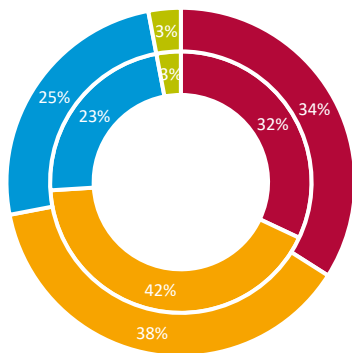
		<i>Adjusted</i>	<i>As Reported</i>	<i>Adjusted</i>	<i>As Reported</i>	<i>Adjusted</i>	<i>As Reported</i>
		<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2019</b>	<b>FY 2019</b>	<b>Actual Growth</b>	<b>Actual Growth</b>
<b>Profit after tax</b>		<b>£18.4m</b>	<b>£18.8m</b>	<b>£43.2m</b>	<b>£41.3m</b>	<b>-57%</b>	<b>-55%</b>
<b>Weighted average number of shares</b>	For basic EPS	132.1m	132.1m	129.9m	129.9m	+2%	+2%
	Dilutive impact of share plans	4.3m	4.3m	3.7m	3.7m	+16%	+16%
	<b>Fully diluted EPS</b>	<b>136.4m</b>	<b>136.4m</b>	<b>133.6m</b>	<b>133.6m</b>	<b>+2%</b>	<b>+2%</b>
<b>EPS</b>	<b>Basic</b>	<b>13.9p</b>	<b>14.2p</b>	<b>33.2p</b>	<b>31.8p</b>	<b>-58%</b>	<b>-55%</b>
	<b>Diluted</b>	<b>13.5p</b>	<b>13.8p</b>	<b>32.3p</b>	<b>30.9p</b>	<b>-58%</b>	<b>-55%</b>
<b>DPS</b>	Interim	-	-	5.1p	5.1p	-	-
	Final	5.0p	5.0p	-	-	-	-
	<b>Full Year</b>	<b>5.0p</b>	<b>5.0p</b>	<b>5.1p</b>	<b>5.1p</b>	<b>-2%</b>	<b>-2%</b>

# BUSINESS OVERVIEW



# GLOBAL BUSINESS OPERATING IN THE BEST STEM MARKETS

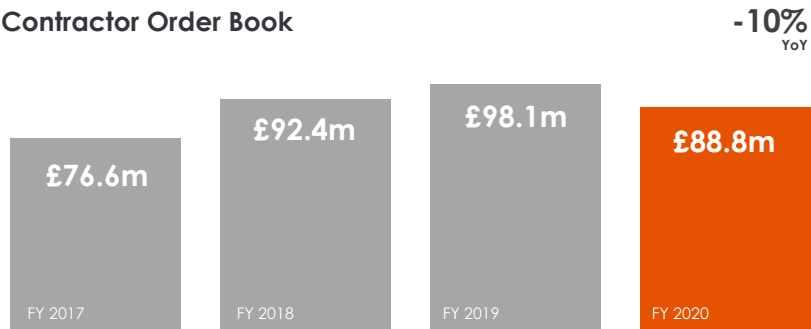
## Net fees



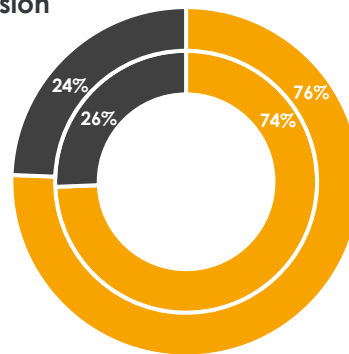
# GROUP KPIS



## Contractor Order Book

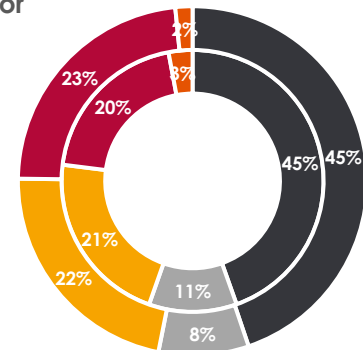


## Division



■ Contract ■ Permanent

## Sector



■ Technology ■ Life Sciences ■ Other  
 ■ Engineering ■ Banking & Finance

Note 1: All pie charts: Outside FY 2020: Inside FY 2019  
 Note 2: Numbers presented on an adjusted continuing operations basis excluding discontinued operations in Australia  
 Note 3: All variances at constant currency unless otherwise stated  
 Note 4: Contractor order book represents value of net fees until contractual end dates, assuming all contracted hours are worked  
 Note 5: Contractor order book restated at FY 2020 average rates

