

**Leading.  
Trusted.  
Changing lives.**

# H1 2025 Results

Albert Ellis, Group CEO

Daniel Quint, Group CFO

29 July 2025

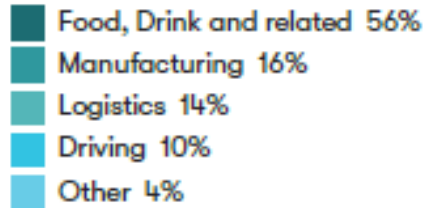
**Staffline**  
Group PLC



# A leading national recruitment provider

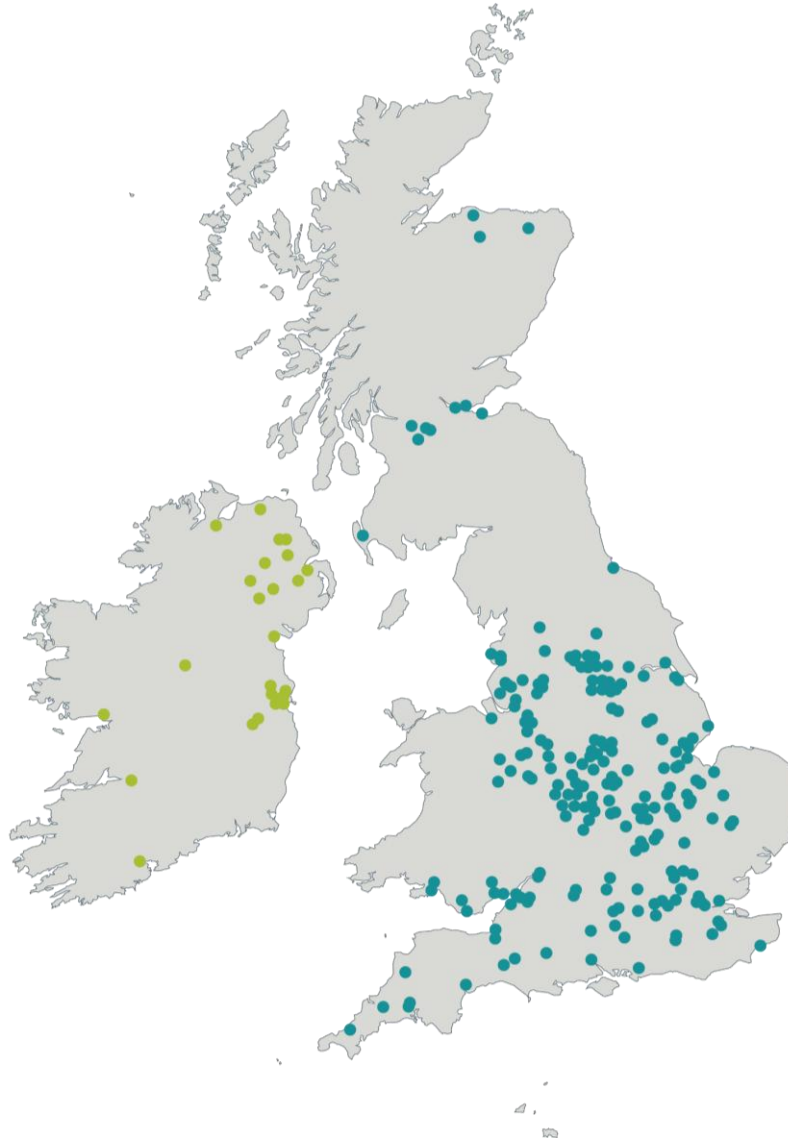
## Staffline

(GB)



## Staffline

(Ireland)



**c.40,000**

**Temp workers**

**c.400**

**On-sites**

**c.69**

**Driving On-sites**

**c.25**

**Branches**

# Significant progress delivered in H1 2025



## Key highlights:

- Gross and Underlying Operating profits up significantly, bucking sector trends
- Market share gains resulting in increased GB Temp hours and Ireland Perm driving results
- Major new contract win in 3<sup>rd</sup> party logistics sector
- Disposal of PeoplePlus creating a pure-play recruitment platform
- Strong balance sheet alongside PeoplePlus disposal enabling further Share Buyback programme
- Strong trading cash flows, reduction in working capital



