

Investor Factsheet

July 2015

KEY FACTS

2nd
Largest staffing company in the UK

12th
Largest staffing company Worldwide¹

90,000
timesheets processed each week

235+
Outsourced & Managed Services contracts

14,400
Permanent placements run rate 2014

£1.6bn
Recruitment spend under management

2,800+
Impellam people

¹ As measured by revenue

OUR PEOPLE

Lord Ashcroft KCMG PC
Chairman

Julia Robertson
Group Chief Executive Officer

Darren Mee
Group Finance Director

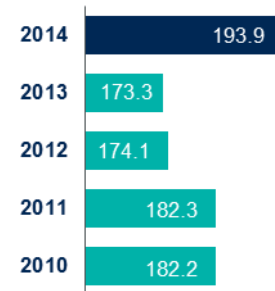
Rebecca Watson
Group Company Secretary and General Counsel

GROUP PERFORMANCE for FY 2014 (as at 2 January 2015)

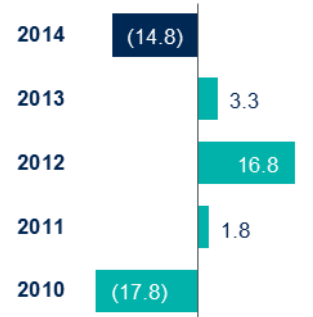
Revenue (£m)



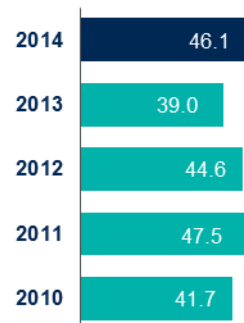
Net Fee Income (£m)



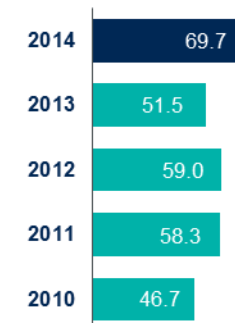
Net Cash/Debt (£m)



EBITDA (£m)



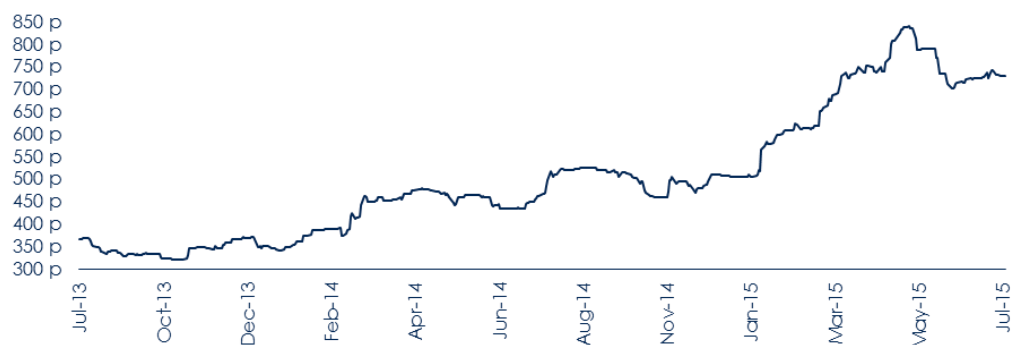
Adjusted EPS (Pence)



Conversion %



Share Price Performance



OUR VISION

Our vision is 'to become the world's most trusted staffing company, trusted by our people, our customers, our candidates and our investors in equal measure'

Our purpose is to provide fulfilment and a sense of purpose for our people and help our customers build better businesses in a changing world

KEY DATES

30 July 2015: Interim Results
January 2016: Trading Statement
March 2016: Preliminary Results

If you would like more information please contact:

Investor Relations

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Disclaimer

This factsheet has been produced for information purposes only. You should seek independent financial advice before making any investment decisions.

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A SOUND INVESTMENT CASE

- 
Pursuing growth
 Maximising opportunities for organic growth in our core markets
- 
Harnessing strength
 Leveraging our leadership position in existing markets and expanding into new markets
- 
Leading talent
 Creating a portfolio of agile, best-in-class Specialist Staffing businesses
- 
Market share
 Targeting 20% of the available £0.9bn that passes through our Managed Services supply chain
- 
Corporate development
 Sustainable expansion plus selective high road acquisitions for a balanced portfolio
- 
Prudent efficiency
 Focusing on driving the conversion of gross profit to operating profit beyond 20%
- 
Open and transparent
 Engaging with investors with a clear strategy for growth
- 
Dependable dividends
 Generating attractive, stable and growing shareholder returns

OUR STRATEGY

- A focused business**
 Each of our businesses will focus on either Managed Services or Specialist Staffing.
- Take the 'high road'**
 We will work with our carefully selected customers to help them build a better business.
- Candidates are at the heart of our business model**
 We will make it easy and fulfilling to find work with us.
- We will have a promise-based culture**
 We will make, keep and deliver on our promises to our customers, our candidates, our investors and each other.
- Portfolio refinement**
 Through highly selective M&A activity, we will fill in the geographic and sector gaps in our portfolio that force us to currently outsource.

A FAMILY RESEMBLANCE



Managed Services	Specialist Staffing	Support Services
 	              	

WHERE WE OPERATE



234
WORLDWIDE
LOCATIONS

UK MANAGED SERVICES (as at 3 July 2015)

£461.7m	£29.8m	39%	585
REVENUE	GROSS MARGIN	CONVERSION	NO OF STAFF

UK SPECIALIST STAFFING (as at 3 July 2015)

£283.3m	£60.2m	21%	1,504
REVENUE	GROSS MARGIN	CONVERSION	NO OF STAFF

US MANAGED SERVICES (as at 3 July 2015)

£44.8m	£8.3m	8%	161
REVENUE	GROSS MARGIN	CONVERSION	NO OF STAFF

US SPECIALIST STAFFING (as at 3 July 2015)

£44.8m	£8.6m	(5%)	152
REVENUE	GROSS MARGIN	CONVERSION	NO OF STAFF

"I am pleased to report that we continue to make good progress against the 2015 strategic priorities outlined in our 2014 Annual Report. We expect our businesses to continue to perform well in our key markets and we are confident that our differentiated strategy, with our portfolio of market focused specialist staffing businesses complemented by our high performing managed services businesses, will drive shareholder value through more resilient earnings"

Julia Robertson
Group CEO
July 2015

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