

— PARTICIPANTS

Corporate Participants

Ben Noteboom – Chairman-Executive Board & Chief Executive Officer, Randstad Holding nv
Robert Jan van de Kraats – CFO & Vice Chairman-Executive Board, Randstad Holding nv
Jacques van den Broek – Executive Board, Randstad Holding nv
Linda Galipeau – Executive Board, Randstad Holding nv

Other Participants

Arun Rambocus – Analyst, Kempen & Co. NV (Broker)
Marc Zwartsenburg – Analyst, ING Bank NV (Broker)
Yves Franco – Analyst, KBC Securities NV
Konrad Zomer – Analyst, ABN AMRO Bank NV (Broker)
Nicholas E. de la Grense – Analyst, Merrill Lynch International (United Kingdom)
Laurent Brunelle – Analyst, Exane SA (Broker)
Alex Magni – Analyst, HSBC Bank Plc (Broker)
 And other participants in the live meeting and online.

— MANAGEMENT DISCUSSION SECTION

Jan-Pieter van Winsen, Director Investor Relations, Randsad Holding nv

Ladies and gentlemen, good morning. Welcome to our Q4 and Annual Results. I would like to welcome all the people here in the room, analysts but also representatives from the Dutch press. Welcome also to people listening into this call on the line and on the web. Our analysts and investors but also our colleagues, welcome.

The agenda for today is slightly different from previous sessions. We'll of course start with the operational update from Ben Noteboom then followed by the financial performance by Robert Jan and then we have Jacques Broek, our new CEO who will make some comments on the strategy also going forward. And we'll end this session with a Q&A.

And so with that, I would like to hand over to Ben.

Ben Noteboom, Chairman-Executive Board & Chief Executive Officer

Thank you, good morning everybody. If you throw a party there's always some tension whether or not you'll get some guests and until a few minutes ago, there was nobody in the building but thank God, we have an audience. My final quarter results presentation, the 46th time I calculated, quite something and actually I think at a good moment in the cycle, especially for the analysts, surely. We'll get through the results first. Disclaimers, performance, performance...

If you look at the performance of the company, Q4 some growth, actually 2.2% organic per working day and a slowly but be it gradual improvement month-on-month, as from September where we've seen growth starting. We had in October one point something percent growth. At the end of the quarter, December 2.8%, 2.9%, January 3.2% and as part of the fact that December is usually a difficult month to re-trend, the trend is clear and we still see this trend continuing.

For us, that's very positive and we've seen a few things happening by the way of course we've seen also the expectations of the market, let's address those for a moment. There was quite a gap in profitability, which was a bit of a surprise to us but anyhow it's what, what was the expectation. We saw a major impact of ForEx we had €143 million less revenue just based on the foreign exchange aspect. We spent, as announced, €13 million because we announced already at the Q2 numbers that we would spend about 0.2% of revenue extra for marketing.

So we spent €13 million on marketing in Q4 which had an effect which resulted actually in an EBITA of 3.7%. While we do all this and there's some more aspect in which we invested, I will get to those in a minute. We have more people in the specific markets again the marketing – because we see the markets improving. Obviously, you have to pre-invest in markets that are improving in order to take advantage of the fact that you actually have a growing market. And that's exactly what we've been doing.

So I'm more positive than it might look, if you look at the exchange, the stock exchange, because I think we've timed the investments based on positive expectations next the fact that we had some of odds, if you want, events like CLA in Germany, et cetera that had an effect on profitability. But we'll obviously be compensated, for sure, in the course of this year.

So gradual recovery, gross margin up 20 basis points, operating expenses up and we also manage that expense. It will be, at least, I can't emphasize at least enough €15 million lower in Q1 of this year. And EBITA margin stable at 3.7% in spite of all those relatively, if you want, one-offs and specific events in a few countries.

So, gradual recovery in Europe, as we've all seen and also the statistics of market that have been published underline this trend, which again, is also a positive. Difference, of course, being that in the past we saw, if the market would change we will certainly go to 10%, 15% sometimes even 20% growth. That's not happening. It's growing very, very gradual.

You could think that if things go slowly or more solid, I don't know if that's the case by the way, but anyhow we see the trends improving month-on-month literally. We see – actually we saw an increase in growth in emerging markets. A market, I will not talk about specifically. But if you look at China, for example, we've seen growth rates high, high double-digit. And even profitability in a few months that was high, way, way above average of the company. And that is also positive in spite of all the news we see nowadays about the threat of the emerging markets collapsing and our business anyhow, our trends there have been extremely strong and positive.

North America, we shared with you already in Q3 that in the Professionals we were not happy with the performance. We have been under-investing a bit. We've corrected that. So we've done two things in Professionals in the U.S. We have added more people, especially in our IT business that actually also turned into growth at the end of the quarter, very positive and we invest quite a lot in marketing. The effects of that effort, of course, will be noticed in the coming quarters, about which we are very positive.

Staffing was very well, gross profit up. Again, we've been looking at quality of the business. We've been looking at a number of things in the mix. We've been boosting perm. We had excellent growth through the year. And also in Q4. Again, we've looked at risky jobs while our risks, workers comp, et cetera, are high and we don't want to be responsible for accidents. So we have been avoiding that sort of work.

And last but not least, of course, we've been looking at contracts where we can make money and we have been shedding quite a lot of contracts, especially lower margin blue-collar business where we didn't see profitability coming.

We are very pleased with the performance of Staffing, record profitability for both Q4 and full year and I wouldn't be surprised. I'm not saying this because I'm leaving if that would still improve, if you look at the perm and Linda is now smiling at me, I don't know why if she is happy or not, but we will see.

Again Professionals, top-line somewhat disappointing trend, as we already shared in Q3. The biggest business by far, IT has turned the corner. Finance still weak, but also improved, the other businesses are relatively small but getting there.

And Sourceright, a part of the topline, if you want, reduction is quite a few of the payroll businesses, contracts that we actually also don't have any more. Payroll is big volume. It looks fantastic in your revenue but lower in profitability in the U.S. So we are not sad that we've lost that business, on the country, part of it is actually a conscious decision.

So EBITA margin 4.6% in light of the excellent investments in both marketing and FTEs, it's something we – that's okay with us. It's not fantastic, it's not bad either. We think it's reasonable.

France, market is improving, obviously. We came from a minus 6% and before that a minus 11% and a minus 13%, now it's down only 2%. Statistics are that the – the market statistics are actually still trending up.

Gross profit up 10%, still an impact of CICE, 20 basis points less than in Q3. The costs are up 11%. We had a sort of a one-off bonus which we had to pay. We did also invest here in marketing. France is actually performing in an excellent way if you look at the bundling of small branches into big ones. It will be finished by the second quarter of this year which means we will then have closed 165 branches which is a tremendous operation as you can imagine, because we have to find new branches, we have to make sure that they are ready, that we have everything and the building has to be done, people have to be moved. It's actually an impressive operation they've done there.