# Strategy now focused on growth and returns



The current market represents an excellent opportunity for Staffline

Strategic priorities:-

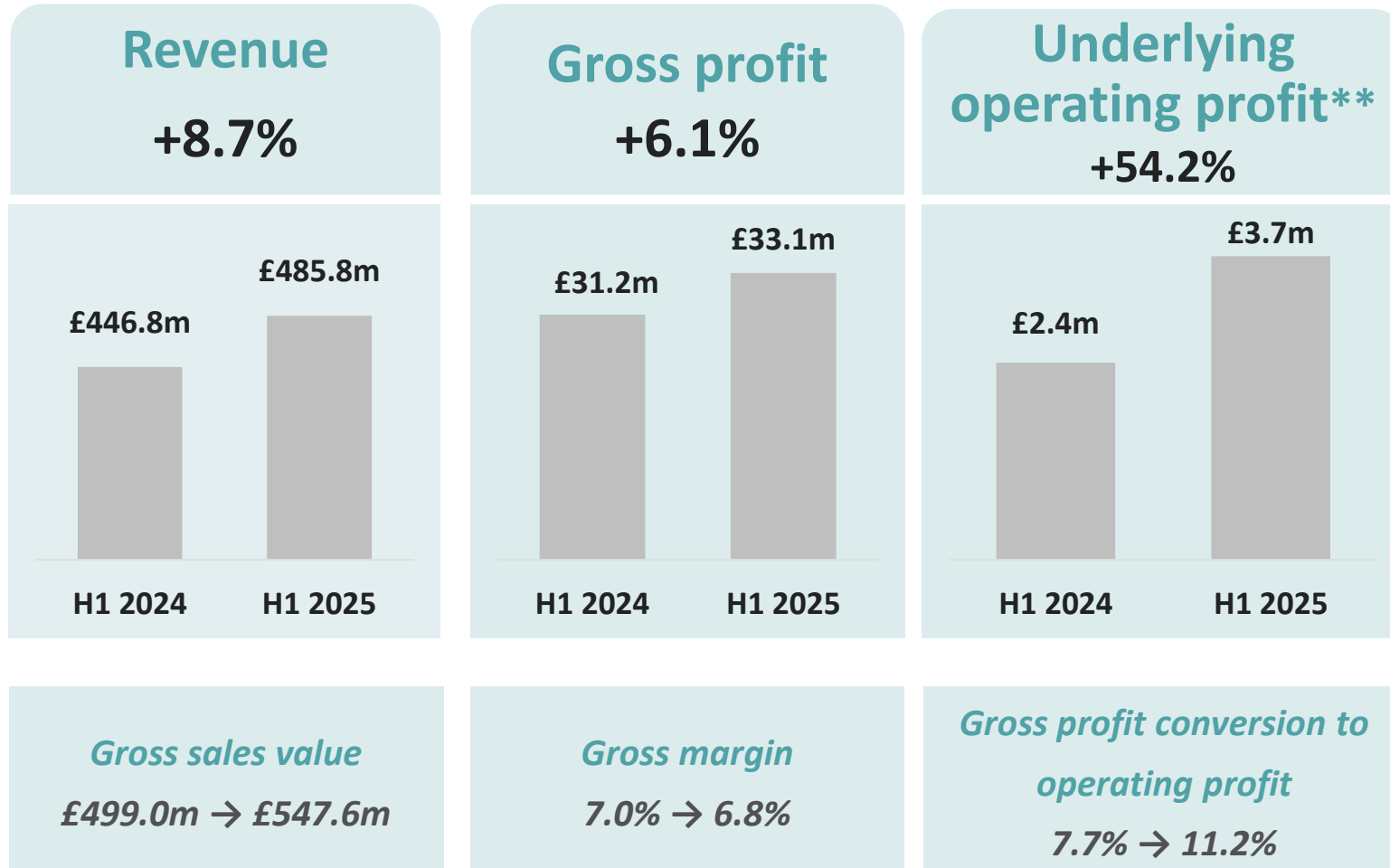
- Leverage market-leading scale, geographic reach and delivery capability to win new business in blue collar and temp
- Capitalise on Ireland's permanent and temp recruitment pipeline
- Tight control of costs through ongoing efficiency programmes
- Investing in systems to expand capacity and resilience
- Deliver strong shareholder returns
- Maintain a healthy balance sheet

# Financials

**Daniel Quint, Group CFO**



# Revenue and profits\*



- Revenue +8.7% highlighting market share gains
- Gross profit +6.1% further evidence of market share growth v other recruiters with Staffline being c.90% temp
- Underlying operating profit +54.2% benefiting from strong gross profit to operating profit conversion of 11.2%
- Profit before tax of £0.5m (H1 2024: £0.3m)

Notes:

\*Presented on a continuing basis.

