

**Leading.  
Trusted.  
Changing lives.**

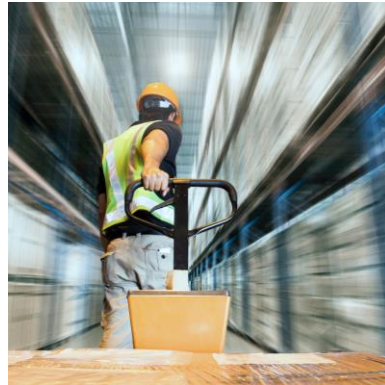
# **FY 2024 Results**

**Albert Ellis, Group CEO**

**Daniel Quint, Group CFO**

**8 April 2025**

**Staffline**  
Group PLC



# Exceeding expectations\* in a challenging market



- New business driving +10% increase in working hours vs 2023
- Strong performance in food distribution and logistics
- Perm revenue +17% despite weak recruitment market
- Conversion improves to 14.3% from 11.2% in 2023
- Share buybacks: 19% of equity acquired over last 20 months at avg price of 32p from trading cash flow
- Net cash at 31 Dec increased to £9.6m vs £3.8m in 2023
- Strategic disposal of non-core training and employability division, PeoplePlus, for £12.0m (incl. £2m deferred consideration)

**Notes:**

*\*Company-compiled consensus for FY 2024 underlying operating profit, and net debt (pre-IFRS 16), based on the mean average of two analyst estimates, stands at £10.1m and £(0.6)m, respectively.*

