

Annual Report 1 9 9 9

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This annual report is written in Dutch and also appears in an English translation. Abridged versions are published in French and German.

Please note that in case of lack of clarity, the Dutch text is decisive.

Corporate Mission

Randstad's goal is to rank among world leaders in matching demand for and supply of employment.

Core activities

Randstad specializes in bringing together individual people's demand for challenging and well-paid employment and the demand of companies and organizations for suitable personnel of the right caliber.

This is pursued in the following ways:

- by meeting local and regional employment requirements by means of tailored solutions according to norms and values applicable to all countries where the Randstad Group is active;
- by deploying extensive knowledge of the employment market in combination with an unparalleled ability to attract, coach and retain talented people; and
- by being a reliable partner for all interested parties.

Randstad Holding nv is an international professional services provider active in Europe and North America. Employment market expertise is the key element in all services offered by the Group, facilitating the supply of labor to organizations so that they become more effective and focused. This key expertise also underpins the Group's profile as an attractive and reliable employer able to attract and retain employees. These components can be translated into two core concepts: flexibility and employability.

The Randstad Group is one of the largest staffing organizations in the world. It is market leader in the Netherlands, Belgium, Germany and in the south-east of the United States. In addition to these markets, Randstad is active in France, the United Kingdom, Spain, Switzerland, Denmark, Luxembourg, Italy and Canada. Besides staffing and contract placement, the Group offers cleaning and security services.

Randstad was founded in 1960 and growth in both revenues and profitability have been considerable ever since. In 1999, the Randstad Group generated revenues of NLG 12.3 billion (€ 5.6 billion) and net profits of NLG 456.2 million (€ 207.0 million). During the reporting year, an average of 254,000 people were employed by Randstad every day, with around 1.3 million working throughout the year. At year-end, Randstad had a total of 1,755 branches in Europe and North America.

Randstad's goal is to ensure long-term corporate continuity. In pursuing this goal, it is crucial to create value for all stakeholders. This implies continual growth in revenues and profitability. Strategy is based primarily on organic growth. In addition and insofar as they mesh with strategy, selective acquisitions are used to accelerate growth and achieve targeted market positions.

In geographic terms, the Randstad Group's growth strategy is focused on Europe and North America. These regions represent more than 80% of the staffing world market. Within these regions, the Group concentrates on rapidly growing conurbations. The motivation and expertise of personnel is crucial in any service organization. This is why so much attention is devoted to selection, education, training and personal development of employees.

Randstad is firmly rooted in the societies and communities of which it is part. As a socially-committed organization, the Group aims to use its employment market expertise to respond actively to social developments and to make concrete contributions to them. To achieve this goal, product and service packages are continually adjusted to the actual situation and to the market's evolving requirements.

Randstad Holding nv is listed on the AEX-Effektenbeurs (Amsterdam's stock exchange) and is included in Amsterdam's Midkap index, with a 10% weighting. Randstad shares are also traded on London's SEAQ International. Various derivative trading also takes place in Amsterdam.

History

- 1960** Uitzendbureau Amstelveen founded; first year's profit is NLG 9.53.
- 1964** The company takes a new name: Randstad Uitzendbureau.
- 1965** First move towards internationalization: Interlabor Interim is launched in Belgium.
- 1967** The U.K. becomes the next international market.
- 1968** Staffing activities launched in Germany.
- 1970** Randstad starts the 1970s with 32 branches in four countries; revenues exceed NLG 47 million.
- 1971** Profits pass the NLG 1 million milestone.
- 1973** Randstad enters the French market; revenues top NLG 100 million.
- 1974** Cleaning activities start in Germany.
- 1975** The acquisition of Belglas provides access to the Belgian cleaning market.
- 1976** Cleaning activities launched in the Netherlands following Korrekt takeover.
- 1978** Company name changes to Randstad Holding nv.
- 1979** Opening of 100th branch; profits exceed NLG 10 million.
- 1980** Randstad founds Randon in the Netherlands to launch entry into the security sector. Group revenues exceed NLG 500 million.
- 1981** Staffing activities in the U.K. end.
- 1983** Uitzendbureau Tempo-Team and cleaning company Lavold acquired.
- 1985** Silver jubilee celebrations; 257 branches in four countries with 1,600 corporate and 35,000 staffing employees working via Randstad daily. Revenues top NLG 1 billion.
- 1988** Start of automation services; Randstad Options Fund Foundation (Stichting Randstad Optiefonds) for corporate employees is established.
- 1989** Randstad reenters the U.K. staffing market. Revenues exceed NLG 2 billion.
- 1990** Randstad's shares listed on the Amsterdam Stock Exchange, now the AEX-Effektenbeurs. Profits over NLG 90 million. New headquarters open in Diemen (Amsterdam).
- 1991** 500th branch opens.
- 1992** Largest acquisition to date: the Flex Group; expansion of automation services through HCS Group acquisition. Revenues pass NLG 3 billion.
- 1993** Entry into the United States staffing market with the acquisitions of staffing organizations Temp Force and Jane Jones; start of staffing activities in Spain.
- 1994** Acquisitions of Inter Techniek and Polydesign.
- 1995** Staffing organization Optiman in Switzerland acquired; start of staffing activities in Luxembourg.
- 1996** Randstad Staffing Services deploys 16,000 staffing employees at the Olympic Games in Atlanta (United States).
- 1997** 1,000th branch opens; acquisitions of staffing organization SejersenGruppen in Denmark and LTI Bourgogne in France; start of staffing activities in Canada.
- 1998** Founder and President and Chief Executive Officer Frits Goldschmeding is succeeded by Hans Zwarts; acquisitions of Strategix Solutions in the United States and Life & Work in Switzerland; first share offering since initial public offering in 1990.
- 1999** Acquisitions of Tempo Grup in Spain and time power in Germany; staffing activities launched in Italy.

Key Figures

amounts in millions of guilders, unless otherwise indicated *(also in millions of euros)*

	1 9 9 9		1 9 9 8		Change (%)
Net revenues	12,264.5	5,565.4	9,308.0	4,223.8	31.8
Gross profit	2,884.0	1,308.7	2,091.2	948.9	37.9
As % of net revenues	23.5		22.5		
Operating result	670.7	304.3	512.6	232.6	30.8
As % of net revenues	5.5		5.5		
Net income	456.2	207.0	335.4	152.2	36.0
As % of net revenues	3.7		3.6		
Operational cash flow	622.8	282.6	321.9	146.1	93.5
Shareholders' equity	729.4	331.0	810.7	367.9	(10.0)
Fixed assets	1,048.4	475.7	803.8	364.7	30.4
Net debt	352.2	159.8	102.4	46.5	243.9
Solvency in %	19.0		27.4		(30.7)
Interest coverage	33.0		-		
Average number of personnel	254,000		214,000		18.7
Number of corporate staff at year-end	13,000		12,100		7.4
Number of ordinary shares of NLG 0.20 nominal value at year-end	115,619,048		115,619,048		
Number of cumulative preferred shares of NLG 0.20 nominal value at year-end	25,200,000		25,200,000		
Market capitalization at year-end	12,179	5,527	11,678	5,299	4.3
Price/earnings ratio of ordinary shares at year-end	27		33		(18.2)

Figures per ordinary share in guilders *(and euros)*

Operational cash flow	5.39	2.45	2.96	1.34	82.1
Net income	3.78	1.72	3.06	1.39	23.5
Dividend	1.52	0.69	1.19	0.54	27.7
Payout %	40		41		
Closing price (share)	105.34	47.80	101.00	45.83	4.3

Supervisory Board

The Supervisory Board of Randstad Holding nv

	Initial appointment	Current appointment to GMS in
J.E. Andriessen (chairman)	1995	2000
F.J.D. Goldschmeding	1999	2003
J.P. Guépin	1989	2002
J.C.M. Hovers	1995	2001
J.F.M. Peters	1993	2003
R. Zwartendijk	1999	2003

Other information on the Supervisory Board

J.E. Andriessen (chairman) (71)

Economist, former Minister of Economic Affairs, member of various supervisory boards. Dutch nationality.

In the reporting year, the Supervisory Board received remuneration of NLG 234,000 independent of net income.

F.J.D. Goldschmeding (66)

Economist, founder of Randstad and former President and CEO of Randstad Holding nv. Dutch nationality.

At the end of 1999, members of the Supervisory Board held a total of 5,000 shares and 1,000 falcons in Randstad Holding nv. One of the board members has an interest in a legal entity which, based on the Declaration of Interests Act, is registered as a stake in Randstad Holding nv in the 25%-50% category.

J.P. Guépin (70)

Lawyer, former chairman of the board of Naarden International N.V., now holds memberships of various supervisory boards. Dutch nationality.

There are no individual business relations between any of the Supervisory Board members and Randstad Holding nv.

J.C.M. Hovers (56)

Econometrist, former chairman of the boards of Océ N.V. and Stork N.V., various supervisory board memberships. Dutch nationality.

J.F.M. Peters (68)

Economist, former chairman of the board of AEGON N.V., holds various memberships of supervisory boards. Dutch nationality.

R. Zwartendijk (60)

Economist, Royal Ahold n.v.'s former chairman and former President and CEO of Ahold USA. Dutch nationality.

Report to Shareholders

In the reporting year, 1999, Randstad Holding nv again performed well. This applies to growth in both revenues and operating results which reached record heights, and to the successful integration of newly acquired American, Spanish, German and Swiss companies. By re-engineering marketing strategy, by implementing a new, division-based organizational structure, and by investing in information and communication technology, the Group is responding proactively to the challenges posed by the new millennium.

As required by Article 26 of the Articles of Association, we submit the financial statements and annual report pertaining to Randstad Holding nv in 1999. The financial statements have been audited and approved by PricewaterhouseCoopers N.V., accountants. The auditors' statement can be found on page 72.

We endorse the Executive Committee's proposal to declare from 1999 net profits of NLG 456.2 million (€ 207.0 million) and after deduction of the cumulative preferred dividend of NLG 18.9 million (€ 8.6 million) a cash dividend of NLG 175.8 million (€ 79.8 million) or NLG 1.52 (€ 0.69) per ordinary share with a nominal value of NLG 0.20. We further endorse the Executive Committee's proposal to retain the remaining amount of NLG 261.5 million (€ 118.6 million) and add it to general reserves.

We propose you adopt the financial statements and appropriate the profits according to the Executive Committee's proposal.

In 1999, the Supervisory Board met with the Executive Committee on five occasions. The most important issues under discussion were strategy and the concomitant new organizational structure which ensued from an adjusted marketing strategy.

Other issues were:

- the acquisition of staffing agencies time power Personal-Dienstleistungen in Germany and Spain's Tempo Grup, and their funding;
- the funding structure;
- policy relating to information and communication technology;
- the Y2K issue;
- risk factors;
- the structure of internal auditing systems;
- policy on management development;
- construction of the new head office; and
- the composition of the Supervisory Board.

We further discussed the composition and effectiveness of our body and the Executive Committee's performance in private; the CEO's remuneration was also a topic. Further, a one-time consultation took place with the Group's external auditors. In 2000, the Supervisory Board will meet with the Executive Committee at least four times according to a pre-determined schedule.

The Supervisory Board's task and working methods and its interaction with the Executive Committee are laid down in a code comprising those Corporate Governance Commission recommendations relevant to our body. Given the size of the Supervisory Board, it has been decided not to set up separate committees on selection and appointment, remuneration or audit. Rather, all issues will be discussed by the full board. A profile of the Supervisory Board is available for perusal at the Group's premises; it is evaluated periodically.

At the General Shareholders' Meeting held on May 6, 1999, F.H.M. Grapperhaus stepped down from the Supervisory Board having reached statutory retirement age. He was a member of the board for 10 years. During that time, he made a considerable contribution to the growth and internationalization of the Group. We are very grateful for all his commitment and expert input in our decision-making. The vacancy which subsequently arose was filled at the same meeting by F.J.D. Goldschmeding. Following an increase in the number of Supervisory Board members R. Zwartendijk was also appointed to the board on May 6, 1999.

At the General Shareholders' Meeting in 2000, the chairman of the Supervisory Board, Professor J.E. Andriessen, will step down having reached statutory retirement age. J.F.M. Peters will be appointed as his successor, with F.J.D. Goldschmeding as vice-chairman.

The Supervisory Board would like to express its appreciation to the Executive Committee and employees for all that has been achieved in the reporting year.

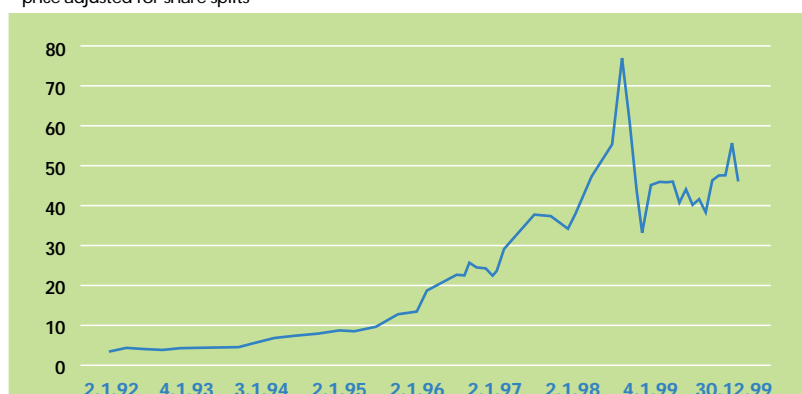
Diemen, February 18, 2000

The Supervisory Board:
J.E. Andriessen (chairman)
F.J.D. Goldschmeding
J.P. Guépin
J.C.M. Hovers
J.F.M. Peters
R. Zwartendijk

Information for Shareholders

Price trend Randstad Holding nv shares in euros

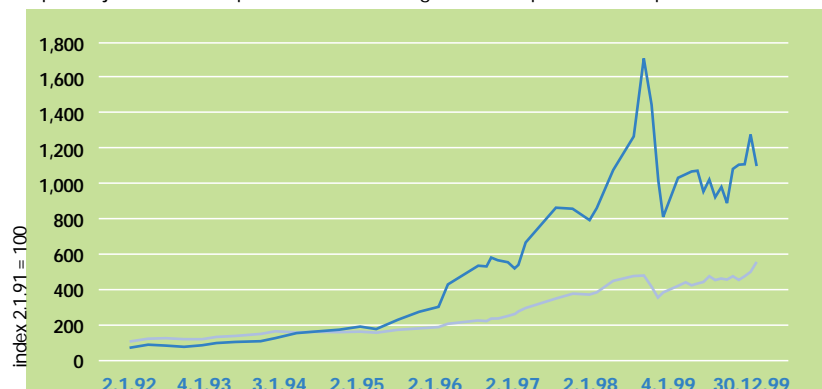
price adjusted for share splits



Indexed share price trend against CBS general price index

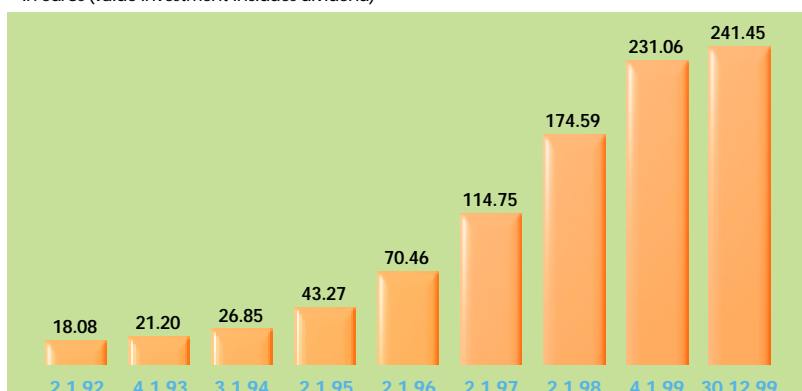
price adjusted for share splits

— general share price — price Randstad shares



Development of one share purchased on January 2, 1992, average annual effective yield: 38%

in euros (value investment includes dividend)



Randstad shares

Randstad Holding nv's shares are listed on the AEX-Effectenbeurs (Amsterdam stock exchange). Stock options are traded on the AEX Optiebeurs (Amsterdam options exchange). Shares are also traded on the London SEAQ International.

In the reporting year, the importance of (inter)national indices has again increased. Institutional investors are often obliged to perform according to benchmarks set by major indices. Randstad's goal is to see its share included in Europe's most important indices. The Randstad share is currently represented in major benchmark indices, such as the FTSE Euro Top 300 and the Amsterdam Midkap index.

In 1999, the Randstad share again achieved a higher closing price than in the previous year (€ 47.80 against € 45.83), although at 4%, the increase was less pronounced than in 1998. The share reached its highest closing price of € 55.40 on November 16; the lowest, € 37.95, was on August 5. Market capitalization rose from € 5.3 billion to € 5.5 billion.

The Randstad share acts as underlying value for various listed securities, such as the Randstad falcon and the Randstad Warrant and the Temp Warrants. These option rights are not issued by Randstad and exercising these rights does not lead to an increase in outstanding Randstad shares.

Capital structure

Randstad Holding nv's authorized capital is made up of ordinary shares, and type A and type B preference shares. In the reporting year, no new shares were issued.

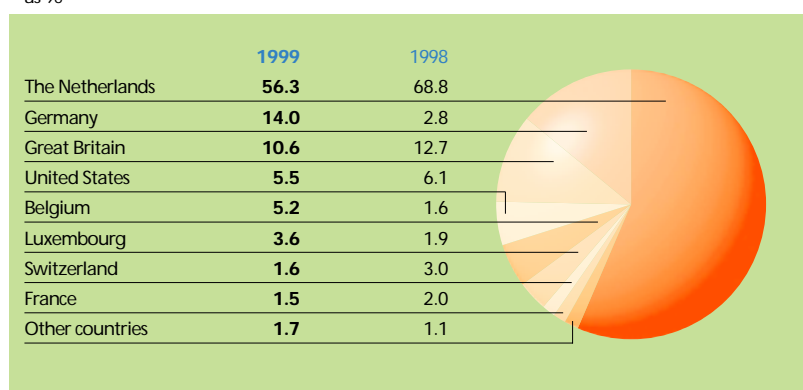
At year-end 1999, Randstad Holding nv's outstanding shares comprised 115.6 million ordinary shares with a nominal value of NLG 0.20 (€ 0.09) and 25.2 million B-type preference shares at NLG 0.20 (€ 0.09).

Around three-quarters of issued ordinary shares have no depositary receipt. This means that the shares' economic and legal ownership are united in a single holder. These shareholders can exercise their voting rights at the General Meeting of Shareholders without restrictions.

About one-quarter of issued ordinary shares are receipted: this figure covers shares held by the Randstad

Indicative geographic spread of free-float shares 1999

as %



Option Fund Trust Office and Randstad Holding's Trust Office (both are foundations). The first group is unrestricted; the second has limited convertibility.

B-type preference shares (financing prefs) were issued in November 1998 to the Trust Office for Randstad Preference Shares Foundation. The depositary receipts are held by institutional investors ING Groep N.V., Fortis N.V. and AEGON N.V. No voting rights attach to the receipts. The Trust Office's statutes observe those stipulations contained in Appendix X of the listing and issuing rules of Amsterdam's AEX Stock Exchange and the Corporate Governance Commission.

Voting rights relating to the financing prefs reside with the Trust Office and can be exercised by the board of management. Board members are S.C.J.J. Kortmann, A.A. Anbeek van der Meijden and A.H.J. Risseeuw. The General Meeting of Shareholders appoints two members and Randstad Holding nv appoints one to the board.

The company has no priority shares or other restrictions on shareholder participation.

Investor relations

The primary goals of our investor-relations policy are to enhance name recognition and to improve Randstad's reputation with financial target groups. Active communication with analysts, institutional and private investors and the financial press leads to deeper insight

into the Group's strategy and longer-term performance, and to more interest from corporate clients and prospective employees.

A new component in our investor relations program was the opportunity offered to 25 analysts to examine at first hand our operations in North America in November of the reporting year. The aim was to provide the financial community with insight into our strategy and operational activities with special focus on the integration of Randstad Staffing Services and the former Strategix Solutions into a new entity: Randstad North America. In the future, Randstad will offer analysts further opportunities to examine our activities in this way.

Dividend policy

Randstad's policy is to pay out annually to ordinary shareholders a cash dividend amounting to 40% of net profit after deduction of the cumulative preferred share dividend.

Declaration of Interests Act

The following interests in Randstad Holding nv have been declared:

Holders of ordinary shares	Interest per category
Randstad Beheer bv	25-50%
Stichting Administratiekantoor Randstad Optiefonds	10-25%
Stichting Administratiekantoor Randstad Holding	5-10%

Important dates 2000

Preliminary figures	January 12
Final figures	February 23
Proposed dividend	February 23
Publication Annual Report	March 16
Analyst presentation 1999 results (Diemen)	March 16
Presentation 1999 results (London)	March 17
Presentation 1999 results (New York)	March 21
Presentation 1999 results (Atlanta)	March 22
Presentation 1999 results (Frankfurt)	March 30
General Meeting of Shareholders	May 11
Fixing ex-dividend	May 12
Dividend available for payment	June 8
Interim results	August 23
Analyst presentation interim results (Diemen)	August 23
Presentation interim results (London)	August 24
Presentation interim results (New York)	August 29
Presentation interim results (Atlanta)	August 30
Presentation interim results (Frankfurt)	September 5

Executive Committee

The Randstad Group's Executive Committee

H. Zwarts
F.C.M. Drost
C.T.M.J. Farla
D. van Gelder
E.A. de Groot
F.C.A. van Haasteren
E. Vonk MBA



Hans Zwarts (59)

President and Chief Executive Officer



Frits Drost (59)

Chief Executive Officer YACHT Europe and until year-end
responsible for Randstad France and Randstad Spain



Cleem Farla (54)

Chief Executive Officer Randstad Europe



David van Gelder (54)

Chief Executive Officer Large Scale Europe, also responsible for Tempo-Team, Lavold and Randon



Bert de Groot (44)

Executive Vice President Finance & Administration and ICT



Fred van Haasteren (50)

Executive Vice President Human Resources and General Affairs Randstad Holding nv, also responsible for Otter-Westelaken



Erik Vonk (47)

Chief Executive Officer Randstad North America

Report of the President and Chief Executive Officer

General overview

For Randstad Holding, 1999 proved another satisfactory year. We again succeeded in achieving record revenues and operating results, in spite of temporarily less favorable conditions in almost all markets.

This upward trend in results is an endorsement of our chosen strategy which is designed to reduce Randstad's dependence on Dutch market developments by growing our business through substantial acquisitions. In the reporting year, we again pursued our international goals forcefully. The Group continues to develop increasingly into a worldclass player.

Revenues rose by almost 32% to NLG 12.3 billion, with net profit growing by 36% to NLG 456.2 million. Increases in both revenues and operating results were due to an important extent to recent acquisitions, especially Strategix Solutions in the U.S. and time power in Germany. Organic growth also developed satisfactorily, particularly in light of slow growth in almost all markets, especially in the first two quarters. Randstad was able to grow its market share in just about every country. The rising line, particularly in operating results, is even more pronounced when we factor in pressure on performance from costs of development and implementation of new concepts and products. New concepts and products relate specifically to the top professional and large scale segments, as well as ongoing major investment in information and communication technology (ICT). The latter not only generates a number of operational advantages, but also brings new e-commerce and business-to-business applications within our reach.

If we are to maintain our momentum, we must remain alert and innovative so that we continue to achieve timely adjustments to our organization. An aggressive approach to the market is essential, with primary focus on Europe's growth markets - Germany, Spain and Italy - but we remain constantly alert to opportunities in more mature markets. Competition is fierce. Continual evolution in the marketplace demands our prompt action. We must respond to developments by a timely change of course. Given this environment, a decision taken in the reporting year is of major importance. It was decided to abolish the current national organization structure and replace it with a divisional approach in which three dedicated divisions will each cover a specific segment. Both major

geographic regions, Europe and North America, will follow the same structure.

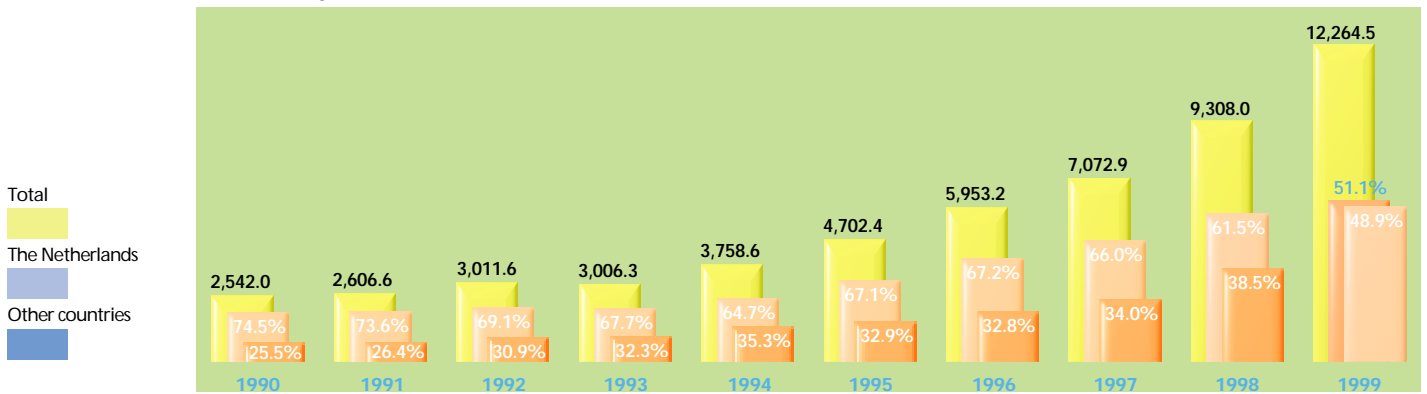
An increasingly tight employment market, especially in the U.S. and the Netherlands, represents an additional challenge for an organization like Randstad. It is clear that the matching process requires more effort than even a few years ago. However, this environment also offers us real opportunities. It enables us to differentiate our services thanks to our employment market expertise and innovative approach. In the reporting year, we were again successful in attracting and retaining large numbers of staffing and corporate employees, although we were obliged to step up our recruitment drive. We are extremely fortunate in the excellent reputation of the Randstad companies and the quality and creativity of our employees. Once again, this enabled us to grow our market share in most countries. We expect that the implementation of the divisional structure will heighten our profile in the different market segments. It will distinguish Randstad companies more transparently in the market, so that we can remain attractive for new employees in the future.

