Adecco Group

Press Release

Continuation of growth and strong margin in Q4 2015

Strong operating results in 2015, proposed dividend per share up 14% to CHF 2.40

Fourth quarter 2015 highlights

- Revenues up 5% organically[1]
- Gross margin 19.2%; gross profit up 6% organically
- SG&A excluding one-offs[2] up 4% organically
- EBITA excluding one-offs EUR 310 million, up 9% organically
- EBITA[3] margin excluding one-offs 5.5%, up 20 bps

Full year 2015 highlights

- Revenues EUR 22.0 billion, up 4% organically
- Gross margin 19.0%, gross profit up 5% organically
- SG&A excluding one-offs[4] up 3% organically
- EBITA excluding one-offs EUR 1,147 million
- EBITA margin excluding one-offs 5.2%, up 40 bps
- Good cash flow from operating activities and strong balance sheet
- Proposed 2015 dividend of CHF 2.40 per share, up 14% compared to last year

- Recommended cash offer of 365p per share for Penna Consulting Plc, one of the leading HR services providers in the UK

Key figures for 2015

in EUR millions	Q4 2015	FY 2015	Q4 2015 Organic growth	FY 2015 Organic growth
Revenues	5,672	22,010	5%	4%
Gross profit	1,091	4,179	6%	5%
EBITA excluding one-offs	310	1,147	9%	12%
EBITA	262	1,081	0%	10%
Operating income	250	300		
Net income attributable to Adecco shareholders	184	8		

Zurich, Switzerland, March 9, 2016: the Adecco Group, the world's leading provider of Human Resources solutions, today announced results for the full year and Q4 2015. In 2015, revenues were EUR 22 billion, up 4% organically compared to the prior year. Gross profit was up 5% and SG&A excluding one-offs was up 3%, both organically. The EBITA margin excluding one-offs was 5.2%, up 40 bps. In recognition of the strong cash flow and balance sheet of the Adecco Group, the Board of Directors proposes a dividend per share of CHF 2.40 for 2015, a 14% increase on the prior year.

[1] Organic growth is a non-US GAAP measure and excludes the impact of currency, acquisitions and divestitures.
[2] In Q4 2015, one-offs comprised integration costs of EUR 3 million and the write-down of capitalized software of EUR 45 million; in Q4 2014, one-offs comprised restructuring costs of EUR 23 million.
[3] EBITA is a non-US GAAP measure and refers to operating income before amortisation and impairment of goodwill and intangible assets.
[4] In FY 2015, one-offs comprised integration costs of EUR 11 million, contractual obligations related to changes in the Executive Committee of EUR 10 million and the write-down of capitalized software of EUR 45 million; in FY 2014, one-offs comprised restructuring costs of EUR 37 million.

Alain Dehaze, CEO of the Adecco Group said: *"In Q4 2015 and for the full year, the Adecco Group delivered a strong operating performance, thanks again to the efforts of our more than 32,000 colleagues and roughly 700,000 associates around the world. In 2015, we drove excellent operating leverage from our organic revenue growth of 4% and we achieved a strong margin of 5.2%. The Board of Directors' proposal for a 14% increase in dividend per share reflects the Group's continued good cash flow and strong balance sheet.*

At the start of 2016, our underlying revenue momentum has continued. In January and February combined, Group revenue growth was 4% organically and adjusted for trading days. In January 2016, we announced our strategic priorities and new financial targets. The Group's focus now is to implement these strategic priorities across the organisation and to balance revenue growth, profitability and cash generation, driving shareholder value creation in 2016 and in the long-term."

FY 2015 FINANCIAL PERFORMANCE

Revenues

Group revenues for 2015 were EUR 22.0 billion, up 10% or 4% in constant currency and also organically. Currency fluctuations had a positive impact on revenues of approximately 6%. Permanent placement revenues amounted to EUR 433 million, an increase of 13% organically. Revenues from Career Transition (outplacement) totalled EUR 344 million, up 2% organically.

Gross Profit

In 2015, gross profit was EUR 4.2 billion, an increase of 13% or 5% organically. The gross margin increased by 50 bps to 19.0%. Currency effects accounted for 20 bps of the increase, acquisitions had a positive effect of 10 bps and the organic increase was 20 bps. On an organic basis, temporary staffing and permanent placement each added 10 bps to the gross margin.