\*\*Underlying results exclude goodwill impairment, reorganisation costs and other non-underlying charges



# Ongoing opportunity to invest in organic growth initiatives

Net finance charges

**£(2.7)m**

-0.6m vs. last year

Net debt\*

**£(5.7)m**

Down by £3.5m vs. last year

Financing headroom

**£66.5m**

+16.3m vs. last year

Leverage

**0.4x EBITDA**

Interest rate cover

**17.1 x**

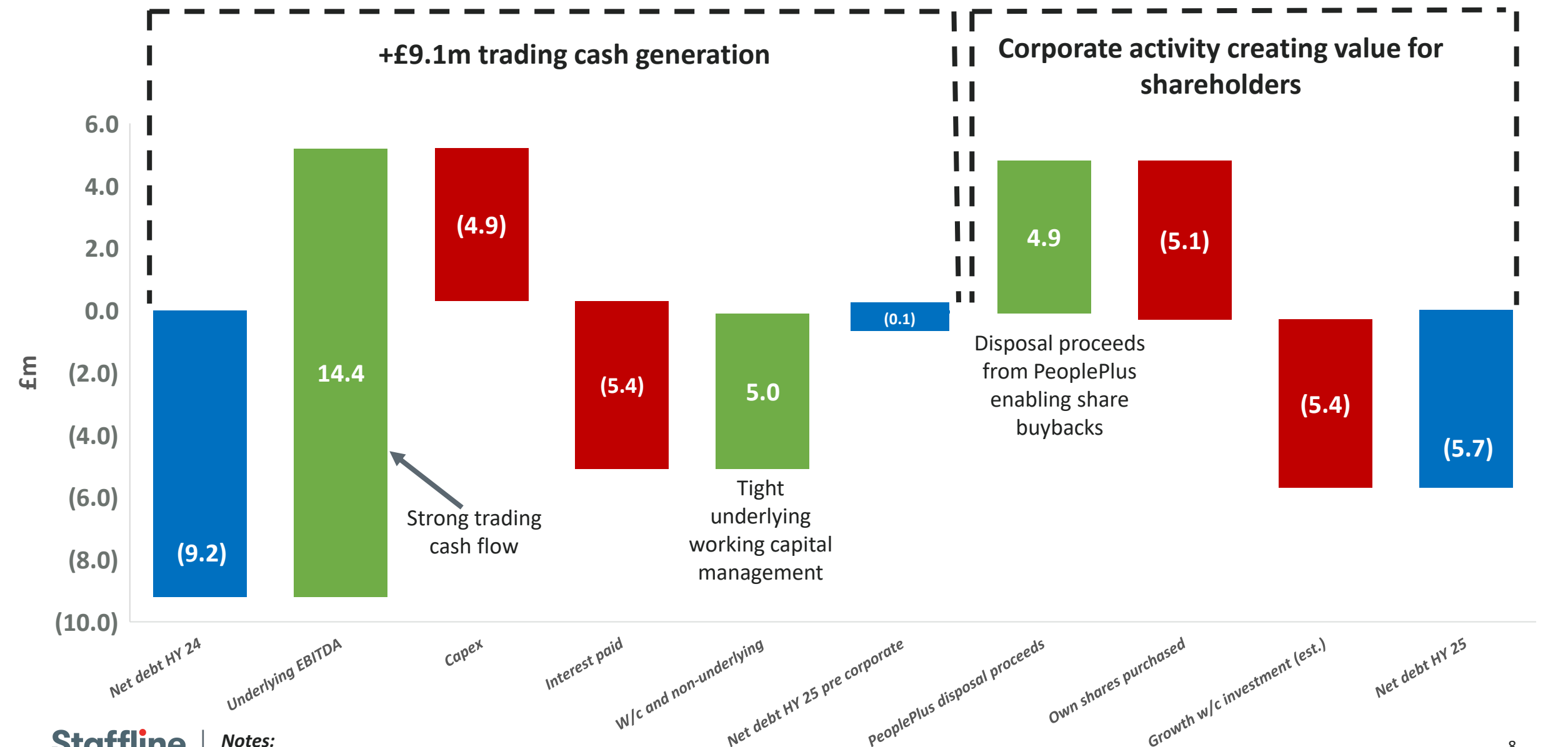
Disposal of PeoplePlus

**£12.0m**

Supports capital allocation policy

- H1 2024 Net finance charges included £0.9m income from interest rate cap, therefore gross finance charges are actually down from £(3.0)m to £(2.7)m
- Proceeds from disposal of PeoplePlus enabled £4.8m of Share buyback purchases in H1 2025 resulting in total share count reduction of 23.4% from 165.8m to 126.8m over last 24 months
- Highly cash generative model with significant financing and covenant headroom

# Strong cash generation enabling share buy backs and working capital investment





## PeoplePlus disposal creates pure-play recruitment platform



- 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.