There is significant growth in employment in both the U.S. and the Netherlands. This is coupled to increasing employment mobility and shortages of personnel. There are major opportunities for us in this kind of market environment. Markets are expected to grow by an average 10%. Increasingly, legal obstacles will be removed, with the Netherlands as frontrunner through the Flexibility and Security legislation which came into force on January 1, 1999. This piece of legislation means the Netherlands is the first continental European country which no longer recognizes a maximum staffing term. Other countries still have some way to go, but elsewhere there are distinct trends towards deregulation and the ensuing flexibilization of the employment market. As social acceptance of temporary staffing increases, the market will grow apace. We are confident that Randstad will continue to win market share, not least because of our strong positioning, our new marketing strategy and the quality and commitment of our employees. All of our personnel will reap the benefits of these developments.

The integration of Strategix Solutions in the U.S., which was acquired in 1998, has progressed expediently. In Germany, we are also working hard on the merger between Randstad Zeit-Arbeit and time power, a staffing company acquired in early 1999. Another 1999 acquisition, Tempo Grup in Spain, has already been

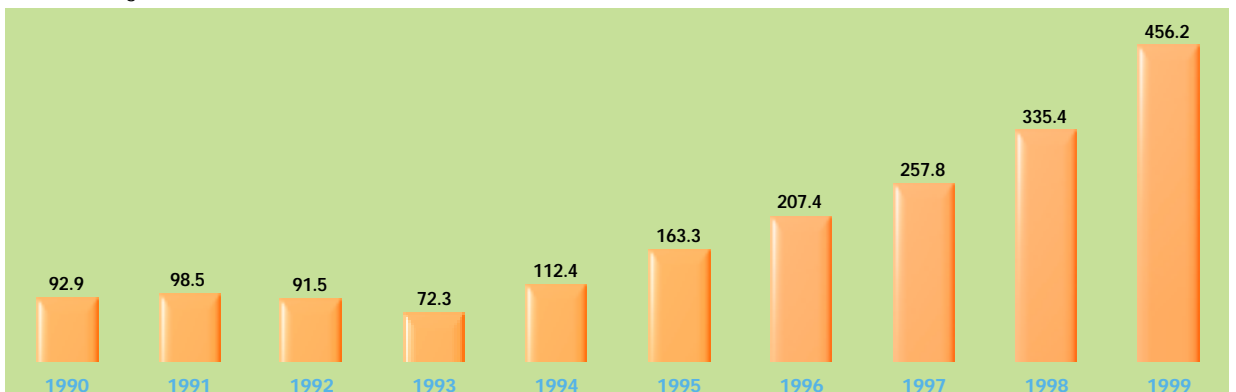
Net revenues 1990-1999

in millions of guilders



Net income 1990-1999

in millions of guilders



integrated into our operating company Randstad Trabajo Temporal. In all cases, teams comprising people from both Randstad and the acquisition have worked closely and creatively on the construction of a new enterprise in which best practices from both organizations have found a place. As Randstad processes cannot be imposed as norm, the integration has been carried by a broad base within each new entity so that there has been little resistance to change. In Belgium and Switzerland, where until recently two businesses worked side by side, we have seen a similar development, with the merger into a single company which can act more effectively in the market.

Thanks to the input from branches and employees throughout Europe and North America, Randstad is

gradually evolving into an international group. We may have our roots in the Netherlands, but we now boast cultural elements from many countries. Through this international orientation, Randstad is fully equipped to take on the competition successfully in the years to come, and we look to the future with all confidence.

Goals and strategy

Randstad's goal is to ensure long-term continuity. To achieve this goal, it is crucial to create value for all concerned in the Group. This implies ongoing growth in revenues and profitability. We achieve this through focusing on our core activity: the matching of demand for and supply of employment in the broadest sense.



Arnhem

Our services mean clients can be more flexible in their staffing strategies so they operate more efficiently and effectively. At the same time, our employees are able to enhance their employability.

If we are to provide high quality services and ensure further growth in the future, then we must employ the best people. This is why Randstad is continually looking for individuals with growth potential and is committed to contributing heavily to their further development. Training of our consultants and management development especially are high priority.

Other major elements in our policies are cost reduction, in purchasing among others, and improvements to efficiency. We are continually alert to opportunities for reducing costs so that in spite of increasing competition, our margins remain intact. To enable people throughout the organization to achieve the highest possible productivity and simultaneously to offer better service to customers - both companies and staffing employees - we are currently working on the introduction of a wholly new ICT system for the branches.

A significant element in the Group's growth is organic. One of the major considerations here is that the Randstad organization's culture and quality can be maintained and reinforced to the full. However, acquisitions also have their role in expansion. When considering an acquisition, the fit with strategy and corporate culture is of primary importance. They must add value to the organization and accelerate growth.

Factors such as the increasing size of the organization, the internationalization process and the importance of acquisitions within our growth strategy have raised the issue of whether new, supplementary management instruments are necessary. Against this backdrop, we have launched the so-called Value Based Management project. The business component in value creation is formed by maintaining maximum, long-term free cash flows. These cash flows are the starting point for managing business units, for investment decisions, and for the evaluation of business unit performance. In 1999, we made initial moves forward in this process.

The markets where Randstad is active still offer major opportunities and interesting challenges in the coming years. We expect an average structural growth of 10% per year well into the 21st century in our major geographic regions (the European Union, Switzerland

and North America, which represent more than 80% of the world market). There is an increasing demand from both corporate customers and employees for flexibilization. Our corporate clients are looking to flexibilize their personnel supply and are outsourcing to us with more and more frequency so that they can operate with enhanced efficiency and effectiveness. In light of increasing competition in the world market, increased efficiency is a question of survival in all sectors. However, there is also a growing desire on the part of employees for flexibilization. The traditional job or a job for life are losing their significance and reality, especially under the influence of individualization. Work and income remain important, but what, where and how are increasingly approached from a more individual and flexible perspective. The new generation in particular is searching for a sound balance between work and private life.

These trends on both sides of the employment market not only lead to flexwork forming an ever greater segment, they also demand creative and experienced intermediaries who can match supply and demand. Randstad is ideally positioned and equipped for this new environment due to the high levels of employment-market experience and information technology within the organization. An organization which aims to fulfill a pivotal role effectively and efficiently and which can respond in time to dynamic developments in the market has unlimited opportunities on this kind of playing field. Growth opportunities are determined in part by the still low penetration of (contract) staffing in many of our areas of operation. In countries such as Italy, Spain and Germany, temporary staffing plays a much less prominent role than in more mature and less rigid markets, such as the Netherlands, the U.K. and the U.S.

Randstad is very well positioned to take full advantage of all opportunities. The Group is financially strong, enjoys an excellent reputation and name recognition, and has an extremely knowledgeable, enthusiastic and dedicated team of employees. Preconditions for continuation of the positive development of previous years is that we remain alert and respond proactively to opportunities - especially in promising growth markets - and that we are able to anticipate the ever-changing demands made on our services by the market.

The role of staffing companies is subject to major change through the continual evolution of client and employee demand, through the increasing specialization



Swindon

of employees, and the growing need for flexibility. Moreover, within this industry there is an escalation of competition, economies of scale and internationalization. In short, there were more than enough reasons to scrutinize the policies we have pursued to date. This has led us to a fundamental change in our marketing strategy and, as a result, our organizational structure.

Marketing strategy

Up until the reporting year, Randstad Holding had been structured according to country. The country concept meshed smoothly with the then current business approach, but a new marketing strategy demands a new organizational structure. This has been based on product-oriented divisions which match more effectively the needs of corporate customers and staffing employees. In the future, the Group in Europe and North America will comprise three divisions, with each division focusing on one specific segment in the market: Randstad (mass customization), Large scale (standardized), and YACHT (professionals). Tempo-Team, Randon, Lavold and Otter-Westelaken will continue to operate as independent, non-divisional Group subsidiaries.

The new divisional structure and the related appointments became effective formally on January 1, 2000. In practice and insofar as existing activities are concerned, there will be a gradual implementation during the course of this year. New activities, such as the YACHT and Large scale divisions, will be launched initially in Europe and will operate according to the new structure from the outset.

Randstad

To date, Randstad's operating companies in Europe and North America have focused almost exclusively on the mid-segment of the staffing market. The services offered in this segment can be described as mass customized. A significant level of specialization has emerged in this segment in recent years. Volumes are high and reasonable margins can be achieved. We are strongly positioned in this segment through our Randstad and Tempo-Team brands. In the coming years, we are forecasting ongoing growth and we aim to further reinforce our prominent position and grow our market share.

The mass customized concept applied here can be exported and utilized in markets in various stages of

development and maturity. Our strategy is aimed at gaining maximum advantage from the strength of our international brandname, Randstad. Major investments will be made in improving name recognition by further reinforcement of our brand strategy, the quality of our services, product development, marketing, international account management and information technology. This will enable us to distinguish Randstad in the marketplace, both for corporate customers and employees. As price also plays a role in this competitive market, productivity and cost awareness continue to be high priority.

Large scale

The so-called large scale segment of the market is best defined as placement of high numbers of flexworkers in a limited number of positions. To date, our operations in this segment have been limited to the Netherlands, through our Werknet, Capac and other brands. In view of our positive experiences in this market, we have decided to focus more actively on large scale. The result of that focus will take the concept to our international markets where we are convinced the Group can offer an interesting and competitive service. In 2000, we will launch Large scale in a number of European countries. The concept will also be implemented in North America at a later stage.

In order to remain successful in this segment, it is crucial that we standardize to ensure our services carry the most competitive pricing. At the same time, we must also perfect our operational processes. This will result in attractive returns in spite of relatively low gross margins. In addition to Capac, a second concept is in development which will enable both corporate customer and flexworker to arrange placement through state-of-the-art automated and Internet applications. Corporate customers especially will appreciate the speed of action and transparency of supply. Flexworkers will be able to determine when, how long and at what rate they will work. Our target group is those parties who value this level of autonomy and efficiency of service. As processing transactions is highly efficient, we can offer the most competitive standardized product in this segment.

YACHT

In the past, the top or professional segment of the market has been serviced by the Group in the Benelux only. This activity has been successful through the efforts of those companies which form Randstad Special Products. The professional segment carries significantly higher

margins and has shown strong growth in recent years. We expect this trend to continue for the foreseeable future. Against a backdrop of increasing volumes and potential profitability, this segment is becoming more and more attractive. As our goal is to continue to play a prominent role on the world market, it is crucial for us to concentrate more powerfully on this segment than previously.

This concept is all about specialization and tailored services. We will first offer these high-quality services in Europe under the new brandname YACHT. Our initial priority sectors will be IT, technology, finance, and general management. In developing YACHT, we will build on experience already garnered by our operating companies Randstad Automatiseringsdiensten (automation), Randstad Interim Kader (management), Randstad Polytechniek, and a cluster of Belgian business units. From our market-leading position in the Netherlands, we will launch and expand the YACHT concept internationally.

The companies which comprised Randstad Special Products were integrated into the newly created YACHT division at the beginning of 2000. YACHT already works in the above mentioned disciplines in the Netherlands, Belgium, the U.K. and Germany. During 2000, YACHT will be launched in France and Spain. In 1999, significant resources were input into YACHT's organization and approach. The division aims to develop into Europe's most attractive house for and by professionals.

Added value is the main emphasis in communication to both corporate customers and 'talent', as YACHT employees are called. For corporate customers, added value is provided through highly specialized service by well-qualified and motivated professionals who are supported by a collective knowledge network. For our professionals, career opportunities and individual development are the key components. Issues of importance here are knowledge management, specific remuneration systems, career pathing, feed-back systems, and not least assistance in achieving personal goals, also outside the professional sphere. By combining our employment expertise and top quality service, we expect YACHT's rapid development into an international, front-rank community in this fast-growing segment.

International developments

The international acceptance of staffing again increased in the reporting year. Convention 181 of the International Labor Organization (ILO) was ratified by seven countries, including Finland, Spain, Japan and the Netherlands. This convention recognizes the positive role played by private-sector staffing organizations in employment market mechanisms. Forecasts indicate a large number of other countries will ratify the convention in the first half of 2000. In many countries, including Norway, this will lead to a fundamental deregulation of the market. For Randstad, it represents new opportunities.

The debate within the ILO on a convention covering contract employment - an issue on which delegates to the 1998 conference failed to reach agreement due to the confusion surrounding the definition of the concept - is back on the agenda. It is expected that private intermediaries will be excluded from the scope of any new convention on this topic.

Positive indications were received from the Organization of Economic Cooperation and Development (OECD). The *Economic Outlook* which appeared in mid-1999 noted that over the last decade a-typical work (ie. all work which is not full-time or full-year) has been an important component in employment growth in many member states. According to the OECD, flexible contracts play a significant role in matching supply and demand. They are a stepping stone which allows young people to gain work experience, and they bring the time and location of work closer to the requirements of employees, while offering employers opportunities to evaluate the capabilities and skills of candidates. The recommendation is for a far-reaching flexibilization of the employment market, in terms of both working time and wages. In the OECD's view, the challenge is to prevent the emergence of 'second-class labor' by combining flexibilization of fixed labor relations (social security, labor legislation, wage negotiation) with regulation of not full-time, not full-year labor relations.

European development

In early 1999, European employers (UNICE) and trade unions (ETUC) reached agreement on European regulations on fixed-term employment contracts. Although this European Union legislation will not apply to staffing services, both parties also said they would

take into consideration the necessity of reaching a similar agreement for staffing services in the future. UNICE and ETUC are currently involved in internal discussions on the desirability of negotiating an agreement of this kind.

Randstad has long advocated negotiations at European level and also believes staffing organizations should be closely involved in those discussions. The European agreement is seen by Randstad as an opportunity for further deregulation in Europe and also as a means of offering more protection to staffing employees. We are convinced that this protection can best be achieved through close cooperation of both employers' and employees' official representatives.

The expectation in Europe is that in the foreseeable future there will be a broad-based discussion on liberalization of the staffing market. We hope Dutch legislation will form either the blueprint or the benchmark for the ultimate European regulation.

Until now, the European Union has not been particularly concerned with regulating staffing. The result is highly diverse regulations in the various member states. Some countries, such as the Netherlands and the U.K., have few or no regulations. Others have restrictive legislation. In Italy and Greece, for example, staffing was even prohibited until very recently. We expect the European Commission will concern itself more with harmonization. This ensues in part from the Treaty of Amsterdam (1997) which obliges EU states to report on measures taken to make structural improvements to employment market

mechanisms. These reports will show that those countries with liberalized legislation on staffing have performed more effectively in job creation and employment growth. The general consensus appears to be that ongoing Economic and Monetary Union goes hand in hand with flexibilization of the employment market. All of these factors support the expectation that in time the restrictive measures still current in many countries will be abolished, such as the exclusion of staffing employees from specific sectors and the imposition of a maximum term for staffing assignments.

Developments in various countries

In general, most activity relating to legislation and regulation in most countries in 1999 was aimed at reducing existing restrictions on staffing. The most striking example is the Netherlands where the legislation on Flexibilization and Security came into force at the beginning of 1999.

The Italian Ministry of Labor has reviewed a piece of legislation which came into force two years ago and which allowed staffing work for the first time. The most recent change in the law partially lifts the prohibition on placement of unskilled staffing employees, and reduces the obligatory deduction for training from 5% to 4% of employment cost.

In Germany there were no changes in regulations. However, the newly elected Schröder administration has already produced a positive move by confirming liberalization which had been introduced for a three-year period in 1997. Before confirmation of the extension, there had been concerns that liberal changes would be reversed.

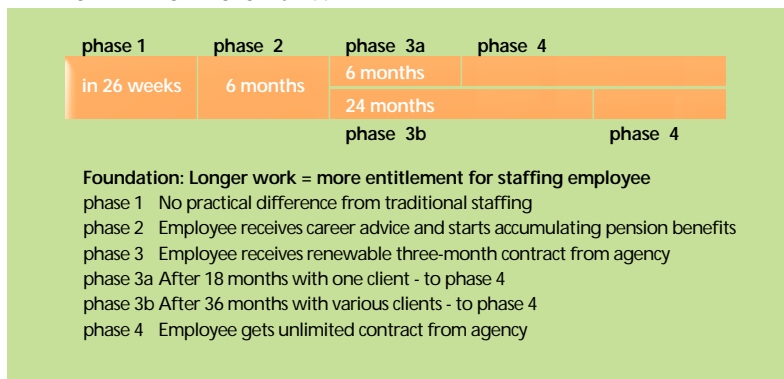
Amendments to the U.K.'s Employment Agencies Act, which came into effect in the 1970s, have yet to materialize. Some aspects of the Act are unclear and it needs updating. However, there is no indication that any change would mean a deterioration.

The Portuguese parliament approved a law which allows the current maximum 12-month staffing assignment to be extended to 24 months in special cases and on request.

A change in legislation is imminent in Norway which will represent a radical departure from existing regulations. It is a direct result of Norway's ratification of the ILO's

Flexibility and Security

Dutch regulations regarding agency-supplied work*



* implemented as of January 1, 1999



Geldrop



Haarlem

Convention 181. To date, staffing had only been allowed in specially designated sectors; in future and with the exception of named sectors, all industries will be able to deploy staffing employees.

In Spain developments were less positive. The social premiums paid by staffing organizations are higher than those levied for staff in regular jobs. Furthermore and in contrast to other employers, staffing organizations receive no reduction on social premiums on replacements for employees on maternity leave. Finally, the so-called 'Convergencia' came into force in 1999. This means that staffing employees must receive the same salaries as the corporate client's regular employees. Although in the short term this could prove disadvantageous for the staffing industry, in the longer term we see this as stimulating the market because it will contribute significantly to the positive image of staffing.

The trend in France is also less positive. Although no concrete measures have been taken, there is growing support for imposing additional taxes on companies which employ more than a specific number of staff on fixed-term contracts or staffing employees.

In the U.S. a precedent was set when a judge ruled that staffing employees who are deployed for a longer period at one company should, in certain circumstances, enjoy the same rights as regular employees of that business. In this specific case, the ruling concerned participation in a stock option plan. The ruling shows that agreements between staffing employee and the staffing organization must be transparent and clear. In order to prevent uncertainty, an initiative has been taken to introduce federal legislation which would provide clarity on all issues relating to taxation and working conditions. This legislation has not yet come up for reading by Congress.

Personnel and organization

In 1999, the number of corporate employees rose from 12,100 to 13,000 (+ 7.4%). If the acquisitions of time power in Germany and Spain's Tempo Grup are excluded, then the increase was to 100 (+ 0.1%). The total number of employees (both staffing and corporate) rose from a daily average of 214,000 in 1998 to 254,000 (+ 18.7%) in the reporting year.

Employment market shortages in different sectors and geographic regions became tangible in several markets, especially the Netherlands and the U.S. Nevertheless, Randstad was able to maintain a reasonably good supply of high-quality staffing and corporate employees, due in part to greater recruitment efforts.

In the U.S., supply was enhanced by positioning Randstad as an employer with more to offer than just an attractive salary.

Several approaches are used in the Netherlands. Formulas are modified where necessary, and we are continually working to increase name recognition among our target groups. An organizational measure taken during the reporting year was the reallocation of tasks in order to achieve a better placement ratio. In the market itself, we are tapping into still considerable labor reserves and focusing on major efforts to retain employees for longer periods. New legislation on Flexibility and Security, which came into force in early 1999, offers good opportunities for retention. We are also profiling the Group here as an attractive employer offering more than a good salary. To this end, we have put a number of measures in place: we are setting up special programs for school leavers; putting more effort into education and training; and increasingly offering non-financial benefits. At the start of 2000, for example, we entered into cooperation with the ING financial services group to operate 50 day-care centers throughout the Netherlands. These facilities are for use primarily by the staffing and corporate employees of both companies. We are now actively looking at similar options for our international network. In addition, we are trying to manage demand effectively so that it matches available supply wherever possible.

With manpower becoming increasingly scarce in the Netherlands, there is a growing need to involve so-called non-actives in the work process. The number of school-leavers coming onto the employment market each year



Hilversum

is inadequate to satisfy demand, so it is essential to use every means possible to get people back into work. Staffing organizations in general, and Randstad in particular, have a great deal of experience in this process. We can make a major contribution to increasing employment-market participation, which remains low in the Netherlands. Of Randstad's total staffing employees, around one quarter belongs to groups which are difficult to place, such as the long-term unemployed, people on long-term disability, seniors and ethnic minorities.

Management development

Management development at Randstad aims to safeguard long-term continuity. Developing management potential is essential to further growth in HR-related services, and is especially important for an organization like Randstad whose goal is organic growth. There are four main themes within Group management development policy: internationalization; maintaining and reinforcing Group culture; internal mobility; and enhanced professionalism.

In terms of internationalization, the aim is to boost the number of talented personnel with international experience. This enables the Group to keep up with clients' increasing globalization and to shape our own international organization. Culture is an essential part of management development policy, as it has a major impact on quality of service. This is why keeping culture alive and ensuring that it continues to mesh with contemporary demand is a key goal. Internal mobility is aimed at offering personnel a challenging career. If staff are constantly given opportunities to take on new challenges, we will create an environment which responds rapidly to change. This kind of climate makes the Group an even more attractive employer. By constantly increasing professionalism, we improve the quality of our products.

In 1999, significant resources went into perfecting the basic tools required to ensure the management development process in all operating companies meshes with today's norms. A 'toolkit' has been developed to provide managers with aids for applying the 4 A's of management development (Appraisal of performance, Assessment of potential, Anticipation of succession, and Amelioration of performance). Tools of this kind increase performance and individual potential can be charted clearly. Implementation started in 1999 and will be completed in 2000.

To ensure there is sufficient management continuity, it is essential to build a comprehensive chart of our people's talent. This includes their desires and ambitions. Subsequently, we set this against the future requirements of the Randstad Group. By implementing the toolkit we generate a continuous flow of key information. Another element here is the external management audits carried out at Randstad North America, Randstad Zeit-Arbeit and time power. Using advanced tools, development paths are inventoried and agreements are made on performance and further professional development. A management review was held at the other operating companies, emphasizing career and professional development and international mobility. The results of these audits and reviews are discussed regularly at Group management level, and progress is monitored closely.

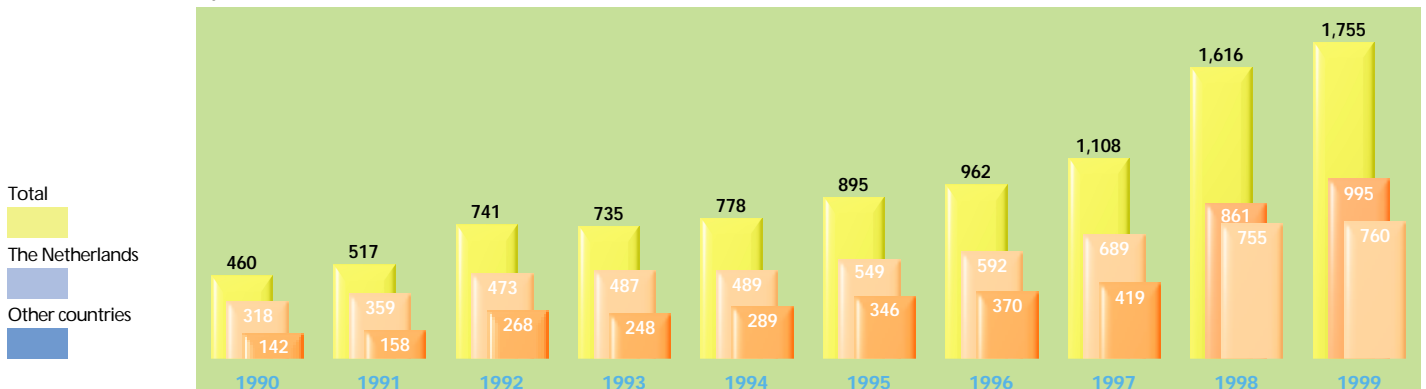
Considerable progress was made on internationalization in 1999. One key element in our policy is the short-term exchange program. Under this program, senior staffing consultants and branch managers swap places with colleagues from other countries for two or three weeks. These international exchanges are aimed at enabling personnel to mirror their experience against norms in other countries. The results of this approach have been very encouraging: personnel see it as a challenge to apply other methods and practices in their own work environment. It also supports transfer, maintenance and reinforcement of the Group's culture, norms and values, while emphasizing the importance we attach to the quality of our staff on the front line.

International working groups are also set up regularly, bringing together promising high-achievers. The aim of these teams is to explore international issues and present concrete recommendations to the Executive Committee. In 1999, issues included international market research and distribution. By tackling such questions in this way, staff have more opportunities for personal development; it also stimulates the Group's knowledge-generating capability and increases international cooperation.

Internal mobility plays a major role in this policy. It can reinforce corporate culture. At the same time, an adequate inflow of new people means culture is continually revitalized. In 1999, 238 appointments were made at management level. Of these, 72% were internal appointments; the remaining candidates were recruited from outside the organization.

Number of branches 1990-1999

year-end



In 1999, the Randstad Institute of Staffing Management (RISM) was set up. Its establishment represents a logical next step in the Randstad Group's development. Rapid growth and internationalization means a great deal of knowledge is present within the Group. RISM acts as a forum where Randstad managers can exchange professional knowhow and experience, and as an institute where new knowledge can be developed and applied. All training for higher Group management is developed by RISM. One course is the Advanced Senior Executive Program, in which RISM works with leading business schools: Tilburg University's TIAS Business School, Goizueta Business School of Emory University in Atlanta, IESE International Graduate School of Management in Barcelona, and the Harvard Business School in Boston. RISM is also involved in research into issues relating to the international flexible employment market; results are subsequently made available to Group management.

Employee participation

Randstad's European Platform is a mixed body comprising 16 employee representatives and nine representatives of management. Members come from all countries where Randstad operates. Meetings are normally held biannually, however in 1999 there was an additional extraordinary meeting in November to discuss the new market segmentation strategy. There were two main issues. One was the intention to set up shared service centers throughout Europe and North America for all divisions and operating companies. The second was the implications of the new divisional structure for personnel.

The ordinary meetings discussed general progress and integration in the U.S. and Germany. Other topics on the agenda were assessment systems, international exchanges, internal communication on vacancies, how to be an attractive employer, and ICT.