Selling, General and Administrative Expenses (SG&A)

SG&A was EUR 3,098 million. SG&A excluding one-offs was up 3% organically. In 2015, one-offs included EUR 10 million for contractual obligations related to changes in the Executive Committee and EUR 11 million integration costs in Lee Hecht Harrison related to the acquired Knightsbridge business. One-offs also included a EUR 45 million write-down of capitalized software, of which EUR 33 million was in Corporate and EUR 12 million in Japan, following an assessment of our IT investments. Going forwards, we will focus on more off-the-shelf, modular, and cloud-based applications rather than solutions developed in-house. In 2014, one-offs comprised restructuring costs of EUR 37 million. In 2015, FTE employees were up 2% and branches were flat, both organically. At year end 2015, the Adecco Group had worldwide over 32,000 FTE employees and a network of around 5,100 branches.

EBITA

In 2015, EBITA was EUR 1,081 million. EBITA excluding one-offs was EUR 1,147 million, and the margin increased by 40 bps to 5.2% compared to 2014.

Amortisation of Intangible Assets and Impairment of Goodwill

Amortisation of intangible assets was EUR 41 million in 2015 compared to EUR 37 million in 2014. In 2015, an impairment of goodwill of EUR 740 million was recognized in Q3 2015.

Operating Income

Operating income in 2015 was EUR 300 million compared to EUR 891 million in 2014, negatively impacted by the impairment of goodwill.

Interest Expense and Other Income/(Expenses), net

Interest expense was EUR 67 million compared to EUR 69 million in 2014. Other income/(expenses), net was an income of EUR 13 million in 2015 compared to an income of EUR 5 million in 2014.

Provision for Income Taxes
The effective tax rate excluding the impairment of goodwill, which is not tax deductible, was 24% in 2015. In 2014, the effective tax rate was 23%. Discrete events had a positive impact on the tax rate of approximately 4% in 2015 and 5% in 2014.

Net Income Attributable to Adecco Shareholders
In 2015, net income attributable to Adecco shareholders was EUR 8 million, negatively impacted by the impairment of goodwill. In 2014, net income attributable to Adecco shareholders was EUR 638 million.

Cash Flow, Net Debt[4] and DSO
Cash flow generated from operating activities amounted to EUR 799 million in 2015, compared to EUR 785 million in 2014. In 2015, the Group invested EUR 97 million in capex, paid dividends of EUR 348 million and paid EUR 225 million for treasury shares. Net debt at the end of December 2015 was EUR 1,039 million compared to EUR 971 million at year end 2014[5]. In 2015, DSO was 52 days compared to 53 days in 2014.

Q4 2015 FINANCIAL PERFORMANCE

Revenues
Q4 2015 revenues of EUR 5.7 billion were up 10% year-on-year, or up 5% in constant currency and also organically. Currency fluctuations had a positive impact on revenues of approximately 5%. By business line, revenues in constant currency grew by 7% in General Staffing, with Industrial up 9% and Office up 4%, and were flat in Professional Staffing. Permanent placement revenues amounted to EUR 107 million, up 14% organically. Revenues from Career Transition (outplacement) totalled EUR 86 million, flat organically compared to the prior year.

Gross Profit
Gross profit amounted to EUR 1,091 million, up 12% or 6% organically. The gross margin was 19.2%, up 30 bps. Currency effects accounted for 15 bps of the increase, acquisitions had a positive effect of 10 bps and the organic increase was 5 bps. On an organic basis, permanent placement added 10 bps and other activities added 5 bps to the gross margin, while outplacement had a 10 bps negative impact.

Selling, General and Administrative Expenses (SG&A)
SG&A was EUR 829 million. SG&A excluding one-offs was EUR 781 million, up 4% organically compared to Q4 2014. In Q4 2015, one-offs comprised EUR 3 million integration costs in Lee Hecht Harrison related to the acquired Knightsbridge business and a EUR 45 million write-down of capitalized software, of which EUR 33 million was in Corporate and EUR 12 million in Japan, following an assessment of our IT investments. Going forwards, we will focus on more off-the-shelf, modular, and cloud-based applications rather than solutions developed in-house. In Q4 2014, one-offs comprised EUR 23 million restructuring costs. Sequentially, SG&A excluding one-offs was up 5% in constant currency. Compared to Q4 2014, FTE employees increased by 3% and the branch network was flat.