- £2.0m of deferred consideration is contingent on the commencement of potential new contracts expected to take place within the next 15 months.
- **Cash proceeds to fund Share Buybacks and working capital for organic growth**

# Operational review

**Albert Ellis, Group CEO**





# Divisional H1 2025 results\*

	Recruitment GB	Recruitment Ireland	Group costs	Total Group	Recruitment GB	Recruitment Ireland	Group costs	Total Group
	2025	2025	2025	2025	2024	2024	2024	2024
	£m	£m	£m	£m	£m	£m	£m	£m
Revenue	437.9	47.9	-	485.8	393.0	53.8	-	446.8
Gross profit	26.8	6.3	-	33.1	24.7	6.5	-	31.2
Gross profit %	6.1%	13.2%	-	6.8%	6.3%	12.1%	-	7.0%
Underlying operating profit	4.8	0.7	(1.8)	3.7	2.8	1.2	(1.6)	2.4
Operating profit margin %	1.1%	1.5%	-	0.8%	0.7%	2.2%	-	0.5%
Operating profit as % of gross profit	17.9%	11.1%	-	11.2%	11.3%	18.5%	-	7.7%

## Notes:

\*These results relate to continuing activities.

\*\*Underlying results exclude goodwill impairment, reorganisation costs and other non-underlying charges

## • Recruitment GB

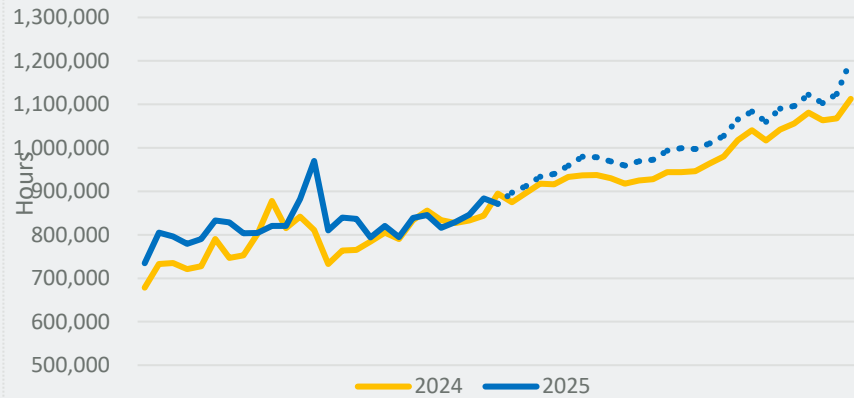
- Gross profit +8.5%
- Temp hours +4.4%
- Underlying operating profit +71.4%
- Gross profit to underlying operating profit conversion +6.6%pts to 17.9%