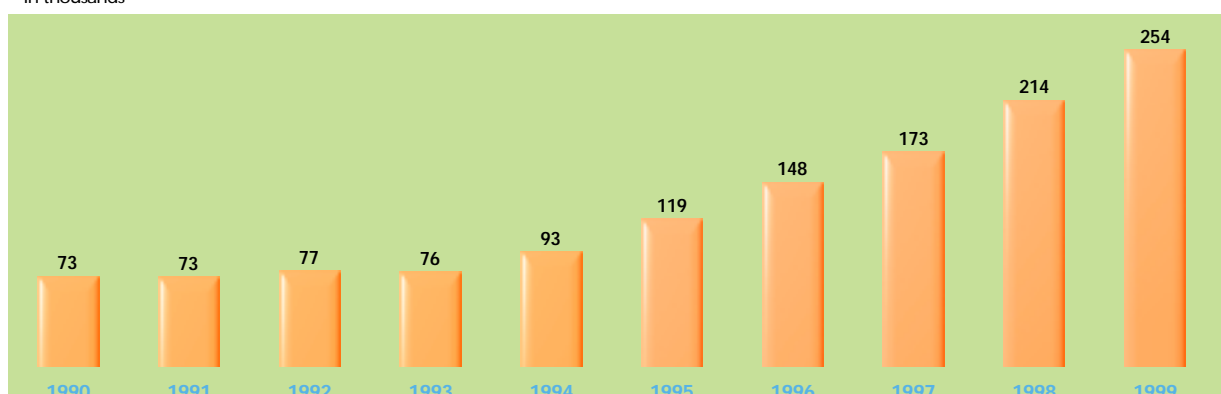
At Group level, the platform aims to encourage dialogue between the Executive Committee, management and employee representatives. The platform also includes representatives of operating companies outside the European Union and North America.

One of the provisions in the new Dutch legislation is employee participation for staffing employees. Randstad Nederland was the first staffing organization in the Netherlands to include staffing employees in its works' council. Elections were held in September. In assimilating employee participation, important factors are scrupulousness, efficiency and representation for both staffing and corporate employees. The Group's other Dutch staffing organizations will follow Randstad Nederland's lead at works' council elections during 2000.

Organizational structure

In 1999, the Randstad Group decided to re-engineer the existing organizational structure. The country structure has now made way for a divisional approach aimed at specific market segments. The choice of a divisional structure was guided by the consideration that marketing by segments shows more commonalities than marketing by country, especially given expected developments within the European Union and North

Average daily total number of employees (corporate staff and staffing employees) 1990-1999
in thousands



America. Each of the three divisions is dedicated to a specific market segment and focuses on different target groups, both in terms of corporate clients and staffing employees. Thanks to the new structure, the services of these divisions - large-scale, mass customization and top professionals - can be tailored entirely to market requirements. They are differentiated by tariffs, matching approach, and decision makers.

The operations of Large scale and YACHT will be organized in divisions from the outset, while Randstad will follow a phased progression from the current national organizations in Europe to a divisional structure. In the U.S. and Canada, this process is now complete following the creation of Randstad North America. The divisions will divide their working area into economically cohesive regions which may cross borders. The divisions will have integral business responsibility and their own personnel. Shared service centers will also be set up in Europe and North America, providing

all back office activities (billing, salary administration, etc.) for the divisions and operating companies concerned. This structure will make for more efficiency and flexibility, and generate significant cost savings. Implementing the shared service centers is expected to take around two years.

Stock option plan

For a service organization like Randstad, success depends largely on the expertise, commitment and loyalty of the personnel. In order to increase involvement in the company, Randstad's already outstanding primary and secondary working conditions are enhanced with a stock option plan, which is open to all corporate employees. We believe participation in the stock option plan increases motivation and commitment. Each year a decision is taken on whether to issue stock options; the number of stock options which can be taken up by each participant is determined by a fixed formula, whose main factors are length of service and salary level. These terms are the same for all employees.

Summary of stock options granted and outstanding

Year awarded:	1995	1996	1997	1998	1999
No. of personnel	3,600	5,012	5,975	7,150	9,540
No. of options (x 1,000)	3,636	2,568	1,568	1,022	1,416
Exercise price (average in €)	8.15	15.21	25.58	41.97	43.69
Exercise in 1999 (x 1,000)	893	263	186	37	-
Number outstanding (x 1,000)	34	746	760	835	1,360

Before the initial public offering in 1990, 25% of Randstad Holding nv's issued capital was transferred to the Stichting Administratiekantoor Randstad Optiefonds, or Randstad stock option fund foundation. When staff take up stock options, they receive share certificates in the Stock Option Fund which can be converted into publicly quoted ordinary shares in Randstad Holding nv if desired. As the stock options are issued on existing shares, the stock option plan does not result in a dilution of earnings per share.

The normal period for each stock option plan within the Randstad Group is around five years. In the summer of 1998, the rules on valuing stock options for tax purposes in Belgium and the Netherlands were changed. These changes also affected the 1999 Randstad stock option scheme. The exercise price for the 1999 stock options is set at € 43.50 (NLG 95.86). For income tax purposes in the Netherlands, Randstad stock options are valued at 19% of exercise value; above a certain number of stock options, personnel can also opt for a higher takeover price (€ 50.00), which is valued at 9% for tax purposes. Personnel can exercise 1999 stock options between April 1, 2002 and December 31, 2003 without additional income tax levies.

From 1999, Belgium also levies income tax on Randstad stock options at 7.5% of the exercise value; stock options can only be exercised in 2003. In most other countries within the Randstad Group, personnel are taxed on stock options when they are exercised.

The total number of stock options granted in 1999 was 1.4 million, of which approximately 10% related to stock options granted to Strategix personnel to compensate for the stock options they lost in the acquisition; these stock options must be exercised by December 31, 2007 at the latest.

At the end of 1999, the Stock option fund held 15.3 million shares in Randstad Holding nv, equivalent to 13.3% of the total outstanding ordinary shares; as of that date, there were 1.7 million shares certificates held by personnel under stock options exercised.

The number of stock options outstanding on December 31, 1999 was 3,735,000; the average exercise price was € 33.64 (NLG 74.13). Of this number, a total of 91,159 stock options, at an average exercise price of € 31.65 (NLG 69.75), was held by the seven members of the Executive Committee; these stock options are granted under the same conditions, and form part of the normal Randstad stock option scheme. In 1999, Members of the Executive Committee exercised 59,940 stock options at an average exercise price of € 9.39 (NLG 20.69).

At the end of 1999, shares in Randstad Holding nv were priced at € 47.80 (NLG 105.34). As stated above, exercising stock options does not increase the ordinary share capital, nor does it dilute earnings per share.

Financial issues

Revenues

In the 1999 financial year, net revenues rose by 31.8% to NLG 12,264.5 million (NLG 9,308.0 million). Organic growth in revenues was up 7.3%; growth from acquisitions was 24.5%.

Staffing services as a proportion of revenues increased once again to 95.9% (1998: 95.3%).

Fluctuations in foreign exchange rates in 1999 had a favorable effect on net revenues (0.8%), especially in the case of the US dollar, which was up an average 7% on the previous year.

After corrections for foreign exchange effects and acquisitions, organic growth in net revenues was 6.5%.

Gross margin and gross profits

Gross margin increased from 22.5% in 1998 to 23.5% in 1999. This increase was due to a number of factors, such as greater added value, shifts in functional and geographic revenue mix, the effects of fiscal and social-security changes, shifts in the market, etc.

Acquisitions also had a favorable impact on margins, as the acquired companies generally made higher margins than existing business units.

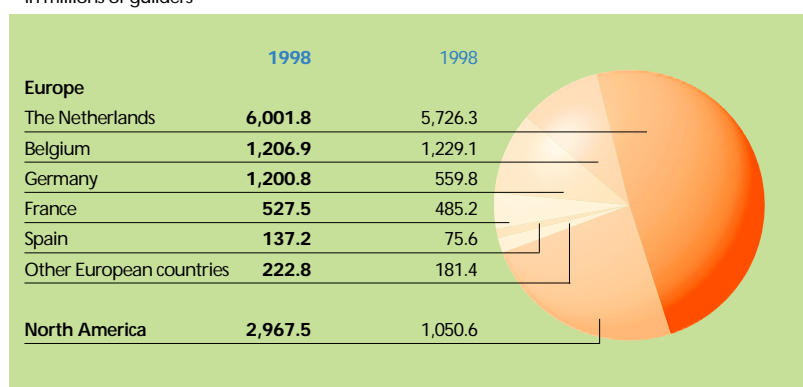
The average gross hourly wage also went up. One of the main drivers was a further increase in staffing employees' level of knowledge and experience. Increasing shortages on the employment market also influenced the average gross hourly wage; and Randstad's changing role as an employer also affected cost price structures. The sharp rise in revenues and higher gross margins led to an increase in gross profits to NLG 2,884.0 million against last year's figure of NLG 2,091.2 million (+37.9%). Organic growth in gross profits in guilders was 11.0%.

Operating result

Operating result rose from NLG 512.6 million in 1998 to NLG 670.7 million (+ 30.8%) in the reporting year. Compared to gross profits (up 37.9%), operating costs increased more rapidly; NLG 2,213.3 million in 1999 against NLG 1,578.6 million in 1998 (up 40.2%). Organic growth in operating result in guilders was 6.9%.

Geographic distribution of net revenues 1999

in millions of guilders



Geographic distribution of net revenues

in millions of guilders and as a % of total revenues

	1999	as %	1998	as %	Change (%)
Europe					
The Netherlands	6,001.8	48.9	5,726.3	61.5	4.8
Belgium	1,206.9	9.9	1,229.1	13.2	(1.8)
Germany	1,200.8	9.8	559.8	6.0	114.5
France	527.5	4.3	485.2	5.2	8.7
Spain	137.2	1.1	75.6	0.8	81.5
Other European countries	222.8	1.8	181.4	2.0	22.8
North America	2,967.5	24.2	1,050.6	11.3	182.5
Total	12,264.5	100	9,308.0	100	31.8

Geographic distribution of gross profit

in millions of guilders and as a % of revenues

	1999	as %	1998	as %	Change (%)
Europe					
The Netherlands	1,497.2	24.9	1,370.1	23.9	9.3
Belgium	205.6	17.0	243.3	19.8	(15.5)
Germany	314.2	26.2	129.5	23.1	142.6
France	72.2	13.7	64.5	13.3	11.9
Spain	25.4	18.5	14.3	18.9	77.6
Other European countries	54.3	24.4	34.1	18.8	59.2
North America	715.1	24.1	235.4	22.4	203.8
Total	2,884.0	23.5	2,091.2	22.5	37.9

Personnel costs rose by 41.5% in the reporting year to NLG 1,457.6 million. This rise is due primarily to the acquisition of Strategix Solutions (consolidated from October 1, 1998) and time power (from January 1, 1999). Growth in the number of corporate employees and higher average personnel costs per corporate employee bumped up expenditure. Continuing shortages on the employment market also played a role.

In order to continue growing our revenues, we again invested in expanding our branch network. The number of branches was up 8.6% to 1,755 at the end of 1999; 66 new branches were opened in the reporting year.

Other operating costs rose from NLG 548.4 million to NLG 755.7 million in 1999 (+ 37.8%). Besides increases resulting from acquisitions, during this financial year major investments were made in marketing and market research and in ICT and technical infrastructure.

Operating result by individual economic regions developed as follows. In Europe, operating result was up from NLG 469.9 million in 1998 to NLG 482.9 million in 1999 (+ 2.8%). North American operations generated operating result of NLG 187.8 million, compared with NLG 42.7 million in the previous year (an increase of 340%). Organic increases in operating result in North America came to 16.7% (pro forma, on an annual basis). Expressed as a percentage of revenues, operating result stood at 5.5%.

Financial income and expenses

Net financial income and expenses was minus NLG 23.4 million. The considerable difference with 1998 (plus NLG 0.8 million) is due almost exclusively to changes in financial structure. The decision to use more outside finance is reflected in net liabilities of NLG 352.2 million at the end of 1999.

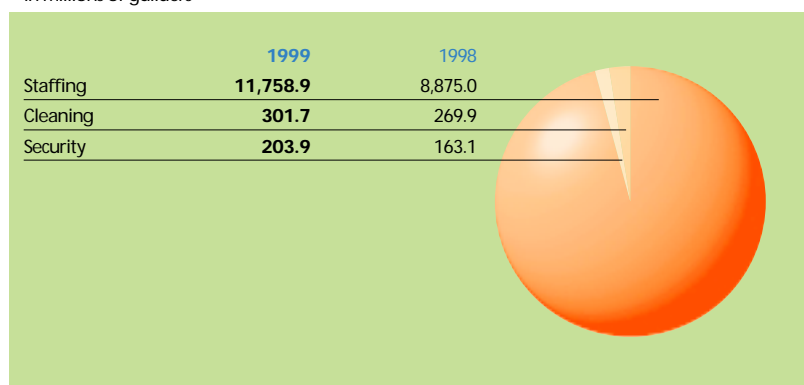
Income before tax and net income

Income before tax came to NLG 647.3 million (1998: NLG 513.4 million), an increase of 26.1%. Net income was up on last year, from NLG 335.4 million to NLG 456.2 million (+ 36.0%). As a proportion of net revenues, net income was up from 3.6% in 1998 to 3.7%.

The tax rate fell structurally once again in 1999; it decreased from 34.7% in 1998 to 29.5% in the reporting year. This reduction is due primarily to two

Net revenues by activity 1999

in millions of guilders



Net revenues by activity

in millions of guilders and as a % of total revenues

	1999	as %	1998	as %	Change (%)
Staffing	11,758.9	95.9	8,875.0	95.3	32.5
Cleaning	301.7	2.4	269.9	2.9	11.8
Security	203.9	1.7	163.1	1.8	25.0
Total	12,264.5	100	9,308.0	100	31.8

Gross profit by activity

in millions of guilders and as a % of revenues

	1999	as %	1998	as %	Change (%)
Staffing	2,780.8	23.6	1,999.1	22.5	39.1
Cleaning	60.0	19.9	58.7	21.7	2.2
Security	43.2	21.2	33.4	20.5	29.3
Total	2,884.0	23.5	2,091.2	22.5	37.9

main reasons. One is the positive impact of the 1998 implementation of more efficient financial structuring for Group subsidiaries. The other is more effective utilization of compensable losses.

Funding policy

Randstad's funding policy is based on company strategy. This policy was revised in 1999, and the emphasis shifted to the continuous availability of funds to finance projected growth. Randstad aims to increase the proportion of debt instruments in its financial mix. This reduces the weighted average cost of capital. The use and levels of debt depend primarily on cash flow generating capacity. Interest cover and the operating result before depreciation/net debt ratio are therefore the main criteria when determining how much interest-bearing outside capital can be used to fund business development.

With the acquisition of time power, long-term liabilities now stand at NLG 683 million. This amount is included under the Multicurrency Syndicated Credit Facility arranged in March 1999. This € 400-million, five-year facility was syndicated to 14 banks. Net debt at December 31, 1999, stood at NLG 352.2 million (1998: NLG 102.4 million).

Interest rates on long-term liabilities are almost fully variable. The company will consider using or maximizing longer term fixed interest rates if risk management necessitates such action. Under the funding policy, interest cover is also regarded as a leading parameter in managing interest rate risk. We are not using derivative interest rate instruments at present.

Changes in shareholders' equity

in millions of guilders

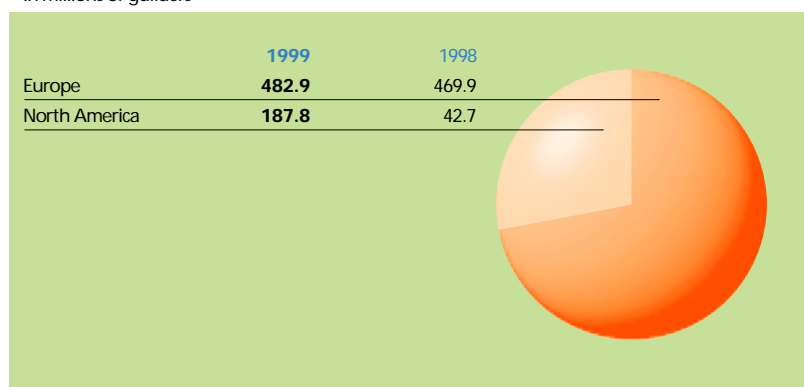
Shareholders' equity beginning 1999	810.7
Charged goodwill in 1999	(348.5)
Retained earnings	261.5
Exchange rate differences	5.7
Shareholders' equity end 1999	729.4

In this financial year, NLG 348.5 million in goodwill was deducted from shareholders' equity as a result of acquisitions.

The acquisition of Germany's time power involved a gross goodwill payment of NLG 465 million.

Operating result by economic region 1999

in millions of guilders



Operating result by economic region

in millions of guilders and as a % of total operating result

	1999	as %	1998	as %	Change (%)
Europe	482.9	72.0	469.9	91.7	2.8
North America	187.8	28.0	42.7	8.3	339.8
Total	670.7	100	512.6	100	30.8

As this acquisition can be regarded in Germany as an asset/liability transaction, goodwill is charged to profits for tax purposes. The nominal value is put at around NLG 130 million, so that on balance, the goodwill writedown to shareholders' equity is approximately NLG 335 million. NLG 40 million is included in gross goodwill to cover integration costs, of which NLG 17 million is accounted for as provisions.

The acquisition of Tempo Grup involved charging approximately NLG 15 million in goodwill to shareholders' equity.

Foreign exchange policy

Randstad's foreign exchange risks are almost negligible. As both costs and earnings are generated locally, Randstad has no foreign currency risks on transactions. Any translation effects are so small in comparison to shareholders' equity that they are not perceived as substantial risks. Competitive positions in the staffing sector are not influenced by foreign exchange effects. While there are no significant risks, foreign currency fluctuations can affect shareholders as a considerable proportion of cash flow is in US dollars. Foreign exchange effects which are undesirable from the shareholders' point of view are neutralized by the funding mix. As a result, the debt mix is based on redemption capacity in various currencies.

Investment and acquisition policy

In relative terms, the company's core activities are not capital intensive, so often investments are not reflected in the Group's tangible assets. The costs of growing our personnel, branches, new and innovative service concepts and moving into and developing markets are charged primarily to operating result. Investment proposals are therefore assessed on their ability to increase future cash flow generating capacity.

The company's strategy is based primarily on organic growth. We also make selective use of acquisitions to accelerate expansion and reach our targeted market positions. Any acquisitions must contribute to achieving this strategy.

Investment and acquisition proposals are assessed on their estimated discounted cash flows, with the discount rate based on the weighted average cost of capital to the company.



Atlanta



Harlingen

The Executive Committee's approval is required, depending on the nature and size of the investment.

Cash flow development and balance sheet

Over the reporting year, cash flow from operational activities rose by 93.5% from NLG 321.9 million in 1998 to NLG 622.8 million in 1999.

At NLG 138.9 million (1998: NLG 130.7), investment in tangible fixed assets were 6.3% above previous-year levels. Investment in buildings and land of around NLG 43 million relate primarily to new construction and purchase of a number of large branches in the Netherlands. The rebuilding and refurbishing of new and existing branches accounted for the greater share of investment in other assets (around NLG 65 million). In addition, investments in computer hardware were made.

The construction of additional office space on the site adjoining the Diemen head office was started recently. The new building is slated for occupation in 2001. The Group is currently exploring whether ownership of this building should be retained.

The average age of accounts receivable rose marginally in 1999; improvement is a permanent priority.

In 1999, the dividends paid over the 1998 reporting year amounted to NLG 139.9 (1998: NLG 103.7) million. After calculating exchange rate fluctuations, net cash flow increased from minus NLG 241.5 million in 1998 to plus NLG 97.6 million in 1999.

Millennium

Activities aimed at Y2K compliance were completed during the course of 1999; as a result, there were no disruptions and Randstad entered the new millennium safely.

The euro

From January 1, 1999, the exchange rates of those currencies which have joined EMU were replaced by fixed conversion rates, and the euro can now be used in those countries as a unit of accounting and payment. Transition to the euro will be completed by July 1, 2002, when national banknotes and coins will cease to be legal tender.

In preparing our systems for the introduction of the euro, Randstad is following stakeholder preferences. These preferences indicate a complete switch to the new currency on January 1, 2002. We will not be building a dual currency system, although from January 1, 1999, we have expressed financials in both guilders and euros. The first phase of the transition process, the introduction of the euro on January 1, 1999, proceeded without any problems for Randstad.

Information and communication technology

Some years ago, we decided to replace our information and communication infrastructure and simultaneously develop a platform for the entire company. The implementation is now ongoing, and we expect full roll-out to all branches by the end of 2001.

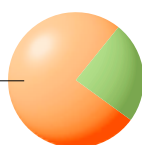
The primary purpose of the new platform is to improve our service to clients and staffing employees. The new system will enhance the quality of the matching process, allowing us to work faster and more accurately. We are also working on applications which in future will enable clients and staffing consultants to communicate directly via the Internet by means of e-commerce and business-to-business applications. A further advantage is that by organizing and structuring data we will achieve more accurate insight into supply and demand in the employment market.

A second important factor is the reduction in the administrative workload of personnel in the branches, leaving them more time for their core business - mediating and managing clients. It will also make the work more attractive. We therefore expect improvements in productivity. Other benefits of the new system are enhanced internal communications through our own Intranet, and significant cost savings. Around NLG 30 million was invested in software in 1999.

We expect that in 2000 around NLG 85 million will be invested in enhanced efficiency, increased branding and name recognition, improved productivity, e-commerce and business-to-business applications. In that same year, and in contrast to previous years, a significant share of expenditure on new applications will be capitalized and amortized. Our ongoing investment program will be continued in 2000. Financial accounting systems are being standardized on JDEdwards OneWorld, and implementation has already been completed for a number of Group subsidiaries.

Performance review Europe

Staffing Europe



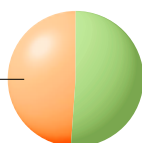
	1999	1998	Change (%)
Net revenues (NLG mln)	8,791.4	7,824.4	12.4
Gross profit (NLG mln)	2,065.7	1,763.7	17.1
Gross margin (as % of revenues)	23.5	22.5	-
Branches (year-end)	1,260	1,127	11.8
Corporate employees (year-end)	9,815	9,089	8.0
Staffing employees (average)	169,000	166,000	1.8

Market growth staffing Europe in %

(local currencies)

	1999	1998
The Netherlands	2	18
Belgium	5	13
Germany	15	18
France	11	26
Great Britain	5	20
Spain	20	35
Switzerland	10	23
Denmark	20	10
Italy	400	

Staffing the Netherlands



	1999	1998	Change (%)
Net revenues (NLG mln)	5,568.0	5,362.8	3.8
Branches (year-end)	729	728	0.1
Corporate employees (year-end)	6,450	6,781	(4.9)
Staffing employees (average)	117,000	123,500	(5.3)

The Dutch staffing services sector changed dramatically following the introduction of the Flexibility and Security legislation. Trade unions especially were worried about introductory problems, but after a short period of getting used to the new environment, implementation proceeded smoothly. This was due in part to intensive preparations in 1998.

The consequence of the Flexibility and Security legislation is that staffing service organizations have

become employers, with all the related pros and cons. The stepping stone element of staffing services has been maintained, allowing them to fulfill their inflow function efficiently. The principle that equates the end of an assignment with the end of the placement is now embedded in employment legislation. There are now greater opportunities for retaining staffing employees. Regulations relating to dismissal have also been adapted to the specific staffing relationship.

Thanks to the new legislation, longer staffing assignment periods are now possible. A staffing assignment is no longer by definition a form of transitional work; it can also constitute regular employment. Staffing organizations can partner employers who outsource the entire personnel and/or employer's role, and can provide solutions to specific personnel problems. In turn, this means providing a higher added value and new opportunities for growth.

Six months into the year under review, approximately 12.5% of our staffing employees in the Netherlands had a contract without a staffing clause. By year-end, this figure had increased to around 20%. The Dutch Flexibility and Security legislation also resulted in significant changes in other areas.

In 1999, a total of almost 88,000 flexworkers participated in Flexsecurity, Randstad's own flexworker pension plan. There were almost 46,000 active participants at year-end. The total volume of pension contributions paid through Flexsecurity was more than NLG 34 million in the reporting year.

The Dutch staffing services market declined by approximately 4% in 1999. There was nevertheless a slight increase in results due to higher rates. These developments indicate a continuation of the trend which became visible at the end of 1998. Our operating companies in the Netherlands succeeded in further increasing their respective market shares.

In certain sectors and geographical areas, the Dutch economy's favorable development resulted in greater labor shortages. In several cases, this resulted in corporate clients opting to employ personnel on a permanent basis to safeguard adequate staffing. These corporate clients were aware that this decision would result in some loss of the flexibility offered by staffing services.

Randstad Nederland

In 1998, Randstad Nederland made numerous preparations for the new legislation, enabling the organization to reap the benefits in 1999. Thanks to the Group's enormous employment market expertise, Randstad is at the forefront in applying the new opportunities this legislation represents. Against the backdrop of increasing shortages on the employment market, a great deal of energy was invested in recruiting and retaining employees, including training programs and other options. The growing need for training to support core business resulted in a reassessment of the role played by the Randstad Opleidingscentrum (training center). As a result, it was decided to allocate responsibility for most training activities to the internal 'Human Resources' service organization; the remainder will be transferred to training institutes which already collaborate with Randstad.

Randstad Nederland's revenues cannot be compared with those of 1998 as several large-scale staffing contracts were transferred to sister company Capac. Aside from this effect, revenues developed satisfactorily. Margins improved and, partly as a result, operating result continued to increase.

Given increasing shortages on the Dutch employment market, numerous projects were initiated to recruit new employees during the reporting year. In the eastern region of Twente, for example, employees were successfully recruited from just across the border in Germany, where unemployment levels are higher. We also launched a strategic cooperation with law enforcement agencies in the Rijnmond region (Rotterdam is the region's principal city); Randstad is responsible for the preselection of candidates for positions as law enforcement officers.

A specific training program was also set up in the Rijnmond region for young college and university graduates, enabling them to receive coaching and gain work experience at various companies. This takes advantage of both the need for career guidance and the increasing demand for people with higher academic qualifications. The latter development also resulted in the new 'dual learning' form of study: primarily theoretical knowledge is acquired during the first phase lasting 2.5 years, while in the second phase, students are placed on a contract with various organizations in combination with one day of classes each week.

