Adecco

Press Release

Adecco maintains margin levels despite tough conditions

Q3 HIGHLIGHTS (Q3 08 vs. Q3 07)

- Revenues of EUR 5.1 billion, down 6% (-4% organically[1])
- Solid gross margin of 18.0%, flat on an underlying[2] basis
- EBITA margin at 5.0%, down 30 bps on an underlying basis
- Acquisition of French professional staffing company Groupe Datavance

KEY FIGURES

EUR millions (except EPS)	Q3 2008	Q3 2008 underlying[2] growth	Q3 2008 underlying[2] organic[1] growth
Revenues	5,101	-6%	-4%
Gross profit	917	-6%	-4%
EBITA	254	-11%	-11%
Operating income	244	-12%	-12%
Net income	168	-23%	

Zurich, Switzerland, November 4, 2008: Adecco S.A. ("Adecco"), the worldwide leader in HR services, today announced results for the third quarter of 2008. Revenues of EUR 5.1 billion were down 4% organically compared to Q3 2007. The gross margin was maintained at a solid 18.0% on an underlying basis, while the EBITA margin of 5.0% was down 30 bps when excluding the impact of the modified calculation of French social charges in the prior year.

Dieter Scheiff, Chief Executive Officer of the Adecco Group said: "Despite tough market conditions and declining revenues, I am pleased to report that we maintained a solid gross margin of 18.0%, equal to the underlying gross margin in Q3 2007. On the cost side, we continue to work hard to adapt to revenue developments in order to protect our EBITA margin, which still stands at a solid 5.0%. I am proud of this achievement, especially given the increasingly difficult economic environment."

"Looking ahead, we anticipate a progressively more difficult environment in terms of revenue development. September saw the negative revenue trend accelerate in most countries, with the exception of the Emerging Markets, which continued to grow strongly."

---

[1] Organic growth is a non US GAAP measure and excludes the impact of currency, acquisitions and divestures.
[2] Underlying is a non US GAAP measure and excludes the impact of the modified calculation of French social charges for Q3 2007 which positively impacted Q3 2007 with EUR 26 million on gross profit, EUR 18 million on operating income and EUR 12 million on net income. For further analysis see page 13.

FINANCIAL PERFORMANCE

Revenues
Group revenues for Q3 2008 were down 6% to EUR 5.1 billion compared to Q3 2007. On a constant currency basis, revenues were down 3%, while organically revenues declined by 4%. Permanent placement revenues declined by 7% in constant currency to EUR 85 million in the quarter.

Gross Profit
In Q3 2008, the gross margin was 18.0% compared to 18.5% in the same period last year. On an underlying basis, adjusted for the modified calculation of French social charges in the prior year, the gross margin remained flat compared to Q3 2007.

Selling, General and Administrative Expenses (SG&A)
In the period under review, SG&A declined by 6%. Underlying and organically, SG&A was down 1%, which, as a percentage of revenues, reflects a 20 bps increase to 13.0% compared to Q3 2007. FTEs, on an organic basis, declined by 3% (-1,200 FTEs) when comparing to the same quarter last year. At the end of the third quarter, Adecco operated a network of over 6,700 offices with more than 36,000 FTEs.

Operating Income before Amortization of Intangible Assets (EBITA)
In the third quarter of 2008, EBITA was EUR 254 million, a decrease of 16% compared to Q3 2007 and a decline of 11% on an organic and underlying basis. The corresponding EBITA margin for Q3 2008 was 5.0%, which compares to 5.3%, on an underlying basis, in Q3 2007.

Amortisation of Intangible Assets
Amortisation increased to EUR 10 million from EUR 8 million in the same quarter last year, largely attributable to the acquisition of Tuja, which was consolidated as of August 2007.

Operating Income
Operating income in the third quarter of 2008 was EUR 244 million, a decline of 18% compared to Q3 2007 or down 12% organically and when adjusting Q3 2007 for the modified calculation of French social charges.