# DACH

(34% OF GROUP NET FEES)

## Revenue

**£371.9**

million -2%

## Net fees

**£105.8**

million -3%

## Average sales headcount

**786**

FTE +1%

## NPS

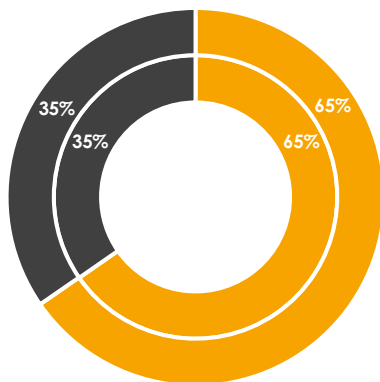
**55**

2019: 51

## Net fees (£m)

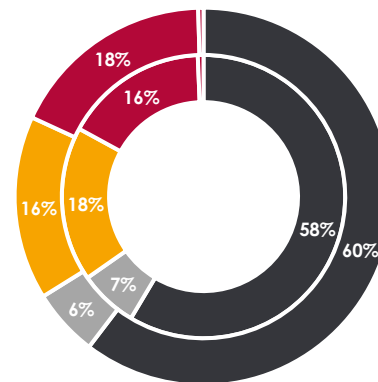
FY20	£105.8
FY19	£109.3
FY18	£99.4

## Division



- Contract
- Permanent

## Sector



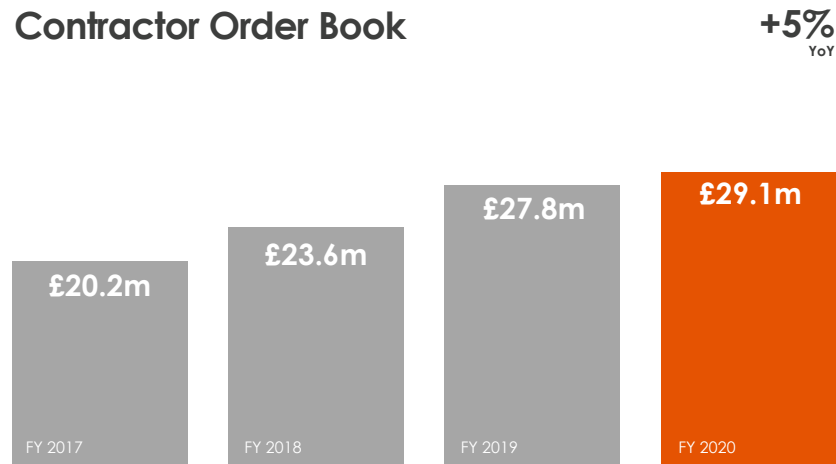
- Technology
- Banking & Finance
- Engineering
- Life Sciences
- Other

21 Note 1: All pie charts: Outside FY 2020; Inside FY 2019  
 Note 2: All variances at constant currency unless otherwise stated

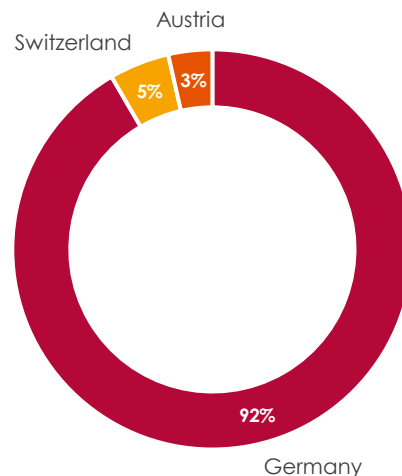
# DACH

(34% OF GROUP NET FEES)

## Contractor Order Book



Contractor order book 3 year CAGR growth of +13%



- Resilient performance with FY net fees down 3% YoY (Contract down 3% and Permanent down 3%)
- Life Sciences up 4% driven by exceptional Q1 and increased demand in H2 in Clinical Research & Development
- Technology was flat in the year with increasing demand for Cyber Security and Data Science skills
- Growth in our STEM market share and now the third largest IT Contract recruiter in Germany
- Average sales headcount up 1% with Technology up 5% and Life Sciences down 1%

Note 1: All variances at constant currency unless otherwise stated

Note 2: Contractor order book represents value of net fees until contractual end dates, assuming all contracted hours are worked

Note 3: Contractor order book restated at FY 2020 average rates

Note 4: Lünendonk is German peer of the global organisation, Staffing Industry Analyst – the body that analyses the world wide recruitment industry

# EMEA EXCL DACH

(38% OF GROUP NET FEES)