Besides the more general forms of staffing activities organized on a regional basis, Randstad Nederland also has several specialist business units focusing on such fields as health care, call centers, construction and the transport sector. In recent years, these units have developed very successfully and this trend is expected to continue in the coming years.

Randstad Mobiliteitsdiensten (re-employment services) brought in positive results thanks to an increasing demand for this relatively new kind of service. The organization successfully increased its market share. Interesting assignments were acquired nationwide in 1999 from attractive clients looking for outplacement, replacement and career guidance. The business unit's successful approach means employers and employees have increasing confidence in its high-level services.

Randstad Werkgelegenheidsdiensten (RWD - employment services) is engaged primarily in projects to reintegrate the long-term disabled and unemployed into the employment process. The goal is to enable people to return to the regular employment market as quickly as possible in conjunction with social security agencies and local government. RWD provides coaching, training and placement, and cooperates with other Randstad business units where appropriate.

Randstad Callflex succeeded in further increasing its market share and generating excellent operating result. The market for call centers again grew explosively, leading particularly to increases in in-house branches. To ensure we can meet growing demand for staffing employees, we have set up the Callflex Academy. This means that Randstad Callflex is now even more attractive, especially for target employee groups outside the regular employment market, such as re-entrants. Initial steps were also taken to extend operations outside the Netherlands. Continued growth is anticipated for the year 2000.

In recent years, BouwFlex has grown to become one of the largest employers in the construction industry. In 1999, the company was accredited as an apprenticeship provider, enabling young people to receive training under proper supervision and to gain experience in various client environments. BouwFlex is the first staffing company to receive this accreditation.

Randstad Nederland's other specialist business units, ie. Randstad Gezondheidszorg Diensten (health care),



The Hague



Groningen

Randstad Transportdiensten (transport) and InterTech (technology), also showed favorable growth in revenues, market share and operating result. The prospects for 2000 are positive.

Randstad Nederland anticipates continued growth of revenues and operating result during the year 2000. The number of branches will continue to grow.

Large scale staffing

Capac, which focuses on large-scale staffing at one location, brought in staggering growth, achieving a revenue increase of approximately 60%. The revenues were still generated exclusively in the Netherlands in 1999. The concept appears to be gaining favor among clients. This is due primarily to the fact that Capac works almost exclusively with in-house branches, enabling the company to operate seamlessly within the clients' business processes. Steps have since been taken to introduce this concept in other European countries, including Belgium, Spain, the U.K., Germany and France. The company generated excellent operating result.

Continued growth of revenues and operating result is expected during the year 2000.

In 1999, actions were taken to introduce a second concept alongside Capac to the large-scale staffing segment, using state-of-the-art automation and Internet applications. This will enable us to operate at the lowest possible cost while offering attractive services to our customers at competitive prices. High volumes make it possible to bring in good returns in spite of the relatively low gross margins in this segment. This second large-scale activity will be launched in the Netherlands during 2000.

Randstad Special Products/YACHT

A cluster of business units form Randstad Special Products. In the Netherlands these are Randstad Automatiseringsdiensten (automation services), Randstad Millennium Services, Randstad Polytechniek and Randstad Interim Kader (management), with Belgian companies Polydesign, Interdesign and in the U.K. Randstad Inter Engineering completing the cluster. All of these companies have been brought together to form the core of the new division YACHT. This division will focus on the professional segment of the staffing market. Much of the reporting year was

devoted to the structuring of this new division's service concept and the development of its products.

In spite of these additional pressures, the companies again performed excellently during 1999. Revenues increased by more than 20%, and due to improvements in margin, the operating result, excluding development costs, grew strongly.

The above companies will be incorporated into YACHT in the spring of 2000. Preparations are well underway and experiences so far indicate the transition will be very smooth. We are counting on a large influx of new employees based on the unique offering we can make to top professionals. This includes a good income, but also other components, such as freedom of choice, opportunities for education and training, and a healthy balance between work and leisure. In other words, we are offering top positions tailored to individual needs.

The demand for millennium services was again below expectations in 1999. In the event, almost no real problems emerged in electronic systems during the transition from 1999 to 2000.

The European staffing services market for people with higher academic qualifications will continue to grow strongly in 2000. By launching YACHT, we believe we can reinforce our existing position significantly. Growth in operating result will be influenced by international expansion (YACHT opened for business in the U.K. and Germany at the beginning of 2000; France and Spain will soon follow), by the cost of development and integration, and by investments in ICT.

Tempo-Team

The revenues of Tempo-Team showed a slight increase in line with the market. The margin increased, but operating result was down, mainly as a result of increasing personnel costs and the rising costs of training and automation. The number of branches increased from 210 to 218.

In 1999, Tempo-Team focused heavily on enhancing its position as an attractive employer. A central component in these efforts is Tempo-Team All Stars, a program aimed at making a structural contribution to the quality of life of flexworkers. Through a comprehensive package of benefits, we work with the flexworker to achieve a healthy balance between work and other activities.



Amsterdam



Lausanne

We believe this is a strong trump card in recruiting and retaining flexworkers. During the reporting year, we also focused on relatively new target groups, such as the senior segment (people between 55 and 65), which has a very low level of employment-market participation. Intermediation for this target group is now available at 16 branches.

The organization's efficiency was increased further by the formation of five regional business units, enabling us to serve the market more efficiently and more rapidly. This will enable us to provide customized services to specific sectors and segments. Various labels were also used for specific sub-markets, such as Werknet, Tempo-Team Topflex, Tempo-Team IT-Flex, Tempo-Team Traject, Tempo-Team Medici and Tempo-Team Projecten. By adopting this approach, we believe we will achieve a revenue growth in the years to come that will outstrip market growth.

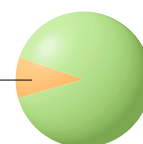
For 2000, Tempo-Team anticipates a slight increase in its revenues and improved operating result in a market that has started to pick up again. Productivity increases are also expected due to already implemented efficiency improvements.

Otter-Westelaken

In spite of losing a large client, Otter-Westelaken succeeded in maintaining revenues almost unchanged from the previous year. It also maintained its 10 branches. The business unit brought in excellent operating result due in part to higher margins. The introduction of the Flexibility and Security legislation influenced Otter-Westelaken's operations significantly - half of staffing employees had either Phase 3 (renewable, three-month contracts) or Phase 4 (contracts for indefinite periods) agreements at the end of 1999. Shortages on the employment market were tangible, but the company nevertheless succeeded in retaining an adequate number of good professional employees.

Revenues and operating result are expected to grow during 2000. Two new branches will be opened.

Staffing Belgium



	1999	1998	Change (%)
Net revenues (NLG mln)	1,172.0	1,196.0	(2.0)
Branches (year-end)	127	149	(14.8)
Corporate employees (year-end)	912	874	4.3
Staffing employees (average)	18,000	20,000	(10.0)

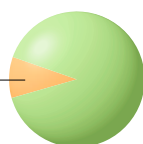
The Belgian market was somewhat variable during the reporting year. At the end of 1998, there was almost no growth, and the situation deteriorated dramatically as the reporting year progressed. This was due primarily to declining industrial activity and to a lesser extent to the 'dioxin crisis'. The economy recovered somewhat during the second half of the year and the market for staffing employees gradually picked up. On balance, the market generated overall growth of 5% compared to 1998. The period of market decline coincided with pressure on margins as the result of increasing competition, although this pressure decreased towards the end of the year.

Against this backdrop, it was decided at the beginning of 1999 to integrate Randstad Interim and Interlabor. The integration proceeded very smoothly, both internally and externally. We now have one organization operating under the Randstad Interlabor brand. Our status as market leader in the Belgian market is proving extremely attractive to both employees and corporate clients.

During integration, there was a logical and temporary period of internal focus. This resulted in a slight decrease in market share but we anticipate the new organization will be able to recover. Following integration, the number of branches declined from 149 to 127. Within the branches there is an increasing trend towards the creation of dedicated units specializing in specific sectors and/or target groups. Operating result was down due to pressure on margins, integration costs, and the loss of occasional government subsidies that buoyed net income in 1998.

Increased revenues and operating result are anticipated for 2000.

Staffing Germany



	1999	1998	Change (%)
Net revenues (NLG mln)	1,164.0	523.3	122.4
Branches (year-end)	224	99	126.3
Corporate employees (year-end)	1,472	671	119.4
Staffing employees (average)	17,000	8,000	112.5

Growth in the German market for staffing employees was slower than in 1998, but still came in at around 15%. In spite of the country's moderate economic development, Randstad's continuous growth indicates there is an increasing acceptance of staffing services and an ever-increasing need for flexibilization. While the new German government appears to take a positive view of staffing services, little in the way of legislation aimed at liberalization has emerged as yet.

Our two German operating companies, Randstad Zeit-Arbeit and time power, acquired at the beginning of 1999, have a collective market share of approximately 8.5%, making them the country's clear market leader.

Integration of the two companies was set in motion almost immediately after the time power acquisition and is moving ahead expediently. Led by a steering committee comprising management and representatives from the two organizations, project groups worked on developing various concepts. This resulted in a merger of the two companies, on schedule and effective January 1, 2000. The overall integration was also completed in January 2000. Now we operate on the German market as one company under the name of Randstad Deutschland.

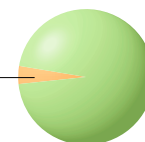
In addition to integration, commercial activities were boosted in order to further reinforce market position. This resulted in considerable revenue increases for Randstad Zeit-Arbeit, well above market growth. No less than 22 new branches were opened, bringing the total number to 121. Thanks in part to a clear improvement in margin, significant improvements were achieved in operating result. A new feature of the organization is the 'Randstad City Houses' set up at prime locations in big cities. All specialty services are accommodated in the City Houses which have greatly raised Randstad's profile in Germany.

Time power brought in a considerably better operating result in 1999. After a period of too much internal focus as a result of the integration process, revenue growth fell below market growth in the second and third quarters. Recovery set in during the fourth quarter, so that previous high performance levels were achieved once again. Revenue growth was nevertheless slightly below market growth throughout the year. The margin was maintained at a relatively high level. The number of branches remained unchanged at 103.

During the reporting year, preparations were made for higher profiling of the Randstad brand in 2000. The organization will focus on several selected market segments with a broad offering of general and specialist services. It has been decided to enable all the branches to utilize the Randstad automation model.

We have high expectations of the new organization; this is due in part to our implementation of market segmentation, to the strength of the organization, and the broad offering of specialist services. Strong, continued growth of revenues and operating result is anticipated during 2000. Approximately 70 new branches will be opened.

Staffing France



	1999	1998	Change (%)
Net revenues (NLG mln)	527.5	485.2	8.7
Branches (year-end)	85	84	1.2
Corporate employees (year-end)	421	392	7.4
Staffing employees (average)	9,000	8,500	5.9

The French staffing market generated only limited growth in the first half of the reporting year, but picked up in the second half. Over the full year, the market grew by approximately 11%.

Randstad Intérim underwent a strategic reorientation. It replaced its current geographical focus with a functional structure. One feature of this transition involved the creation of specialist business units, enabling the company to respond more effectively to the needs of corporate clients. Marketing focused more on promising niches in the mid-segment where higher margins can be achieved.



Barcelona

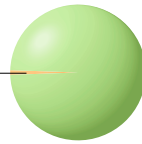
Randstad Intérim developed well in the market. Gross margin improved as a result of reorientation. Market share came under pressure during the first half but came back later in the year, resulting in only a slight loss of market share for the whole of 1999. Operating result improved strongly.

Revenue growth is anticipated for 2000, due in part to the fact that approximately 20 new branches will open. Operating result will be down due to related investments.

the top three organizations operating in the staffing market in the two most important economic regions of Spain (Madrid and Catalonia).

Prospects for the Spanish market are positive. Investments will be made during 2000 to accelerate growth in Madrid and Catalonia and in several new regions. Continued strong revenue growth is anticipated in 2000, due in part to a considerable increase in the number of branches. Operating result will be lower as a result of costs associated with expansion.

Staffing Spain



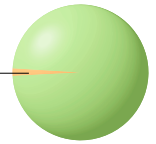
	1999	1998	Change (%)
Net revenues (NLG mln)	137.2	75.6	81.5
Branches (year-end)	37	17	117.6
Corporate employees (year-end)	301	128	135.2
Staffing employees (average)	4,500	2,500	80.0

Although growth in the Spanish staffing market, which is in an early phase of development, was rather less turbulent than in previous years, the 20% increase was nevertheless impressive. Margins came under pressure across the board, primarily as the consequence of a legal measure known as *Convergencia*, which obliges corporate clients to pay staffing employees the same salaries as regular employees.

Randstad Trabajo Temporal again showed excellent development with revenue growth of almost 65%. The number of branches increased from 17 to 22. A positive operating result was achieved for the first time.

In the fall, agreement was reached on the acquisition of *Tempo Grup S.A.*, one of Catalonia's largest staffing companies. *Tempo Grup* has 15 branches in Barcelona and the immediate vicinity and achieved revenues of NLG 51.6 million in 1999. Revenues for the fourth quarter of NLG 13.0 million have been included in the consolidated statements. The company focuses mainly on industrial and technical staffing services and therefore complements Randstad, which operates mainly in the administrative sector. Both organizations were integrated at the end of the year, forming a sound basis for continued growth. Randstad is currently among

Staffing other European countries



	1999	1998	Change (%)
Net revenues (NLG mln)	222.8	181.4	22.8
Branches (year-end)	58	50	16.0
Corporate employees (year-end)	259	243	6.6
Staffing employees (average)	3,500	3,500	0

United Kingdom

Market growth in the U.K. was approximately 5%. Randstad Employment Bureau, our British operating company, had a difficult year. Three new branches were opened, but revenues increased disproportionately by 6.5%. As a result, operating result came under pressure. Restructuring measures have since been implemented under new management, which are designed to facilitate accelerated growth in the near future.

Powerful revenue growth is anticipated for 2000, but operating result will be lower due to costs relating to expansion.

Switzerland

The growth of the Swiss market clearly leveled off during 1999 after a strong first half, generating approximately 10% growth for the full year. Margins came under pressure as a consequence of increasing competition.

During the second half of the reporting year, Randstad Interim and *Life & Work*, which was acquired in 1998, were integrated under the Randstad name and new management was appointed. Although huge efforts



Frankfurt

were required for this process, both revenues and market share improved. Operating result increased in spite of slightly lower margins, integration costs and high advertising costs to promote the new name.

Market growth in 2000 is expected to be slightly higher. Randstad will be opening several new branches and will bring the existing branches in line with its international corporate identity. It is anticipated that market share will increase further and the operating result is expected to increase at a higher rate than revenues.

Denmark

During the reporting year, the Danish staffing market, which is still in its infancy, grew by approximately 20%. The market was characterized by a concentration of service providers.

The integration process initiated in 1998 was further implemented under a new general manager. Great emphasis was placed on improving staffing levels and strengthening marketing and sales. However, Randstad Vikar's revenue growth was somewhat lower than the market. Operating result came under pressure owing to investments in the new name. Preparations made in 1999 have paved the way for a clear step forward. Roughly the same market growth is anticipated for 2000 as in 1999, with Randstad Vikar outpacing market growth. The operating result will recover.

Luxembourg

Randstad Interim's revenues increased by 10%. The shortfall against market growth followed the termination of a relationship with a large, though badly paying client. Rates increased slightly, primarily as a result of increased focus on the financial sector. Margin remained at the same level while operating result decreased. One reason for this was the cost of moving the Luxembourg branch to much larger premises, and higher automation costs.

Market growth for 2000 should be similar to 1999, while strong revenue increases are expected for Randstad Interim. Market development activities continue to focus mainly on the financial sector, where we aim to be the biggest player. It is anticipated that the staffing market will be stimulated by new parental leave regulations.

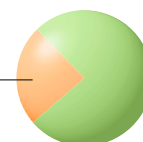
Italy

After deregulation of the Italian market, we decided to accelerate our entry to this promising new terrain. Four branches were opened at the end of July; by year-end Randstad had 13 branches in the important towns and cities of Northern Italy. The number continued to grow during January and February of 2000 and as we go to press there are now 20 branches. The corporate employees working in these branches include staff from the international Randstad organization with an Italian background.

Obviously, the level of acceptance of the staffing services phenomenon remains quite low in Italy. We have also found that bureaucracy continues to impede growth. For this reason, we are temporarily factoring in start-up losses. Further growth in the number of branches has been projected for 2000.

Performance review North America

North America



	1999	1998	Change (%)
Net revenues (NLG mln)	2,967.5	1,050.6	182.5
Gross profit (NLG mln)	715.1	235.4	203.8
Gross margin (as % of revenues)	24.1	22.4	
Branches (year-end)	454	451	0.7
Corporate employees (year-end)	2,730	2,531	7.9
Staffing employees (average)	60,000	26,000	130.8

In the reporting year, Randstad North America's potential market grew by 7.5%, a slightly slower rate than in 1998. Growth in the second half was down slightly on the first two quarters. The so-called sunbelt generated the strongest growth, especially in Florida, Texas and California. Employment-market participation in the U.S. reached record highs of more than 70%, while unemployment continued to fall to just over 4%. At the same time, employment mobility increased among the more affluent sections of the population, which means the more specialist staffing organizations, including Randstad, were reasonably successful in meeting demand for labor.



The Hague

Randstad North America had two priorities in 1999: one is the creation of an integrated organization that can respond rapidly and flexibly to market developments. The second is accelerated growth, which, as our increases in market share show, is already on track. Even more important for the future, however, is the clear dedication of our employees and the loyalty of our corporate customers. Most major acquisitions result in unrest which is usually expressed in staff and customer turnover. However, we have made the transition without any problem. In fact, staff turnover was decidedly lower than the national average for this sector.

The integration of almost 20 brands and the same number of operational systems was tackled in earnest at the beginning of 1999 and continued throughout the year. Following an indepth investigation of market trends and relevant developments, management teams in Randstad North America formulated the framework for the future market approach. The basic elements of this are uniformity in branding, corporate culture, organization structure, personnel policy and information technology.

Around 225 top managers from different companies joined forces to focus on five key issues: personnel policy, branding, organization structure, working processes, and distribution. Each group was subdivided into teams of between 12 to 15 people. The resulting 15 teams meant three groups focused on each key issue, ultimately defining the best practices. The composition of the teams was broad-based, and brought together people from different business units, working areas and 36 states. This ensured all the relevant aspects were included in considerations leading to the ultimate recommendations of each group.

The groups started work in May at a two-day session in Atlanta. Each participant was provided with a laptop with Internet facilities (Intranet) and was trained to use electronic communication and apply knowledge interchange. The teams cooperated closely with external and internal coaches in order to make specific recommendations on how the organization should be structured to achieve dual goals – accelerated growth and the formulation of a common vision.

Over a period of 70 days, diverse techniques were deployed to reach concrete recommendations for change and improvement. During this process, participants became more and more enthusiastic. Their commitment led to the discovery and definition of exciting new strategic approaches.

Various key positions were filled from within the company when the new organization was formed. A flat organizational structure has been maintained and management's span has been widened. North America was split into three regions, each with its own director of operations. A total of 22 market managers report to them. Each region will concentrate on the five sectors served nationwide: administrative, e-staff, technical, professional and industrial. Investing in our people is a critical factor for success.

In August, Randstad North America's management drew up implementation plans based on the team presentations. These were then submitted to the Executive Committee. Policy continues to focus on improving efficiency, levels of service and margins. A dedicated integration team has been created to safeguard a smooth transition to the new working processes. Extensive use is being made of working groups to bring about accelerated change and to avoid uncertainties; the latter is boosted by the involvement of regional and local management in the process. Changes are phased so that people in the field can be supported at all times – a focus that results in greater loyalty to Randstad.

Communication remains a critical factor for success. Traditional techniques are still used, but the new technologies, such as Internet, are increasingly important as tools to maximize the dedication and commitment of our employees in all the business units.



Hamburg

At around 11%, Randstad North America's organic growth was excellent. This in spite of major efforts required to integrate Randstad Staffing Services and the business units of Strategix Solutions, which was acquired in 1998, into a single, cohesive organization (see page 34).

Although the integration process made great demands on resources, the focus remained strongly outward looking. Market share was improved when the termination of certain unprofitable activities is taken into account. Increased employment mobility worked in Randstad's favor, as this occurred primarily in the administrative sector in conurbations where we have a strong presence. In light of employment-market shortages, we are stepping up our endeavors to retain corporate employees for longer periods.

The margin showed an upward trend. This was due to labor shortages which had a positive effect on rates, and to an improvement in revenue mix. In spite of the integration process, costs rose less strongly than revenues; this is due to higher productivity and a relative decrease in indirect costs. Higher revenues and margins combined with stringent cost controls produced positive operating result. The number of branches was a fraction higher at 454, following the closure of several branches and the opening of new ones. Moreover, moves to better locations were made in several cases. Finally, the distribution network was expanded when e-staff, a unit of the former Strategix business that focuses on this rapidly growing staffing segment, became active in many Randstad branches. It provides web designers, Internet specialists and creative talent.

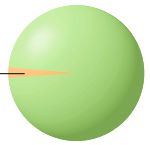
Throughout the reporting year, various Strategix names were rebranded into Randstad. A regional strategy is being pursued here. We anticipate this operation will be completed in the third quarter of 2000. Some brands will disappear completely, others will continue to exist as a sub-label in combination with Randstad. Several supporting tasks were also merged. Back office activities, for example, which had been handled locally, are now clustered in three centers. This is a precursor to setting up one or more shared-service centers where back office activities will be carried out for the whole of North America from the end of 2000.

Forecasts for growth in the U.S. staffing market are approximately 6% for 2000. Labor shortages will

continue to increase, however this could be offset by further increases in mobility, primarily among people with higher academic qualifications. Our solid positioning means we can benefit from this trend; we foresee few problems in recruitment and selection. At least 60 new branches will be opened. Randstad's market share will continue to increase; forecasts on margin are also favorable. Operating result will continue to grow. Economies of scale deriving from the Strategix acquisition will become more visible from the end of 2000, providing an added boost for operating result.

Cleaning and security

Cleaning



	1999	1998	Change (%)
Net revenues (NLG mln)	301.7	269.9	11.8
Gross profit (NLG mln)	60.0	58.7	2.2
Gross margin (as % of revenues)	19.9	21.7	
Branches (year-end)	29	29	0
Corporate employees (year-end)	320	327	(2.1)
Staffing employees (average)	9,000	9,500	(5.3)

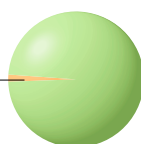
The cleaning market in countries (the Netherlands, Germany and Belgium) where Randstad is active showed slight growth in the reporting year.

Lavold in the Netherlands again performed excellently, bringing in revenue growth of approximately 15%, which implies a considerable increase in market share. This positive development is due primarily to efforts to improve the image of the cleaning sector. This has enabled us to recruit relatively good employees and the quality of their performance is increasing. Clients are prepared to pay for this quality, which means both margin and operating result developed favorably.

Lavold Schoonmaak in Belgium and Lavold in Germany, the new name of Korrekt Gebäudereinigung, also generated positive results. We acquired the small Belgian cleaning organization, Serval, at the end of 1999.

Continued growth of revenues and operating result is anticipated during 2000.

Security



	1999	1998	Change (%)
Net revenues (NLG mln)	203.9	163.1	25.0
Gross profit (NLG mln)	43.2	33.4	29.3
Gross margin (as % of revenues)	21.2	20.5	
Branches (year-end)	12	9	33.3
Corporate employees (year-end)	159	153	3.9
Staffing employees (average)	3,000	2,500	20.0

The Dutch market for the security and surveillance of buildings and other premises, served by Randon, is still showing structural growth. This is partly due to a growing sense of insecurity in society generally and partly a consequence of government divestment of certain tasks. For example, Randon carries out more and more activities that were traditionally law enforcement tasks. Randon's potential market grew by approximately 4% in 1999.

The security provider succeeded in achieving strong increases in revenue, thanks in part to sound commercial positioning. This enabled the organization to increase its market share once again. Operating result again developed favorably.

Outlook and prospects

The coming year, 2000, will see the implementation of our new organizational structure. We will be introducing new and reinforcing existing brands, cultivating new markets, products and services, and continuing our investments in ICT. In addition, a minimum of 200 new branches will join the existing international network. There are also plans to open branches in Ireland, Portugal and Sweden. We will be alert to controlling costs and increasing productivity. Our investment policy, which is crucial for long-term growth, will be pursued vigorously.

We expect Randstad will generate healthy growth in both revenues and operating result, contributing to our longer-term goal of achieving revenues of NLG 35 billion in 2005. This growth will be achieved through our ability to respond creatively and proactively to the varying developments and demands of the employment markets in Europe and North America. In addition to organic growth, we will pursue acquisitions which accelerate growth, add value and mesh with our corporate strategy.

The results achieved in 1999 are due primarily to the commitment, enthusiasm and professionalism of our staff. And it is our staff who form the foundation for our confidence in the future.

Diemen (Amsterdam), the Netherlands,
February 18, 2000

President and Chief Executive Officer,

Hans Zwarts

Proforma overview results 1999 Randstad Holding nv

in millions of guilders

On January 1, 2000, Randstad Holding replaced its country structure with a divisional approach to business. In order to offer insight into the financial situation by division in the reporting year, we have made a proforma recalculation of the profit and loss account.

In addition to Randstad, Large scale and YACHT divisions, data for Tempo-Team, Otter-Westelaken, Lavold and Randon are listed separately because these operating companies do not form part of the three divisions.