EBITA margin up 3.7%, and again, if we would normalize for things that we cannot book as one-offs but still if we take them into account it would be still higher than the – even the 3.7% which we think is a good sign for the coming quarters. At the bottom right-hand we explained how – what happens in the CICE and I think we explained it a lot before so I don't need to get into those details.

The Netherlands, back to where it should be, margin of 7% EBITA which we feel is impressive. Again, the message is boring I know, but it's still true. We are looking at the right quality business where we can make a decent profit. We've done a lot actually in Holland. If you look at the performance of our companies, the Yacht has an excellent profitability. It's taken some time and I am very happy we can say this, the market leader in Holland in Professionals, making a considerably above average EBITA and I think there is still more to come.

Randstad Netherlands at the plus 3%, very profitable; Tempo-Team minus 5% but also improving. Gross margin improving and we promised you, last year the initiatives to compensate for the changes in social security charges and we more than compensated for those which of course led to the positive EBITA development. Again strong profitability Professionals, business mix has improved, small divestment in small stuff, next to that, but I would say an excellent performance in one of our key markets.

Germany, 9% growth, we love it when Germany grows. This is one of the – if you want, sort of one-off, we need little bit of time to compensate for. Early November, a new CLA was agreed upon and that meant that we had to recalculate quite a few provisions that we had taken. It's both on numbers of hours per employee, it's about holiday pay, it's about sick pay.

Because the new CLA prescribes that we have to calculate those elements, the provisions for that for flex workers based on the average of the last 13 weeks. Then of course, if you go to equal pay,

salaries goes up, that means we have provided for, let's say, €8 per hour holiday pay and it goes to €10 that obviously has a big effect on our margin.

It's more or less a one-off because as usual and we've been very successful in Germany last year. I think on average we increased prices by 7% in Germany. We'll pass these increases on to our clients. Speed is difficult to forecast, but I will be disappointed if this would not be relatively fast. So that means it will have a positive effect, again, on our gross margin.

That was the biggest effect on our profitability, if you want. The second biggest of course is also here. We decided because it's a promising market and we need to work on the positioning of our company on marketing. So also there we spend a fair share of the €13 million extra net on top of course our normal spend.

Belgium, back to growth, they went through a difficult year. The reorganization is getting close to French situation, this took us six months. They have a law xxxx which indeed sounds French and the speed of reorganization is about that fast. It's sort of a disaster by the way both for employees and employers. Because it leaves your employees, which you do not want, in uncertainty for way too long. I think it's bad to have legislation that puts people in such a bad position.

So we cancelled 130 jobs, annual savings €16 million as we announced, we took a provision of €24 million, but the payback will be year and a half instead of our normal one year, but still €16 million cost savings, annualized.

EBITA margin getting back to what it used to be at 4.8%, with one working day less and obviously, adjusted for the restructuring costs. Mix is also improving. We've seen a stronger growth in the clerical part of the market. We've seen Professionals growing, we've seen perm growing. So the mix is also improving, which, in my view, is also a good sign.

UK continued growth plus 7% led by education, construction and finance. Finance is good news, by the way, as is construction. Education has been doing well anyhow, we've been doing well. In Q4 last year, – last year meaning 2012 obviously, we had some extra windfall. That didn't help payroll-related items that is meant here.

We have – again, in a number of countries, we have a few one-offs which caused a downward effect on the total EBITA, for sure, UK is one of them, if we would compensate for that, it would at least be equal to last year, if not better. Also here, we launched a marketing boost plan and the results of those should be visible within six months as usual.

Iberia, strong conversion, a plus 8% in Portugal, impressive; plus 2% in Spain for sure if you look at Spain, it is one of our, I think tightest operations we have in the world. They are extremely sophisticated in field steering, know exactly what's happening. We've come a long way and the integration is – will be done – will be finished in the first half of this year, although if you look at the important elements of the integration and that's people and management that of course has all been done already, few months ago. Everybody knows what his or her job is actually today. They are all in place but there's still other stuff like IT, et cetera, that we need to organize.

We're doing very well, solid growth in Professionals. We started here grassroots, and it has been – after two years of trial and error, it has been a big success and big growth that we've shown here. We've also seen some major clients with a major slowdown. Coincidentally, these were USG clients, but it has nothing to do with USG, it's market.

One of the biggest clients in Spain in automotive actually went down to zero and now started to order again at better margins than they had in the past right away for us. Harbor being a big client also went down and also starting up activity again. So we are pretty positive about potential volume development in Spain which, given their efficiency will be, for the big part, translated into EBITA.

Other regions, just to give you a view, Italy up by 7%, again, in spite of the fact that they have to merge. In costs, the synergies will occur these first two quarters. Switzerland at plus 2%, Inhouse doing well. Japan 4%; keeps on doing well with a very impressive profitability. Australia plus 8%, plus 9%, we saw actually an acceleration in growth in January even. So we are actually fighting our way out of the local crisis we have there.

It's still the lower parts if you want, the blue-collar and lower clerical part that's growing and less so in perm and a bit less so in most of the Professionals business that's of course in the end is going to cause a real profitability jump, but still we're on our way.

In Asia and Latin America, investing in growth, but as I said in China, for example, high double digit growth, in Brazil we had high growth again, et cetera, et cetera, so looking well.

Looking at it per industry, Automotive is actually doing well everywhere, which is I think encouraging because we have a nice share of our business in automotive and their suppliers obviously. Food, funny enough, slightly negative in most markets. Manufacturing improving, if you compare these numbers to last quarter. Transport doing well, logistics as always manufacturing logistics is where, where growth starts. Business services and in some markets even financial services and the public sector, like in Holland, is growing. So an improving picture if you look at where we are coming from.

Then that's my final presentation, because I might not have the opportunity I want to thank you for your trust. I hope that we were always as transparent as we should have been because we see it as one of our most important responsibilities It's for the investor community obviously to decide whether or not to buy; share price whatever. I've always tried to manage a company not the share price because I think that's a dangerous slope if you get on that one.

One should never do that and I know that my successor and my colleagues that stay here will not try to do that either. I hope I did, again, my best to be transparent because I know that what you guys do is extremely important for society. You take care of people's money, of pension funds, et cetera. So I want to thank you for trust, and I'll see you later for sure have a drink and maybe at my party.

And now I hand over to Robert Jan.