# A leading national recruitment provider

**c.40,000\***

Temp workers

**c.400**

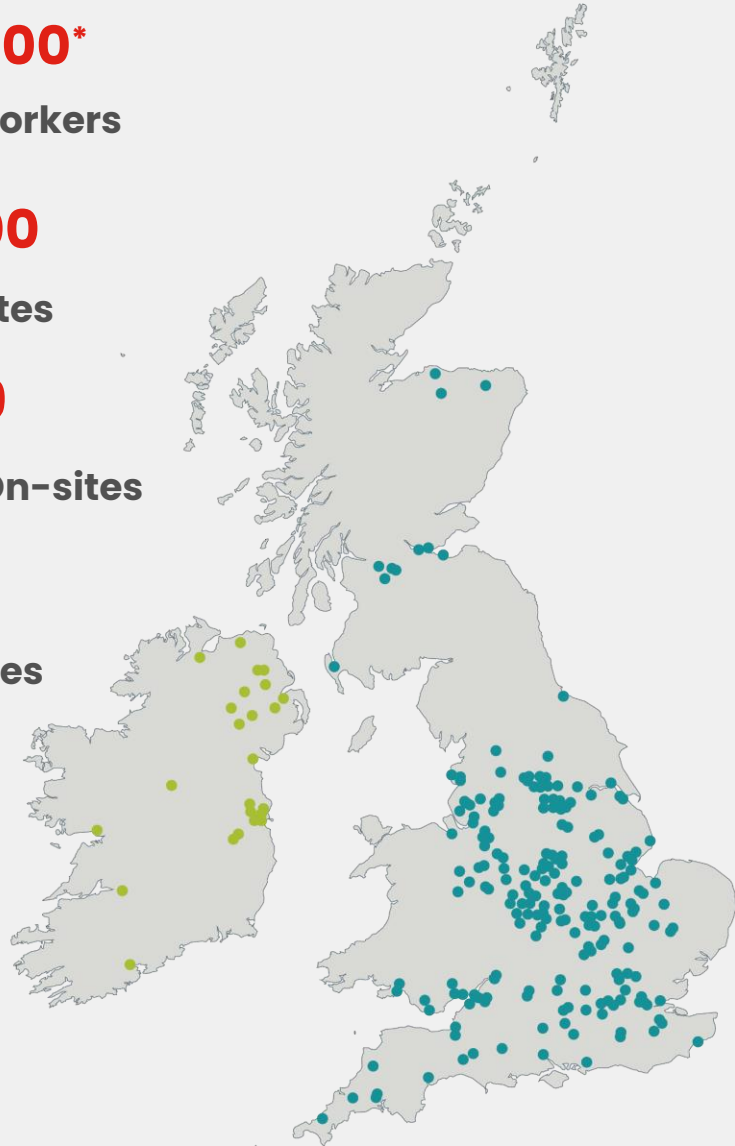
On-sites

**c.69**

Driving On-sites

**c.25**

Branches



Notes:  
\*Q4 2024

## Staffline

Division revenue

**£884.4m**



**An Garda Síochána**  
Ireland's National Police & Security Service

## Staffline (Ireland)

Division revenue

**£108.5m**



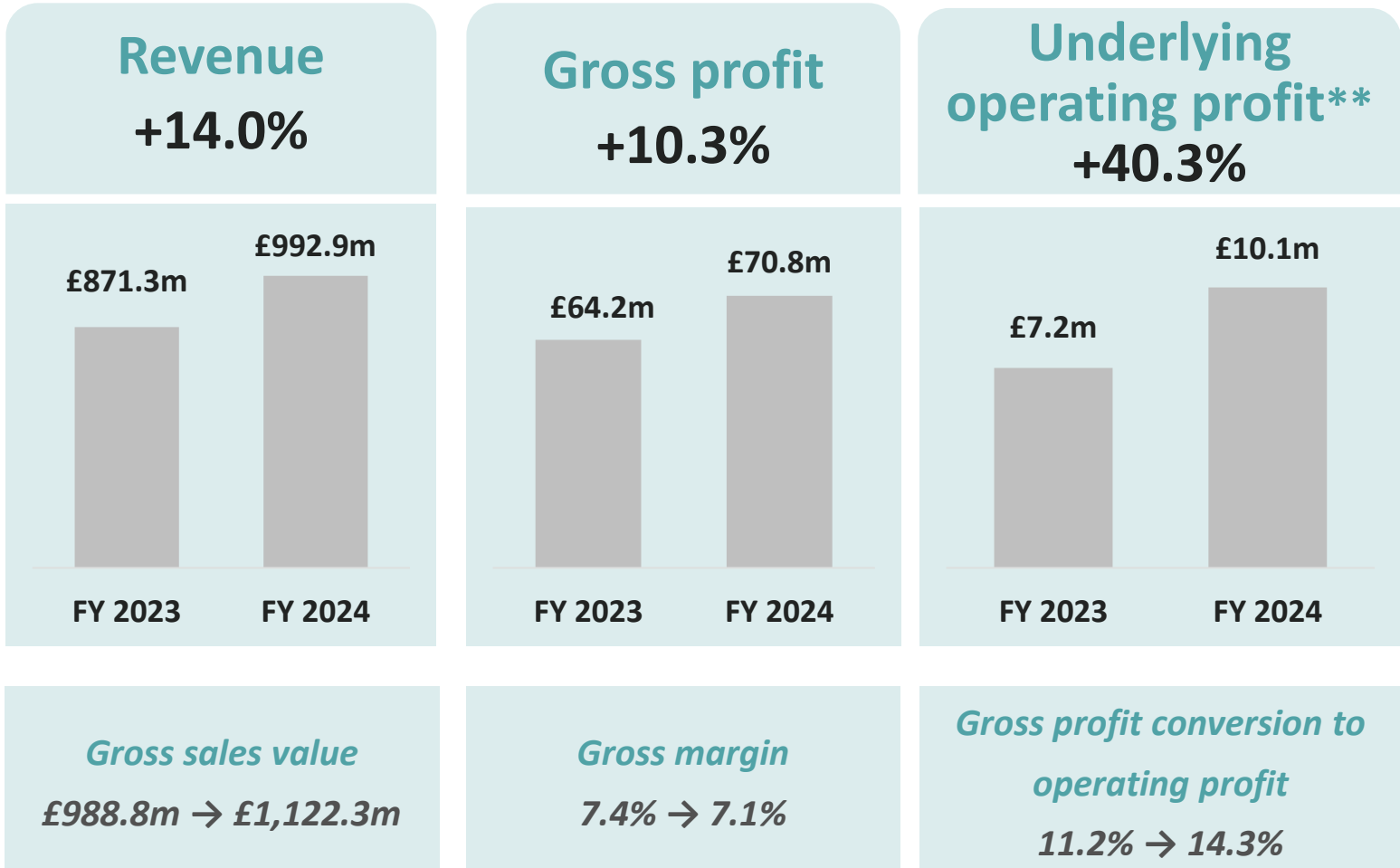
**Energy for generations**

# Financial review

Daniel Quint, Group CFO



# Revenue and profits\*



- Revenue up by 14.0% highlighting market share gains
- Gross profit up 10.3% is strong v larger recruiters with Staffline being +90% temp and new perm contracts
- Underlying operating profit growth of 40.3% generated by strong trading and tight cost control driving significant improvement in GP to OP conversion
- Loss after tax of £(8.3)m includes £14.5m goodwill impairment in PeoplePlus

**Notes:**

\*Presented on a continuing basis.