## Revenue

**£588.8**

million -16%

## Net fees

**£117.6**

million -16%

## Average sales headcount

**934**

FTE -16%

## NPS

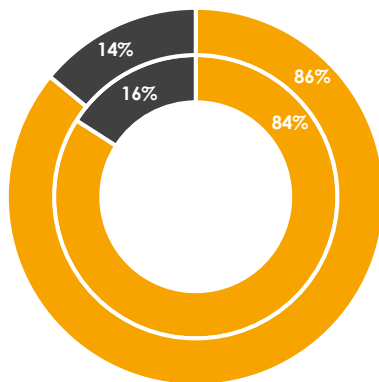
**53**

2019: 45

## Net fees (£m)

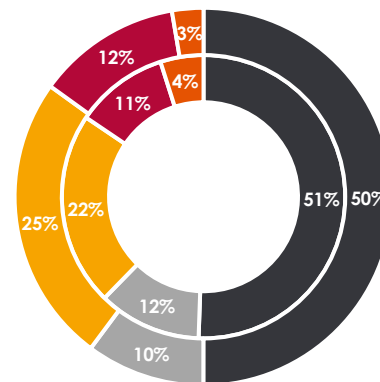
FY20	£117.6
FY19	£141.2
FY18	£141.8

## Division



- Contract
- Permanent

## Sector

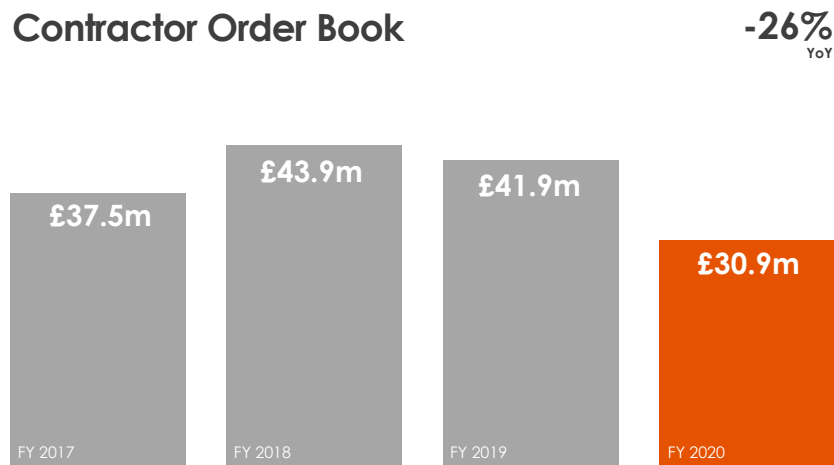


- Technology
- Banking & Finance
- Engineering
- Life Sciences
- Other

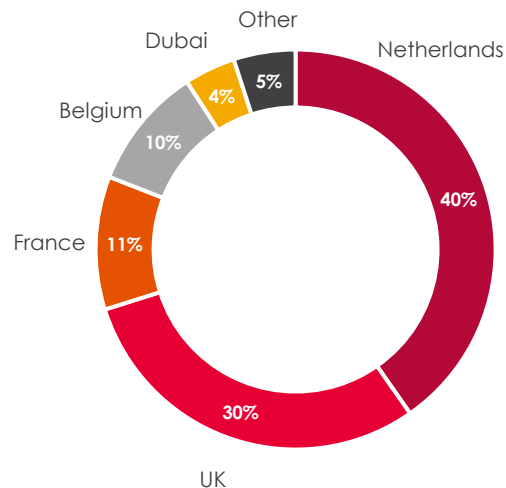
# EMEA EXCL DACH

(38% OF GROUP NET FEES)

## Contractor Order Book



Contractor order book decline driven by UK and the Netherlands



- Net fees down 16% with Contract down 15% and Permanent down 26%
- Challenging performance in the UK with net fees down 19%
- The Netherlands, our largest country in the region, was down 10% however there were strong performances in Engineering and Life Sciences up 20% and 6% respectively
- Market share gained in the Netherlands and UK
- Average sales headcount was down 16% with UK down 18% and the Netherlands down 13%

Note 1: All variances at constant currency unless otherwise stated

Note 2: Contractor order book represents value of net fees until contractual end dates, assuming all contracted hours are worked

Note 3: Contractor order book restated at FY 2020 average rates

Note 4: Other includes: Ireland 2%, Luxembourg 2%, Spain 1%

Note 5: The Netherlands temporary technical sector market turnover (ABU Data 2020)

Note 6: SIA 2020



# USA

(25% OF GROUP NET FEES)