## • Recruitment Ireland

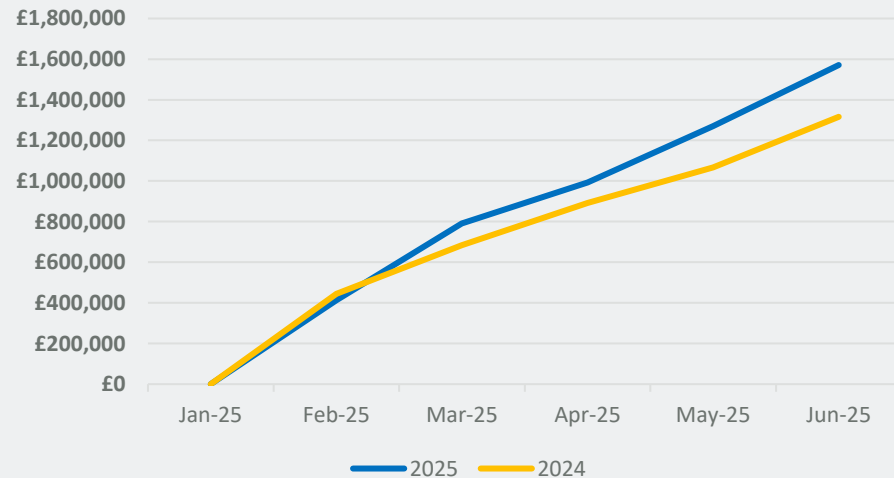
- Gross profit down 3.1% due to lower temp
- Perm +23.1%
- H2 pipeline on an improving trend