\*\*Underlying results exclude goodwill impairment, amortisation of intangible assets arising on business combinations, reorganisation costs and other non-underlying charges

# Highly cash generative model further strengthens balance sheet

Net finance charges

**£(4.9)m**

+1.2m vs. last year

Net cash\*

**£9.6m**

+5.8m vs. last year

Financing headroom

**£75.9m**

+13.5m vs. last year

Leverage

**0.4x EBITDA**

Interest rate cover

**87.95 x**

Disposal of PeoplePlus

**£12m**

Supports capital allocation policy

- Growth in blue-collar hours as well as high interest rates increased net finance charges offset by £1.3m of income from interest rate cap
- Significant financing and covenant headroom

**OPPORTUNITY FOR INVESTMENT IN ORGANIC GROWTH**

# PeoplePlus - Strategic disposal creates pure-play recruitment platform with market leading reach across UK and Ireland

- Cash consideration of £12.0m, including £2.0m of deferred consideration
- Consideration subject to deduction of £5.1m of advanced payments received in respect of future revenue. The net proceeds of the Disposal (including the deferred consideration) are expected to be £6.9m.
- The £2.0m of deferred consideration is contingent on the commencement of potential new contracts expected to take place within the next 12 months.
- Cash proceeds to fund Share Buybacks and working capital for organic growth

# Strong cash generation of £10.2m enabling £4.4m own share purchases





# Operational review

Albert Ellis, Group CEO





## Our Vision

“ To be a world class, focused **Pure-play** recruitment business, the clear **market leader & trusted partner** known for **excellent service** and **best in class governance** ”

## Strategy



**MARKET LEADERSHIP**  
Growth through market-share gains leveraging scale and reach



**BROADEN THE PORTFOLIO**  
Increase permanent fees, white-collar recruitment & managed services



**REPUBLIC OF IRELAND**  
Invest in fee-earning capacity and target large contract wins



**DRIVE CASH GENERATION**  
Underpin organic growth with strong balance sheet & increase returns to shareholders

# Recruitment GB 2024 results

- Temp hours up YoY during peak driven by organic growth
  - Q4 2024 Hours  $\uparrow$ 10.0% v 2023
- Food distribution and Logistics sectors
- Retail: Online and Black Friday
- Perm fees +4.7% due to innovative contract with G4S
- Focus on efficiencies delivering “best-in-sector” profit conversion
- Benefitting from scale, delivery excellence and flight to quality

Revenue

**£884.4m**

+15.9% vs. last year

Gross profit

**£56.7m**

+9.2% vs. last year

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Gross margin **6.8%  $\rightarrow$  6.4%**

Underlying operating profit

**£11.1m**

+29.1% vs. last year

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Gross profit conversion to  
operating profit  
**16.6%  $\rightarrow$  19.6%**