## Revenue

**£227.5**

million -3%

## Net fees

**£77.3**

million +2%

## Average sales headcount

**389**

FTE -1%

## NPS

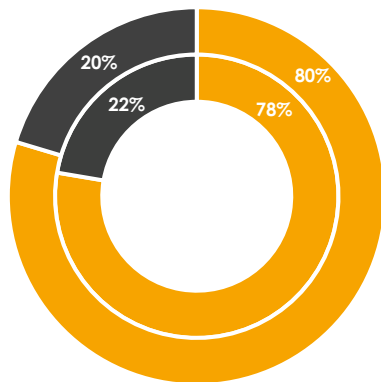
**51**

2019: 42

## Net fees (£m)

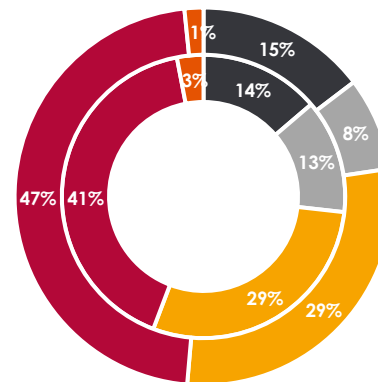
FY20	£77.3
FY19	£76.7
FY18	£66.7

## Division



- Contract
- Permanent

## Sector

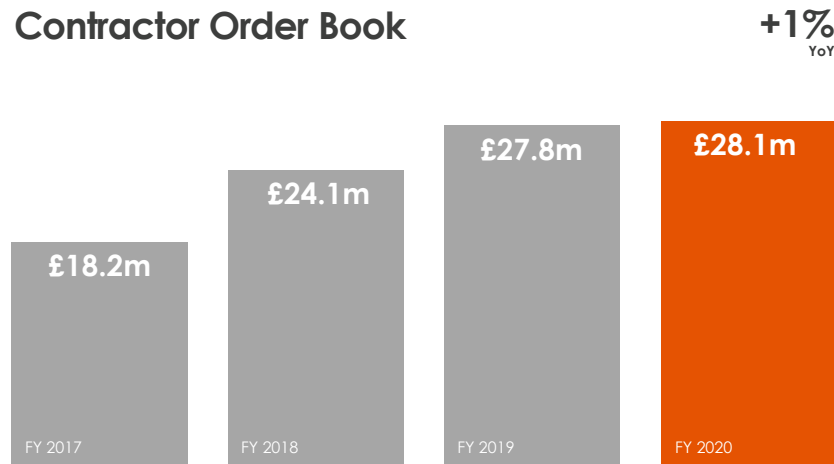


- Technology
- Banking & Finance
- Engineering
- Life Sciences
- Other

# USA

(25% OF GROUP NET FEES)

## Contractor Order Book



- USA demonstrated its strength with net fees up 2% in the year
- Life Sciences up 16% driven by increased activity in H2 in Clinical Operations, Product Development and Quality Assurance
- Technology up 9% with increased demand for Tech skills that support digital transformation such as Mobile Applications and Software Development
- Growth in our market share as we outperformed the STEM market
- Key area of focus for the Group with average sales headcount down 1%

Contractor order book 3 year CAGR growth of +16%

*Note 1: All variances at constant currency unless otherwise stated*

*Note 2: Contractor order book represents value of net fees until contractual end dates, assuming all contracted hours are worked*

*Note 3: Contractor order book restated at FY 2020 average rates*

*Note 4: USA SIA September 2020 update*

# APAC

(3% OF GROUP NET FEES)