# Staffline outperforms

**GB temp weekly hours +4.4%**



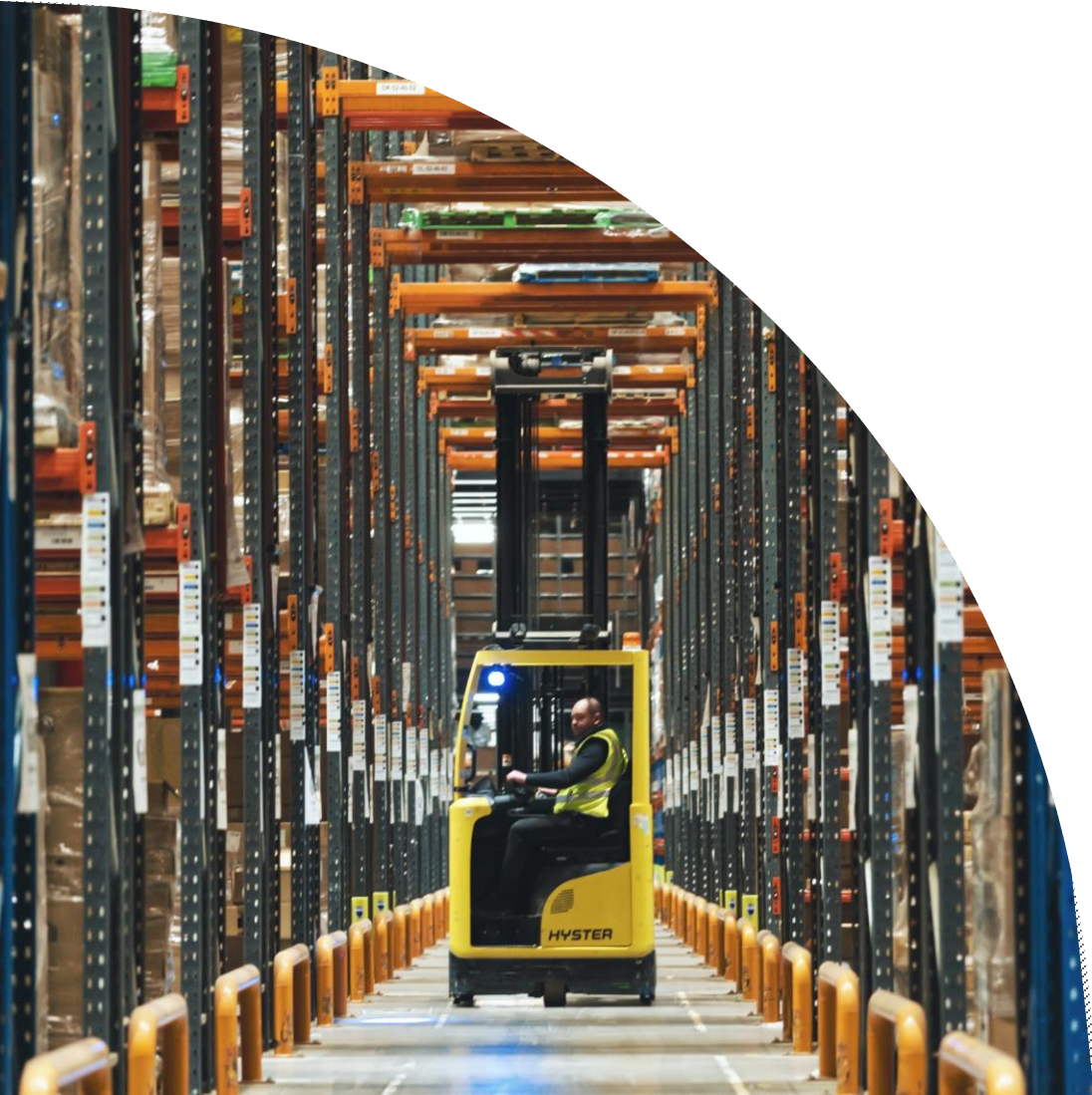
**Ireland perm +23.1%**



- The UK recruitment market continues to be affected by broader macroeconomic headwinds
- Unemployment has marginally increased to 4.7% as job vacancies continue to decline
- White-collar impacted by a decline in business and candidate confidence
- Staffline's year on year blue-collar recruitment resilient in food, supermarkets and logistics
- Permanent recruitment resilient in Northern Ireland and growing in Rep of Ireland
- Growth driven by market share gains in new and existing customers



# Major contract win underpins H2 2025



- Significant strategic partnership secured May 2025
- One of the leading logistics companies within the UK providing warehousing and distribution
- Agency labour services outsourced to Staffline
- Up to 3,000 temporary drivers, security and warehouse operatives
- Completed initial assessment and workforce engagement in Q2
- Transition begins August 1<sup>st</sup>



## 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.

”



GB: Blue-collar hours +4.4% in H1 2025



Perm fee pipeline in Ireland on improving trend into H2 2025



Disposal of PeoplePlus released capital and streamlined Group is focused on the core business



Market share gains based on scale and reach which offers economies of scale benefits and assurance



Trading remains in line with current management expectations for FY 2025

# Staffline

Group PLC

# Appendices



## 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

Leading.  
Trusted.  
Changing lives.  
...Sustainably

**Staffline**  
Group PLC



Found work for  
c.100,000 people  
annually

Development of  
Talent forum for  
middle  
management to  
progress to senior  
leadership  
positions



FY 24: 54.8%  
reduction in  
CO2  
emissions



**Staffline**  
Group PLC

# Divisional performance

## H1 2025

### - Continuing activities

	Recruitment GB	Recruitment Ireland	Group costs	<b>Total Group</b>	Recruitment GB	Recruitment Ireland	Group costs	<b>Total Group</b>
	2025	2025	2025	<b>2025</b>	2024	2024	2024	<b>2024</b>
	£m	£m	£m	<b>£m</b>	£m	£m	£m	<b>£m</b>
<b>Revenue</b>	437.9	47.9	-	<b>485.8</b>	393.0	53.8	-	<b>446.8</b>
<b>Gross sales</b>	499.7	47.9	-	<b>547.6</b>	445.2	53.8	-	<b>499.0</b>
<b>Gross profit</b>	26.8	6.3	-	<b>33.1</b>	24.7	6.5	-	<b>31.2</b>
<b>Gross profit margin</b>	6.1%	13.2%	-	<b>6.8%</b>	6.3%	12.1%	-	<b>7.0%</b>
<b>Underlying operating profit</b>	4.8	0.7	(1.8)	<b>3.7</b>	2.8	1.2	(1.6)	<b>2.4</b>
<b>Operating profit margin</b>	1.1%	1.5%	-	<b>0.8%</b>	0.7%	2.2%	-	<b>0.5%</b>
<b>Operating profit as % of gross profit</b>	17.9%	11.1%	-	<b>11.2%</b>	11.3%	18.5%	-	<b>7.7%</b>