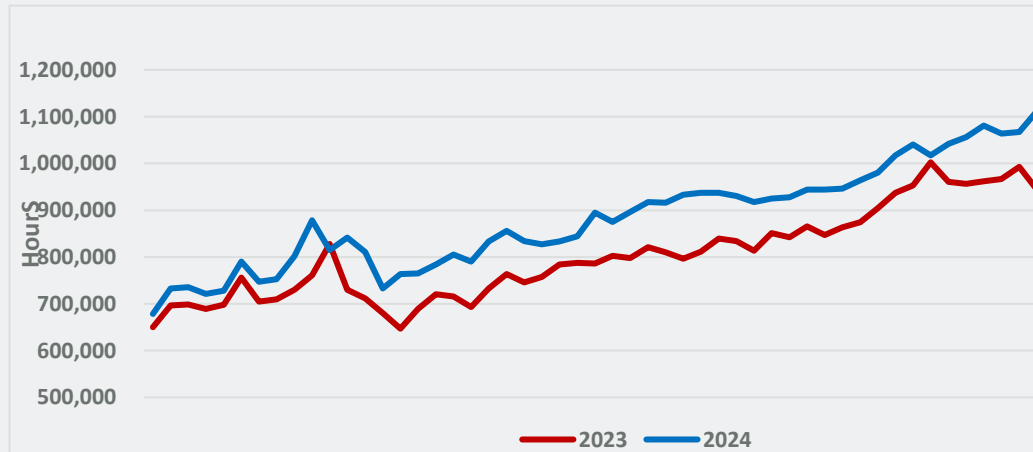


# Recruitment GB

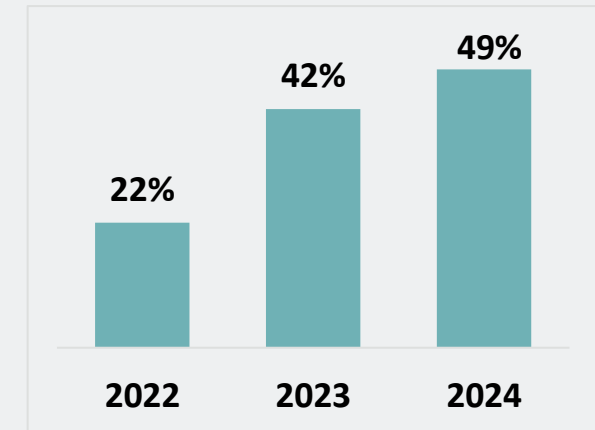
Significant organic growth with core customers



GB temp weekly hours +10.0%



Market share of Top 20 GB customers +27%pts over 20 months



# Recruitment Ireland 2023 results

- Revenue in line due to change in mix
- Focus on white-collar recruitment and HR consulting delivers excellent gross margin increase to record 13%
- Permanent fees up 38.2% due to new business secured
- Increased margins & tight control of costs delivered excellent profit conversion of 20%
- Operating profit up £1.0m to £2.8m despite challenges in the wider sector
- Mobilisation of the An Garda contract in the Rep of Ireland complete and on track for 2025

Revenue

**£108.5m**

+0.2% vs. last year

Gross profit

**£14.1m**

+14.6% vs. last year

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Gross margin **11.4% → 13.0%**

Underlying operating profit

**£2.8m**

+1.0m vs. last year

---

Gross profit conversion to  
operating profit  
**14.6% → 19.9%**

**ESG**

**Daniel Quint, Group CFO**



# Leading. Trusted. Changing lives.

**Staffline**  
Group PLC



Got work for  
c.98,700 people  
annually

Supported 7,820  
unemployed people  
through Restart  
scheme

Trained c.9,100  
for vacancies  
available via our  
Social  
Recruitment  
partners



CO<sup>2</sup> emissions  
year-on-year  
↓54.8%



Helped over 5,543  
unemployed  
people into work  
during 2024

48 Apprenticeships  
completed in  
the year



12,335 learners in  
72 prisons started  
over 26,763  
courses in 2024

**Staffline**  
Group PLC

## Current trading & Outlook

“  
Our strategy is to further grow a focused pure-play recruitment group with strong market leadership benefits to deliver accelerating value creation for our shareholders.  
”



Blue-collar recruitment business exceeded FY 2024 expectations



Staffline's scale and reach positions the Group well to face macroeconomic headwinds



Divestment of PeoplePlus strengthens the Group's balance sheet and cash resources



Ongoing demand for essential and blue-collar workforce solutions



Trading remains in line with current management expectations for FY 2025



# Staffline

Group PLC

# Appendices

# Divisional performance FY24

	Recruitment GB	Recruitment Ireland	Group costs	<b>Total Group</b>	PeoplePlus* (Discontinued)	Recruitment GB	Recruitment Ireland	Group costs	<b>Total Group</b>	PeoplePlus* (Discontinued)
	2024	2024	2024	<b>2024</b>	2024	2023	2023	2023	<b>2023</b>	2023
	£m	£m	£m	<b>£m</b>	£m	£m	£m	£m	<b>£m</b>	£m
<b>Revenue</b>	884.4	108.5	-	<b>992.9</b>	65.6	763.0	108.3	-	<b>871.3</b>	66.9
<b>Gross sales</b>	1,013.8	108.5	-	<b>1,122.3</b>	65.6	880.5	108.3	-	<b>988.8</b>	66.9
<b>Gross profit</b>	56.7	14.1	-	<b>70.8</b>	17.3	51.9	12.3	-	<b>64.2</b>	16.6
<b>Gross profit margin</b>	6.4%	13.0%	-	<b>7.1%</b>	26.4%	6.8%	11.4%	-	<b>7.4%</b>	24.8%
<b>Underlying operating profit</b>	11.1	2.8	(3.8)	<b>10.1</b>	1.3	8.6	1.8	(3.2)	<b>7.2</b>	3.1
<b>Operating profit margin</b>	1.3%	2.6%	-	<b>1.0%</b>	2.0%	1.1%	1.7%	-	<b>0.8%</b>	4.6%
<b>Operating profit as % of gross profit</b>	19.6%	19.9%	-	<b>14.3%</b>	7.5%	16.6%	14.6%	-	<b>11.2%</b>	18.7%