## Revenue

**£14.4**

million -20%

## Net fees

**£7.9**

million -26%

## Average sales headcount

**86**

FTE -18%

## NPS

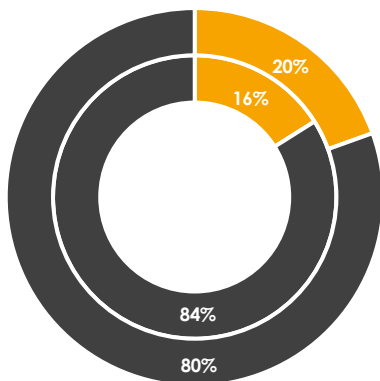
**27**

2019: 22

## Net fees (£m)

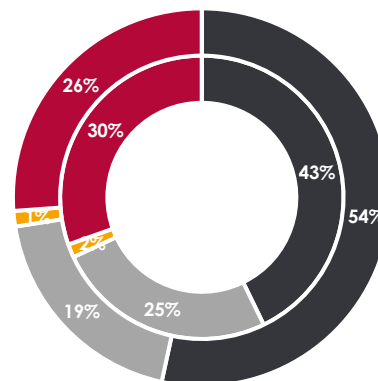


## Division



- Contract
- Permanent

## Sector



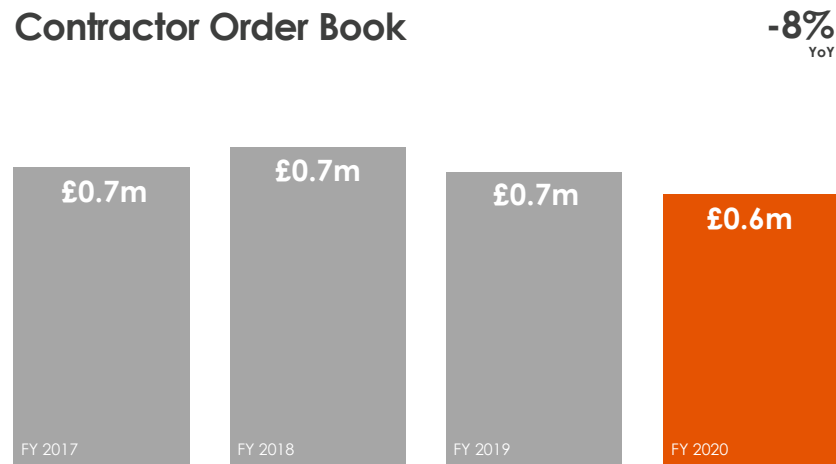
- Technology
- Banking & Finance
- Engineering
- Life Sciences
- Other

Note 1: All pie charts: Outside FY 2020; Inside FY 2019  
 Note 2: All variances at constant currency unless otherwise stated  
 Note 3: APAC region now excludes discontinued operations in Australia

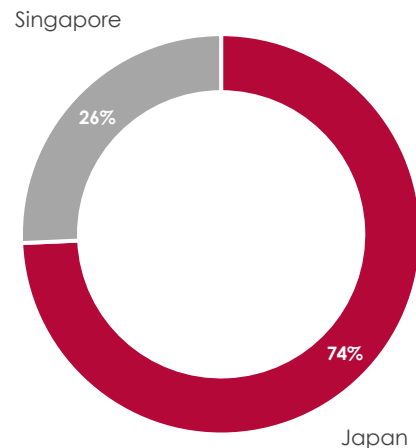
# APAC

(3% OF GROUP NET FEES)

## Contractor Order Book



Contractor order book impacted by Japan with Singapore up 10% YoY



- Net fees down 26% in the year driven by transactional nature of our Japan business which is 94% Permanent
- Japan, our largest country in the region, was down 25% with Technology down 9%, Life Sciences down 46% and Banking & Finance down 53%
- Singapore net fees down 29% YoY
- Average sales headcount was down 18% in the region with Japan headcount down 10%

Note 1: All variances at constant currency unless otherwise stated

Note 2: Contractor order book represents value of net fees until contractual end dates, assuming all contracted hours are worked

Note 3: Contractor order book restated at FY 2020 average rates

# STRATEGY & OUTLOOK

# PROGRESS AGAINST OUR STRATEGIC PILLARS

## Leveraging our position at the centre of STEM to deliver sustainable value to our candidates and customers

- Delivered 75 virtual events within our #STEMseries, with 2,754 participants
- Performed a strategic portfolio review
- Brand purpose aligned to SThree's core value proposition
- Delivered two community outreach programs

## Create a world class operational platform through data, technology and infrastructure

- Appointed Chief Operating Officer
- Systems and hardware to support remote working rolled out with 2,700 laptops deployed
- STEM market intelligence sentiment surveys
- SAP cloud migration

## To be a leader in markets we choose to serve

- DACH business recognised as third largest IT Contract recruiter in Germany
- Focus on improving customer satisfaction results with NPS up 8 pts to 52
- Thought leadership to maximise our position in our markets

## Find, develop, retain great people

- Pulse surveys on employee experience
- 5,900 hours of learning delivered
- Launched THRIVE, our commitment to health and wellbeing in May
- New global D&I strategy launched
- Female management level 3 +27%pts to 58%, level 4 +16%pts to 27%

Note 1: #STEMSeries - <https://www.sthree.com/en/about-us/virtual-events/>

Note 2: Level 3 cohort represents Sales Business Managers & level 4 cohort represents Sales Directors

Note 3: Lünendonk is German peer of the global organisation, Staffing Industry Analyst – <https://www.luenendonk.de/produkte/listen/uenendonk-liste-2020-fuehrende-anbieter-fuer-rekrutierung-vermittlung-und-steuerung-von-if-freelancern-in-deutschland/>