EBITA
EBITA was EUR 262 million. EBITA excluding one-offs was EUR 310 million, up 9% organically. The EBITA margin excluding one-offs was 5.5%, up 20 bps compared to Q4 2014.

Amortisation of Intangible Assets and Impairment of Goodwill
Amortisation of intangible assets was EUR 12 million compared to EUR 10 million in Q4 2014.

[4] Net debt is a non US GAAP measure and comprises short-term and long-term debt less cash and cash equivalents and short-term investments.
[5] Due to the adoption of ASU 2015-03 - *Presentation of debt issuance costs* in Q4 2015, net debt at December 31, 2014 has been restated to EUR 971 million (from EUR 975 million previously).

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Operating Income
Operating income was EUR 250 million compared to EUR 239 million in the same period last year.

Interest Expense and Other Income/(Expenses), net
Interest expense was EUR 17 million compared to EUR 14 million in Q4 2014. Other income/(expenses), net was an expense of EUR 5 million, compared to an expense of EUR 3 million in Q4 2014.

Provision for Income Taxes
The effective tax rate was 20%. Discrete events had a positive impact of approximately 6%.

Net Income Attributable to Adecco Shareholders
Net income attributable to Adecco shareholders was EUR 184 million compared to EUR 185 million last year.

Cash Flow, Net Debt and DSO
Cash flow generated from operating activities was EUR 298 million in Q4 2015 compared to EUR 284 million in the same period last year. In Q4 2015, capex was EUR 28 million and the Group paid EUR 93 million for treasury shares. Net debt at December 31, 2015 was EUR 1,039 million compared to EUR 1,249 million at September 30, 2015[6]. DSO was 52 days in Q4 2015, the same as in Q4 2014.

Q4 2015 SEGMENT PERFORMANCE
Note: all revenue growth rates in this section are year-on-year on an organic basis, unless otherwise stated

		Revenues		EBITA[1)]		
% of revenues		EUR millions	Organic change yoy	EUR millions	Margin	Margin change yoy
21%	France[1)]	1,196	5%	95	7.9%	110 bps
21%	North America[1)]	1,221	1%	81	6.7%	20 bps
10%	UK & Ireland	580	1%	19	3.2%	80 bps
8%	Germany & Austria[1)]	428	3%	27	6.3%	180 bps
5%	Japan[1)]	289	4%	17	6.0%	0 bps
6%	Italy	333	19%	28	8.3%	270 bps
5%	Benelux	293	15%	9	3.2%	-240 bps
3%	Nordics	182	-6%	3	1.5%	-80 bps
4%	Iberia	238	13%	11	4.7%	80 bps
2%	Australia & New Zealand	89	0%	0	-0.2%	-120 bps
2%	Switzerland	121	-2%	6	4.7%	-460 bps
11%	Emerging Markets[1)]	601	16%	20	3.4%	-90 bps
2%	Lee Hecht Harrison[1)]	101	-2%	28	27.6%	-370 bps
	Corporate[1)]			(34)		
100%	**Adecco Group[1)]**	**5,672**	**5%**	**310**	**5.5%**	**20 bps**

1) In Q4 2015 excluding one-offs comprising integration costs of EUR 3 million in Lee Hecht Harrison, and the write-down of capitalized software of EUR 12 million in Japan and EUR 33 million in Corporate. In Q4 2014 excluding one-offs comprising restructuring costs of EUR 4 million in France, EUR 4 million in North America, EUR 14 million in Germany & Austria and EUR 1 million in Emerging Markets.

[6] Due to the adoption of ASU 2015-03 - *Presentation of debt issuance costs* in Q4 2015, net debt at September 30, 2015 has been restated to EUR 1,249 million (from EUR 1,254 million previously).

In **France,** revenues were EUR 1.2 billion, up 5%. Industrial, which accounts for over 85% of revenues, increased by 6%. Construction returned to growth and growth accelerated in logistics, manufacturing and automotive. Permanent placement revenues in France were up 14%. EBITA was EUR 95 million and the EBITA margin increased to 7.9%, up by 110 bps compared to the EBITA margin excluding one-offs in Q4 2014. Q4 2015 includes a favourable item related to prior years social security charges, which added approximately 100 bps to the EBITA margin in France.