# Balance sheet @ 31 December 2024

	2024 £'m	2023 £'m
<b>Assets: Non-current</b>		
Goodwill, intangibles, PPE	41.3	63.4
Deferred tax asset	2.5	6.1
	<b>43.8</b>	<b>69.5</b>
<b>Assets: Current</b>		
Trade and other receivables	141.5	129.4
Cash	14.6	13.3
Assets held in disposal group	19.7	-
	<b>175.8</b>	<b>144.4</b>
<b>Total assets</b>	<b>219.6</b>	<b>212.2</b>
<b>Liabilities: Current</b>		
Trade and other payables	153.2	140.8
Borrowings	5.0	9.5
Other liabilities and provisions	1.4	3.4
Liabilities held in disposal group	13.9	-
	<b>173.5</b>	<b>153.7</b>
<b>Liabilities: Non-current</b>		
Other liabilities and provisions	4.7	3.6
<b>Total liabilities</b>	<b>178.2</b>	<b>157.3</b>
<b>Equity</b>		
Share capital, own shares & reserves	10.8	13.4
Profit and loss account	30.3	41.5
<b>Total equity</b>	<b>41.4</b>	<b>54.9</b>
<b>Total equity and liabilities</b>	<b>219.6</b>	<b>212.2</b>

# Cash flow for FY 2024

	2024	2023
	£'m	£'m
<b>Profit/(loss) before taxation from</b>		
Continuing operations	<b>5.0</b>	<b>(2.1)</b>
Discontinued activities (PeoplePlus)	<b>(12.2)</b>	<b>(8.9)</b>
Add back: Finance costs, depreciation, amortisation	24.1	22.1
<b>Cash generated before movements in working capital</b>	<b>16.9</b>	<b>11.1</b>
Change in receivables	(20.0)	(9.5)
Change in payables and provisions	24.6	10.8
<b>Net cash inflow from operating activities</b>	<b>21.5</b>	<b>12.4</b>
Tax	(0.2)	0.1
Capex	(4.4)	(2.7)
Net movements in Receivables Finance Agreement	(4.5)	(16.5)
Principal repayment of lease liabilities	(2.0)	(1.8)
Interest paid	(4.7)	(3.7)
Own shares purchased	(4.4)	(5.5)
<b>Cash flows from investing and financing activities</b>	<b>(20.2)</b>	<b>(30.1)</b>
<b>Net change in cash and cash equivalents</b>	<b>1.3</b>	<b>(17.7)</b>
Cash at beginning of the year	13.3	31.0
<b>Cash at end of the year</b>	<b>14.6</b>	<b>13.3</b>

# Top 10 shareholders at 24 March 2025 represent 82.6% of shares in issue

	<b>%</b>
Henry Spain Investment Services	<b>25.1</b>
HRnet Group	<b>18.1</b>
Schroder Investment Management	<b>16.9</b>
Gresham House Asset Management	<b>9.6</b>
Hargreaves Lansdown Stockbrokers	<b>4.5</b>
Interactive Investor	<b>2.9</b>
AJ Bell, stockbrokers	<b>1.7</b>
HDSL, stockbrokers	<b>1.3</b>
River Global Investors	<b>1.3</b>
Barclays Smart Investor	<b>1.2</b>

# Financing: margin and covenants

- **Interest margin accruing at 1.50% over SONIA**
  - ✓ margin of 1.50%, with the Group's leverage below 1.00 x Underlying EBITDA
  - ✓ A non-utilisation fee of 0.35%
- **Maximum leverage covenant**
  - ✓ 4.0x average net debt over rolling 3 months to Underlying EBITDA
- **Minimum interest cover covenant**
  - ✓ 2.25x the last twelve months Underlying EBITDA to finance charges

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