

JOINT STATEMENT OF THE CHAIR AND THE CEO

UNIQUELY

"Maybe it's strange what we're about to state, but 2020 has been an AMAZING year for us Rebels!"

...DARE WE SAY A FANTASTIC YEAR!

Every Happy Rebel in House of HR has shown extreme agility, flexibility and an open mindedness and resilience that we have never witnessed before. We cannot thank everyone enough for the extreme efforts they've made.

 Watch Rika's message

Rika Coppens,
CEO, House of HR

BUILT

TO THRIVE

PROTECTING OUR HAPPY REBELS

In the first moments of the Covid19 outbreak, definitely the danger aspect and fear prevailed. Our first priority was and is the safety of our people. Even before government measures were announced in a lot of cases, our people were working from home. But once the dust settled, immediately every Happy Rebel was looking for opportunities.

A crisis year is a year of reflection and finding our strength and meaning. Therefore we embarked on a journey together with the Senior Leadership Team to revisit our Purpose, Vision, Mission and Values while also reconfirming our strategy by defining new growth areas by country and segment.

We are very proud to be able to present our Purpose, Vision, Mission and Values to the outside world for the first time in this report.

 Purpose, Vision, Mission and Values
Read more on page 67.

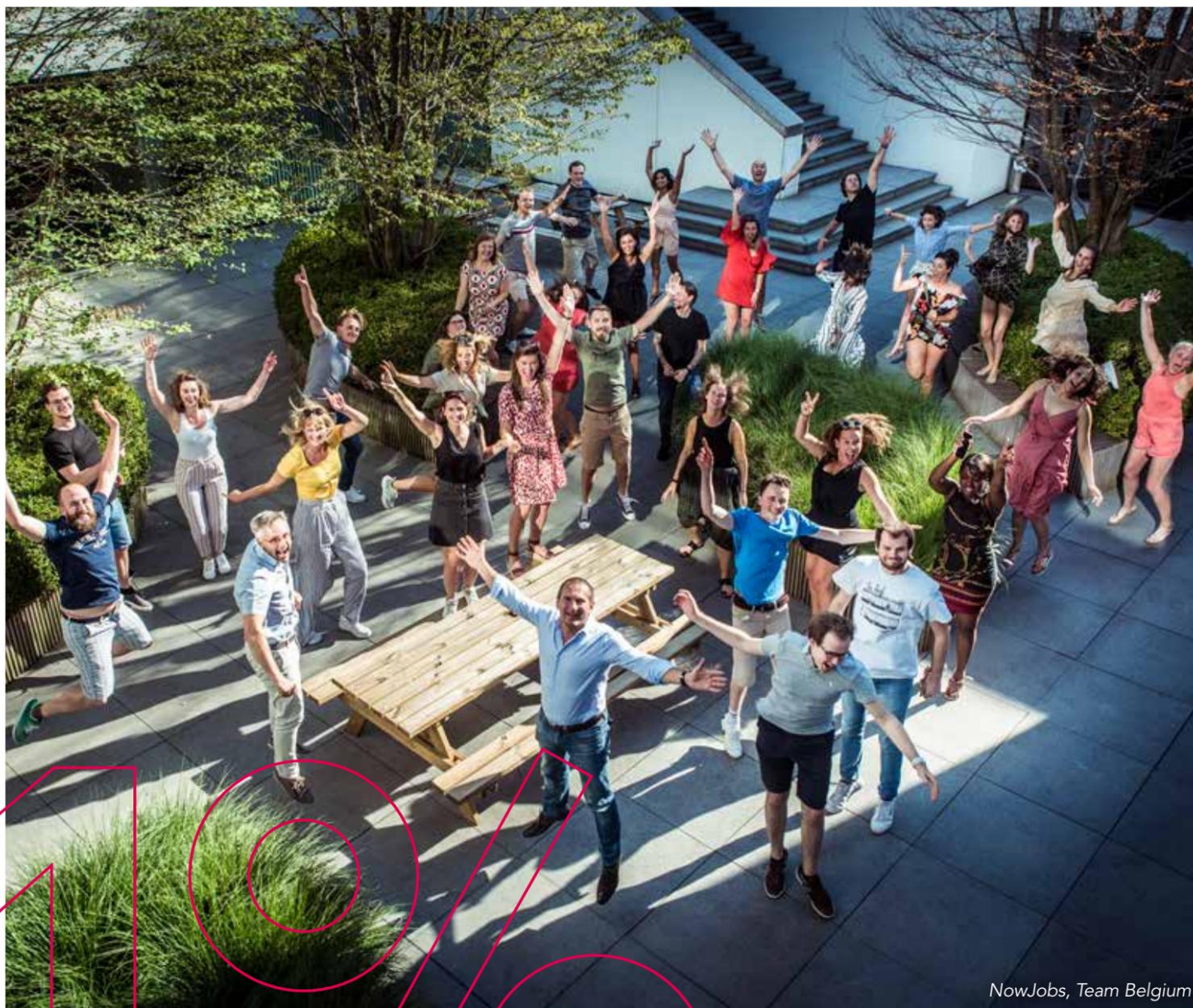
JOINT STATEMENT OF THE CHAIR AND THE CEO continued

LOOKING BACK

Immediately when looking back on 2020, a quote from John F. Kennedy comes to mind: "When written in Chinese, the word 'crisis' is composed of two characters. One represents danger and the other opportunity".