In **North America**, revenues were EUR 1.2 billion, an increase of 1%. In North America, General Staffing accounts for approximately half of revenues, and declined by 1%. In Industrial, revenue growth was 5% while in Office revenues declined by 8%. In Professional Staffing, revenues were up 1%, with growth of 21% in Medical & Science, 9% in Finance & Legal and 1% in IT, while Engineering & Technical declined by 9%. Permanent placement revenues in North America were up 17%. EBITA was EUR 81 million with a margin of 6.7%, up 20 bps compared to the EBITA margin excluding restructuring costs of 6.5% in Q4 2014.

In the **UK & Ireland,** revenues were up 1% at EUR 580 million. Approximately two-thirds of revenues come from Professional Staffing, which declined by 1%. Revenues increased by 2% in Finance & Legal, were flat in IT, and declined in Engineering & Technical. Within General Staffing, the majority of revenues are in Office, which increased by 7%. Permanent placement revenues in the UK & Ireland were flat. EBITA was EUR 19 million with a margin of 3.2%, up 80 bps year-on-year, driven by good cost development.

In **Germany & Austria,** revenues were EUR 428 million, up 3%. In Industrial, which accounts for approximately 75% of revenues, revenues increased by 2%. Revenues in Office were up 7% and in Professional Staffing were up 4%. EBITA was EUR 27 million, with a margin of 6.3%. This is an increase of 180 bps compared to the EBITA margin excluding one-offs of 4.5% in Q4 2014, mainly driven by the timing of bank holidays.

In **Japan,** revenues were EUR 289 million, up 4%. In Q4 2015, revenues grew by 3% in General Staffing, where we are mainly exposed to the Office business. In our smaller Professional Staffing business, which comprises IT and Engineering & Technical, revenue growth was 8%. EBITA excluding one-offs was EUR 17 million and the EBITA margin was 6.0%, flat compared to the prior year.

In **Italy,** revenue growth remained strong at 19%. The EBITA margin was strong at 8.3%, up 270 bps year-on-year, driven mainly by strong operating leverage and very good growth in permanent placement, helped by the effect of regulation changes.

In **Benelux,** revenues increased by 15%, with double-digit growth in all three countries in the region. The EBITA margin was 3.2%, down 240 bps year-on-year. The Q4 2015 EBITA margin includes a negative impact of approximately 270 bps from a non-cash expense related to changing the defined benefit pension plan in the Netherlands to a defined contribution pension plan.

In the **Nordics,** revenues were down 6%. Sweden again delivered double-digit revenue growth, while the decline continued in Norway, where the market environment remains challenging. In the Nordics, the EBITA margin was 1.5% compared to 2.3% in the prior year.

In **Iberia,** revenues were up 13%. The EBITA margin was 4.7%, an increase of 80 bps year-on-year primarily due to strong operating leverage.

In **Australia & New Zealand,** revenue growth was flat and EBITA was at breakeven, in difficult market conditions.

In **Switzerland**, revenues were down 2% in a challenging market due to the strength of the Swiss franc. The EBITA margin was 4.7% compared to 9.3% in the prior year. Factors negatively impacting profitability in Q4 2015 included continued pricing pressure, unfavourable mix effects, and costs related to adapting our business to the development in market conditions.

In the **Emerging Markets**, revenue growth remained strong at 16%, with double-digit growth in Latin America, Eastern Europe & MENA, and India. The EBITA margin for Emerging Markets was 3.4%. This is a decrease of 90 bps compared to the EBITA margin excluding one-offs in Q4 2014, partly due to the impact of reorganisation costs in Q4 2015.

Revenues of **Lee Hecht Harrison**, Adecco's Career Transition and Talent Development business, were down 2% organically, or up 9% in constant currency following the acquisition of Knightsbridge in Q2 2015. The EBITA margin excluding integration costs was 27.6% compared to an EBITA margin of 31.3% in the prior year.

MANAGEMENT OUTLOOK

In Q4 2015, organic revenue growth of 5% was slightly above the 4% for the first nine months of the year. This was mainly due to improved growth in France, while growth in most other markets was broadly similar to the year as a whole. At the start of 2016, this underlying revenue momentum has continued, although the comparison base is tougher than for Q4 2015. In January and February combined, Group revenue growth was 4% organically and adjusted for trading days. Growth continued to improve slightly in France, remained stable in North America, and moderated slightly in Italy, Iberia and Benelux, where the base effect is most pronounced.

The Group will maintain its price discipline and tight cost control. In Q1 2016, the gross margin will be negatively impacted year-on-year by the timing of Easter, which is in the first quarter 2016 while last year it fell in the second quarter. In Q1 2016, SG&A excluding one-offs is expected to increase slightly compared to Q4 2015 in constant currency, reflecting the normal seasonal pattern.

