

# LONG-TERM SUSTAINABLE

# GROWTH

We are an entrepreneurs-driven, customer-centric platform combining proven resilience, fast growth and digital capabilities.

Growth in market share leadership

1

Specialization in attractive niches

2

**SPECIALIZED  
TALENT  
SOLUTIONS**

New high value-added HR services

3

## **SUPPORTED BY OUR DIGITAL AND DATA-DRIVEN STRATEGY**

Reinforce competitive advantage over core offering

Tailored solutions to customer and candidate needs

## **SUPPORTED BY OUR STRENGTHS**

Agile, bold and scalable entrepreneurship

Customer Centric

4

Scale and international development

5

High-growth sector expansion

6

Higher value services

**ENGINEERING & CONSULTING**

**DESIGNED TO ENHANCE VALUE**

- Further increase resilience profile
- Drive mix towards long-term and sustainable growth engines
- Leverage and scale key strategic assets

**Specialized and resilient player with an entrepreneurial drive**

House of HR is an entrepreneurial, specialized and resilient European HR solutions provider with above-market growth and margins, powering people and organizations to reach their full potential.

**Bold strategy aimed at leadership and expansion**

Strategy to strengthen leadership in core markets and expand to high-growth sectors, advantageous geographies and adjacent (digital) business models through innovation.

**Outstanding organic and external growth capabilities**

High organic growth driven by a customer- and human-centric touch, decentralized capabilities & focused approach, which is reinforced by an attractive consolidation platform.

Drive operational excellence through automation

Centralize digital capabilities to accelerate innovation

Specialized and decentralized tailor-made approach

Mergers & Acquisitions (M&A) playbook

# OUR STRATEGY

We focus on a number of key strategic pillars to achieve our growth ambitions and excel as Europe's most exciting talent PowerHouse.

|                              | STRATEGIC PILLAR                             | KEY HIGHLIGHT  | HOW WE'LL ACHIEVE THIS  |
|------------------------------|--|--|---|
| SPECIALIZED TALENT SOLUTIONS | <b>1</b> Growth of market share leadership   | <ul style="list-style-type: none"> <li>Focus on organic growth in existing markets.</li> <li>Diversify with bolt-on M&amp;A (new industries and geographies).</li> </ul> | <ul style="list-style-type: none"> <li>Continue to grow in stronghold sectors and niches, such as construction, industry, also with a focus on bottleneck jobs.</li> <li>Acquire bolt-on targets to expand to new industries and geographies, e.g. in Germany.</li> </ul> |
|                              | <b>2</b> Specialization in attractive niches | <ul style="list-style-type: none"> <li>Expand to healthcare.</li> <li>Target white space in Benelux and new markets.</li> </ul>  | <ul style="list-style-type: none"> <li>Grow organically and accelerate through M&amp;A to grow in healthcare, IT, and public administration segments.</li> <li>Further specialize in job profiles and sectors with high job shortages.</li> </ul>                         |
|                              | <b>3</b> New high value-add HR services      | <ul style="list-style-type: none"> <li>Invest in adjacent HR services.</li> <li>Develop digital-driven business models.</li> </ul>                                       | <ul style="list-style-type: none"> <li>Expand to services such as education, training, outsourced HR services and career coaching.</li> <li>Invest in digital offering to improve candidate journey and services to customers.</li> </ul>                                 |
| ENGINEERING & CONSULTING     | <b>4</b> Scale and international development | <ul style="list-style-type: none"> <li>Expand in Germany.</li> <li>Scale position in core markets.</li> </ul>  | <ul style="list-style-type: none"> <li>Grow through M&amp;A of attractive targets in Germany.</li> <li>Grow organically by further specializing in core segments in Benelux and France.</li> </ul>  |
|                              | <b>5</b> High growth sector expansion        | <ul style="list-style-type: none"> <li>Expand in IT consulting.</li> <li>Develop Life Science offering.</li> </ul>   | <ul style="list-style-type: none"> <li>Grow organically in The Netherlands and via M&amp;A in Germany and the Nordics.</li> <li>Expand delta PowerHouse offering of Engineering &amp; Consulting in life sciences.</li> </ul>   |
|                              | <b>6</b> Higher value services               | <ul style="list-style-type: none"> <li>Target new customer segments.</li> <li>Develop digital innovations.</li> </ul>  | <ul style="list-style-type: none"> <li>Focus on higher value services for new customer segments and expand customer portfolio.</li> <li>Invest in digital offering to improve candidate journey and services to customers.</li> </ul>                                     |

## KPI's

## PROGRESS IN 2021

## 2022 PRIORITIES

# No.9

in Europe  
1% market share (Source: SIA)

- Completed the German integration. Starting the expansion phase with new branches in 2022 and consolidation of new businesses (permanent placement).
- Completed the screening study of potential M&A targets with the support of BCG. Over 100 targets identified and described. Monitoring process created and ongoing. First contacts with target list initiated.
- Continue our pursuit of targets in IT and Healthcare in key markets.

# €71.4m

sales in pharma, life sciences and healthcare

- Completed the integration of avanti, a new boutique in healthcare in Germany.
- Completed the acquisition of Cohedron in public administration, and four other smaller targets as bolt-ons.
- Search healthcare companies in our key markets (mainly now France & Belgium) and also in other attractive markets: Nordics, Switzerland, Austria.

# €39.2m

specialized talent sales via apps  
+20.6% compared to 2020

- Full deployment of HOI with the creation of the HOI board where we check investments, developments, progress in delivering and budget control.
- Streamline investments in all entities under House of Invest. NOWJOBS, SWOP (recruiter), GIGHOUSE, Book'u, etc., (see page 57).

# 35%

of EBITDA coming from  
Engineering & Consulting

- Acquired SOLCOM in Germany in the IT sector.
- Continue our pursuit of targets in IT and Healthcare in key markets.

# €49.7m

sales in pharma, life sciences and healthcare  
+36.9% compared to 2020

- Completed a global study with BCG to detect M&A targets that fulfill our aims. Now in process of approaching top priorities on the list. It will be updated internally on a rolling basis, so that we can keep it alive.
- Acquired SOLCOM in Germany in the IT sector.
- Keep the balance between specialized sectors, in specialized staffing and engineering and consulting.

# €32.0m

sales in work package +46.1%  
compared to 2020

- Completed Greenworking acquisition. Using their core knowledge also for internal projects.
- SWOP recruit new market approach: allowed the use of SWOP by other companies in exchange for a royalty.
- Full focus on implementing new SWOP recruit strategy.
- Target: anticipate income while keeping the IP.