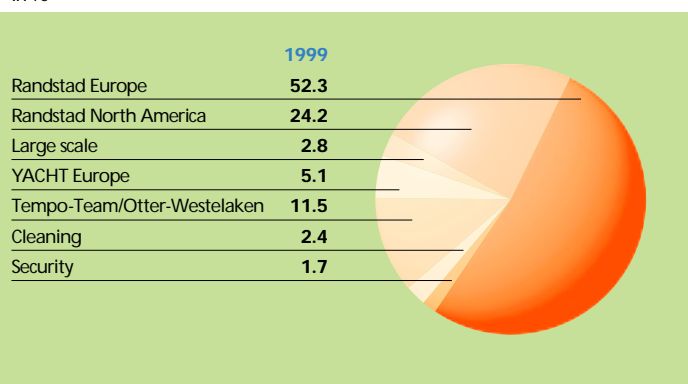
	Randstad Holding nv	Randstad Europe	Randstad North-America	Large scale Europe	YACHT Europe	Tempo-Team/Otter-Westelaken	Cleaning	Security
Net revenues	12,264.5	6,416.6	2,967.5	340.8	625.4	1,408.6	301.7	203.9
Direct costs	9,380.5	4,972.0	2,252.4	280.8	417.3	1,055.6	241.7	160.7
Gross profit	2,884.0	1,444.6	715.1	60.0	208.1	353.0	60.0	43.2
Total operating expenses	2,213.3	1,144.1	527.3	42.9	168.5	247.3	49.4	33.8
Operating result	670.7	300.5	187.8	17.1	39.6	105.7	10.6	9.4
Financial income and expenses	(23.4)							
Income before tax	647.3							
Tax	191.1							
Net income	456.2							

Key operational data

Gross profit in % of net revenues	23.5	22.5	24.1	17.6	33.3	25.1	19.9	21.2
Operating result in % of net revenues	5.5	4.7	6.3	5.0	6.3	7.5	3.5	4.6
Number of branches	1,755	935	454	4	60	261	29	12
Average number staffing employees	241,000	122,900	60,000	7,900	4,700	33,400	8,900	3,200
Average number corporate employees	12,900	6,750	2,730	290	680	1,960	330	160

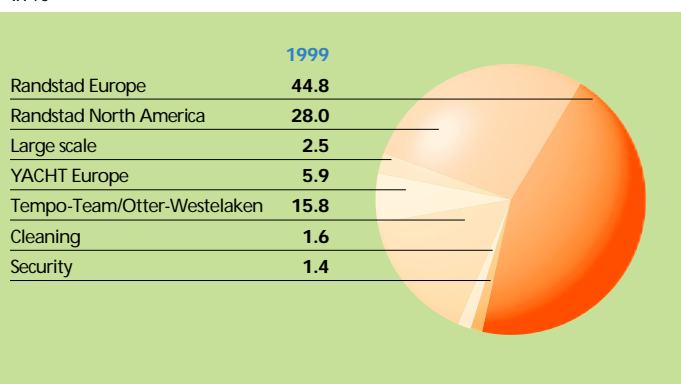
Distribution of net revenues

in %



Distribution of operating result

in %



A photograph of a city street scene. In the foreground, two men in dark suits and ties are walking towards the camera. They are holding coffee cups. The man on the left is looking towards the right, and the man on the right is looking towards the camera. They are walking on a paved sidewalk. In the background, there are several tall buildings. One building is a light-colored, multi-story building with many windows. Another building is a darker, modern building with a glass facade. There are trees and a small garden area on the right side of the sidewalk. The sun is shining from the upper left, creating a bright glow and casting shadows on the ground.

Big city dynamics



Every year we select a relevant theme for our Annual Report. This year, 1999, we explore developments in big cities and their impact on people and employment.



In the new economic environment, employment is less dependent on fixed locations and working times. National borders are becoming vague and people are more mobile than ever. Flexibility and dynamism have become the norm.

— Since the Berlin Wall fell in 1989, our perception of the world around us has changed dramatically. Until then, our world had been restricted to our own rather limited experience. Obviously, we were aware of life elsewhere, but we didn't know very much about it. We didn't really need to. As the century ends, we have learned to see the world as an integrated whole – sometimes through bitter experience. Massive changes, both technological (ICT) and socio-cultural (individualization), mean the whole world appears to be losing old and trusted traditional structures such as the nation, the job for life, and the family. Dynamism and flexibility are vying for dominance over stability and identity. Those traditional mainstays of the employment market – fixed time and place – are under attack. The regulated working week is giving way to a 24-hour economy. As the environment changes, everyone is taking on the responsibility for reducing stress. Traditional workplaces like the factory and the city are making way for footloose companies and virtual networks.

The mobility of capital and employment is encroaching on traditional communities. Technology is facilitating the emergence of global networks, connecting individuals, companies and institutions. This is an economy with the potential of continually scanning the entire planet in search of new opportunities for production and consumption. It is a socioeconomic structure that has little respect for national boundaries, reputations or traditions. And it has a deep impact on people's everyday lives.

Nevertheless, a number of consistent and even classical behavior patterns remain intact, even in the 'new economy'. The employment factor is inextricably bound up with the individual who, as a social being, is much less disposed to moving (mobility) than is capital. In addition, supply and demand will still be looking for a physical solution, even in this new economy. For the city, this means a shift from its traditional position of marketplace (the agrarian economy), via the workplace (the industrial economy), to cultural center. The production and consumption of services (the new economy's actual product) occurs primarily in the city. High-quality services and lesser forms of services go hand-in-hand in the city; in fact, they cross-fertilize each other.

Although an organization like Randstad is continually focused on developing nomadic responses (flexibility and employability) to shifts in the employment market, we will always recognize the need for local physical presence (neighborhood, trust, communities) in the epicenter of the new economy: the city.



- from the top*
- Hamburg's busy port
 - Berlin's new Reichstag is roofed in glass
 - Berlin unwalled – only a sign marks the site of Checkpoint Charlie
 - East Berlin, from somber street scenes to dynamic heart of economic regeneration in only 10 years



- Consultants at work on site with flexworkers



Randstad Deutschland – making a name for itself

Berlin, Potsdamerplatz. Cranes and scaffolding dominate the skyline. This is a city where it is all happening, especially in the employment market. Flexwork is on the increase, with market-leader Randstad Deutschland at the hub of development.

— Randstad Zeit-Arbeit and time power joined forces on January 1, 2000 and the resulting company immediately started breaking new ground. Ongoing segmentation of the employment market will help Randstad Deutschland become even more effective. Flexibilization is the new buzz word when offering a focused full-service personnel concept to each sector.

Quality of life is becoming increasingly important. Growing prosperity means consumers are in a position to make demands. These demands cover every aspect of their lives – home, leisure and working environments. 'It is more important to provide quality than quantity,' says Hamburg-based district manager Angelika Schaff. 'You have to be very clear about what the client wants. Not only by listening but also by having indepth knowledge of both the individual company and the sector it works in. And indepth means you know it now and how it will develop in the future. At the same time, you must have an equally sound understanding of your staffing employees' potential. What are their qualifications, skills and experience? But also their ambitions, their character, and what motivates them. You can only come up with a perfect match if you know both players intimately and can balance supply and demand.'

Randstad's employment-market expertise is also applied in other areas. The company is cooperating with the government-run Employment Exchange and a training institute, for example, to recruit technical personnel for DASA. This project provided the German aircraft maker with 120 qualified employees in 1999.

Knowledge consolidation

It is not only Randstad Deutschland's name which is new: the entire concept has been reengineered. Every major city will have a so-called City House where specialized units will be clustered in a downtown, central location. Hamburg already has its City House. Angelika Schaff explains, 'These premises alone help Randstad project itself as an attractive employer. It is a light, airy building with six floors directly opposite the opera house. That's an A1 location for an A1 market leader. Very high-profile.'

The one-stop shop has also found its way into the staffing services industry. 'Clients consider it increasingly important to have one point of contact as their link to the employment market. A total package, precisely customized to their particular needs,' Annemarie Janssen believes. She is account manager with responsibility for Randstad Callflex, one of the organization's specialized units, in Berlin. 'You have to have the ability to develop alongside your clients. Their requirements will become increasingly complex over time and you have to be able to build your own expertise so that you can offer the right advice. One advantage of working for Randstad is that it's an international organization with very broad-based experience.'

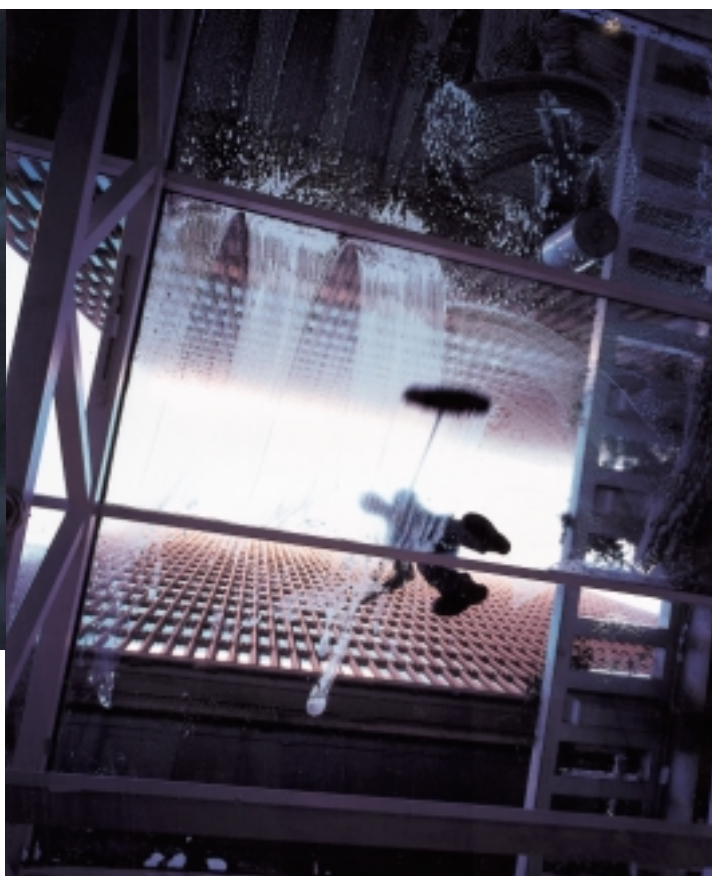
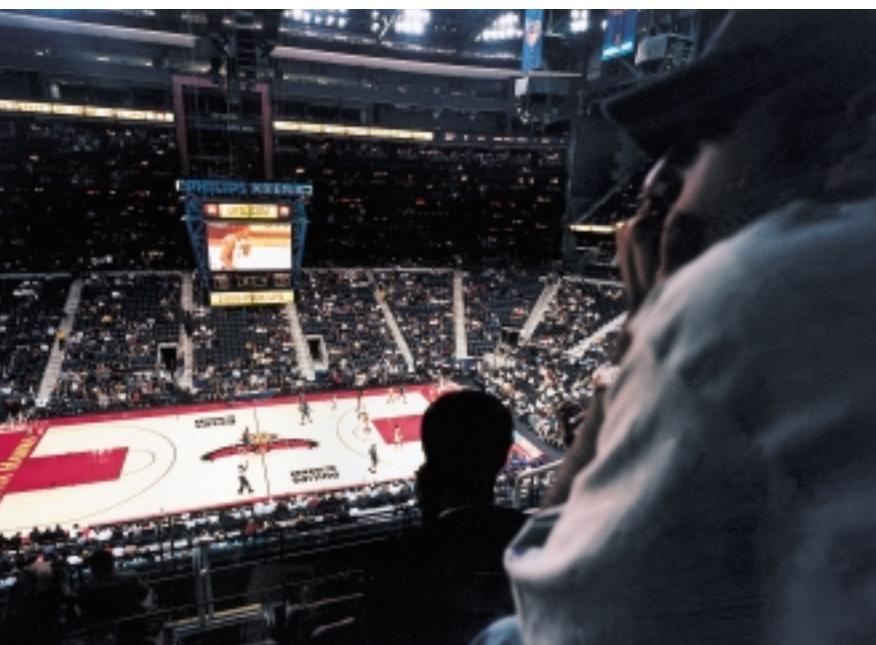
Personal contact

The city is not only synonymous with dynamism, it can also be a very anonymous place. As a socially committed employer, Randstad wants to do something to relieve the anonymity. 'Personal contact is our trademark, alongside training opportunities and a competitive salary,' says Peter Köster, a branch manager responsible for executive personnel in Hamburg. 'That is a key element in this segment. Randstad offers more than a job. Career coaching is also part of our service package.' Randstad Deutschland is increasingly a coach in the employment arena. Köster continues, 'Randstad must become synonymous with a provider of solutions for the employment market, that is our goal.'

Saskia Sassen is an authority on globalization and its effects on society. Originally from the Netherlands, she is now professor of sociology at the University of Chicago. She won fame with her book 'The Global City', which illustrates how local effects of the new global economy become visible in the development of large urban centers.

— Saskia Sassen has mixed feelings about globalization. While acknowledging its unfavorable effects on quality of life, she also recognizes globalization's huge potential in the areas of political, economic and cultural development, as well as the perspective it represents for local society. As the world's bigger cities acquire more power, national governments are relinquishing power and influence. Sassen cannot predict how rapidly this development will come about. There is more to it than time alone. According to Sassen, it also depends on governments' efforts to assess negative effects on the global market, the local economy and society, and their response to these effects. It is also about the development of new companies, about taking advantage of the opportunities created by, for example, the Internet, and of the creation of new middle-class jobs. She believes this group is currently disintegrating: 'The world of work is in a state of disintegration. Soon, all we'll have left is highly qualified individuals with well-paid jobs at the top end and semi and unskilled workers with poorly paid jobs at the bottom end. A gap will develop between them, which threatens to become larger and larger. Three or four decades ago, we actually had a middle class that benefitted from economic progress. That has changed. Economic growth has resulted in increases in highly paid and poorly paid work. The middle classes are being divided up between those two extremes.'

Globalization: what is happening to the world?



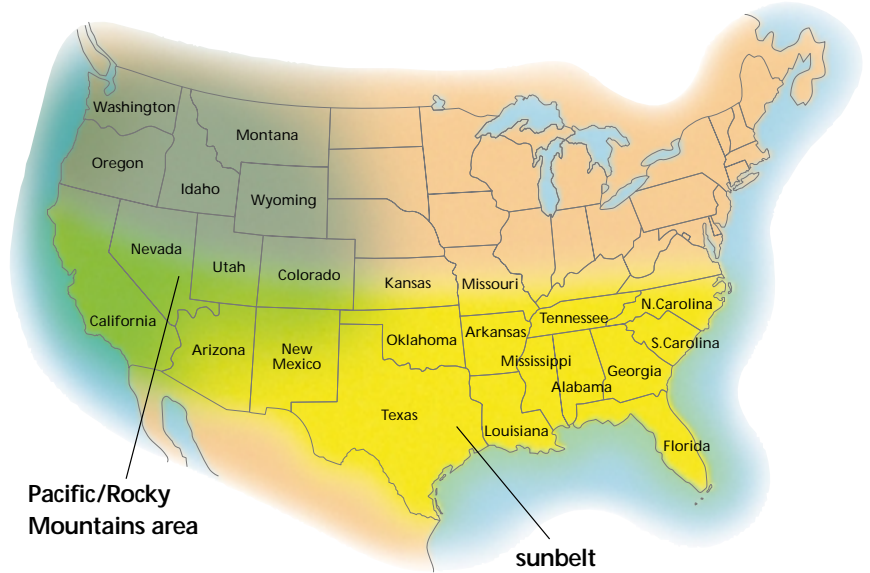
The multinational factor

A multinational company has a centralized management structure which becomes increasingly complex through ongoing globalization. The traditionally large multinational head office is gradually becoming a thing of the past. Tasks are being redistributed and work that is not directly linked to the global operation is moving from the big cities to less expensive regions. 'Just to give one example, administrative departments are being relocated to countries like India, but also to low-cost regions in the U.S. Why would you keep this work in an extremely expensive office building in Manhattan if you can handle it elsewhere at a lower price and with fewer overheads? New means of communication give you these options.'

City clusters

Saskia Sassen cites New York, London and Tokyo as global cities characterized by the clustering of highly specialized service providers, multinational head offices and governments. This creates new opportunities, also for other regions. Says Sassen, 'Atlanta, for example, was certainly not the city it is today. The lower location costs for companies and the availability of staff have stimulated this city's development. A lot of work that became too expensive for the big cities is now carried out in Atlanta. And new employment opportunities have been created.' Large cities are also characterized by their cultural mix. The blend of cultures influences work, where and how

people live, what they consume, the arts, their hobbies, and politics. Globalization and the role of the big cities give rise to diversity of people and their living and working habits. 'These are the dynamics of the big city. They determine the big city's appeal. It is another positive effect of globalization. Obviously, the city is not without conflicts or problems, such as race discrimination. But by acknowledging and recognizing these side effects, you can work to eliminate them.'



Pacific/Rocky Mountains area

sunbelt

- U.S. economic growth regions are concentrated in the sunbelt and Pacific/Rocky Mountains
source: ING



from left to right

- The Atlanta Hawks tackle the Charlotte Hornets
- Keeping a shine on the Mall's glass canopy
- A San Francisco Mall
- Milan's unique Duomo shot from a subway station

- Randstad consultants looking up 'their' staffing employees on the workfloor



Randstad North America is expanding. Since the 1996 Olympics in Atlanta, Randstad has certainly made an impact on the U.S. Today Atlanta is the organization's beating heart in North America, and it is here you'll find Randstad's largest branch anywhere in the world – the Flexlife Center.

Randstad Atlanta: Flexlife Center

— As she makes her way through the maze of corridors at HQ Global Workplaces, Randstad IT staffing consultant Maya Russo has to keep stopping to shake hands. Russo represents the computer talent that Randstad deploys at HQ Global, so her progress is slow. Fortunately one of her people, Leavon Fletcher, also has a good sense of direction. He leads Russo through the labyrinthine building, at the same time thanking her for the work experience he gained with Randstad's help. Fletcher's navigational skills help Russo locate everyone she has placed with the company that specializes in global office services. They all want her to stop and visit, many of them talking about more than just work. 'I usually know exactly what's going on in their lives,' says Russo. 'I even get invited to weddings and birthday parties.'

From Utrecht to Atlanta

Systems administrator Mischa Uppelschoten is about to get married. He found his first IT job through a Randstad branch in the Dutch town of Utrecht. Now, years later, the 28-year-old is making a new start in Atlanta. And Randstad is once again his first choice. He tells Russo how his resume meshed perfectly with the job HQ hired him for. 'It suits me to a tee,' Uppelschoten says. 'I was productive from the very first day.' Russo pats him on the back. 'Well done, Mischa. I'm proud of you.' Randstad is a familiar name in the Atlanta area, especially after the 1996 Olympic Games, where it had been selected to supply exclusive staffing services to the organizers. But competition remains fierce in Atlanta. According to Erik Vonk, Chief Executive Officer of Randstad North America, the company has to compete with almost 600 other staffing

service companies. The most strategic weapons in this competitive battle include the personal guidance of staffing talent and the great care taken to select the most suitable candidates for the jobs offered. 'We endeavor to recruit the best working talent in every field,' he says. 'Then, rather like an impresario, we offer this talent to clients. Where employment intermediaries are hunting for volume, we are hunting for quality in the staffing employees we represent.'

Bright banners

In Randstad's largest office in Atlanta, the Flexlife Center in the Buckhead district, several branches have been merged to form one spacious, open office. Colorful banners hanging above the desks indicate the specializations of various departments. Job-seekers wanting to brush up their computer skills can practice on a PC provided by Randstad without further obligation. Employment candidates use these same computers to demonstrate their skills and to carry out standard tests. It is not exactly crowded because 'in the IT sector today, almost everything is handled by Internet and by email,' says Steve Watson, Maya Russo's colleague. 'Advertising, replying to ads, testing candidates. This is why we're considering offering free Internet access as part of our service package for Randstad's staffing employees.'

Work for a company that works for you

Randstad's focus on its staffing employees' needs is aptly expressed on a sign close to the Buckhead Flexlife Center's entrance: 'Work for a company that works for you.' For example, the medical insurance which Randstad offers its employees is excellent by American standards.

>>



clockwise

- Atlanta: dynamic center of Randstad's largest U.S. market
- Georgia Tech's students are born to be flexworkers
- Eating out in Atlanta





clockwise

- Switching on to work for Atlanta's power company
- Georgia Tech's campus against the backdrop of Coca-Cola's corporate headquarters
- In the summertime, Georgia State's student body also finds its way to Randstad

Daryl Evans, Managing Director for Marketing and Communications, explains how Randstad's marketing to employment talent works both ways. 'The advertisements targeting employers always generate a measurable response,' Evans says. 'But our advertising aimed at potential staffing employees prompts an even stronger response from prospective employers. They see the benefits we offer – the medical insurance, the scholarships, the extra training opportunities, the personal attention – and they realize that these will attract the best people.' Besides the more than 11,000 staffing employees deployed every week by the 85 Randstad branches in and around Atlanta, the company's backbone is its close to 400 staffing consultants. Unlike many staffing agencies which pay their intermediaries on a commission basis, Randstad's staffing consultants are on a fixed salary. The emphasis is on teamwork. But there is healthy competition between the branches. A week's sailing in the Netherlands is the first prize on offer to the branch which manages to increase their staffing talent's average hourly wage and the average number of hours worked, as well as bumping up the gross Randstad invoicing. 'This doesn't mean the winning branches close their doors for an entire

The advertisements targeting employers always generate a measurable response. But our advertising aimed at potential staffing employees prompts an even stronger response from prospective employers.

week,' Vonk explains. 'I myself, and other corporate managers, move in and take over the staffing activities for that time.' Vonk is obviously more than satisfied that turnover among his staffing managers is under 20%; the figure for the rest of the sector fluctuates at around 60%. And he is clearly pleased when he hears what branch manager Kathy Fitzmaurice has to say. Kathy works at e-staff which was integrated into Randstad in 1999. She describes the support she gets from managers as 'Everything they do, they do with class and style.' But Vonk is quick to add, 'That may be, but we do it with a hint of Dutch thriftiness as well.'



In the eye of the storm

It all happens in the city. That's where you have to be for work, commerce and culture. Randstad takes its name from the city: we first started and developed our business in the west of Holland's sprawling conurbation known as the Randstad. But as towns and cities grow, people begin to miss the fast disappearing green areas. We are still drawn by the peace and quiet of water and the countryside. Columnist and sociologist Herman Vuijsje cannot do without either.

The city has always been where the action is. The countryside repels, the city attracts – that's the general rule. And I am no exception. Following my schooldays in the deadly boring Gooi region of Holland, I couldn't get to the city fast enough. But during the year I have an occasional need to think deeply, and then I rent a houseboat somewhere in Holland's 'Green Heart'. It's on a quiet lake, with scattered farms, a small ferryboat, and a tiny grocery store on the opposite bank selling shortbread biscuits and fly-swatters. At least it was until the last time I visited. In place of my familiar store rose a large bungalow. My neighbor, an old skipper, had also moved on. His place has been taken by a man with a consultancy firm. I see him sitting at his computer when I walk by: he works online from this polder landscape. The farmer from whom I usually buy fresh milk also has his fair share of urban activities now. He has a parttime job as a civil servant with one of the government departments. Over the past few years, I have been able to practice my Spanish with the ferryman. He met a fine Spanish woman in Barcelona and now they are married. The cows, the birds, and the gusts of wind across the water are all still here, but is this still the countryside? In other words: does the rule still hold which says that the countryside repels and the city attracts? The blurring of boundaries between city and countryside is a global phenomenon. The need to live in the city is less urgent due to increased mobility and electronic communications. There are also more and more dual-income couples who live in strategic positions between the cities. Companies take advantage of this and set up small, flexible units in attractive residential areas. The network economy makes this possible, and the tight employment market makes it necessary. If the people won't come to the work, then the work must go to the people. These general trends are extremely obvious in the 'Green Heart' of Holland. People who live there have the best of both worlds: they are in a unique rural environment, yet at the same time they are in the very center of the Randstad conurbation. In the eye of the storm. This spatial arrangement is the result of two uniquely Dutch phenomena. Unlike most countries, the Netherlands did not generate one large urban metropolis, but a string of smaller towns. Moreover, the Netherlands also has a strong town and country planning tradition, ensuring that the areas in between remain open and green. This history has handed down to us a unique decor for a new urban system. In a period when the economy is becoming footloose, and a pleasant living and working environment is becoming the most important driver in settling anywhere, the Randstad conurbation and Green Heart combination is a real winner when it comes to attracting companies, especially from abroad. But this appeal also conceals the greatest threat. In recent decades, the Green Heart's population has grown twice as fast as the population in the rest of the Netherlands. If we are not careful, this western part of the country will become another run-of-the-mill metropolis with a few park-like features. Who can ensure that we do not kill the goose that lays the golden eggs? The only body which can prevent it is one which has no direct or immediate interest: the government.

California's Silicon Valley: the top professional location

Randstad is focusing more and more on finding work for top professionals. In Europe, a division called YACHT has been set up specifically for this service. But finding placements for top talent is already commonplace in the U.S., especially for high-tech companies in the computer industry.



— Lisa Mongetta, a Randstad staffing consultant in Santa Clara, is stuck in traffic. Highway 101, Silicon Valley's major arterial road, may have eight to 12 lanes, but it's rarely free of traffic jams. Against a backdrop of gleaming office buildings and new developments, many of them still in scaffolding, Mongetta talks into her cellphone. 'We're going to lose him,' she says. 'If we can't get hold of him today, we're going to lose him.' She is talking to a colleague back at her Randstad branch, a few blocks down the road. She's concerned about a software 'knowledge worker' for whom she has found a job that pays more than USD 100,000 a year. But this IT specialist's specific expertise makes him hot property in the market and he has obviously had a few other offers. Unless she can catch him before the end of the business day, Mongetta won't be able to make him a better one.



Explosive job growth

Silicon Valley, the high-tech region across the bay from San Francisco and with San Jose at its center, knows all about explosive growth. According to official State of California estimates, in 2002 Santa Clara County will have 193,400 more jobs than in 1995: a 23.2% increase. There is such great demand for computer and software expertise that people who have graduated in information sciences and other technically specialized areas can sell their professional skills to the highest bidder. 'They can negotiate on their feet,' Michael Fitzpatrick says. 'If they don't get what they want, they just walk away.' After his first job as a San Francisco social worker, Fitzpatrick turned his hobby – Macintosh computer systems – into a new career. He selected Randstad to represent him and worked for various companies through the organization as a systems administrator. Employment mobility and brief periods of employment are part of this region's lifestyle. > >

from the top

- Working talk – Keeping up to speed on what's happening in the market
- IT professionals keeping body and mind alive



- I'm a software designer, so I'm online

from left to right

- Randstad consultant touches base with flexworker
- One of Randstad's top IT professionals
- Taking time out to say cheese for the camera



Staffing service organizations also offer the top talent various ways to make their Silicon-Valley dreams come true. 'The dream is that everybody wants to work for a startup Internet company, one of the new "dot coms" which is on the receiving end of a lot of venture capital,' Fitzpatrick explains. 'And then they want part of their salaries in company stock, so that when the company goes public or is bought out by Bill Gates, they will be millionaires before they're 40.' Randstad's Lisa Mongetta adds, 'You see people moving from one company to the next until they've found that kind of situation. Often they will use our offer in their negotiation tactics with other employers to get a better deal. That's a challenge. It means my work is always exciting.'