The Adecco Group remains committed to leveraging the EVA approach to balance revenue growth, profitability and cash generation. Aligned with this approach, the Group announced new financial targets at the Investor Day in January 2016, to be achieved on average across an entire economic cycle, including periods of economic expansion and recession. These targets are: growing revenues organically at least in line with our main peers, at Group level and in each major market; improving our EBITA margin to 4.5–5.0% on average through-the-cycle; and delivering an operating cash flow conversion of more than 90% on average through-the-cycle. The Adecco Group is focused on achieving these targets and driving shareholder value creation in 2016 and in the long-term.

RECOMMENDED CASH OFFER OF 365p PER SHARE FOR PENNA CONSULTING PLC

The Adecco Group announces that it has reached an agreement to make a recommended cash offer for the entire issued and to be issued ordinary share capital of Penna Consulting Plc ('Penna') of 365 pence per share. Penna is a UK AIM-listed company operating with three business units: career transition, talent development and recruitment solutions. The total consideration payable will be approximately £105 million. Penna had revenues of approximately £84.4 million for the 12 months ended March 31, 2015. The acquisition will be implemented by a Court-sanctioned scheme of arrangement and is expected to complete in Q2 2016. Further information and transaction-related documents are available at http://www.adecco.com/en-US/investors/Pages/penna-transaction-documents.aspx.

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SHARE BUYBACK PROGRAMME AND CANCELLATION OF SHARES

In November 2014, the Company launched a share buyback programme of up to EUR 250 million on a second trading line with the aim of subsequently cancelling the shares and reducing the share capital. In January 2016, the Company completed the programme, under which it acquired a total of 3,895,500 shares.

At the Annual General Meeting 2015, shareholders approved the cancellation of all shares that have been purchased on a second trading line under share buyback programmes from January 1, 2014 until December 31, 2014.

At the Annual General Meeting 2016, the Board of Directors will propose the cancellation of all remaining shares that have been purchased on a second trading line under the share buyback programme from January 1, 2015 until the completion of the share buyback programme on January 20, 2016. The total number of shares still to be cancelled is 3,318,750 representing a reduction of share capital of 1.9%.

DIVIDEND PROPOSAL

At the Annual General Meeting 2016, the Board of Directors will propose a total dividend distribution of CHF 2.40 per share for 2015, for approval by shareholders. This represents a pay-out ratio of 45% of adjusted net earnings (at an exchange rate of EUR/CHF 1.10), in line with the pay-out range of 40-50% of adjusted net earnings. The amount of the total dividend distribution for 2015 will be split into two dividend payments, one of CHF 0.90 per share and one of CHF 1.50 per share. The dividend payment of CHF 0.90 per share is intended to be allocated from Adecco S.A.'s remaining reserve from capital contributions to the free reserves, and subsequently distributed to shareholders. This payment is therefore expected to be exempt from Swiss withholding tax. The dividend payment of CHF 1.50 per share will be paid out of available earnings. The dividend distributions will be made on May 3, 2016 to shareholders on the register as of May 2, 2016.

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Q4 2015 Results Conference Calls

There will be a media conference call at 9 am CET and an analyst and investor conference call at 11 am CET. The conference calls can be followed either via webcast (media conference, analyst conference) or via telephone call:

UK / Global	+ 44 (0)203 059 58 62
United States	+ 1 (1)631 570 56 13
Cont. Europe	+ 41 (0)58 310 50 00

The Q4 2015 results presentation will be available through the webcasts and will be published on the Investor Relations section on our website.

Financial Agenda

• Annual General Meeting	April 21, 2016
• Dividend ex-date	April 29, 2016
• Dividend payment date	May 3, 2016
• Q1 2016 results	May 10, 2016
• Q2 2016 results	August 10, 2016
• Q3 2016 results	November 8, 2016

Forward-looking statements

Information in this release may involve guidance, expectations, beliefs, plans, intentions or strategies regarding the future. These forward-looking statements involve risks and uncertainties. All forward-looking statements included in this release are based on information available to Adecco S.A. as of the date of this release, and we assume no duty to update any such forward-looking statements. The forward-looking statements in this release are not guarantees of future performance and actual results could differ materially from our current expectations. Numerous factors could cause or contribute to such differences. Factors that could affect the Company's forward-looking statements include, among other things: global GDP trends and the demand for temporary work; changes in regulation of temporary work; intense competition in the markets in which the Company operates; integration of acquired companies; changes in the Company's ability to attract and retain qualified internal and external personnel or clients; the potential impact of disruptions related to IT; any adverse developments in existing commercial relationships, disputes or legal and tax proceedings.