Robert Jan van de Kraats, CFO & Vice Chairman-Executive Board

Good morning. I'm going to share the financials with you. And if you look at this P&L which is the fourth quarter of 2013 and 2012, it looks as if it has been rather calm in between, it's rather similar numbers, but that's not the truth. If you look at what happened in between, we've gone through a quarter four last year which was at minus 5.3%. Then Q1 and Q2 were at minus 3.7%. We moved to minus 1% in Q3 of this year and now finally we're back to growth. So there has been quite sort of a change of climate in between and that makes the comparison of the numbers a little more difficult.

But, Ben already elaborated on most of the issues. If you look at the growth level 2%, 2.2% actually compared to minus 1.1% for the third quarter. I'm going to get back to gross profit and operating expenses separately. But if you look at the integration cost €37 million. That is the Belgium investment that we have made, where the return like in France is a little slower. So we typically and effectively, the proof is clearly there, we typically gather return within 12 months.

The social context in France and Belgium is just different, it may take a little longer. €24 million out of the €37 million relates to Belgium and most of the rest relates to integration of both the American SFN business the remainder of that and USG.

Amortization and impairment here, €36 million, that's a regular pattern. So no impairment of goodwill in this P&L. Net finance cost €4 million. I would want to add proudly €4 million. This is the

reflection of a reduced net debt level. At end of last year, it was €1.1 billion. It move to €790 million at the end of Q3 and now it's at €761 million.

And the interest policy of Randstad, as you know, is to use floating interest rates, because that's the best hedge with the economy. Higher level of growth creates higher level of interest. Low level of growth creates low level of interest and the ambition of Randstad, the policy is to pay as little as possible when times get tough in order to protect the company. We have increased the level of taxes a little bit, that's also because the blend in our business is that we earned a little more in countries with a higher level of corporate income tax.

The key financial points; the first one is free cash flow, €22 million. Last year, that was a lot more, but as I said, in between quite something happened. We had a wonderful finish, I'm going to the third bullet first, a wonderful finish of Q3, 2013, I already stated it at the time that we did not anticipate a huge improvement in Q4.

Second point is that we also paid a longstanding item €131 million to the Dutch tax authorities which was an arrangement we agreed upon in 2009 and it was delayed once, but finally now this has been paid. We also have a change, I shared the climate with you, so the fact that we now have growth means that we have some increased working capital requirements coming back in whereas, for example, last year, with 5.3% decline in our business you get a release of working capital because we have lower level of receivables and effectively that comes back into the net debt level which is a protection of the company as well. And we also have some payments of provisions. So we have provided for a couple of items in the past which translated into cash out in the fourth quarter.

Leverage ratio now at 1.2, stable compared to Q3 but at a, I would say, comfortable level from 1.1 at the end of last year now to €761 million. Effective tax rate, I mentioned is already, diluted EPS almost flat, if you take out the dilutive effect of stock dividends and options. The proposed dividend, I'll get back to that later it stands at €0.95 per share.

Looking at the segmental performance here, Staffing business that includes most of the marketing investment, the additional marketing investments, so on top of the regular spend that we have. I'm not going to elaborate on every point because Ben already did that when going through the countries. Solid performance of Inhouse, as you can see here, somewhat supported by the CICE subsidies but also hit by the negative impact in, for example Germany, 5% EBITA margin.

And Professionals, improving trend in North America, we can see our IT business in North America getting back into growth, also an improving trends in the rest of the world. Japan continues to provide growth and also in the perm business.

We have a gross margin bridge here, it compares last year Q2, last year being the fourth quarter of 2012. We should live in the past but doing this makes it a little difficult., So Q4, 2012 18.2%, now a little higher 18.4%, 20 basis points higher. In between we have the buckets as you know them. We can see some margin expansion in North America and rest of the world. We see the CICE benefits of France coming in, a little less in the first quarter and then accelerated into Q2, Q3, Q4, just north of 200 basis points impact, legislative changes in the Netherlands and Germany, which were mentioned already.

Perm fees were little lower as a percentage of gross profit. For the full year, it's around 9%. In the fourth quarter it's 7.8% and the negative impact of foreign exchange is a little higher here because a big chunk of our permanent placement fees comes from dollar and from sterling countries where we have the impact of the exchange rates, and our continued focus on client profitability, example, in our American Staffing business leads to decline in revenues but increase in GP.

Operating expenses bridge, the sequential one, left upper corner, last quarter which is Q3 2013, €612 million going to €628 million here. And if you look at the foreign exchange here coming in as a benefit, on the cost base it has a positive effect. Marketing, the additional spend €13 million and then we have a few boxes of adding cost. This amount, €3 million relates to what we call the Dutch luxury tax, it's a 16% charge on anything earned north of 150K, €150,000 and that includes the exercising of options. We think it's gone now for 2014, hopefully it is.

Then comparing year-on-year, last year €616 million, we're making the adjustment here for USG that has added €17 million, because it wasn't consolidated, it wasn't acquired at the time. And it includes the items that we effectively have discussed before, the synergies, here some effect from small disposals and here these two boxes growth of the cost base in Europe and North America mainly caused by the additional marketing investments.

So if you look at the full year and I already gave you some context of the full year, a gradual recovery clearly since Q2 2013, unfortunately, the foreign exchange effect plays a role. If you look at the impact relative to consensus it's close to €60 million if you translate that according to a normalized conversion it will have an effect of up to €10 million at the bottom line. And we see the gradual recovery mainly across the – most of the European countries.

We acquired USG. The purchase price was €20 million and we announced synergies of between €15 million and €20 million and these will come in gradually in 2014. We have seen a small impact in 2013, but most of it will come in, in 2014 and that is because three-quarters of the acquisition relates to Spain and Italy and that's why the integration has started as from January 1.

Productivity improvement, where we measure gross profit earned by FTE, per FTE it's up 2%, a very strong recovery ratio. That's the ratio we use when being in a downturn. We look at how much we recover from the lost gross profit. We clearly have some guidelines for that. This is a high level of recovery.

We're now gradually moving into incremental conversion again, which is the, sort of, the better side of the coin. So – and that's where we look at relatively high conversion at the very beginning. So, new gross profit earned needs to be translated into, as we say, at least 50% incremental conversion at the bottom-line into EBITA and typically at the very beginning that goes without huge investments, more bonuses, more marketing, but not really adding a lot of people and certainly not branches and back office. Underlying EBITA is up by 3% due to the elements mentioned, also by Ben. And moving average DSO is stable at 52 days in Q4.

This is the income statement for the full year. Most of these items have been discussed already. Just want to point out that amortization here includes €36 million charge in Q3 relating to the Australian goodwill position. It's highly subjective, this line, but this is the – sort of the regular depreciation mostly of the value of our client database, of our candidate database, brands et cetera.