# ESG: EMPOWERING A SUSTAINABLE FUTURE THROUGH STEM

We have defined three clear areas where we can have the biggest impact



## Building a green future

- **We will reduce our carbon footprint by 20% by 2024**
- Partner with clients to build future powered by clean energy
- Aim to grow our renewables business and provide right talent for transition to low carbon economy



## Building an inclusive workforce for the future

- **Positively impact 150,000 lives by 2024 through delivering recruitment solutions and community programmes**
- Tackle inequality and diversify the industries we partner with through STEM career pathways program
- Use skills and knowledge to provide career support to people at risk of unemployment



## Building on our business ethics

- Continue to realise our purpose by facilitating partnerships with all our stakeholders to go beyond what is expected to achieve the Sustainable Development Goals

### 2020 ESG achievements

**56%** reduction in our carbon footprint

**15,764** lives positively impacted by SThree

**2,408** hours of volunteering to strengthen our communities

# MARKET OUTLOOK - KEY THEMES ARE GAINING TRACTION

---

## Management of a more flexible and resilient workforce of the future

- Importance and difficulty of finding the right people
- Investigating alternative markets to find talent

---

## Re-building supply chains with a focus on resilience and sustainability (just in time to just in case)

- Focus on planning for the future
- Innovative solutions for challenges

---

## Digital transformation acceleration

- Need for specialist roles: -
  - Automation
  - Cyber Security
  - Infrastructure
  - e-channels



# THE FOCUS, ACROSS ALL THEMES

## INVESTING:

**Businesses are investing to ensure ongoing resilience post-pandemic**

- 40% of employers expect that employees will require digital reskilling
- 48% investing in technology
- 34% investing in high calibre talent

## AGILITY:

**Organisational agility is key**

- People at the forefront
- Remote work is here to stay, transforms geographical job markets
- 45% specifically stated they demand more adaptable employees
- 37% adopting agile methodologies

## DEMAND:

**Demand for the right STEM talent still exceeds supply**

- Finding the right talent is as challenging as ever despite increased candidate pools
- 56% infrastructure, network and cloud
- 59% Cybersecurity
- 44% mobile applications

# OUTLOOK - OUR FOCUS GOING FORWARD



Continue to drive the Group forward towards our long term 2024 ambitions



Secular trends of STEM and flexible working will become more powerful over the next year, as shown in our sentiment surveys



Build on 2020 success in driving first-class strategic execution across the business, ensuring we are able to best capitalise on opportunities



In line with our strategic pillars, continue to invest in data, technology and our go to market approach, leveraging the power of our platform

# MAKING PROGRESS AGAINST GROUP AMBITIONS 2024

## Market share of STEM

To grow Group market share by

# 50%

To 3% by 2024  
(2020: 2%)

## 2020 Progress



## Conversion ratio (CR%<sup>1</sup>)

# 21-24%

2020: 10.1%

## 2020 Progress



## Free cash flow (FCF) CR%<sup>2</sup>

To drive a free cash flow CR% of at least

# 75%

2020 - FCF CR%: 178%

## 2020 Progress



## People and society

- To maintain Learning & Development spend at 5% of operating profit
- To grow productivity<sup>3</sup> per head over the period by 1% - 2% pa
- To reduce our absolute CO2 emissions by 20%

## 2020 Progress



Note 1: Ratio of operating profit to net fees

Note 2: Free cash flow CR% represents cash generated from operations for the year after deducting tax, net interest cost and rent payments, stated as a percentage of operating profit