About the Adecco Group

The Adecco Group, based in Zurich, Switzerland, is the world's leading provider of HR solutions. With more than 32,000 FTE employees and around 5,100 branches in over 60 countries and territories around the world, Adecco Group offers a wide variety of services, connecting around 700,000 associates with our clients every day. The services offered fall into the broad categories of temporary staffing, permanent placement, career transition and talent development, as well as outsourcing and consulting. The Adecco Group is a Fortune Global 500 company.

Adecco S.A. is registered in Switzerland (ISIN: CH0012138605) and listed on the SIX Swiss Exchange (ADEN).

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Consolidated statements of operations

EUR millions except share and per share information	Q4 2015	Q4 2014	Variance % EUR	Variance % Constant Currency	FY 2015	FY 2014	Variance % EUR	Variance % Constant Currency
Revenues	**5,672**	**5,172**	**10%**	**5%**	**22,010**	**20,000**	**10%**	**4%**
Direct costs of services	(4,581)	(4,196)			(17,831)	(16,297)		
Gross profit	**1,091**	**976**	**12%**	**7%**	**4,179**	**3,703**	**13%**	**6%**
Selling, general, and administrative expenses	(829)	(727)	14%	9%	(3,098)	(2,775)	12%	4%
EBITA[1)]	**262**	**249**	**5%**	**1%**	**1,081**	**928**	**17%**	**11%**
Amortisation of intangible assets	(12)	(10)			(41)	(37)		
Impairment of goodwill					(740)			
Operating income	**250**	**239**	**5%**	**1%**	**300**	**891**	**-66%**	**-68%**
Interest expense	(17)	(14)			(67)	(69)		
Other income/(expenses), net	(5)	(3)			13	5		
Income before income taxes	**228**	**222**	**3%**		**246**	**827**	**-70%**	
Provision for income taxes	(44)	(37)			(236)	(187)		
Net income	**184**	**185**	**0%**		**10**	**640**	**-98%**	
Net income attributable to noncontrolling interests					(2)	(2)		
Net income attributable to Adecco shareholders	**184**	**185**	**0%**		**8**	**638**	**-99%**	
Basic earnings per share[2)]	1.08	1.06	1%		0.05	3.62	-99%	
Diluted earnings per share[3)]	1.07	1.06	1%		0.05	3.61	-99%	
Gross margin	*19.2%*	*18.9%*			*19.0%*	*18.5%*		
SG&A as a percentage of revenues	*14.6%*	*14.1%*			*14.1%*	*13.9%*		
EBITA margin	*4.6%*	*4.8%*			*4.9%*	*4.6%*		
Operating income margin	*4.4%*	*4.6%*			*1.4%*	*4.5%*		
Net income margin attributable to Adecco shareholders	*3.2%*	*3.6%*			*0.0%*	*3.2%*		

1) EBITA is non-US GAAP measure and refers to operating income before amortisation and impairment of goodwill and intangible assets.

2) Basic weighted-average shares were 171,112,468 in Q4 2015 and 172,526,685 in FY 2015 (174,053,809 in Q4 2014 and 176,267,821 in FY 2014).

3) Diluted weighted-average shares were 171,415,959 in Q4 2015 and 172,712,214 in FY 2015 (174,367,373 in Q4 2014 and 176,589,179 in FY 2014).

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Revenues by segment and by business line

Revenues by segment	Q4		Variance %		FY		Variance %	
EUR millions	2015	2014	EUR	Constant Currency	2015	2014	EUR	Constant Currency
France	1,196	1,141	5%	5%	4,714	4,640	2%	2%
North America	1,221	1,067	14%	1%	4,670	3,854	21%	2%
UK & Ireland	580	524	11%	1%	2,285	2,061	11%	0%
Germany & Austria	428	415	3%	3%	1,713	1,687	2%	2%
Japan	289	259	12%	4%	1,119	1,032	8%	4%
Italy	333	280	19%	19%	1,300	1,098	18%	18%
Benelux	293	254	15%	15%	1,089	982	11%	11%
Nordics	182	204	-11%	-6%	726	821	-12%	-8%
Iberia	238	210	13%	13%	898	789	14%	14%
Australia & New Zealand	89	93	-6%	0%	367	350	5%	5%
Switzerland	121	113	8%	-2%	477	427	12%	-1%
Emerging Markets	601	524	15%	16%	2,256	1,925	17%	14%
Lee Hecht Harrison[1)]	101	88	15%	9%	396	334	19%	9%
Adecco Group	**5,672**	**5,172**	**10%**	**5%**	**22,010**	**20,000**	**10%**	**4%**