Now moving to the overview of our, sort of invested capital. We have revised our presentation slightly here. As you can see, €3.7 billion invested in the company through equity and net debt and at the bottom, calculated a return on our invested capital of 12.6%. And that, I would say, is the result of the development in our EBITA. But also I would say our increased efficiency in working capital, which is now below 3% of revenues, going quite well, a relatively low interest charges as you have seen them, also when we benchmark ourselves it looks rather low and pretty solid tax planning.

Our free cash flow is at €293 million for the year. It's quite substantial difference with last year. But please note that €130 million that I've mentioned before has been paid. And there is another interesting element that's over here, other items, and that includes the fact that in France there is in

additional subsidy on low-wage salaries and this money only comes in after three years. So that's being taken as a profit, but the cash in is delayed for a while, that's the item in here.

Our dividend for 2013, to be paid in April. The dividend policy was reset. In 2012 we announced it in advance and this was set at a range between 40% and 50%. It was intended to be 40% and it could be higher when we have special circumstances or when the balance sheet is solid. We've read your expectations. We've discussed it in the company. We've decided that especially given the strength of the balance sheet, we think that 45% payout make sense, which arrives at €0.95. There is a choice between cash and shares but the default is cash.

Then finally the outlook for Q1, organic revenues per working day in January at 3.2% compared to 2.9% in December. Ben already mentioned that these are very difficult months to read working days. So you cannot sort of take these numbers completely precisely.

We do see – we did see a gradual improvement throughout Q4 with a significant foreign exchange impact. We do see the trends in January moving into the month of February and I am going to give you the exit rates now for the various countries in January 2014, the Netherlands was at minus 1%, in France it was minus 3%, in Germany plus 11%, in Belgium plus 4%, in the UK plus 3%, Iberia moved to plus 5%, North America at minus 3%, rest of Europe plus 20%, and the rest of the world at a staggering plus 17%.

The challenging weather conditions in the U.S. you can get rather confused by a little snow in certain parts of the country. And Randstad is geared towards Atlanta where there have been rather severe problems in January and, if I understand it well, even more in the month of February. So that plays a role, two inches of snow. Driving on the summer tires makes it very difficult.

The comparison base is going to be 2% tougher into Q1 2014, as you can see the comparison here January with minus 5% and March with minus 3%. We're going to have the same number of working days as last year, by the way, that applies to every quarter in 2014. We anticipate to see the seasonally lower gross margin in Q1 and Q1 is always our softest quarter. And we expect the cost base to move down sequentially by at least €15 million.

And if we say at least, it means we thought about it, which is the result of lower marketing and bonus cost. We do see a minimal impact from wage inflation, cost savings will come in from the investment in restructuring in Belgium and the synergies from USG will be gradually improving.

I'm going to hand over to Jacques now to give you small update on the strategy. Jacques?

Jacques van den Broek, Member-Executive Board

Yeah. Good morning, everyone. Good morning the investor and finance community in the room and on the phone, but also hello to all our colleagues. You might not notice, but several hundred of our colleagues are listening in or watching on the website, so that's of course for me a great opportunity to also address them because otherwise I need to fly across the world, so welcome and good morning.

Let me start with a big surprise, new CEO, same strategy. That's probably not a surprise if you've been following the business. There is two reasons for it. One is there's nothing wrong with our strategy and the second one is, in our business, yes strategy is important, but operations is far more important. So therefore, we did think that it is very interesting to give you a look into our priorities into the market today.

The top end part of this slide, slide 29 you'll recognize the total talent architecture, the way we are approaching our larger clients, you know we presented this last November in our last analysts' days

so that's all out there. What is happening albeit slowly is markets are turning and what happens with turning markets? We've seen it before and let me take you to the left bottom side what happens in Staffing? What are we focusing on?

We're leveraging from basic Staffing, more into what we call specialty Staffing. There is going to be demand in IT, in finance and we're trying to get there. We're going to focus on permanent placements if there's more security in the market, more confidence in the market, there will be more placements.

On average, in our company compared to the last cycle 2004-2008, we have some 1,500 people more selling perm, either in Staffing or in Professionals. In Staffing we do this in blended units, as we call them. So our consultant goes out to the client and he has two messages or two questions, are you in need of temporary staff? Or are you in need of permanent staff? And we can fill both, predominantly in the white collar segment, where you see this a lot.

And then there's the SME. In turning markets, for example, in the Netherlands, you see when the market turns, there's more demand in the SME for our business. If you've listened to our stories in the last few years, in a negative market, we concentrate much more on large clients, because there is always business there in the SME segment that goes down a bit so we concentrate less in our sales efforts on that segment.

So in Staffing, again, for people who have been watching us as a company, we're trying to do the same as we did in 2004-2008 where you saw our business mix change a lot towards specialty Staffing less so in perm, it might be the upside in the years to come.

Professionals, very happy that we were able to say that we now have a global concept in Professionals and perm thanks to Linda who together with the team from BCD has now developed the way to go to market in the ideal way in IT, in engineering and in finance, both in mature markets and in emerging markets. You heard Ben talk already about the growth we see in emerging markets and in these emerging markets, we concentrate more on Professionals than we do in Staffing, again here, a focus on permanent placements and SME.

These two segments, what do they mean for our operational priorities? It is all about a high frequency of contact. If you have a large client, sure, you have contacts, but there's demand, you keep up the contact. In the SME part and certainly in perm, it's all about being out there, every week with a high frequency and I'll come back on that one later.

Inhouse, as you've seen the results, Inhouse are good, and we see more and more white-collar Inhouses at banks, at insurance companies and call centers. And we now have a little bit more than 10 what we call professional Inhouse sites where we take care in the same way we do in the manufacturing and logistics historically but then for IT professionals or finance professionals. We think this is very attractive development.

And next to that increase the share of wallet. That's not so much the share of market that we have in the pool part, in the large volume part, no. it's getting perm, because sometimes they also have a need of perm. So we're also training our people in the 2,000 Inhouse locations to go after permanent placements, white collar demand and we think that's an attractive development to keep up the profitability in our Inhouse segment. HRS, already talked about a lot and total talent architecture is going well and good development, so we'll continue doing that.

Back to the high frequency, how are we going to run our operations going forward and intensify what we've been doing so far? First a message to our internal audience, please be aware of this triangle. Print it, put it above your desk or your bed because we're going to come back on this triangle a lot every week for the years to come.

It's pretty clear; we're going to concentrate, again, on profitable organic growth. You've heard us in the negative market sometimes we prefer profitability over market share. In a turning market, there is a lot of profitable organic growth to be had. Field steering, we took out a lot of cost, we might say in our field steering we concentrated on cost last year, took out a lot of cost. Never nice, because you talk about people, but it had to be done and now we're going to concentrate on the activity part – based part of field steering. The stuff, the activities we put into our market. So, looking at the blue part, I think that's pretty clear. I'm not so much trying to improve productivity by working with less people, but improving productivity by selling more.