Note 3: Productivity expressed as net fees / average total employees

# Q&A



# FINANCIAL CALENDAR

## 2021

<b>15 March</b>	Q1 Trading Statement
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<b>22 April</b>	Annual General Meeting
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<b>14 June</b>	Trading update for the six months ended 31 May 2021
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<b>19 July</b>	Interim results for the six months ended 31 May 2021
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<b>13 September</b>	Q3 Trading Statement
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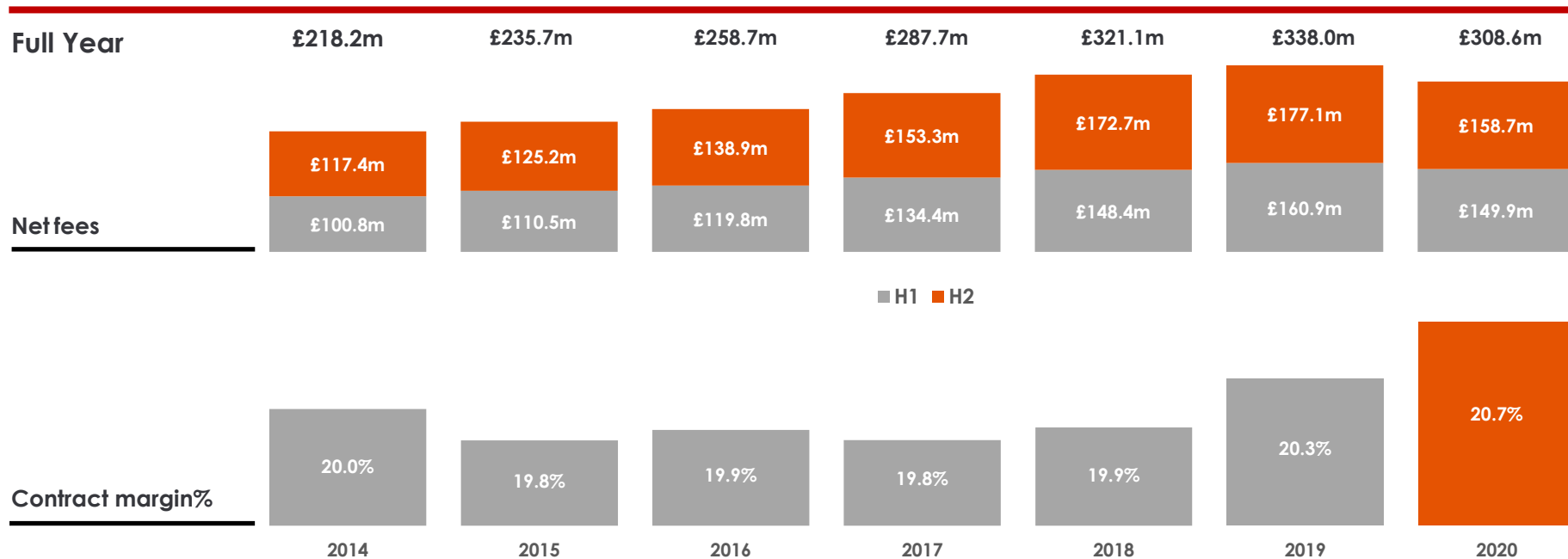
<b>13 December</b>	Trading update for the year ended 30 November 2021
--------------------	--

## 2022

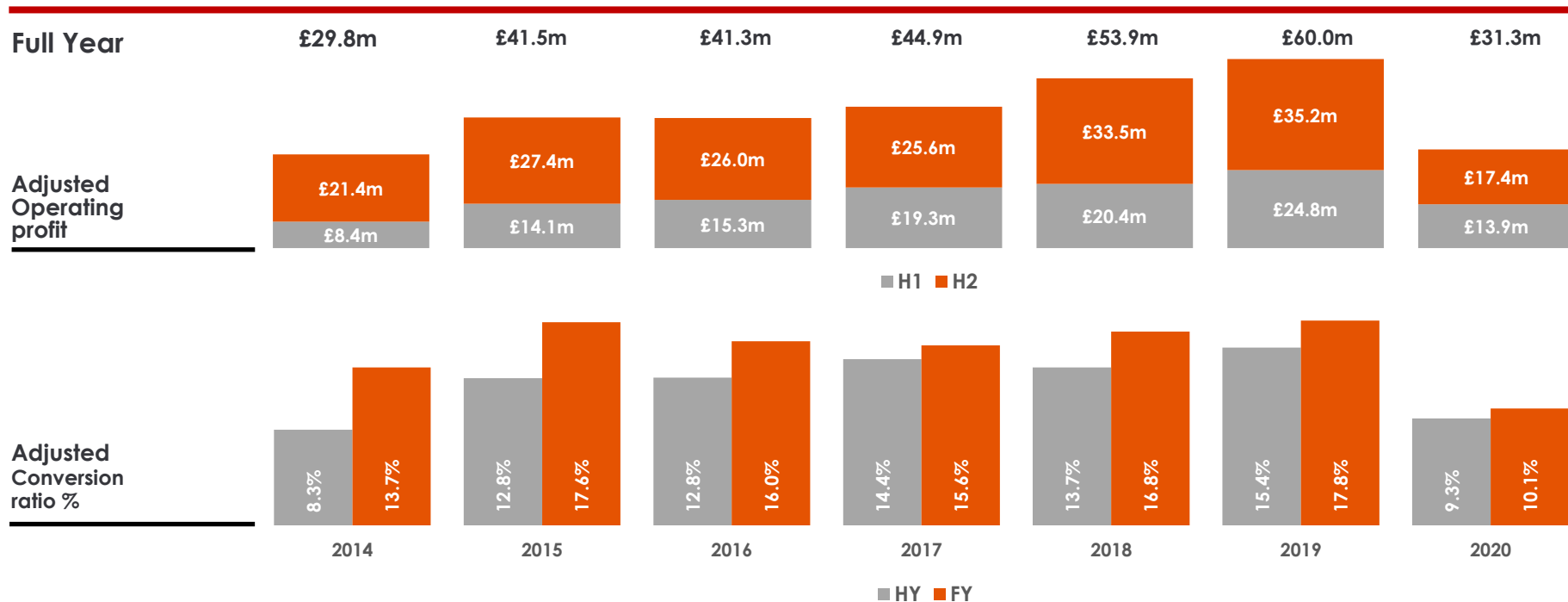
<b>31 January</b>	Annual results for the year ended 30 November 2021
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# APPENDIX