# Balance sheet @ 30 June 2025

	2025 £m	2024 £m
<b>Assets: Non-current</b>		
Goodwill, intangibles, PPE	40.9	51.9
Deferred tax asset	2.3	4.2
	<b>43.2</b>	<b>56.1</b>
<b>Assets: Current</b>		
Trade and other receivables	149.8	142.0
Derivative financial instrument	-	0.8
Cash	4.6	4.6
	<b>154.4</b>	<b>147.4</b>
<b>Total assets</b>	<b>197.6</b>	<b>203.5</b>
<b>Liabilities: Current</b>		
Trade and other payables	147.8	141.9
Borrowings	10.3	13.8
Other liabilities, leases and provisions	1.3	2.6
	<b>159.4</b>	<b>158.3</b>
<b>Liabilities: Non-current</b>		
Leases and provisions	3.6	4.6
	<b>3.6</b>	<b>4.6</b>
<b>Total liabilities</b>	<b>163.0</b>	<b>162.9</b>
<b>Equity</b>		
Share capital, own shares and reserves	11.3	11.9
Profit and loss account	23.3	28.7
<b>Total equity</b>	<b>34.6</b>	<b>40.6</b>
<b>Total equity and liabilities</b>	<b>197.6</b>	<b>203.5</b>



# Cash flow for H1 2025

	H1 2025 £m	H1 2024 £m
<b>(Loss)/profit before taxation from</b>		
Continuing activities	<b>0.6</b>	<b>0.3</b>
Discontinued operations	-	<b>(12.4)</b>
Add back: Finance costs, depreciation, amortisation, impairment	4.1	17.3
<b>Cash generated before movements in working capital</b>	<b>4.7</b>	<b>5.2</b>
Change in receivables	(7.3)	(12.6)
Change in payables and provisions	(5.0)	0.8
<b>Cash (used by)/generated from operations</b>	<b>(7.6)</b>	<b>(6.6)</b>
Proceeds from disposal of PeoplePlus	4.9	-
Cash adjustment on disposal of PeoplePlus	(2.5)	-
Capex	(2.2)	(1.4)
Net movements in Receivables Finance Agreement	5.3	4.3
Principal repayment of lease liabilities	(0.5)	(1.2)
Interest paid	(2.6)	(1.9)
Own shares purchased	(4.8)	(1.9)
<b>Cash flows from investing and financing activities</b>	<b>(2.4)</b>	<b>(2.1)</b>
<b>Net change in cash and cash equivalents</b>	<b>(10.0)</b>	<b>(8.7)</b>
Cash at beginning of the period	14.6	13.3
<b>Cash at end of the period</b>	<b>4.6</b>	<b>4.6</b>

# Top 10 shareholders at 30 June 2025 represent 84.1% of shares in issue

	%
Henry Spain Investment Services	27.6
HRnet Group	20.0
Schroder Investment Management	18.1
Gresham House Asset Management	4.6
Hargreaves Lansdown Stockbrokers	4.4
Interactive Investor	3.0
HSDL, stockbrokers	1.8
AJ Bell, stockbrokers	1.7
Barclays Wealth	1.6
River Global Investors	1.3

# 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

# Disclaimer

**No representation or warranty, expressed or implied, is made or given by or on behalf of Staffline Group plc (the “Company” and, together with its subsidiaries and subsidiary undertakings, the “Group”) or any of its directors or any other person as to the accuracy, completeness or fairness of the information contained in this presentation and no responsibility or liability is accepted for any such information. This presentation does not constitute an offer of securities by the Company and no investment decision or transaction in the securities of the Company should be made on the basis of the information contained in this presentation.**

This presentation contains certain information which the Company’s management believes is required to understand the performance of the Group. However, not all of the information in this presentation has been audited. Further, this presentation includes or implies statements or information that are, or may be deemed to be, “forward-looking statements”. These forward-looking statements may use forward-looking terminology, including the terms “believes”, “estimates”, “anticipates”, “expects”, “intends”, “may”, “will” or “should”. By their nature, forward-looking statements involve risks and uncertainties, and recipients are cautioned that any such forward-looking statements are not guarantees of future performance.

The Company's or the Group’s actual results and performance may differ materially from the impression created by the forward-looking statements or any other information in this presentation.

The Company undertakes no obligation to update or revise any information contained in this presentation, except as may be required by applicable law and regulation. Nothing in this presentation is intended to be, or intended to be construed as, a profit forecast or a guide as to the performance, financial or otherwise, of the Company or the Group whether in the current or any future financial year.

This presentation and its contents should not be distributed, published or reproduced (in whole or in part) or disclosed by recipients to any other person.



# Staffline

Group PLC