The activity-based field steering part. We start with the market validation, where do we want to sell? Are we selling to the right clients? Are we focusing on the right profiles? Then we plan our activities. What are you going to do in your market? How many calls? How many visits? How many orders? And of course you plan this but then you need to look at what we call conversion, do the visits and the calls lead to the right amount of orders?

Sometimes you need to support that better with marketing, sometimes you need to train your people better, but you need to control it every week. Our system works, we've seen it, we've trained you almost in our before last Investor Day on field steering. You have a plan, you judge or you analyze what you've done and then you make an adjusted plan. It's weekly activity management and bottom-up planning. So we've never managed on averages and even in a market which might be negative, we see prosperous units and then we need to invest whenever we see the momentum.

Going through the pink triangle, it's all about management. We have a lot of consultants, they're willing to do the job, but our management needs to support, our management needs to coach and our management needs to control and then, of course, pricing guidelines because in a large client environment, price is fixed, when you do a lot of perm, when you have a lot of SME businesses, you get new orders, pricing guidelines are important. And then again, already seen in Q4, when we see momentum, we are willing to invest. So, again, this is our plan for this year.

I also would like to take the opportunity to introduce the responsibilities of the team. It's, by far, the best team in the business. I've just made a quick calculation of the years in the business, it's over a 140 years in the business, excellent track records. Everyone grew up in the grassroots of business, worked in several countries and in several businesses. So it's the best team that I can definitely think of to manage, also with the best CFO in the business, Robert Jan, and not just in the business, but in the country. So thanks.

So this is where we are. I just want to mention a few things. François, it mentions functional area Staffing concept, So François with his excellent track record, again, in France is going to drive the further professionalization of our Staffing concept around the world and Linda is going to do the same for Professionals and for Perm. And I'm going to stay with Inhouse.

So, yes, before moving to Q&A, I'm optimistic. I'm optimistic because of the team, I'm optimistic because of the capabilities of our people around the world, our concepts and our brand and I'm optimistic because it's a state of mind. It goes with the territory, so every time you ask me, are you optimistic? And I say yes. You need to ask a second question because I'm always optimistic. So that is very important.

But then there is markets. And you know we manage the business on actuals. And that gets us back to today because the markets are growing on average with 3%. Is it still snowing in Atlanta Linda? We hope not, but it has been snowing in the U.S. So that's where we are with markets. Those are the actuals.

So Ben, also on my behalf I'll do this a few more times, I think on several occasions, but still, every occasion is an occasion, to thank you personally, from me, for 20 years of co-operation, 20 years.

We've mastered the art of communicating without talking, which is great, because if he talks you don't always know... – but seriously we went through a lot. If we talk about the company it's also 20 years and I'll miss you, but we'll have our weekly coaching sessions at your billiard table at home.

So with that said, we'll move to Q&A.

QUESTION AND ANSWER SECTION

<Jan-Pieter van Winsen>: Okay. We'll first start with the questions in the room, then we have only a couple of questions on the line and then we'll move back to the room to address some last questions from the analysts but also the Dutch press. So let's start here in the room. I suggest we start here on the right side and then move, because we're all sitting in the front. Start over here. Yeah. Arun?

<Q – Arun Rambocus – Kempen & Co. NV (Broker)>: Okay, first question is on the Netherlands and then specifically within Yacht. So what happened to profitability over there? Is it the market? Is it the underlying performance within Yacht? Is the performance of Yacht sort of getting to where the company wants to be within Professionals? So what happened to Yacht all of a sudden? Is it the market? Is it the underlying performance?

Second question is on North America, maybe a question for Linda. Actually, I tend to see an increasing divergence between the topline performance of Randstad but also some of the peers and the market data, so who has it completely right? What is the reason for this divergence?

And then a third question for Robert Jan, quickly on the SG&A. Basically, you guide for an underlying increase of the SG&A for Q1 of around 3.5%. Is that sort of the way going forward taking into account – so you guide for a sequential downfall of €15 million, right, then I think the Q1 last year and the Q1 for 2014, JB, so you guide for a 3.5% increase. Is that the way going forward taking into account all the effects of cost savings and a normal inflation? Those were my questions.

<A – Jacques van den Broek – Randstad Holding nv>: On the Yacht first, yes, I heard you say all of a sudden. There has been something in the last two years at Yacht. I think Yacht is a good example when I mentioned the triangle on beefing-up operational performance. So I can say that within Yacht everyone now knows on a weekly basis the amount of people they need to place, the amount of visits they need to make.

So I think from an operational point of view Yacht has improved a lot in still a very tough market. And of course if you talk about Yacht you cannot talk about one market. In the engineering part we're growing quite fast, the IT part, certainly, project-based IT that's still tough. The old government market, certainly the legal part of government, that's still not great. So it's a mix bag, but yeah it's coming together. It's coming together but slowly, slowly, slowly, but still or maybe early now in U.S.

<A – Linda Galipeau – Randstad Holding nv>: So I think on the U.S. the question was about our performance to market. So, yeah, there are many different takes on the market in the U.S. We are also sometimes kind of confused when the data comes out. So we have governmental data, but then we have the data that we rely on a little bit more, which would be based on a cocktail, if you wish, of like competitors. The U.S. is all about mix. It's a very big market and major shifts in major segments can really affect overall market data because the way it's calculated. So light industrial, when it goes up disproportionately drives market data. So we compare our performance to like competitors. Well, I would characterize 2013 as unspectacular in terms of we didn't gain market share in 2013. I don't think we lost very much either.

From a profitability standpoint I think that we are best-in-class or close to it. I mean, I think that's an important point and when you adjust for a couple of the very conscious choices we've made around clients, and we have to do that, because if I'm only worried about how I go to market, I'm going to make some different decisions. I think that you find the performance to be quite solid to market to competition and I think we're starting off well this year.

<A – Robert Jan van de Kraats – Randstad Holding nv>: Your final question about SG&A, Arun, I try to emphasize at least €15 million less and that means, it should be a little more than that, but we don't manage the company exactly by day by day. We respond immediately to whatever happens in the market. So I think you should take that into account in terms of the base and then what's going to happen in the periods after that, that's going to be a cocktail.

Typically, as I explained, the first phase of recovery goes hand-in-hand with increased bonus commissions and marketing expenses. That phase should last for a while, but the blend in our business is that we have been growing in a few markets already for quite a while, take Japan, for example, where we will be adding people. So that's going to play a role.