# HISTORICAL NET FEES AND CONTRACT MARGIN



# HISTORICAL OPERATING PROFIT AND CONVERSION RATIO





# TOTAL GROUP PERFORMANCE

	FY 2020	FY 2019	Actual movement	LFL movement*
Revenue	£1,214.1m	£1,345.0m	-10%	-10%
Contract net fees	£235.2m	£254.6m	-8%	-7%
Permanent net fees	£75.6m	£87.8m	-14%	-14%
<b>Total net fees</b>	<b>£310.8m</b>	<b>£342.4m</b>	<b>-9%</b>	<b>-9%</b>
<b>Operating profit</b>	<b>£29.5m</b>	<b>£60.0m</b>	<b>-51%</b>	<b>-51%</b>
Conversion ratio	9.5%	17.5%	-8.0%pts	-8.0%pts
<b>Profit before tax</b>	<b>£28.3m</b>	<b>£59.1m</b>	<b>-52%</b>	<b>-52%</b>
Taxation	(£11.7m)	(£15.9m)		
<b>Profit after tax</b>	<b>£16.6m</b>	<b>£43.2m</b>	<b>-62%</b>	

## FOREIGN EXCHANGE IMPACT SMALL IN 2020

	Year ended 30 November 2020		Year ended 30 November 2019		YoY exchange rate movement	
	Average	Closing	Average	Closing	Average	Closing
EUR €	1.14	1.12	1.13	1.17	-0.2%	+4.8%
USD \$	1.29	1.33	1.27	1.29	-1.0%	-3.0%

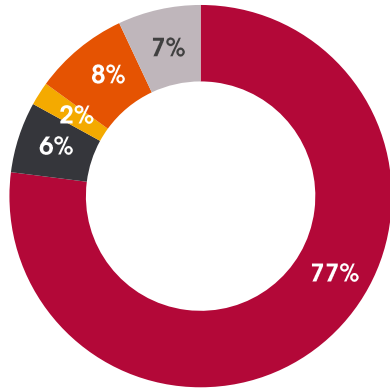
The Group's net fees and operating profit decreased by £1.0m and £0.2m respectively, due to a modest FX headwind

	Year ended 30 November 2020		Year ended 30 November 2019	
	Net Fees	Operating profit	Net fees	Operating profit
EUR €	£1,778k	£448k	£1,963k	£595k
USD \$	£775k	£245k	£770k	£230k

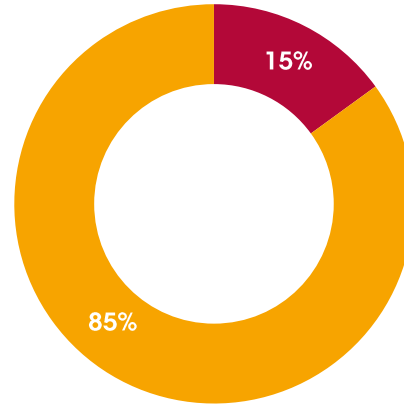
*Impact of a 1%  
change per annum*

# COST BASE ANALYSIS

## Cost base



## Payroll costs



# IFRS16 IMPACT ON THE INCOME STATEMENT AND BALANCE SHEET

		<i>Adjusted</i>	
Income Statement	FY 2020	Balance Sheet	2020 2020 opening balance
Operating lease charge	£13.6m	<b>Assets</b>	
Depreciation on right-of-use asset	(£13.1m)	Right-of-use assets	£32.9m £42.8m
<b>Impact on operating profit</b>	<b>£0.5m</b>	<b>Liabilities</b>	
Interest on lease liabilities (non-cash)	(£0.7m)	Lease liability	(£35.5m) (£43.0m)
<b>Impact on profit before tax</b>	<b>(£0.2m)</b>	<b>Net lease liability</b>	<b>(£2.6m) (£0.2m)</b>

Marginal impact to operating profit of £0.5m and profit before tax of (£0.2m)