GRABBING THE OPPORTUNITIES

Here's just one example, from the sales manager of our application NowJobs, which targets mainly customers in hospitality and events and was founded in 2017. On Friday, March 13, 2020, the government obliged all restaurants, bars, hotels to close for an indefinite period. In just one day, 90% was lost. The sales manager of NowJobs took a day off and cried during that day, washed her car and on Monday, came back and decided to start attacking the food retail and agricultural sector – two sectors that were not a priority at all before, but are now accounting for more than 50% of our sales. This revenue is here to stay and has opened new opportunities for the future.



NowJobs, Team Belgium

EBITDA % IN 2020

50%

of NowJobs sales in 2020 are from the Food Retail and Agricultural sectors

If we take the IT department, the project for 2020 was to roll out Microsoft Teams and train all colleagues throughout 2020 to start using the tool. Guess what, in just one week, everyone was familiar with the tool and knew how to use it. It became the communication gateway to stay in touch with colleagues.

An amazing year indeed! In times of crisis some cry while others sell handkerchiefs...

OUR PERFORMANCE

The results of House of HR will surprise many. Ending 2020 at 'only' a minus 10% in sales and with an EBITDA % of

"When written in Chinese, the word 'crisis' is composed of two characters. One represents danger and the other opportunity."

John F. Kennedy

over 11% is something we would have signed for in March, at the beginning of the outbreak. Sales decline is lower than many of those considered to be the peers of House of HR and profitability is far above. Why?

GETTING THE STRATEGY RIGHT!

This is where we could say to the investment community, our competitors and critics, "We told you so", but we won't 😊 – it's simply the result of House of HR's strategy.

The **focus** on **Specialized Talent Solutions** and **Engineering & Consulting** explains House of HR's profitability profile.

Executing on our strategy, the Engineering & Consulting area now accounts for 50% of the EBITDA generation of the Group vs. 48% in 2019.

Our **decentralized model** allowed for very fast decision making at the level of each powerhouse, at the level of each specialty and at the level of each branch. Every candidate situation is different, customer segments reacted differently and the different countries and even regions within countries were rolling out other measures. Therefore a tailor made response was required and helped to match the measures taken to the specific challenges people were faced with, resulting in the best approach aligning costs to revenue, while ensuring future growth.

JOINT STATEMENT OF THE CHAIR AND THE CEO continued

43,354

PEOPLE AT WORK

We didn't close any of our branches. Yes, we hired less people in 2020, but we were able to keep almost everyone on board, ensuring growth in 2021.

At the same time our **specialization** on specific segments and profiles (often bottleneck jobs) and **diversification** in different industries have added to our resilience.

Being present in **strong but different geographies** allowed us to diversify even more.

While obviously some boutiques lost revenue during the lockdown, Redmore for example had its best year ever in 2020. The fact that on average we have only around two people per customer is a big factor in adding to our resilience.

We only finalized one acquisition in 2020, but restarted our **M&A activity** in September 2020. As a result, we already closed two bolt-on acquisitions in January 2021.

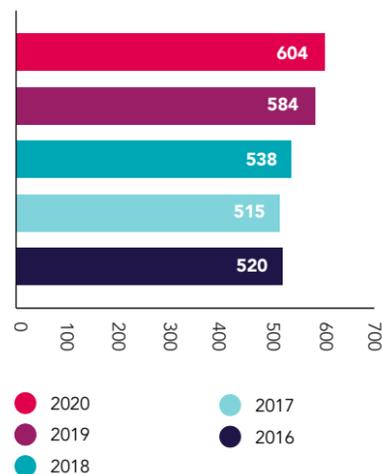
Further investments in our **digital roadmap** resulted in the launch of CV Creator.com, the soft skills tests integrated in SWOP developed together with the University of Ghent, the launch of the renewed version of SWOP with scraped jobs, and the launch of Jobtale-VideoMyJob vacancies throughout House of HR, showing vacancies to candidates via video.

Cash generation has been strong and never was there a moment where House of HR suffered a loss during the month. To top this, in December we were able to very successfully close €200 million of Senior Subordinated Notes, giving us the required ammunition to continue our growth path.

OUR REBELS

And all of this, while keeping or even improving **employee engagement and management commitment**.

Number of branches



“Our decentralized model allowed for very fast decision making.”

Eric Aveillan,
Chair of the Board



HELP IN A CRISIS

At the beginning of the pandemic, France faced a shortage of protective masks. Abylsen then mobilized a team of consultants to put its know-how and expertise at the service of those who, every day, continued to work while being exposed to Covid19 (pharmacists, doctors, firefighters, etc.).

Abylsen decided to help the consultants to produce masks by financing all the raw material and organizing the logistics. The result of this beautiful human adventure: more than 1,200 masks “made in Abylsen” distributed to people who needed them!



Florian Massaux
Abylsen CEO

LOOKING AHEAD

2020 has also been a year to focus on the next steps for House of HR.

Our growth strategy will focus on sectors such as IT and healthcare, adding further to House of HR's resilience. We will also look to expand potentially in other geographies that fit the brief (stable economies, high salaries, low unemployment and/or bottleneck jobs and good temporary employment regimes), such as the Nordics, Switzerland and Austria. Looking for bolt-on acquisitions to further specialize in niche areas is also on the menu. Further focusing on investing in and rolling out our digital applications; and exploring new HR-related services for our customers and candidates delivering real added value, is also on the 2021 and beyond roadmap.

We see 2021 as a year of promise. While still not able to put the Covid19 crisis fully behind us, we are very hopeful and positive. The impact of the crisis on work, and especially on the job areas we are active in, has decreased significantly. At the same time, work may have become even more important in striving for the 'new normal'. Therefore, we believe that towards the second half of 2021 things should reach 2019 levels again.

May 2021 be the year of the Happy Rebound was our New Year's wish... we believe it will.

Rika Coppens
CEO, House of HR