And finally, I can only say that, I hope to spend more, because that should be the response to an improved trend. And I think what we did do in the marketing, in the field of marketing in 2013, might well be repeated into 2014, if the trends do justify that.

<A>: Okay. Then we move to the next question over here, David.

<Q>: (David TAILLEUR, Rabo Securities) Good morning, gentlemen. First of all, on the outlook, I think you mentioned you don't see actually right now growth acceleration, but according to market data, there should be further gradual recovery. So I was just comparing the January figures, the growth trend, to December, or also looking at, let say the last couple of week trends and then maybe related to that one of your competitors was saying that, there was kind of a blip in the January comps in France. So maybe that's also having an impact and maybe you see a different trend the last couple of weeks. That's a long first question.

And secondly, on the CICE impact in France, could you give a little bit more color on the expected impact in 2014 and maybe confirm that at least, there should be a positive impact looking at the 200 bps increase on a gross figure. Thanks.

<A – Jacques van den Broek – Randstad Holding nv>: Yes, on markets, David, again it's a mix bag. As already mentioned, if you go from December into January, it's always tough to look at the comparisons. We do see a slight uplift in the Netherlands, so that's good. But the start in France was not too hot. So we saw a gradual improvement in France in December but then the early weeks of January were not great, see slight improvement but that's definitely a bit of a break in the trend, which is unfortunate. Germany looks good, Belgium looks good, U.S. looks a bit less good because of the weather, but underlying, as we mentioned it's a continuing trend with slowly up. Belgium is good as mentioned, UK is okay-ish, but that's more a perm market, so yeah, gradual, gradual.

<A – Robert Jan van de Kraats – Randstad Holding nv>: And adding to that I think typically these developments are not linear. This is always a little bit erratic, that's part of the game. But I think underlying we do see exactly what one anticipates to see, is that the blue collar, so industrial, logistics, that is improving across the board.

With regards to your question on the CICE which is the French low-wage subsidies, these are going to increase or these have increased as per the beginning of the year from 4% to 6% so that's a 50% increase. That is going to come through in our profit and loss account and of course commercially we will continue to have the challenge about how to, sort of, retain this into our books

because that clearly is the purpose of the arrangement. And so far I think we've done an excellent job in this field and we'll aim to do so also in 2014. So that would be reflected in a 50% increase.

<Q>: Maybe a quick follow-up. Are you meaning that 50% increase on the – let's say the net impact of 2013 because that will be quite significant?

<A – Robert Jan van de Kraats – Randstad Holding nv>: Yeah, that's what it is. It goes from 4% as a subsidy to 6% over the underlying wages.

<Q>: But in your P&L the impact was 180 bps so should we count then on about 90 bps for 2014 incremental impact, is that what you're saying or...

<A – Robert Jan van de Kraats – Randstad Holding nv>: Yes.

<Q>: Okay. Thanks a lot.

<Q – Marc Zwartsenburg – ING Bank NV (Broker)>: Yeah, good morning. Marc Zwartsenburg, ING. First a follow-up on David's question on the trend January, February. You mentioned also that the trend is moving into February but the trend – is that the trend of January or is that the improving trend from December, January into February?

And given that the first weeks of January had such a big impact from France as weather-related impact in the U.S. Could you give us a bit more feel for what the last four weeks, dating from now, as a sort of a trend have been the 3.2% seems to me, undershooting the real thing. So I'd like to get a little bit more feel for the real underlying trend?

<A – Jacques van den Broek – Randstad Holding nv>: You mean the trend of yesterday or last week?

<Q – Marc Zwartsenburg – ING Bank NV (Broker)>: Preferably, but stripping out perhaps the first week of January.

<A – Jacques van den Broek – Randstad Holding nv>: Okay, okay.

<A – Robert Jan van de Kraats – Randstad Holding nv>: The trend of next week sir.

<A – Jacques van den Broek – Randstad Holding nv>: The trend of next week. David, seriously, we've given – or Marc sorry, but it was a follow up of David, so in that sense because he lost his question, so you take over. No, it's 3.2% for January and yes, we see a slowly improving trend, but again it's not booming into February.

<Q – Marc Zwartsenburg – ING Bank NV (Broker)>: Okay. So it's not such a huge impact that we should adjust the number?

<A – Jacques van den Broek – Randstad Holding nv>: No.

<Q – Marc Zwartsenburg – ING Bank NV (Broker)>: Then a question on the cost savings, can you remind us a bit on the phasing on the French and the Belgian cost savings, how that would phase into 2014? How much was already in and what should we still expect there?

<A – Robert Jan van de Kraats – Randstad Holding nv>: The French cost savings have mostly been earned already in the P&L, but something is going to come through in 2014. And the Belgium reorganization has been executed late last year, so we expect to see the savings as from Q1. It's rather immediate.

<A – Jacques van den Broek – Randstad Holding nv>: Again, I think it's important to mention, I did it a few times already, but still we didn't do this in France with the first and foremost objective to save cost. We did it to get to bigger branches. Bigger branches will lead to more effectively managed teams that goes hand in hand with what I explained earlier on improved operations and would also lead to more cross selling because the biggest thing we need to do in France is change the business mix more towards perm, more toward white-collar, which is tough in the current French market, but that's is definitely the main reason behind our change in France.

<Jan-Pieter van Winsen>: Okay. Then we have a question here first row again.

<Q – Yves Franco – KBC Securities NV>: Yves Franco, KBC Securities. Good morning. First question, could you quantify a bit more your planned investments in marketing? 2014 you say marketing investments will continue, but will we see an increase there or same amount as 2013. Second question, net debt-to-EBITDA level is quite low now. Can you update us on your M&A strategy? What are your requirements and what are you looking for?

<A – Jacques van den Broek – Randstad Holding nv>: Okay. Well, first on the marketing. So the main markets where we invested was Germany and UK. In UK two – well, aspects or two parts of our UK business education and construction, property and engineering. And if you look at results already now in that market, it seems that that's been picked up, so that's good, France and U.S. pros. So it was a market boost. So, we had underinvested in marketing and we announced, I think in Q2 that we're going to create a boost. Q1 will be lower than the boost in Q4.

But again, as we mentioned, Robert Jan mentioned and I mentioned, if we see momentum in markets, we will invest in marketing to support, because the more you'll invest in marketing the more effective, as we call, the funnel is, the easier it is to get an appointment with the client, because your top of mind goes up and your preference with candidates goes up. So we will not hesitate to do it. Your question is, will it be the same level of 2013? We don't know yet, but we'll definitely invest when we see the opportunities.