Personal interaction

David Frye is an electrical engineer with several decades' experience in Silicon Valley's high-tech industry, both as a staffer and a contractor. 'It's almost impossible to imagine, but the rate of change continues to increase,' he says about the requirements of the employment market. 'It is sometimes frightening, even for the entrepreneurs who initiate these changes.' Frye has just made a career change from electrical engineering to technical draftsman and professional author. Before he found Randstad, he was frustrated to learn that new knowledge he had acquired during a higher-degree course was not recognized by other staffing service organizations. 'The problem is that apparently staffing service organizations and the human resources departments of companies no longer understand resumes,' Frye says. 'They use computer programs like

Resumix, which means they only look for certain catchwords. But you have to be able to read between the lines. What has to grow is a personal relationship between you and your staffing consultant, not between you and a computer processing resumes.'

Career woman

Lisa Mongetta also uses software to collate all the resumes she receives. This is essential for her, because some days she may receive more than 100 in her email. 'But I see it as a tool, an assistant,' she says. 'You cannot use it to replace your personal contacts, your personal knowledge of your clients and your own environment.' This is what Lisa Carnevale was counting on when the Randstad branch in Santa Clara found her an administrative position with the high-tech company Infineon. 'It's not difficult to find a job in this area,' says Carnevale, who has a degree in international business management and is now pursuing a degree in software information science. 'But before I commit myself to a company, I want to know how that company really works: whether I can develop there as a career woman.' Carnevale tells Mongetta and Robyn Fernandez Parmley, Randstad's onsite manager for the close to 100 staffing employees they have deployed at Infineon, that she and her supervisor make a great team. 'How did you know that would happen?' she laughs. 'Intuition,' Fernandez Parmley replies. 'You get a feeling for it after you've been doing this work for a while.'

from left to right

- San Francisco
- Every successful professional's dream





- Randstad consultants are often out and about, visiting clients
– both employers and flexworkers – to build strong relationships

Open that gate...

If the U.S. is at the forefront of information and communications technology, then the Netherlands is lagging way behind, according to columnist Henk Hofland. And, he argues, if Amsterdam doesn't get with it fast, the Dutch capital could miss out.

December 1999: the sensation of the U.S. winter holiday season goes by the name of Amazon.com. This Internet department store, which started doing bookstore business on the Web four years ago, estimates that it will be shipping 15 million parcels before the new year: toys, jewelry, electronic goods, alongside its regular products – books. And everything is gift-wrapped. Amazon is the largest e-store but certainly not the only one. Last year, the combined sales of all Internet retailers totalled USD 3 billion; today it is eight.

If we estimate that 30 million parcels were dispatched by e-tailers, two for every Internet customer, then 15 million people did not go into the city to do their shopping. But you wouldn't know it as you sit in the subway. People are laden like donkeys. The shopping malls outside the cities cannot cope with the throng. 'I shop, therefore I am' commented columnist Stacy Kravetz in the *New York Times*.

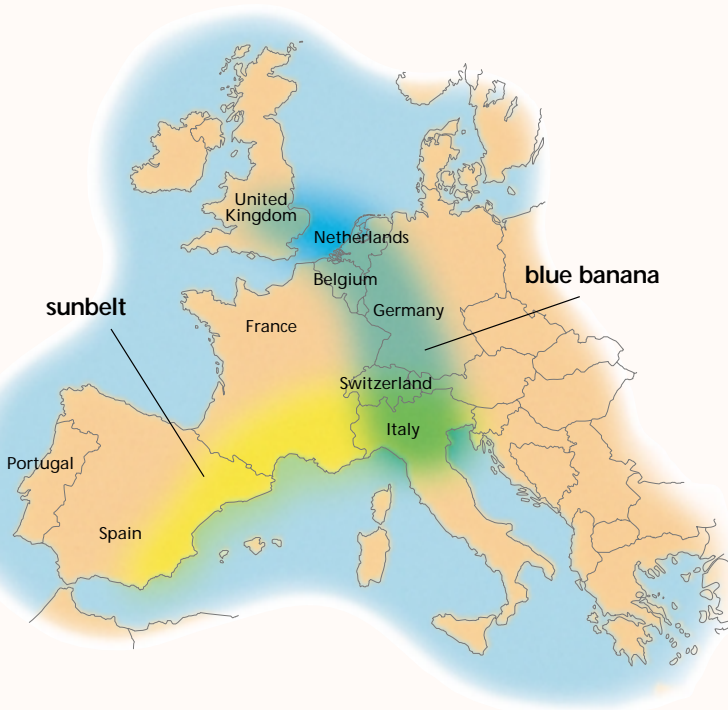
So should department and other non-virtual stores fear the Internet? When the personal computer started becoming part of our everyday lives ten years ago, predictions were that our mobility would decline dramatically, be that commuting or intercontinental travel. People would be telecommuting instead of working in the office, and they would no longer be crossing the ocean. So what happened to those predictions? Nothing could be further from reality. Today, there is somehow a shortage of office space, traffic jams are longer, airplanes are fuller and the World Wide Web is expanding. Workers are becoming nomadic, chopping and changing their jobs, traveling around with a laptop, making cellphone calls. History teaches that any improvement in communications, either electronic or three-dimensional, results in greater mobility. Greater mobility generates economic growth. Obstruction fosters stagnation. A prosperous country like the Netherlands has not made as much progress with the Internet as the ultra-prosperous U.S. Compare Manhattan with Amsterdam: a large metropolis versus a small one. The difference is not in size but in mobility. An intricate, reliable, inexpensive subway system versus an intricate, unreliable, expensive tram network.

Three burgeoning airports versus one that is pleading to be allowed to expand. A center reborn from decline versus a center choking from stagnation. There is still no international high-speed train service into Amsterdam's Central Station. A metropolis, big or small, exists by virtue of a growing economy. Such an economy exists by virtue of the best communications. You can travel from JFK Airport to Times Square within an hour. The train is full. In New York, the Internet does not compete against the urban economy but actually stimulates it. Internet and traffic in real space form part of the city's system of arteries. If one of these arteries is stagnating, then the city is suffering from thrombosis; the heart is faltering. The city is ill. Open up Amsterdam before it's too late. Take a good look at New York and you'll find out how.

Randstad Italia: 'it cannot fail to succeed.'

Economic forecasts indicate the European economy will grow fastest in the 'sunbelt' and the 'blue banana'. Milan is located right in the middle. Randstad's branches in Italy still smell of paint because they are all brand-new. We visit this exciting growth market.

— How many branches does Randstad have in Italy now? Marco Ceresa has to think hard. 'The number is rising almost every week, that's how fast things are moving here,' he explains. 'But I do know there will be 13 branches by the end of the year.' The Director of Randstad Italia is in his office in a street behind Milan's Central Railway Station. His sleeves are rolled up ready for action. 'We started operations in earnest under the Randstad name in September,' he says. 'A year later than most of our competitors. That's why we have to work extra hard. But I think we've already proved we offer higher quality.' Staffing service organizations are new to Italy. They were talked about for years. But indecision among trade unions and legislative inactivity means they only began life in 1998. Organizations of all sizes have jumped into the market. No less than 600 agencies throughout Italy already offer services. So, it looks as though getting a chain of staffing service branches off the ground will be a huge adventure, especially when their name is difficult for Italians to pronounce. Ceresa shakes his head. 'It is not an adventure. An adventure has an element of uncertainty about it, implying things could go right or wrong. Things can only go right in this market. And as far as the name goes,



• Europe's economic growth regions are clustered in the sunbelt and blue banana
source: ING



- Randstad consultants – Italian style



it is a disadvantage because we invariably have to spell it when we're talking on the telephone. But we're trying to turn it to our advantage because it is also a talking point.'

The Randstad approach

Another advantage is when you can tell people that Randstad has already been in this business for 40 years and has branches in 12 countries. According to staffing consultant Frederico Faccini, he is seeing people almost every day who are looking for employment. He tries to establish a profile of their skills, motivation and character during his conversations with them. In between, he is on the road in the eastern part of Milan, the area for which he is responsible. This part of the city has 400 companies with more than 20 employees. Faccini visits each and every one of them. 'We let them tell us what they need, what kind of people they are looking for, what the general personnel situation is,' he says. 'And because we know the job-seekers and the companies personally, it is much easier for us to match supply to demand.' He believes the unique thing about Randstad is the position of the staffing consultant. 'We monitor the job-seekers and the companies much better,' he says. 'When a person starts work, we always make a quick call at the end of the first day to find out how things went. We contact both the company and the employee. We do the same thing mid-way through the agreed period and, of course, again at the end. This is a method of laying the foundations for maintaining satisfaction all round, and you can intervene promptly if problems arise.'

'No country is moving faster'

The walls of the large office area are lined with boxes containing new computers and printers. Personnel is growing faster than office equipment supplies. Anyone spending too much time at the computer gets a cold look from colleagues who also need to use it. 'There is no country where things are moving faster,' says Carla Wilbrink, one of a handful of Dutch people who have come to Milan to share their experience with Italian colleagues. 'But this growth is so explosive because Italy started at a kind of rock-bottom situation. It still takes a great deal of effort, for example, to get young people enthusiastic about temporary employment.' In some countries this is a lifestyle that offers a great deal of freedom. But Randstad employees in Milan have to fight against the myth of the *posto fisso*, the job for life. 'What we still have to do here is to preach the gospel of flexible employment,' Wilbrink says. 'We have to explain to young people that it is useful to gain different experience, to learn about trade and industry, to broaden and consolidate your knowledge.' But Wilbrink is convinced that flexible employment will become a way of life in Italy – it's all a matter of time.



from left to right

- Milan's mighty central rail station
- The 19th-century Galleria Vittorio Emanuele – Milan's definitive Mall
- The Duomo

Consolidated Balance Sheets as of December 31

after profit appropriation, in millions of guilders (*also in millions of euros*)

	1 9 9 9		1 9 9 8	
Tangible fixed assets	435.9	197.8	377.1	171.1
Financial fixed assets	612.5	277.9	426.7	193.6
Fixed assets	1,048.4	475.7	803.8	364.7
Receivables	2,391.8	1,085.4	1,867.5	847.4
Cash	400.8	181.9	284.4	129.1
Current assets	2,792.6	1,267.3	2,151.9	976.5
Current liabilities	2,152.2	976.7	1,620.0	735.1
Working capital	640.4	290.6	531.9	241.4
Capital employed	1,688.8	766.3	1,335.7	606.1
Long-term liabilities	683.2	310.0	302.6	137.3
Provisions	276.2	125.3	222.4	100.9
Shareholders' equity	729.4	331.0	810.7	367.9
Total assets	3,841.0	1,743.0	2,955.7	1,341.2

Consolidated Statements of Income

in millions of guilders (*also in millions of euros*)

	1 9 9 9		1 9 9 8	
Net revenues	12,264.5	<i>5,565.4</i>	9,308.0	<i>4,223.8</i>
Direct costs	9,380.5	<i>4,256.7</i>	7,216.8	<i>3,274.9</i>
Gross profit	2,884.0	<i>1,308.7</i>	2,091.2	<i>948.9</i>
Personnel expenses	1,457.6	<i>661.5</i>	1,030.2	<i>467.5</i>
Other operating expenses	755.7	<i>342.9</i>	548.4	<i>248.8</i>
Total operating expenses	2,213.3	<i>1,004.4</i>	1,578.6	<i>716.3</i>
Operating result	670.7	<i>304.3</i>	512.6	<i>232.6</i>
Financial income and expenses	(23.4)	<i>(10.6)</i>	0.8	<i>0.4</i>
Income before tax	647.3	<i>293.7</i>	513.4	<i>233.0</i>
Taxes	(191.1)	<i>(86.7)</i>	(178.0)	<i>(80.8)</i>
Net income	456.2	<i>207.0</i>	335.4	<i>152.2</i>

Consolidated Statements of Cash Flows

in millions of guilders (also in millions of euros)

	1 9 9 9		1 9 9 8	
Cash flow from operating activities				
Net income	456.2	207.0	335.4	152.2
Depreciation	100.7	45.7	70.8	32.1
Changes in:				
Receivables	(374.1)	(169.8)	(276.8)	(125.6)
Provisions	42.9	19.5	(18.2)	(8.2)
Current liabilities	397.1	180.2	210.7	95.6
	622.8	282.6	321.9	146.1
Cash flow from investing activities				
Investments in tangible fixed assets	(138.9)	(63.0)	(130.7)	(59.3)
Disposal of tangible fixed assets	10.7	4.9	3.6	1.6
Acquisition of Group subsidiaries	(448.9)	(203.7)	(1,667.4)	(756.6)
	(577.1)	(261.8)	(1,794.5)	(814.3)
Cash flow from financing activities				
Share issue	-	-	1,148.1	521.0
Long-term payables, drawn on	380.6	172.7	292.4	132.7
Long-term receivables, granted	(315.7)	(143.3)	(5.7)	(2.6)
Long-term receivables, repaid	129.8	58.9	30.6	13.9
Decrease bank overdraft	(14.4)	(6.5)	(86.1)	(39.1)
Dividends paid	(139.9)	(63.5)	(103.7)	(47.1)
	40.4	18.3	1,275.6	578.8
Exchange-rate differences	11.5	5.2	(44.5)	(20.2)
Net cash flow	97.6	44.3	(241.5)	(109.6)
Cash at January 1	284.4	129.1	509.5	231.2
Received from acquisitions	18.8	8.5	16.4	7.5
Cash at December 31	400.8	181.9	284.4	129.1

Notes to the Consolidated Balance Sheets and Statements of Income

amounts in millions of guilders, unless otherwise indicated (*also in millions of euros*)

1 Consolidation Principles

The consolidated annual accounts provide the financial data for Randstad Holding nv and its Group subsidiaries. Group subsidiaries are those entities over which Randstad Holding nv exerts predominant managerial control directly or indirectly. The accounts of newly acquired or divested Group subsidiaries have been included in the consolidation as of or up to the date of acquisition or divestment, respectively.

For a list of Group subsidiaries, reference is made to page 73.

2 Principles for the Valuation of Assets and Liabilities and Determination of Results

The tangible fixed assets are stated at cost less depreciation calculated on the basis of a fixed percentage of the purchase price depending on the anticipated life of the asset concerned.

The amount paid on acquisition of new Group subsidiaries in excess of the net asset value is charged as goodwill directly to shareholders' equity at the date of acquisition.

The financial fixed assets are carried at nominal value, with necessary provisions made.

Receivables are shown at face value less any provisions deemed necessary for doubtful accounts.

Anticipated taxation claims and liabilities have been computed using the prevailing tax rate; claims are shown only to the extent to which they can be offset within the Group.

Pension provisions are shown at actuarial value.

The remaining assets and liabilities are stated at face value.

Balance sheet items denominated in foreign currencies are converted at year-end exchange rates; entries in the income statement are converted using the average exchange rates for the financial year. Differences in valuation that occur when the accounts of foreign subsidiaries are consolidated are charged or credited directly to the shareholders' equity. Other currency transaction differences are included within the operating result.

Net revenues represent the sum of the amounts invoiced to third parties during the year excluding taxes levied thereon. Items of income and expenditure are recognized in the year to which they relate, although possible losses are included as soon as they are identified.

Gross profit is the balance of net revenues less the wages and other costs directly related to net revenues.

The amount shown in respect of taxes is the sum of the tax liabilities for the commercial profit in the various countries in which the company operates as determined on the basis of local tax laws. Tax-exempt income is taken into account in calculating the taxation on income. The losses of subsidiaries included in the consolidated result are taken into account in the calculation of the taxation on income insofar as the amounts concerned can be offset within the Group within a reasonable time period.

The principles for valuation and determination of results are unchanged from those used in the previous year.

3 Consolidated Statements of Cash Flows

The consolidated statement of cash flows was drawn up according to the indirect method. The purchase price of acquired Group subsidiaries has been included under cash flow from investment activities. The transactions in assets and liabilities deriving from the acquisitions have not been included in the determination of the cash flow from operating activities.



Nijkerk

Beauvais

4 Notes to the Consolidated Balance Sheets

Tangible fixed assets	<i>1 9 9 9</i>		<i>1 9 9 8</i>	
Buildings and land	207.9	<i>94.3</i>	161.2	<i>73.1</i>
Other fixed assets	228.0	<i>103.5</i>	215.9	<i>98.0</i>
	435.9	<i>197.8</i>	377.1	<i>171.1</i>

Changes in tangible fixed assets in 1999 were:

	Buildings and land		Other fixed assets	
Purchase price at January 1, 1999	202.4	<i>91.8</i>	529.4	<i>240.3</i>
Accumulated depreciation	41.2	<i>18.7</i>	313.5	<i>142.3</i>
Book value at January 1, 1999	161.2	<i>73.1</i>	215.9	<i>98.0</i>
Changes in book value:				
Acquisitions	9.7	<i>4.4</i>	11.7	<i>5.3</i>
Investments	43.1	<i>19.6</i>	95.8	<i>43.5</i>
Disposals	(2.0)	<i>(0.9)</i>	(8.7)	<i>(4.0)</i>
Depreciation	(6.1)	<i>(2.8)</i>	(94.6)	<i>(42.9)</i>
Exchange-rate differences	2.0	<i>0.9</i>	7.9	<i>3.6</i>
Book value at December 31, 1999	207.9	<i>94.3</i>	228.0	<i>103.5</i>
Purchase price at December 31, 1999	254.9	<i>115.6</i>	590.7	<i>268.0</i>
Accumulated depreciation	47.0	<i>21.3</i>	362.7	<i>164.5</i>
Book value at December 31, 1999	207.9	<i>94.3</i>	228.0	<i>103.5</i>

Depreciation is calculated at an average of 3% and 20% per annum for buildings, and other fixed assets, respectively.

Financial fixed assets	<i>1 9 9 9</i>		<i>1 9 9 8</i>	
Guarantees	5.0	<i>2.3</i>	3.6	<i>1.6</i>
Other receivables	607.5	<i>275.6</i>	423.1	<i>192.0</i>
	612.5	<i>277.9</i>	426.7	<i>193.6</i>

Changes in financial fixed assets in 1999 were:

	Guarantees		Other receivables	
Value at January 1, 1999	3.6	1.7	423.1	192.0
Acquisitions	-	-	145.0	65.8
Increase	1.4	0.6	106.1	48.1
Repayments	-	-	(129.8)	(58.9)
Exchange-rate differences	-	-	63.1	28.6
Value at December 31, 1999	5.0	2.3	607.5	275.6

Under other receivables, an amount of NLG 578.1 million/€ 262.3 million (1998: NLG 397.3 million/€ 180.3 million) has been included for deferred tax benefits. A portion equal to NLG 534.5 million/€ 242.5 million of this amount refers to paid goodwill included in the purchase price of acquired Group subsidiaries, insofar as the goodwill can be written down in the country concerned according to fiscal principles valid in that country. Deferred tax benefits to the amount of approximately NLG 263 million/€ 119 million that are deemed realizable only on the long term have been valued at nil. Tax losses carried forward in the amount of NLG 25 million/€ 11 million (1998: NLG 53 million/€ 24 million) are valued at nil. The receivables due in 2000 are included in current assets.

Receivables

	1999		1998	
Trade accounts	1,935.3	878.2	1,583.6	718.6
Other amounts receivable	424.9	192.8	252.7	114.7
Prepayments and accrued income	31.6	14.4	31.2	14.1
	2,391.8	1,085.4	1,867.5	847.4

The amounts included in receivables are due within one year.

Cash

Time deposits	55.0	25.0	108.5	49.2
Cash on hand and in banks	345.8	156.9	175.9	79.9
	400.8	181.9	284.4	129.1

The time deposits fall due within one month on average.



Luxembourg

Current liabilities	<i>1 9 9 9</i>		<i>1 9 9 8</i>	
Bank overdraft	69.8	<i>31.7</i>	84.2	<i>38.2</i>
Trade accounts payable	138.4	<i>62.8</i>	98.9	<i>44.9</i>
Taxes and social security charges	782.6	<i>355.1</i>	583.3	<i>264.7</i>
Pension contributions	31.3	<i>14.2</i>	25.0	<i>11.3</i>
Dividend	194.7	<i>88.4</i>	139.9	<i>63.4</i>
Other amounts owed	919.3	<i>417.2</i>	675.8	<i>306.7</i>
Accruals and deferred income	16.1	<i>7.3</i>	12.9	<i>5.9</i>
	2,152.2	<i>976.7</i>	1,620.0	<i>735.1</i>

Negative pledge statements have been issued for the purposes of bank-credit facilities and 'pari passu' clauses apply.

Long-term liabilities

Randstad Holding signed a 5-year Multicurrency Syndicated Credit Facility agreement ('the facility') of NLG 881.5 million/€ 400 million on March 23, 1999. The interest rate varies with the tenor of the drawings. The average interest rate at December 31, 1999 is 3.6% for a one-month period. At December 31, 1999 the amount outstanding is NLG 683.2 million/€ 310 million.

The facility has no repayment schedule.

Provisions

Pension provisions	2.1	<i>0.9</i>	2.2	<i>1.0</i>
Provision for deferred taxation	86.4	<i>39.2</i>	2.1	<i>1.0</i>
Other provisions	187.7	<i>85.2</i>	218.1	<i>98.9</i>
	276.2	<i>125.3</i>	222.4	<i>100.9</i>

The pension provisions relate to the actuarial value of the future contributions for presently unfinanced pension rights in regard to past years of service (interest rate 5%). The provision for deferred taxation has been calculated using the liability method on temporary differences between accounting and taxation purposes.

Other provisions include an amount of approximately NLG 50 million/€ 23 million) (1998: NLG 117 million/€ 53 million) for liabilities owed to former owners of acquired Group subsidiaries and a provision for the costs of integration, etc. of acquired Group subsidiaries. The other provisions mainly consist of provisions for risks of possible third-party claims.



Dordrecht



Apeldoorn

Changes in provisions in 1999 were:

Value at January 1, 1999	222.4	<i>100.9</i>
Acquisitions	58.6	<i>26.6</i>
Withdrawals	(169.5)	<i>(76.9)</i>
Additions to other provisions	55.2	<i>25.0</i>
Increase deferred tax liability	84.3	<i>38.3</i>
Exchange rate differences	25.2	<i>11.4</i>
	<hr/>	
Value at December 31, 1999	276.2	<i>125.3</i>

The provisions are mainly of a long-term nature.

Shareholders' equity

The explanation of shareholders' equity is included in the Notes to the Company Balance Sheets (page 69).

Guarantees		<u><i>1 9 9 9</i></u>	<u><i>1 9 9 8</i></u>
Guarantees provided for third parties	4.1	<i>1.9</i>	3.8 <i>1.7</i>

Contingent liabilities

The contingent liabilities amount to approximately	167.5	<i>76.0</i>	128.7	<i>58.4</i>
--	--------------	-------------	-------	-------------

These obligations refer almost exclusively to lease contracts of branches and lease contracts for IT equipment and motor vehicles with a remaining average duration of three years.

In addition, the Randstad Group signed a construction contract of NLG 95 million/€ 43 million for a new office in Diemen.



Apeldoorn

Madrid

5 Notes to the Consolidated Statements of Income

Net revenues

	<u>I 9 9 9</u>	<u>I 9 9 8</u>
The distribution of net revenues by activity was:		
Staffing	11,758.9 5,336.0	8,875.0 4,027.3
Cleaning	301.7 136.9	269.9 122.5
Security	203.9 92.5	163.1 74.0
	12,264.5 5,565.4	9,308.0 4,223.8

The net revenues were realized in the following countries:

The Netherlands	6,001.8 2,723.5	5,726.3 2,598.6
Belgium	1,206.9 547.7	1,229.1 557.7
Germany	1,200.8 544.9	559.8 254.0
France	527.5 239.4	485.2 220.2
Spain	137.2 62.2	75.6 34.3
Other European countries	222.8 101.1	181.4 82.3
Total Europe	9,297.0 4,218.8	8,257.4 3,747.1
North America	2,967.5 1,346.6	1,050.6 476.7
	12,264.5 5,565.4	9,308.0 4,223.8

Wages, salaries and social premiums

The result includes:

Wages and salaries	8,196.4 3,719.4	6,059.9 2,749.9
Social security charges	1,894.5 859.7	1,663.9 755.0
Pension charges	77.8 35.3	45.9 20.8
	10,168.7 4,614.4	7,769.7 3,525.7

Of the total has been recorded under:

Direct costs	9,015.6 4,091.1	6,964.7 3,160.4
Personnel expenses	1,153.1 523.3	805,0 365.3
	10,168,7 4,614.4	7,769,7 3,525.7

The amount of remuneration of the Supervisory Board charged to income was NLG 234,000/€ 106,200 (1998: NLG 134,000/€ 60,800).

Depreciation	<i>1 9 9 9</i>		<i>1 9 9 8</i>	
The result includes depreciation taken on tangible fixed assets	100.7	<i>45.5</i>	70.8	<i>32.1</i>
 Other operating expenses				
Advertising and marketing expenses	203.1	<i>92.2</i>	178.2	<i>80.8</i>
Accommodation expenses	220.2	<i>99.9</i>	158.4	<i>71.9</i>
Other expenses	332.4	<i>150.8</i>	211.8	<i>96.1</i>
	755.7	<i>342.9</i>	548.4	<i>248.8</i>
 Financial income and expenses				
Income from financial fixed assets	0.4	<i>0.2</i>	2.3	<i>1.0</i>
Other interest and similar income	17.6	<i>8.0</i>	18.9	<i>8.6</i>
Interest and similar expenses	(41.4)	<i>(18.8)</i>	(20.4)	<i>(9.2)</i>
	(23.4)	<i>(10.6)</i>	0.8	<i>0.4</i>

6 Other notes

Personnel

During 1999, Randstad Holding nv and its Group subsidiaries employed an average work force of 254,000, including 12,900 corporate staff (1998: 214,000 and 9,800, respectively).