Revenues by business line[2)]	Q4		Variance %		FY		Variance %	
EUR millions	2015	2014	EUR	Constant Currency	2015	2014	EUR	Constant Currency
Office	1,371	1,271	8%	4%	5,269	4,815	9%	4%
Industrial	2,872	2,602	10%	9%	11,097	10,142	9%	7%
General Staffing	**4,243**	**3,873**	**10%**	**7%**	**16,366**	**14,957**	**9%**	**6%**
Information Technology	649	595	9%	1%	2,588	2,337	11%	0%
Engineering & Technical	279	276	1%	-7%	1,133	1,103	3%	-8%
Finance & Legal[3)]	238	204	17%	6%	912	778	17%	3%
Medical & Science	108	92	18%	9%	407	349	17%	6%
Professional Staffing	**1,274**	**1,167**	**9%**	**0%**	**5,040**	**4,567**	**10%**	**-1%**
CTTD[3)]	101	88	15%	9%	396	334	19%	9%
BPO[3)]	54	44	24%	10%	208	142	46%	25%
Solutions[3)]	**155**	**132**	**18%**	**9%**	**604**	**476**	**27%**	**14%**
Adecco Group	**5,672**	**5,172**	**10%**	**5%**	**22,010**	**20,000**	**10%**	**4%**

1) In Q4 2015 revenues changed organically in Lee Hecht Harrison by -2% (FY: 1%).

2) Breakdown of staffing revenues into Office, Industrial, Information Technology, Engineering & Technical, Finance & Legal, and Medical & Science is based on dedicated branches. CTTD comprises Career Transition & Talent Development services. BPO comprises Managed Service Programmes (MSP), Recruitment Process Outsourcing (RPO) and Vendor Management System (VMS).

3) In Q4 2015 revenues changed organically in Finance & Legal by 5%, in CTTD by -2% and in Solutions by 2%. In FY 2015 revenues changed organically in CTTD by 1%, in BPO by 15% and in Solutions by 5%.

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EBITA[1] and EBITA margin by segment

EBITA	Q4		Variance %		FY		Variance %	
EUR millions	2015	2014	EUR	Constant Currency	2015	2014	EUR	Constant Currency
France	95	74	28%	28%	331	280	18%	18%
North America	81	65	24%	8%	288	205	41%	18%
UK & Ireland	19	13	45%	34%	60	49	22%	10%
Germany & Austria	27	4	533%	533%	103	77	34%	34%
Japan	5	15	-67%	-69%	54	57	-5%	-9%
Italy	28	16	77%	77%	94	65	45%	45%
Benelux	9	15	-33%	-33%	47	45	6%	6%
Nordics	3	4	-42%	-37%	9	23	-61%	-59%
Iberia	11	8	37%	37%	39	31	27%	27%
Australia & New Zealand	0	1	-115%	-117%	0	0	-166%	-286%
Switzerland	6	11	-45%	-51%	32	38	-16%	-26%
Emerging Markets	20	21	-3%	-1%	82	68	21%	19%
Lee Hecht Harrison	25	28	-9%	-16%	104	98	6%	-6%
Corporate	(67)	(26)			(162)	(108)		
Adecco Group	**262**	**249**	**5%**	**1%**	**1,081**	**928**	**17%**	**11%**