<A – Robert Jan van de Kraats – Randstad Holding nv>: The M&A question. The balance sheet of Randstad has improved. We have always shared with you that we also, next to organic growth which is our priority, have ambitions to look at growth through acquisition to support the strategic success of the company. There is – let's say, we always investigate whether we have opportunities in the field of Professionals or to strengthen our position in certain geographies, but there is nothing – also given the balance sheet, nothing significant imminent as we speak.

<Jan-Pieter van Winsen>: Okay. Then we have two more questions here and then we'll move through the line. There are still three questions. So, let's limit it.

<A – Jacques van den Broek – Randstad Holding nv>: No. You don't get the mic.

<Q – Konrad Zomer – ABN AMRO Bank NV (Broker)>: Hi. This is Konrad Zomer, ABN AMRO. Can you quantify the growth rate in IT Staffing in U.S. in Q4, please and the second question is on the UK particularly now that the perm business is growing again, can you tell us a bit more as to why the EBITA margin came down again, instead going up, because it looked up until Q3 that you had turned the corner in the UK with this seasonal impact or was there anything particular going on?

<A – Robert Jan van de Kraats – Randstad Holding nv>: The growth rate in IT in the U.S. is just north of zero. It just turned the corner. And again, when you talk about our UK business, of course, it's still a group of companies. Overall, the underlying trend is good, but we invested a little over €1.5 million in marketing in UK alone.

And as mentioned, we had some favorable items last year in Q4, which was – last year, as in 2012, which was not really geared to better operations. So definitely the underlying trend, as you've seen in the first three quarters, remains, and again, we're happy with the investments we've made in these two segments. So we're optimistic going forward, Konrad.

<Jan-Pieter van Winsen>: Okay. We have a question in the front row.

<Q>: Good morning, Wouter Keuning, Het Financieele Dagblad, one question on the €131 million tax payment, you said it was agreed upon already in 2009, I think it was paid now, what's the reason for that?

<A – Robert Jan van de Kraats – Randstad Holding nv>: This is what you typically have with tax authorities, not everything is black and white. You get to interpretation. We did have this issue on the table in 2009, which you might remember was when the going got very tough at Randstad. At that time, revenues declined by 27% from €17 billion to €12 billion, so anything sort of resulting in us not paying cash was more relevant than before.

So we were a little more tough in the negotiations and this was a matter of interpretation. As I said not everything was black and white and this could have lasted for a very, very long time and instead of doing that, we came to the conclusion at that time that this money would be paid at a later point in time. So the company benefited from it and the tax authorities also because we did not have to spend extensive time in negotiating this, which might have resulted in more or less.

<Jan-Pieter van Winsen>: Okay. Then I would like to move to the line, if we can get the first question from the operator.

Operator: [Operator instructions] Your first question comes from Nicholas de la Gense. Please ask your question.

<Q – Nicholas de la Gense – Merrill Lynch International (United Kingdom)>: Good morning, guys. Two questions for me, please. Firstly, on North America, in Q3 you talked about an expectation that you would no longer be underperforming the market in 2014. This Q4 result was perhaps a little bit below the market. Are you still comfortable with the expectation of performing in line with the market in 2014?

And the second question is on CICE in France. The receivables that you booked in the accounts is about €73 million which is about 250 basis points on French margins, how do I relate that to the 180 basis points that you've discussed on these calls? Is the difference additional training costs and other offsetting costs of CICE?

<A – Robert Jan van de Kraats – Randstad Holding nv>: Yes, on your second question, that's the right interpretation.

<A – Linda Galipeau – Randstad Holding nv>: On your first question, yes, we committed to returning to market levels in 2014, and during the course of 2014, you will see that reflected in the numbers, yes.

<A>: And may be one addition, Nicholas, in the cash flow statement that Robert Jan showed on the slide this was called other non-cash items. There is more items in there. The total gross receivable, you could also find it in the appendix of the press release is roughly €70 million. That's the gross receivable which will be collected after three years.

<Q – Nicholas de la Gense – Merrill Lynch International (United Kingdom)>: Can I just ask one follow-up on the U.S.? You'd mentioned that the BLS data isn't necessarily a very good guide

to market growth. Is there – are there other metrics that we should be looking at, because the BLS data does seem to be what we would expect to be consistent with current levels of GDP growth?

<A – Linda Galipeau – Randstad Holding nv>: Yeah. So, again, I can just repeat what we look at because the BLS data weighs things one way but certainly depending on the mix of business that you have and the types of customers you do business with, it can be reflected differently so you would have to take the BLS data weighted according to our a; mix of clients and b; mix of segments.

So we prefer to benchmark ourselves against like competitors meaning competitors of our approximate size that have our similar mix of business. You have access to a lot of that data, I would imagine. And again, I encourage you to look at all numbers, because if revenue is the only measurement of performance, I think perhaps the conclusions are faulty.

<Q – Nicholas de la Grense – Merrill Lynch International (United Kingdom)>: Okay, thanks very much guys.

<Jan-Pieter van Winsen>: Okay. Next question from the line please.

Operator: Your next question comes from Laurent Brunelle. Please ask your question.

<Q – Laurent Brunelle – Exane SA (Broker)>: So, good morning, Laurent Brunelle, Exane BNP. Two questions from me. First, on France, looking at your organic sales growth decline of 3% in Jan, is it only volume-driven or is there a price issue? Regarding the CICE, don't you think that you could have some indirect impact in terms of pricing?

And I've heard that some competitors are offering rebates, so what's your view on it? And secondly a follow-up on marketing spend. Do you intend to invest in the same countries in 2014? And can you just remind me how much you spent overall in 2013, please?

<A – Jacques van den Broek – Randstad Holding nv>: First on CICE and clients, so to answer, we thought about this very long and the answer is no, so no rebates and as you know, we've already talked a lot about client profitability in France. That strategy has not changed with or without CICE, so that's unchanged. Again on the marketing, now it goes back to my answer I gave earlier to the colleague from KBC here in the room, when we see momentum in markets, regions or segments we will invest in marketing. So, that's not to say we'll invest the same amounts of money in the same markets, but again when we see the opportunities we'll do it.

<A – Robert Jan van de Kraats – Randstad Holding nv>: I am going to answer your question on the marketing spend as a total. And by the way that is – it can be found in our Annual Report on page 61. That gives me the opportunity to emphasize the Annual Report which is now an integrated Annual Report. I hope you'll enjoy it, it's online, available. And it also states the marketing spend at the group level is 0.6% of revenues which compares to 0.7% in 2012. On a monetary basis, that means it's flat.

<A>: Okay. Next question from the line, please.

Operator: Your next question comes from Anya [indiscernible]. Please ask your question.

<Q>: Good morning, guys. I believe in France, Manpower saw positive growth of 1%. They seem to think that they were gaining share in a muted market. You clearly saw an improvement from last quarter, but still a decline. Do you think you were more reflective of the market growth?