Company Balance Sheets as of December 31

after profit appropriation, in millions of guilders (*also in millions of euros*)

	1999		1998	
Financial fixed assets	584.1	<i>265.1</i>	655.7	<i>297.6</i>
Receivables	238.9	<i>108.4</i>	249.8	<i>113.4</i>
Cash	128.5	<i>58.3</i>	75.7	<i>34.3</i>
Current assets	367.4	<i>166.7</i>	325.5	<i>147.7</i>
Current liabilities	222.1	<i>100.8</i>	170.5	<i>77.4</i>
Working capital	145.3	<i>65.9</i>	155.0	<i>70.3</i>
	729.4	<i>331.0</i>	810.7	<i>367.9</i>
Issued capital	28.2	<i>12.8</i>	28.2	<i>12.8</i>
Share premium	1,210.5	<i>549.3</i>	1,210.5	<i>549.3</i>
General reserve	(509.3)	<i>(231.1)</i>	(428.0)	<i>(194.2)</i>
Shareholders' equity	729.4	<i>331.0</i>	810.7	<i>367.9</i>
	729.4	<i>331.0</i>	810.7	<i>367.9</i>

Company Statements of Income

in millions of guilders (*also in millions of euros*)

	1 9 9 9		1 9 9 8	
Results of Group subsidiaries after tax	437.7	198.6	325.3	147.6
Other income after tax	18.5	8.4	10.1	4.6
Net income	456.2	207.0	335.4	152.2

Notes to the Company Balance Sheets

amounts in millions of guilders, unless otherwise indicated (*also in millions of euros*)

General

The financial statements of Randstad Holding nv are included in the consolidated financial statements. The Group subsidiaries are shown at net asset value.

The amount paid on acquisition of new Group subsidiaries in excess of the net asset value is charged as goodwill directly to shareholders' equity.

The other assets and liabilities are shown in accordance with the accounting policies as set forth in the notes to the consolidated financial statements. The same applies to the determination of net income. As a consequence, shareholders' equity and net profit are the same as in the consolidated accounts and reference is made to the appropriate notes.

With respect to the company Statements of Income of Randstad Holding nv, the company has availed itself of the exemption provided for in Section 402 of Part 9, Book 2 of the Netherlands Civil Code.

Financial fixed assets

	1 9 9 9		1 9 9 8	
Participating interests in Group subsidiaries	(543.9)	<i>(246.8)</i>	274.7	<i>124.7</i>
Amounts receivable from Group subsidiaries	1,128.0	<i>511.9</i>	381.0	<i>172.9</i>
	584.1	<i>265.1</i>	655.7	<i>297.6</i>

Changes in financial fixed assets in 1999 were:

	Participations		Receivables	
Value at January 1, 1999	274.7	<i>124.7</i>	381.0	<i>172.9</i>
Capital payments	103.1	<i>46.8</i>	-	-
Income for 1999	437.7	<i>198.6</i>	-	-
Dividend payments	(252.1)	<i>(114.4)</i>	-	-
Transfer of Group subsidiaries	(762.9)	<i>(346.2)</i>	-	-
Goodwill	(348.5)	<i>(158.1)</i>	-	-
Loans granted	-	-	936.2	<i>424.8</i>
Repayments	-	-	(189.2)	<i>(85.8)</i>
Other changes	4.1	<i>1.9</i>	-	-
Value at December 31, 1999	(543.9)	<i>(246.8)</i>	1,128.0	<i>511.9</i>

A list of the Group subsidiaries, as well as details of the share in the issued capital held, is included on page 73.

Receivables

	1 9 9 9		1 9 9 8	
Amounts receivable from subsidiaries	159.8	<i>72.5</i>	172.9	<i>78.5</i>
Other receivables	79.1	<i>35.9</i>	76.9	<i>34.9</i>
	238.9	<i>108.4</i>	249.8	<i>113.4</i>

Cash	<i>1 9 9 9</i>		<i>1 9 9 8</i>	
Time deposits	-	-	75.0	<i>34.0</i>
Cash on hand and in banks	128.5	<i>58.3</i>	0.7	<i>0.3</i>
	128.5	<i>58.3</i>	75.7	<i>34.3</i>

The time deposits fall due within a one-month average.

Current liabilities

Bank overdraft	18.1	<i>8.2</i>	19.1	<i>8.7</i>
Trade accounts payable	1.3	<i>0.6</i>	1.2	<i>0.6</i>
Owed to Group subsidiaries	0.8	<i>0.4</i>	3.2	<i>1.4</i>
Taxes and social security charges	1.4	<i>0.6</i>	1.3	<i>0.6</i>
Dividend	194.7	<i>88.4</i>	139.7	<i>63.4</i>
Other amounts owed	5.8	<i>2.6</i>	6.0	<i>2.7</i>
	222.1	<i>100.8</i>	170.5	<i>77.4</i>

Shareholders' equity

The authorized capital consists of NLG 100 million/€ 45.4 million, divided between 200,000,000 ordinary shares with a par value of NLG 0.20, 50,000 A-type preferred shares with a par value of NLG 1,000.00 and 50,000,000 B-type preferred shares with a par value of NLG 0.20. The issued share capital consists of 115,619,048 ordinary shares and 25,200,000 B-type preferred shares. The share premium can be paid out in shares free of tax.

The composition and development of the shareholders' equity are as follows:

	Issued share capital				Share premium		General reserve	
	Ordinary	Preferred			-	-	-	-
Status as of January 1, 1999	23.1	<i>10.5</i>	5.1	<i>2.3</i>	1,210.5	<i>549.3</i>	(428.0)	<i>(194.2)</i>
Goodwill	-	-	-	-	-	-	(348.5)	<i>(158.1)</i>
Exchange differences	-	-	-	-	-	-	5.7	<i>2.5</i>
Retained earnings over 1999 according to the profit-appropriation proposal	-	-	-	-	-	-	261.5	<i>118.7</i>
Status as of December 31, 1999	23.1	<i>10.5</i>	5.1	<i>2.3</i>	1,210.5	<i>549.3</i>	(509.3)	<i>(231.1)</i>

A cumulative preferred dividend amounting to NLG 0.75 (€ 0.34) per share per year is paid on issued B-type preferred shares.

Guarantees

	<u>1 9 9 9</u>	<u>1 9 9 8</u>
Guarantees provided on behalf of Group subsidiaries	11.0 5.0	30.6 13.9

The company bears joint and several liability for overdraft facilities of NLG 851.7 million/€ 386.5 million (1998: NLG 470.3 million/€ 213.4 million) of Group subsidiaries.

Diemen (Amsterdam), the Netherlands,
February 18, 2000

The President and
Chief Executive Officer,
H. Zwarts

The Supervisory Board,
J.E. Andriessen (Chairman)
F.J.D. Goldschmeding
J.P. Guépin
J.C.M. Hovers
J.F.M. Peters
R. Zwartendijk

Provisions of the Articles of Association concerning profit appropriation

The following is a summary of the most important stipulations of article 28 of the Articles of Association concerning profit appropriation.

Subsection 1. The Statutory Director determines the profit amounts to be reserved with the approval of the Supervisory Board. Wherever possible, the remaining profit will then be divided as follows:

a. A dividend is paid to holders of A-type preferred shares over the call amounts on shares, the percentage being equal to the average of the continuation rate of interest increased by one-and-a-half percent point during the financial year for which dividend is paid. If in any year it is impossible to pay, or to pay in full, profit on preferred shares, the dividend in arrears on shares will be paid in the following years before any other dividend payments are made.

b.1 Next, a dividend is paid to holders of B-type preferred shares per series that is equal to the basic percentage - as mentioned in paragraph 2 - of the total of the nominal amount and the share premium deposited with the first issue of the shares of that series, the basic percentage having been raised on issue by an increment of no more than one hundred and thirty-five basic points, to be established by the Statutory Director and with the approval of the Supervisory Board.

b.2 The basic percentage stated in paragraph b.1 above is the arithmetic mean of the effective yield on government loans for the account of the Dutch government with a (remaining) duration of six to seven years; taking effect for the first time on the date on which B-type preferred shares (of a series) have been put out on interest, and subsequently every seven years in succession, the basic percentage of B-type preferred shares (of the series concerned) will be adapted to the then valid effective yield of the government loans stated in the above-mentioned provisions.

b.3 If and insofar as the profit is not sufficient to make the payments on B-type preferred shares in full, the deficit will be paid from the freely payable reserves, with the exception of the share premium reserves as stated in Article 4, subsection 4, paragraph b. If and insofar as the payment cannot be effectuated from the aforementioned reserves, a payment will first be made - from the profit made in the subsequent years upon addition to the reserves and subtraction of the amount due to holders of A-type preferred shares in compliance with the above - to the holders of B-type preferred shares to the effect that the deficit is compensated in full before the above provisions can be applied.

b.6 If in the course of any financial year B-type preferred shares have been issued, the dividend on the shares in question over

that financial year will be reduced proportionally up to the first day of issue.

Subsection 2. The then remaining sum will be available to the General Meeting, with the restriction that no more payments will be made on preferred shares, or that no reservations will be made for this purpose.

Subsection 4. Subject to approval by the Supervisory Board, the Statutory Director may decide to pay an interim dividend for the account of the dividend envisaged over the financial year concerned. A decision to pay an interim dividend may be restricted to a payment of interim dividend exclusively to shareholders of a certain type of share without any prejudice to the rights of shareholders of any other types of shares.

Subsection 5. Subject to approval by the Supervisory Board, the General Meeting may decide to effect dividend payment not, or not entirely, in cash, but wholly in the form of company shares.

Proposed profit appropriation

Pursuant to Article 28 of the Articles of Association, it is proposed to pay a dividend of NLG 175.8 million (€ 79.8 million) on the ordinary shares and NLG 18.9 million (€ 8.6 million) on the B-type preferred shares, out of net income for 1999 amounting to NLG 456.2 million (€ 207.0 million) and to add NLG 261.5 million (€ 118.6 million) to the general reserve. In anticipation of the adoption of this proposal by the General Meeting of Shareholders, this appropriation of the result has already been incorporated in the financial statements.

Auditors' Report

Introduction

We have audited the 1999 financial statements of Randstad Holding nv, Amsterdam. These financial statements are the responsibility of the company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Scope

We conducted our audit in accordance with auditing standards generally accepted in the Netherlands. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the company as of December 31, 1999 and of the result for the year then ended in accordance with generally accepted accounting principles in the Netherlands and comply with financial reporting requirements included in Part 9, Book 2 of the Netherlands Civil Code.

Amsterdam, February 18, 2000

PricewaterhouseCoopers N.V.

Group Subsidiaries

Staffing

Randstad Uitzendbureau bv	Amsterdam
Randstad Projecten bv	Amsterdam
Randstad Contracting bv	Amsterdam
Capac Uitzendbureau bv	Amsterdam
Capac Projecten bv	Amsterdam
Tempo-Team Uitzendbureau bv	Amsterdam
Tempo-Team Projecten bv	Amsterdam
Werknet Uitzendbureau bv	Amsterdam
Randstad Belgium nv	Brussels
Randstad Interim sa	Luxembourg
Randstad Vikar I ApS	Copenhagen
Randstad Organisation für Zeit-Arbeit GmbH	Eschborn/TS
time power Personal-Dienstleistungen GmbH & CoKG	Cologne
Randstad Intérim sa	Paris
Randstad Schweiz AG	Zurich
Randstad Empleo, Empresa de Trabajo Temporal S.A.	Madrid
Tempo Grup Empresa de Trabajo Temporal S.A.	Barcelona
Randstad Employment Bureau Ltd	Newbury
Randstad Italia SPA	Milan
Randstad North America LP	Atlanta
Randstad Staffing Services LP	Atlanta
Randstad Intérim Inc.	Montreal

Specialist staffing

Randstad Polytechniek Uitzending bv	Amsterdam
Randstad Polytechniek Projecten bv	Amsterdam
Randstad Technoflex Uitzending bv	Amsterdam
Randstad Technoflex Projecten bv	Amsterdam
Randstad Automatiseringsdiensten bv	Amsterdam
Randstad Speciale Uitzending bv	Amsterdam
Uitzendbureau Otter-Westelaken bv	Veghel
Maxon Project Support bv	Veghel
Polydesign België nv	Brussels
Interdesign sa	Brussels
Randstad Project Services nv	Brussels
Randstad Vikar II ApS	Copenhagen
LTI Bourgogne S.A.	Châlon sur Saône
Randstad Inter Engineering Ltd	Altrincham

Cleaning

Lavold Schoonmaak bv	Amsterdam
Lavold-IDG bv	Amsterdam
Lavold Schoonmaak nv	Brussels
Korrekt Gebäudereinigung GmbH	Eschborn/TS

Security

Randon Beveiliging bv	Amsterdam
Randon Meldkamer bv	Amsterdam
Randon Services bv	Amsterdam

Training

Randstad Opleidingscentrum bv	Amsterdam
Randstad Services nv	Brussels

Other

Randstad Holding Nederland bv	Amsterdam
Randstad Groep Nederland bv	Amsterdam
Randstad Diensten Groep bv	Amsterdam
Randstad Nederland bv	Amsterdam
Capac Beheer bv	Amsterdam
Tempo-Team Beheer bv	Amsterdam
Randstad Polytechniek Beheer bv	Amsterdam
Randstad Automatisering Beheer bv	Amsterdam
Randstad Opleidingen Beheer bv	Amsterdam
Randstad Diensten Beheer bv	Amsterdam
Lavold bv	The Hague
Randon Beveiliging Beheer bv	Amsterdam
Randstad Automation Center bv	Amsterdam
Randon Beheer bv	Amsterdam
Randon Bergwijkpark bv	Amsterdam
Diemermere bv	Amsterdam
Randstad North American Partner Inc.	Atlanta

Randstad Holding nv has a 100% share in the issued capital of these companies. A few Group subsidiaries of no material importance in the Netherlands and abroad have not been included.

Development of Randstad since 1990

amounts in millions of guilders, unless otherwise indicated (*also in millions of euros*)

	1999	1998	1997	1996
Income				
Net revenues	12,264.5	9,308.0	7,072.9	5,953.2
as % of previous year	131.8	131.6	118.8	126.6
Gross profit	2,884.0	2,091.2	1,559.4	1,265.8
as % of net revenues	23.5	22.5	22.0	21.3
Income before tax	670.7	512.6	397.7	315.3
as % of previous year	130.8	128.9	126.1	126.2
as % of net revenues	5.5	5.5	5.6	5.3
Net income	456.2	335.4	257.8	207.4
as % of previous year	136.0	130.1	124.3	127.0
as % of net revenues	3.7	3.6	3.6	3.5
as % of average capital employed	30.2	32.4	39.1	39.0
Operating result before depreciation	771.4	583.4	462.3	361.9
as % of previous year	132.2	126.2	127.7	125.4
Investments	128.2	127.1	93.5	100.8
Balance Sheet				
Fixed assets	1,048.4	803.8	347.7	295.2
Working capital	640.4	531.9	386.8	290.5
Capital employed	1,688.8	1,335.7	734.5	585.7
Shareholders' equity	729.4	810.7	675.3	534.9
Long-term liabilities and provisions	959.4	525.0	59.2	50.8
Total financing	1,688.8	1,335.7	734.5	585.7
Personnel				
Annual average	254,000	214,000	173,000	148,000
of which corporate staff:	12,900	9,800	7,700	6,300
Number of branches year-end	1,755	1,616	1,108	962
Per share in guilders (<i>and euros</i>)				
Net income	3.78	3.06	2.39	1.92
Dividend	1.52	1.19	0.96	0.77
Payout %	40	41	40	40

1995	1994	1993	1992	1991	1990
4,702.4 125.1	3,758.6 125.0	3,006.3 99.8	3,011.6 115.5	2,606.6 102.5	2,542.0 115.7
995.9 21.2	781.2 20.8	624.2 20.8	608.0 20.2	543.4 20.8	534.1 21.0
249.8 141.3 5.3	176.8 158.4 4.7	111.6 83.1 3.7	134.3 96.8 4.5	138.8 98.9 5.3	140.4 144.2 5.5
163.3 145.2 3.5 40.0	112.4 155.5 3.0 32.7	72.3 79.0 2.4 22.7	91.5 92.9 3.0 26.7	98.5 106.0 3.8 28.7	92.9 143.5 3.7 32.7
288.7 134.6	214.5 141.4	151.7 88.1	172.2 99.5	173.0 101.2	171.0 141.0
67.6	29.4	24.8	26.5	29.2	44.2
228.6 224.4 453.0	191.4 172.3 363.7	213.5 111.1 324.6	204.1 107.3 311.4	192.3 181.7 374.0	196.0 117.1 313.1
405.8 47.2 453.0	313.5 50.2 363.7	268.9 55.7 324.6	267.6 43.8 311.4	332.8 41.2 374.0	274.0 39.1 313.1
119,000 5,100	93,000 4,200	76,000 3,800	77,000 3,600	73,000 3,300	73,000 3,100
895	778	735	741	517	460
1.51 0.61	1.04 0.42	0.67 0.37	0.85 0.37	0.91 0.37	0.86 0.34
40	40	55	43	40	40

Geographic distribution Europe*

The Netherlands (NL)

Randstad Nederland 416
Randstad Mobiliteitsdiensten /
Werkgelegenhedsdiensten
Randstad Callflex
Randstad Gezondheidszorg
Randstad Transportdiensten
BouwFlex
InterTech
Randstad Opleidingscentrum
Capac Uitzendbureau 4
Randstad Automatiseringsdiensten 5
LAN-Alyst 1
Randstad Millennium Services 1
Randstad Interim Kader 7
Randstad Polytechniek 34
Tempo-Team 218
Tempo-Team Projecten
Tempo-Team IT-Flex / Topflex
Werknet 33
Uitzendbureau Otter-Westelaken 9
Maxon Project Support 1
Lavold 11
Lavold-IDG 8
Randon Beveiliging 11
Randon Meldkamer 1

Belgium (B)

Randstad Interlabor 112
Polydesign 8
Interdesign 2
Lavold Schoonmaak 3
Randstad Training & Services 5

Germany (D)

Randstad Zeit-Arbeit 121
time power 103
Korrekt Gebäudereinigung 7

France (F)

Randstad Intérim 85

Great Britain (GB)

Randstad Employment Bureau 19
Randstad Inter Engineering /
Randstad Specialist Engineering 2

Italy (I)

Randstad Italia 13

Spain (E)

Randstad Trabajo Temporal 22
Tempo Grup 15

Switzerland (CH)

Randstad Schweiz 16

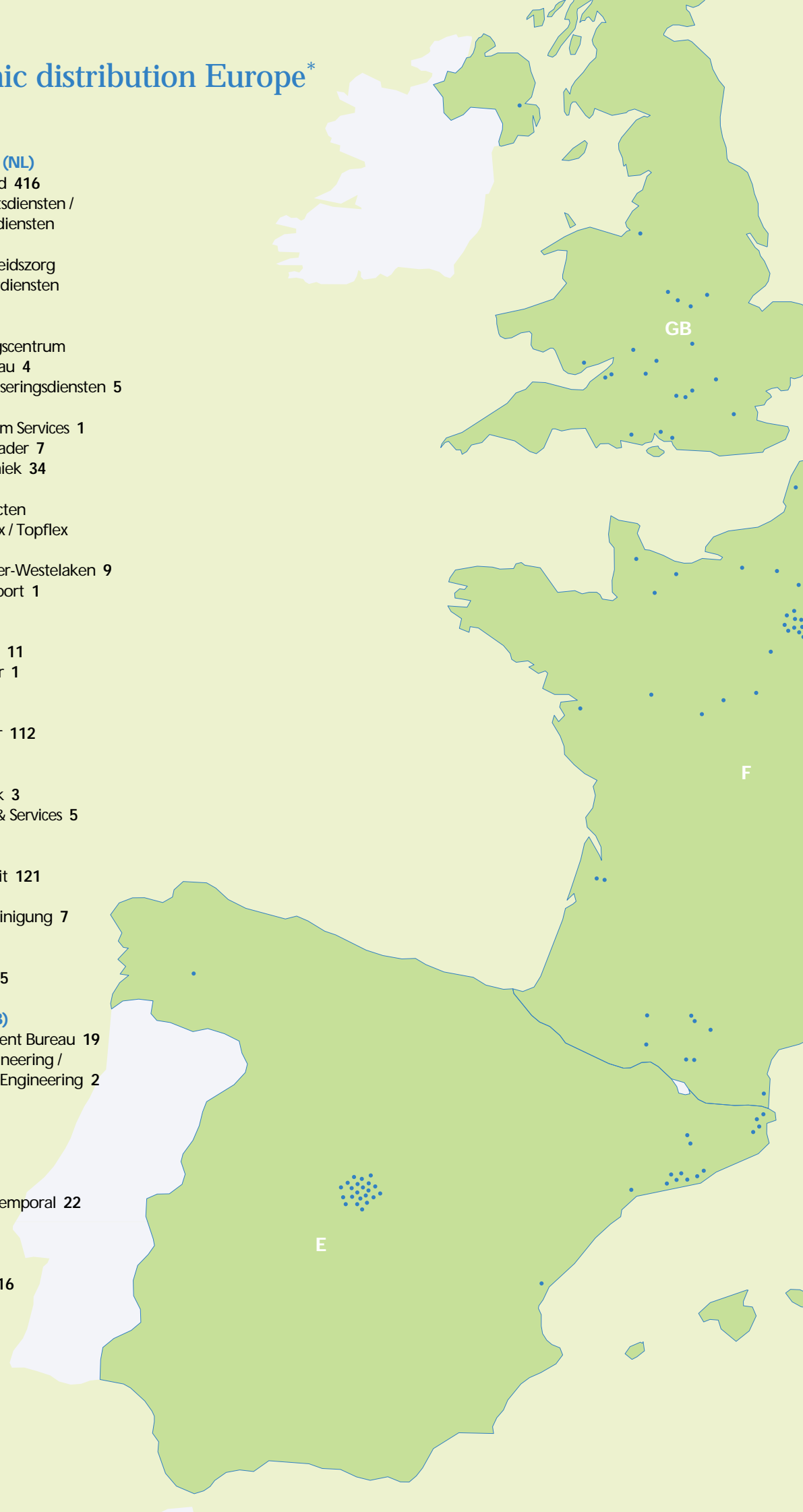
Denmark (DE)

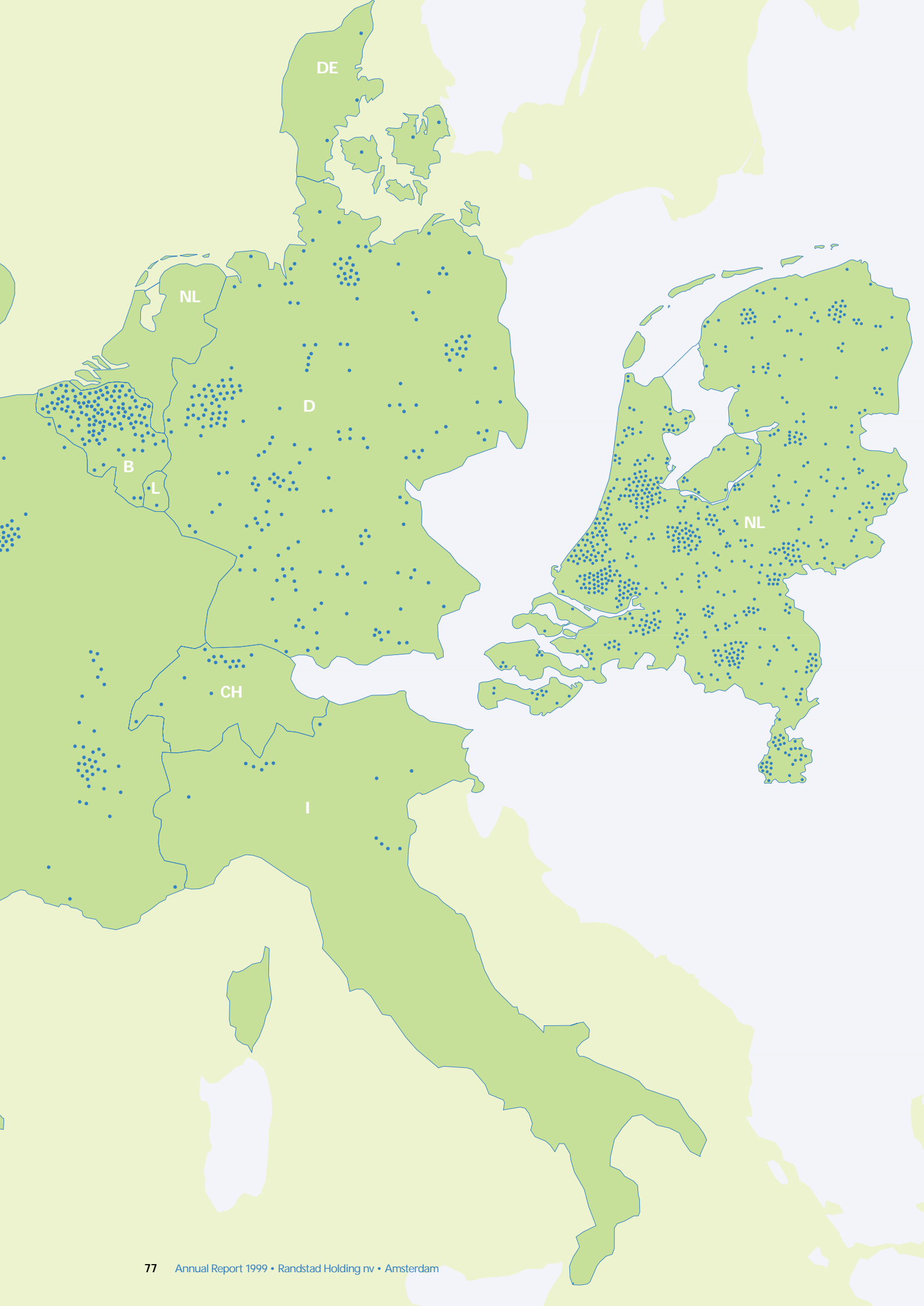
Randstad Vikar 6

Luxembourg (L)

Randstad Interim 2

* on December 31, 1999





Geographic distribution North America*

United States

Pacific

AccuStaff 16
Office Specialists 8
TDSI-Training Delivery Services 3

Mountain

AccuStaff 5
Office Specialists 4

West North Central

AccuStaff 8
e-staff 1
HR Management Services 1
Mindsharp Learning Centers 4
Pfaffy Personnel Resources 1