	Q4			FY		
EBITA margin	2015	2014	Variance bps	2015	2014	Variance bps
France	7.9%	6.5%	140	7.0%	6.0%	100
North America	6.7%	6.1%	60	6.2%	5.3%	90
UK & Ireland	3.2%	2.4%	80	2.6%	2.4%	20
Germany & Austria	6.3%	1.0%	530	6.0%	4.6%	140
Japan	1.8%	6.0%	(420)	4.9%	5.5%	(60)
Italy	8.3%	5.6%	270	7.2%	5.9%	130
Benelux	3.2%	5.6%	(240)	4.3%	4.5%	(20)
Nordics	1.5%	2.3%	(80)	1.3%	2.9%	(160)
Iberia	4.7%	3.9%	80	4.4%	3.9%	50
Australia & New Zealand	-0.2%	1.0%	(120)	-0.1%	0.1%	(20)
Switzerland	4.7%	9.3%	(460)	6.6%	8.8%	(220)
Emerging Markets	3.4%	4.0%	(60)	3.6%	3.5%	10
Lee Hecht Harrison	24.7%	31.3%	(660)	26.2%	29.3%	(310)
Adecco Group	**4.6%**	**4.8%**	**(20)**	**4.9%**	**4.6%**	**30**

1) EBITA is non-US GAAP measure and refers to operating income before amortisation and impairment of goodwill and intangible assets.

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Consolidated balance sheets

EUR millions	December 31 2015	December 31 2014[1)]
Assets		
Current assets:		
– Cash and cash equivalents	1,198	695
– Short-term investments	10	3
– Trade accounts receivable, net	3,972	3,676
– Other current assets	307	262
Total current assets	**5,487**	**4,636**
Property, equipment, and leasehold improvements, net	192	222
Other assets	512	494
Intangible assets, net	517	501
Goodwill	3,018	3,583
Total assets	**9,726**	**9,436**
Liabilities and shareholders' equity		
Liabilities		
Current liabilities:		
– Accounts payable and accrued expenses	3,779	3,607
– Short-term debt and current maturities of long-term debt	415	89
Total current liabilities	**4,194**	**3,696**
Long-term debt, less current maturities	1,832	1,580
Other liabilities	354	321
Total liabilities	**6,380**	**5,597**
Shareholders' equity		
Adecco shareholders' equity:		
– Common shares	108	111
– Additional paid-in capital	721	1,063
– Treasury shares, at cost	(258)	(303)
– Retained earnings	2,782	3,072
– Accumulated other comprehensive income/(loss), net	(13)	(108)
Total Adecco shareholders' equity	**3,340**	**3,835**
Noncontrolling interests	6	4
Total shareholders' equity	**3,346**	**3,839**
Total liabilities and shareholders' equity	**9,726**	**9,436**

1) Due to the adoption of ASU 2015-03 - *Presentation of debt issuance costs* in 2015, the December 31, 2014 figures were restated - Debt issuance costs of EUR 4 previously shown in "Other assets" are now shown net with its related debt in "Long-term debt, less current maturities".

Adecco Group

Press Release

Consolidated statements of cash flows

EUR millions	Q4		FY	
	2015	2014	2015	2014
Cash flows from operating activities				
Net income	184	185	10	640
Adjustments to reconcile net income to cash flows from operating activities:				
– Depreciation and amortisation	35	33	135	129
– Impairment of goodwill			740	
– Other charges	47	(13)	84	21
Changes in operating assets and liabilities, net of acquisitions:				
– Trade accounts receivable	161	203	(186)	(38)
– Accounts payable and accrued expenses	(99)	(98)	56	106
– Other assets and liabilities	(30)	(26)	(40)	(73)
Cash flows from operating activities	**298**	**284**	**799**	**785**
Cash flows from investing activities				
Capital expenditures	(28)	(25)	(97)	(80)
Proceeds from sale of property and equipment		1	2	28
Acquisition of Knightsbridge, net of cash acquired			(56)	
Cash settlements on derivative instruments	12	(8)	(94)	(5)
Other acquisition and investing activities, net	6	1	(1)	(36)
Cash used in investing activities	**(10)**	**(31)**	**(246)**	**(93)**
Cash flows from financing activities				
Net increase/(decrease) in short-term debt	(151)	(149)	4	(58)
Borrowings of long-term debt, net of issuance costs			498	
Repayment of long-term debt				(346)
Dividends paid to shareholders			(348)	(291)
Purchase of treasury shares	(93)	(81)	(225)	(281)
Other financing activities, net	1		1	(2)
Cash used in financing activities	**(243)**	**(230)**	**(70)**	**(978)**
Effect of exchange rate changes on cash	9	6	20	18
Net increase/(decrease) in cash and cash equivalents	**54**	**29**	**503**	**(268)**
Cash and cash equivalents:				
– Beginning of period	1,144	666	695	963
– End of period	1,198	695	1,198	695