<A – Jacques van den Broek – Randstad Holding nv>: Yeah, again on France, we grow a lot in Inhouse so that's the good news. But overall, we are slightly below market and getting close to

market. Again, we've taken a lot of share in 2010, 2011 and 2012, shed around €100 million of business in 2012 that still transpires a bit into 2013, but again, we are very happy with our setup. But that's more hope than it is fact. Again, if you look at our base with Inhouse and the amount of new clients we've opened, many of them are at a relatively low point in demand. If it picks up, we'll benefit and then we'll take market share again.

<Jan-Pieter van Winsen>: Okay. We have a very last question coming in online as you see, so last question from the line.

Operator: So your last question comes from Alex Magni. Please ask your question.

<Q – Alex Magni – HSBC Bank Plc (Broker)>: Morning, just a couple ones on Germany and a quick on the CICE just to wrap up the understanding. Regarding the collective labor agreement, was the change in your assumptions on the provisions, I presume that was from the date of the negotiation and was not backdated for the whole of 2013, so was it pro rata from the point of the negotiation, or was it for the whole year?

<A – Robert Jan van de Kraats – Randstad Holding nv>: Yeah that's a correct interpretation. This was a negotiation that took place at the very end. This is – momentum was at the end of the year and it looks back at the previous 13 weeks and that resulted in the adjustment of the accruals.

<Q – Alex Magni – HSBC Bank Plc (Broker)>: Understood.

<A – Robert Jan van de Kraats – Randstad Holding nv>: So it was processed in Q4.

<Q – Alex Magni – HSBC Bank Plc (Broker)>: Understood. So the 3% to 4% wage increase is agreed. To recapture the additional provision probably presume something like 4%, 5% price increases that you'd need to achieve to recover the margin?

<A – Jacques van den Broek – Randstad Holding nv>: The wage increases applicable as from January 1, but we had to take into account an evaluation of certain liability we have in our balance sheet. And on top of that we had our system change as of November where we had to pay a higher amount of salaries during holiday pays and during sickness days. But the salary increase will be applicable as from January 1, 2014.

<Q – Alex Magni – HSBC Bank Plc (Broker)>: Understood. And then just the €5 million profit on disposal am I correct in understanding that was booked in Q4, 2012? That was a Q4-on-Q4 comp as opposed to a year-on-year comp.

<A – Robert Jan van de Kraats – Randstad Holding nv>: That's a cost reduction. So the cost base was reduced due to disposals. This was the business taken out and I think this was the overview of the year-on-year comparison of the quarter. So it's the quarter.

<Q – Alex Magni – HSBC Bank Plc (Broker)>: All right, fine. And then, just on the CICE, from the previous answer are we correct in understanding that the training and investment costs are booked at the gross level? And so the question is are there any further costs booked against the CICE at the operating level? That's the first part of the question. And the second one is to what extent does the booking of the CICE impact the pricing discussions you have with your clients in France? So do they see it as effectively a price subsidy?

<A – Robert Jan van de Kraats – Randstad Holding nv>: So far I think we're keeping the sheet clean, so no giving into these – to this pressure. And the calculation is the gross CICE minus the related cost as described in the arrangement which is, for example as you rightfully said training expenses. And I don't foresee a change in the way we accrue for that right now.

<Q – Alex Magni – HSBC Bank Plc (Broker)>: Understood. Great, thank you.

<A>: Okay. Are there any questions left in the room? No. Okay.

Jan-Pieter van Winsen

Then before we close the meeting Jacques and also Robert Jan thank Ben for your time here as CEO. First of all, I have thought about a present for you. Of course, the farewell party is this afternoon, but also later in March, so you get a lot of more presents, but we have a little present for you to thank you for your contribution at least on the IR front. And I would like to give it to you. It's an original share of Randstad Uitzendbureau, the predecessor entity of Randstad Holding and we put your name on it with a signature of Frits Goldschmeding.

Disclaimer

The information herein is based on sources we believe to be reliable but is not guaranteed by us and does not purport to be a complete or error-free statement or summary of the available data. As such, we do not warrant, endorse or guarantee the completeness, accuracy, integrity, or timeliness of the information. You must evaluate, and bear all risks associated with, the use of any information provided hereunder, including any reliance on the accuracy, completeness, safety or usefulness of such information. This information is not intended to be used as the primary basis of investment decisions. It should not be construed as advice designed to meet the particular investment needs of any investor. This report is published solely for information purposes, and is not to be construed as financial or other advice or as an offer to sell or the solicitation of an offer to buy any security in any state where such an offer or solicitation would be illegal. Any information expressed herein on this date is subject to change without notice. Any opinions or assertions contained in this information do not represent the opinions or beliefs of FactSet CallStreet, LLC. FactSet CallStreet, LLC, or one or more of its employees, including the writer of this report, may have a position in any of the securities discussed herein.

THE INFORMATION PROVIDED TO YOU HEREUNDER IS PROVIDED "AS IS," AND TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, FactSet CallStreet, LLC AND ITS LICENSORS, BUSINESS ASSOCIATES AND SUPPLIERS DISCLAIM ALL WARRANTIES WITH RESPECT TO THE SAME, EXPRESS, IMPLIED AND STATUTORY, INCLUDING WITHOUT LIMITATION ANY IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, ACCURACY, COMPLETENESS, AND NON-INFRINGEMENT. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, NEITHER FACTSET CALLSTREET, LLC NOR ITS OFFICERS, MEMBERS, DIRECTORS, PARTNERS, AFFILIATES, BUSINESS ASSOCIATES, LICENSORS OR SUPPLIERS WILL BE LIABLE FOR ANY INDIRECT, INCIDENTAL, SPECIAL, CONSEQUENTIAL OR PUNITIVE DAMAGES, INCLUDING WITHOUT LIMITATION DAMAGES FOR LOST PROFITS OR REVENUES, GOODWILL, WORK STOPPAGE, SECURITY BREACHES, VIRUSES, COMPUTER FAILURE OR MALFUNCTION, USE, DATA OR OTHER INTANGIBLE LOSSES OR COMMERCIAL DAMAGES, EVEN IF ANY OF SUCH PARTIES IS ADVISED OF THE POSSIBILITY OF SUCH LOSSES, ARISING UNDER OR IN CONNECTION WITH THE INFORMATION PROVIDED HEREIN OR ANY OTHER SUBJECT MATTER HEREOF.

The contents and appearance of this report are Copyrighted FactSet CallStreet, LLC 2014. CallStreet and FactSet CallStreet, LLC are trademarks and service marks of FactSet CallStreet, LLC. All other trademarks mentioned are trademarks of their respective companies. All rights reserved.