West South Central

AccuStaff 11
e-staff 1
MSI 1
Office Specialists 5

East North Central

AccuStaff 37
e-staff 3
HR Management Services 5
Matthews Professional 3
Pharmacy Staffing Specialists 1
The Richard Michael Group 5

East South Central

AccuStaff 10
Randstad Staffing Services 42

Middle Atlantic

AccuStaff 8
Customized Employment Services 1
e-staff 1
HR Management Services 1
Placers 10
Tempo Services 3

South Atlantic

AccuStaff 97
e-staff 3
Excel Temporary Services 32
Excel Technical Services 1
Federal Services 2
Office Specialists 26
Placers 9
Randstad North America 1
Randstad Staffing Services 50
Strategix 1
Tech Specialists 1
Temps & Co 1

New England

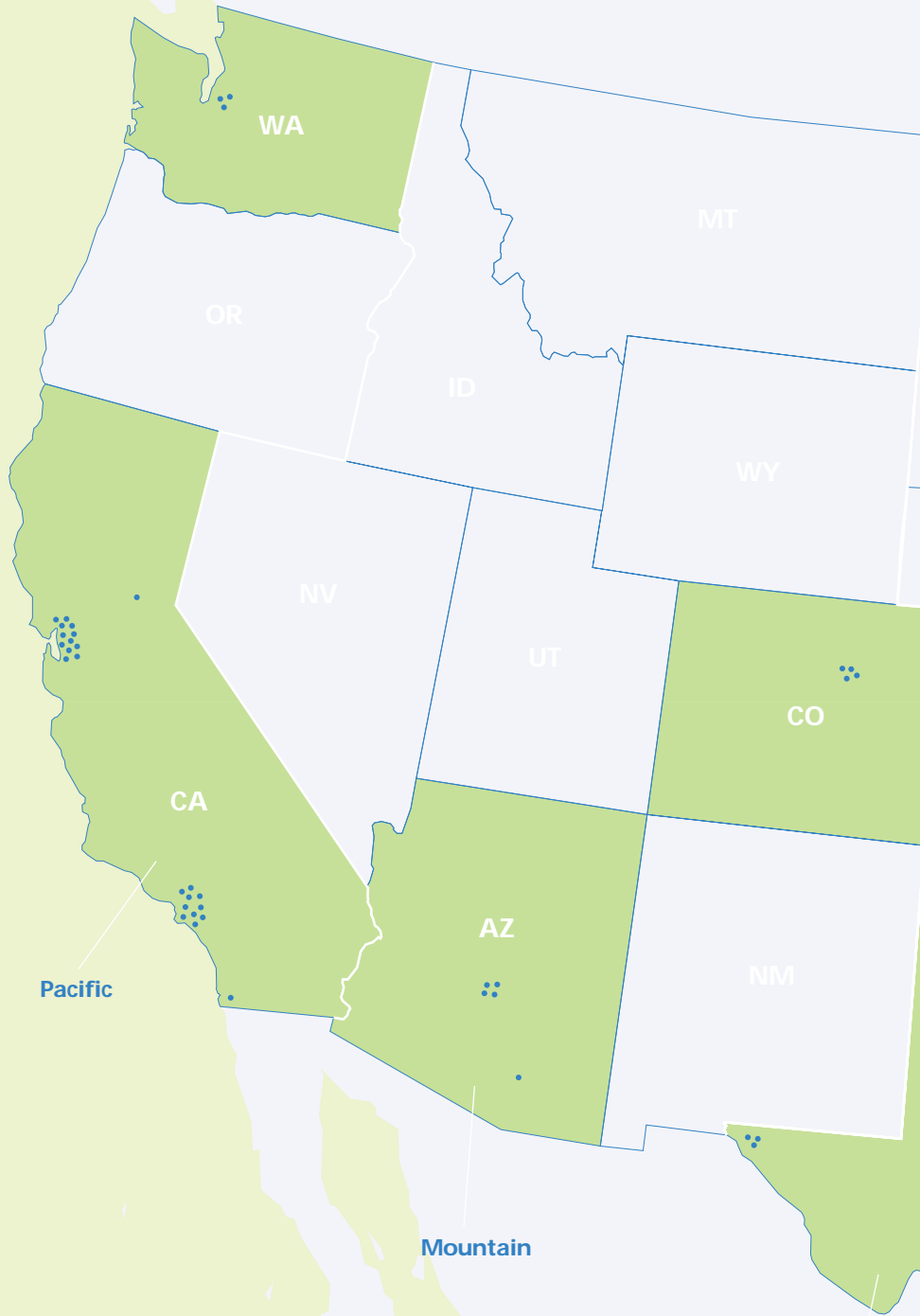
AccuStaff 4
e-staff 1
Office Specialists 20

Randstad North America 1
Strategix 1
Tech Specialists 2

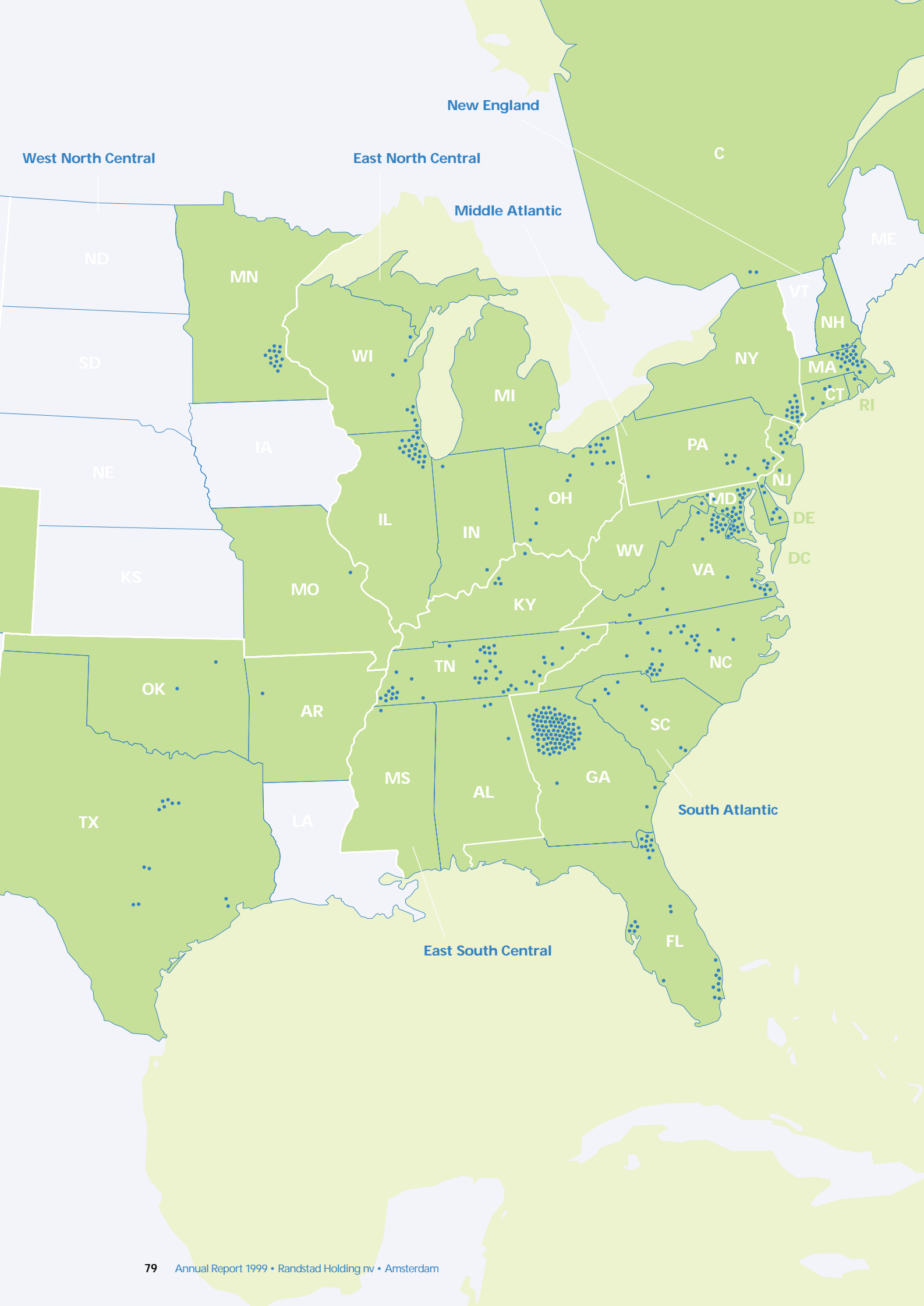
Canada (C)

Quebec

Randstad Intérim 2



* on December 31, 1999



Operating Companies*

Operating companies Europe

Staffing the Netherlands

Randstad Europe

Randstad Uitzendbureau

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 11, Fax 31-20-569 55 20

Randstad Projecten

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 11, Fax 31-20-569 55 20

Diemen Direct

Paulus Potterstraat 22-24, 1071 DA Amsterdam, the Netherlands
P.O.Box 75224, 1070 AE Amsterdam, the Netherlands
Phone 31-20-305 28 00, Fax 31-20-305 28 01

Randstad Mobiliteitsdiensten

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20 569 53 86, Fax 31-20-569 58 79

Randstad Werkgelegenheidsdiensten

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 53 86, Fax 31-20-569 58 79

Randstad Callflex

Seinedreef 5-7, 3562 KM Utrecht, the Netherlands
Phone 31-30-264 33 50, Fax 31-30-264 33 55

Randstad Gezondheidszorg

Groen van Prinstererlaan 87, 1181 TR Amstelveen,
the Netherlands
Phone 31-20-347 32 80, Fax 31-20-640 97 48

Savaz Uitzendzorg

Groen van Prinstererlaan 87, 1181 TR Amstelveen,
the Netherlands
Phone 31-20-347 32 80, Fax 31-20-640 97 48

Randstad Transportdiensten

Triport II, E. van de Beekstraat 102, 1118 CN Schiphol,
the Netherlands
P.O. Box 75719, 1118 ZT Schiphol, the Netherlands
Phone 31-20-655 76 00, Fax 31-20-655 76 25

BouwFlex

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 58 19, Fax 31-20-569 53 90
<http://www.bouwflex.nl>

InterTech

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 58 87, Fax 31-20-569 53 90
<http://www.inter-tech.nl>

Randstad Interlabor

Buro & Design Center b.71, Heizel Esplanade,
1020 Brussels, Belgium
Phone 32-2-474 60 00, Fax 32-2-476 07 06
<http://www.randstad.be>

Randstad Tewerkstellingsprojecten

Buro & Design Center b.71, Heizel Esplanade,
1020 Brussels, Belgium
Phone 32-2-474 60 00, Fax 32-2-476 07 06
<http://www.randstad.be>

Randstad Recruitment & Selection

Buro & Design Center b.71, Heizel Esplanade,
1020 Brussels, Belgium
Phone 32-2-474 60 00, Fax 32-2-476 07 06
<http://www.randstad.be>

Randstad Training and Services

Buro & Design Center b.71, Heizel Esplanade,
1020 Brussels, Belgium
Phone 32-2-474 60 00, Fax 32-2-476 07 06
<http://www.randstad.be>

Randstad Deutschland

Gustav-Heinemann-Ufer 56, 50968 Cologne, Germany
Phone 49-221-37 69 40, Fax 49-221-37 15 03
<http://www.randstad.de>

* situation as of January 1, 2000

Randstad Intérim

1, place de Turenne, 94417 Saint Maurice Cedex, France
Phone 33-1-43 97 78 78, Fax 33-1-43 97 78 79
<http://www.randstad.fr>

Engineering Assistance

18, rue de la Pépinière, 75008 Paris, France
Phone 33-1-55 30 28 00, Fax 33-1-55 30 28 29

LTI Bourgogne

3, rue des Martyrs de la Résistance
71100 Chalon sur Saône, France
Phone 33-3-85 97 00 31, Fax 33-3-85 97 00 39

Randstad Employment Bureau

Pelican Lane, Newbury, Berkshire RG14 1NU, Great Britain
Phone 44-1635-58 92 22, Fax 44-1635-58 92 23

Randstad Empleo E.T.T.

Paseo de la Castellana 140, 28046 Madrid, Spain
Phone 34-91-563 31 32, Fax 34-91-564 21 47

Randstad (Schweiz) AG

Schwamendingenstrasse 1, 8050 Zürich, Switzerland
P.O.Box 8964, 8050 Zürich, Switzerland
Phone 41-1-317 56 00, Fax 41-1-317 56 10
<http://www.randstad.ch>

Randstad Vikar

Frederiksberggade 24, 1459 Copenhagen, Denmark
Phone 45-33-93 08 00, Fax 45-33-93 41 56

Randstad Interim

61, Avenue de la Gare, L-1611 Luxembourg, Luxembourg
P.O.Box 2450, L-1024 Luxembourg, Luxembourg
Phone 352-40 32 04, Fax 352-49 17 45

Randstad Italia

Via L. Gasparotto 1, 20124 Milan, Italy
Phone 39-02-676 42 61, Fax 39-02-670 48 20

Large scale Europe

Capac Uitzendbureau

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 16, Fax 31-20-569 58 79

Capac Projecten

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 16, Fax 31-20-569 58 79

YACHT

Randstad Interim Kader

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 55 17, Fax 31-20-569 50 85
<http://www.rik.randstad.nl>

Randstad Polytechniek

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12600, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 11, Fax 31-20-569 50 25
<http://www.polytechniek.randstad.nl>

Randstad Automatiseringsdiensten

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12610, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 15, Fax 31-20-569 59 25
<http://www.rad.randstad.nl>

Randstad Millennium Services

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12610, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 15, Fax 31-20-569 59 25
<http://www.rms.randstad.nl>

Randstad Project Services

Rubens Building, Uitbreidingsstraat 86/1,
2600 Berchem, Belgium
Phone 32-3-200 28 90, Fax 32-3-281 64 48

Interdesign

Brognezstraat 54, 1070 Brussels, Belgium
Phone 32-2-522 63 64, Fax 32-2-523 45 78

Polydesign

Paniswijerstraat 92, b.11, 3600 Genk, Belgium
Phone 32-8-930 80 11, Fax 32-8-930 82 43

Randstad Inter Engineering

4 Tabley Court, Victoria Street, Altrincham,
Cheshire WA14 1ET, Great Britain
Phone 44-161-929 18 82, Fax 44-161-929 18 60

Other staffing activities

Tempo-Team Uitzendbureau

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 12700, 1100 AS Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 22, Fax 31-20-569 52 43
<http://www.tempo-team.nl>

Tempo-Team Projecten

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 12700, 1100 AS Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 22, Fax 31-20-569 52 43

Tempo-Team Personeelsdiensten

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 12700, 1100 AS Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 22, Fax 31-20-569 52 43

Tempo-Team IT-Flex

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 12700, 1100 AS Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 22, Fax 31-20-569 52 43
<http://www.IT-Flex.nl>

Tempo-Team TopFlex

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 12700, 1100 AS Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 22, Fax 31-20-569 52 43

Profcore Business Services

Mauritslaan 111, 6161 HT Geleen, the Netherlands
P.O.Box 171, 6160 AD Geleen, the Netherlands
Phone 31-46-478 77 77, Fax 31-46-475 01 96

Werknet Uitzendbureau

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 23140, 1100 DP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 20, Fax 31-20-569 57 75

Uitzendbureau Otter-Westelaken

Kennedylaan 1, 5466 AA Veghel, the Netherlands
P.O.Box 509, 5460 AM Veghel, the Netherlands
Phone 31-413-34 04 40, Fax 31-413-36 28 05

Maxon Project Support

Kennedylaan 1, 5466 AA Veghel, the Netherlands
P.O.Box 434, 5460 AK Veghel, the Netherlands
Phone 31-413-35 33 00, Fax 31-413-35 32 79

Cleaning the Netherlands

Lavold

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 12800, 1100 AV Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 59 33, Fax 31-20-569 53 00

Lavold-IDG

Algolweg 5, 3821 BG Amersfoort, the Netherlands
Phone 31-33-450 72 72, Fax 31-33-450 72 79

Cleaning Belgium

Lavold Schoonmaak

Berchem Techno Center, Technoliestraat 65,
1082 Brussels, Belgium
Phone 32-2-482 09 50, Fax 32-2-469 17 21

IDG-Hardware Service

't Hofveld 10, 1702 Groot-Bijgaarden, Belgium
Phone 32-2-468 50 76, Fax 32-2-468 50 77

Cleaning Germany

Lavold

Düsseldorfer Straße 40, 65760 Eschborn, Germany
Phone 49-6196-5 01 50, Fax 49-6196-48 25 90

Security the Netherlands

Randon Beveiliging

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 12630, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 58 44, Fax 31-20-569 54 70

Randon Meldkamer

Diemermere 25, 1112 TC Diemen, the Netherlands
P.O.Box 12690, 1100 AR Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 54 15, Fax 31-20-569 54 90

Randon Services

Diemermere 15, 1112 TB Diemen, the Netherlands
P.O.Box 12630, 1100 AP Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 58 44, Fax 31-20-569 54 70

Parkeercontrole Nederland

Diemermerse 15, 1112 TB Diemen, the Netherlands
P.O.Box 12755, 1100 AT Amsterdam-Zuidoost, the Netherlands
Phone 31-20-569 12 00, Fax 31-20-569 12 50

Operating companies North America

Staffing United States

Randstad North America Corporate Headquarters & Field Support Center

2015 South Park Place, Atlanta, GA 30339, United States
Phone 1-770-937 70 00, Fax 1-770-937 71 00
<http://www.randstadstaffing.com>

Randstad North America Field Support Center

177 Crossways Park Drive, Woodbury, NY 11797, United States
Phone 1-516-682 14 35, Fax 1-516-677 60 23
<http://www.accustaff.com>

Randstad North America Field Support Center

Two Corporation Way, Peabody, MA 01960, United States
Phone 1-978-538 95 95, Fax 1-978-538 95 96
<http://www.officespec.com>

Randstad Staffing Services

2015 South Park Place, Atlanta, GA 30339, United States
Phone 1-770-937 70 00, Fax 1-770-937 71 00
<http://www.randstadstaffing.com>

AccuStaff

177 Crossways Park Drive, Woodbury, NY 11797,
United States
Phone 1-516-682 14 35, Fax 1-516-677 60 23
<http://www.accustaff.com>

e-staff

55 West Monroe, Suite 1010, Chicago, IL 60603,
United States
Phone 1-312-558 91 99, Fax 1-312-558 91 76
<http://www.e-staff.com>

Excel Temporary Services

1400 Hembree Road, Suite 130, Roswell, GA 30076,
United States
Phone 1-770-569 19 99, Fax 1-770-569 23 63
<http://www.randstadna.com>

Federal Services

1025 Connecticut Avenue NW, Suite 419, Washington,
DC 20036, United States
Phone 1-202-833 35 07, Fax 1-202-331 70 05
<http://www.randstadna.com>

Matthews Professional Employment Specialists

5465 Grand Avenue, Suite 105, Gurnee, IL 60031, United States
Phone 1-847-336 37 00, Fax 1-847-336 74 91
<http://www.randstadna.com>

Office Specialists

Two Corporation Way, Peabody, MA 01960, United States
Phone 1-978-538 95 95, Fax 1-978-538 95 96
<http://www.officespec.com>

Placers

Christiana Executive Campus
111 Continental Drive, Suite 201, Wilmington, DE 19713,
United States
Phone 1-302-456 68 00, Fax 1-302-456 68 10
<http://www.evistore.com/placersinc>

Tech Specialists

Two Corporation Way, Peabody, MA 01960, United States
Phone 1-978-538 95 95, Fax 1-978-538 95 96
<http://www.techspec.com>

Tempo Services

1400 Old Country Road, Suite 211, Westbury, NY 11590,
United States
Phone 1-516-333 23 23, Fax 1-516-333 68 11
<http://www.temposervices.com>

The Richard Michael Group

55 West Monroe, Suite 1010, Chicago, IL 60603, United States
Phone 1-312-558 91 99, Fax 1-312-558 91 76
<http://www.randstadna.com>

Training United States

MindSharp Learning Centers

Northland Plaza, Suite 1155
3800 West 80th Street, Bloomington, MN 55431, United States
Phone 1-612-893 75 55, Fax 1-612-893 75 56
<http://www.mindsharp.com>

Other activities United States

Customized Employment Services

317 Madison Avenue, Suite 500, New York, NY 10017,
United States
Phone 1-212-286 18 40, Fax 1-212-697 97 06
<http://www.randstadna.com>

HR Management Services

2100 Big Beaver Road, Suite 207, Troy, MI 48084, United States
Phone 1-248-649 09 09, Fax 1-248-649 18 88
<http://www.randstadna.com>

Private Label Services (TMR & RFG)

185 Crossways Park Drive, Woodbury, NY 11797, United States
Phone 1-516-682 14 34, Fax 1-516-496 01 62
<http://www.randstadna.com>

Strategix Outsourcing

Two Corporation Way, Peabody, MA 01960, United States
Phone 1-978-538 95 95, Fax 1-978-538 95 96
<http://www.strategix.com>

TDSI - Training Delivery Services

4079 Ingot Street, Fremont, CA 94538, United States
Phone 1-510-623 21 01, Fax 1-510-623 21 98
<http://www.randstadna.com>

TempForce/AccuStaff Franchising

177 Crossways Park Drive, Woodbury, NY 11797, United States
Phone 1-516-682 14 32, Fax 1-516-677 60 23
<http://www.randstadna.com>

Staffing Canada

Randstad Intérim Canada

3333 Boulevard Côte Vertu, Bureau 560
Saint-Laurent, Quebec, H4R 2N1, Canada
Phone 1-514-332 10 55, Fax 1-514-332 82 08
<http://www.randstadna.com>

Supervisory Board

J.E. Andriessen (Chairman)
F.J.D. Goldschmeding
J.P. Guépin
J.C.M. Hovers
J.F.M. Peters
R. Zwartendijk

Executive Committee

H. Zwarts, *president and Chief Executive Officer*
F.C.M. Drost, *Chief Executive Officer YACHT Europe and until year-end responsible for Randstad France and Randstad Spain*
C.T.M.J. Farla, *Chief Executive Officer Randstad Europe*
D. van Gelder, *Chief Executive Officer Large scale Europe, also responsible for Tempo-Team, Lavold and Randon*
E.A. de Groot, *Executive Vice President Finance & Administration and ICT*
F.C.A. van Haasteren, *Executive Vice President Human Resources and General Affairs Randstad Holding nv, also responsible for Otter-Westelaken*
E. Vonk, *Chief Executive Officer Randstad North America*

Managing directors Holding

M.C. van den Biggelaar, *managing director planning, strategy & finance*
J.M. van de Luitjgaarden, *managing director corporate accounting & tax affairs*
M.M. Putz, *managing director management development*

Managing directors divisions and other operating companies

Staffing Europe

Randstad Europe

L.J.M.V. Lindelauf, *managing director operations, responsible for the Netherlands, Great Britain and Denmark*
S.H. Witteveen, *managing director operations, responsible for Belgium and Luxembourg*
J. Vermeulen, *managing director operations, responsible for Germany, Switzerland and Italy*
A.B. Baay, *managing director finance & administration*
J.H.H.R.F.J. Sevenstern, *managing director ICT*
J.W. van den Broek, *managing director marketing*

Large scale Europe

B.J. Noteboom, *managing director operations*
H. van Slooten, *managing director finance & administration*

YACHT Europe

J. van Tiel, *managing director operations*
H.J.M. Smits, *managing director finance & administration*

Tempo-Team Beheer

P.J. Hulsbos, *managing director*

Otter-Westelaken Groep

J.R.J. den Otter, *managing director*

Shared Service Centers Europe

W.F.J.M. Kitslaar, *managing director*

Staffing North America

Randstad North America

A.J. Gershlak, *managing director operations, responsible for the northeast division of the United States*
P. McDonough, *managing director operations, responsible for the central and west division of the United States*
J.H. Reese, *managing director operations, responsible for the southeast division of the United States*
L. Galipeau, *managing director operations, responsible for Canada*
J.P. Schaudies, *managing director general affairs and general counsel*
D.W. Evans, *managing director marketing and communications*
V.H. Means, *managing director human resources*
A.R. Cooper, *managing director and chief information officer*

Cleaning and security

the Netherlands

Lavold Schoonmaak and Randon Beveiliging

S.J. Koning, *managing director*

Belgium

Lavold

Y. Barberis, *managing director*

Germany

Lavold

G. Bernet, *managing director*

* situation as of January 1, 2000

The Clipper *Stad Amsterdam* building project, a joint initiative of Randstad and the Amsterdam municipality, was launched in 1997. Both partners came together with the conviction that this project would make a real contribution to expanding opportunities for both work experience and internships. On completion, the ship will retain its training function.

The Clipper *Stad Amsterdam* is now being made shipshape for her first outing. Sail 2000 will be the spectacular start of a promising career under sail. Randstad will use the ship for special marketing programs that distinguish our approach to staffing.

‘Those who seek great enterprises order the building of a ship’

N. Witsen (1641-1717)

Rigging at great heights. All three of the Clipper *Stad Amsterdam*'s masts carry square rigs (total surface 2,200 m²). A total of at least three kilometers of rope are needed to support the masts and no less than 10 kilometers run through the blocks to control the sails.

The main mast is constructed from a steel lower mast and two aluminum top masts reaching a full height of around 48 meters. The highest top mast can be struck.

Bart Hop, who started work experience as a rigger, is looking forward to a career as seaman. He will then work both above and below decks under the supervision of the bosun or quartermaster.





Technical information

Clipper *Stad Amsterdam*, three master

Full length	78 m
Deck length	60.5 m
Greatest width	10.5 m
Draft	4.80 m
Sail surface	2,200 m ²
Engine capacity	1,014 hp
Tonnage	698 deadweight tonnage

Crew 25 (max)

Interior

18 cabins (2 to 4-person), longroom seating 80, bar inside and outside, library, ship's store, wheelhouse, galley, washhouse, crew quarters, office and storage.

Numerous disciplines were key to the construction of this ship and its preparation as sailing passenger vessel. The Clipper *Stad Amsterdam* is fully equipped with the most advanced machinery and technology.

Following age-old maritime wood carving tradition, the figurehead takes the shape of a woman. The sculpture is made of teak and weighs 350 kilos.