Interest Expense and Other Income / (Expenses), net
The interest expense amounted to EUR 15 million in the period under review, equal to Q3 2007. For the full year 2008, the interest expense is expected at approximately EUR 58 million. Other income / (expenses), net was EUR 2 million in Q3 2008 compared to EUR 4 million in Q3 2007. Lower interest income was the main reason for the difference.

Provision for Income Taxes
The effective tax rate for the third quarter of 2008 was 27% compared to 18% in the same period a year ago. Last year’s Q3 included a positive impact of EUR 28 million due to a change in the German income tax rate. For the full year 2008 Adecco expects an effective tax rate of approximately 28%, based on current operations.

Net Income and EPS
Net income was down 27% to EUR 168 million in the third quarter of 2008 (Q3 2007: EUR 230 million), reflecting a net income margin of 3.3%. Basic EPS was EUR 0.96 (EUR 1.24 in Q3 2007). When excluding the impact of the modified calculation of French social charges in the prior year, basic EPS was down 18% in Q3 2008 compared to Q3 2007.

Balance Sheet, Cash-flow and Net Debt[3]
In the first nine months of 2008, the Group generated EUR 669 million of operating cash flow, paid dividends of EUR 163 million, invested EUR 71 million in capex and purchased treasury shares for EUR 274 million. The net debt position declined to EUR 800 million at the end of September 2008 compared to EUR 866 million at year end 2007. In the third quarter of 2008, DSO improved by 0.6 to 58.8 days compared to the third quarter last year.

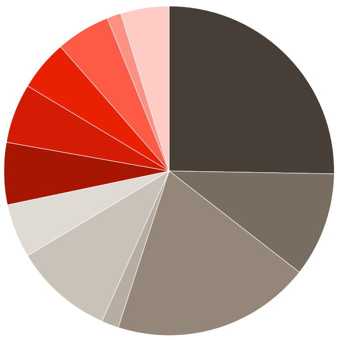
Currency Impact
In Q3 2008, currency fluctuations had a negative impact of approximately 3% on revenues and 2% on operating income, mainly due to the weakness of the US dollar and the British pound.

[3] 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

Press Release

GEOGRAPHICAL PERFORMANCE

Q3 2008 Operating income*



	in EUR millions	Revenues	Operating Income*	*Operating Income %*
25%	France	1,747	69	*4.0%*
10%	USA & Canada	651	28	*4.4%*
19%	Germany	404	53	*13.2%*
2%	UK & Ireland	344	5	*1.4%*
10%	Japan	339	26	*7.5%*
6%	Italy	285	15	*5.4%*
6%	Iberia	270	16	*6.1%*
6%	Benelux	249	16	*6.3%*
5%	Nordics	242	14	*6.1%*
5%	Switzerland & Austria	156	14	*8.5%*
1%	Australia & NZ	102	4	*3.7%*
5%	Emerging Markets	312	13	*4.1%*

* Operating income before amortisation (EBITA) on operating unit level.

In **France,** Q3 2008 revenues declined by 2% to EUR 1.7 billion, compared to the same period a year ago. The underlying gross margin remained flat compared to the prior year. Operating income, excluding the French social tax benefit in 2007, declined by 13% to EUR 69 million compared to Q3 2007, reflecting an underlying operating income margin decline of 50 bps to 4.0%. SG&A as a percentage of sales increased by 50 bps compared to Q3 2007. Costs associated with headcount reductions, prior to the announced social plan, amounted to EUR 6 million in the quarter.

In the **USA & Canada,** Adecco's revenues declined by 9% in constant currency to EUR 651 million in Q3 2008. Organically, revenues were down 8%. The decline was most pronounced in the Office and Industrial business, while revenues in Human Capital Solutions continued to grow strongly. Operating income declined by 18% in constant currency, while the operating income margin was lower by 50 bps to 4.4%. Costs associated with the investments to improve customer mix and efficiency amounted to EUR 3 million in the quarter.

In **Germany,** revenues grew 12%, to EUR 404 million in Q3 2008, but were down 2% organically compared to Q3 2007. On the operating income level, Germany grew 8% (-4% organically) compared to Q3 2007, corresponding to an operating income margin of 13.2% (Q3 2007: 13.6%).

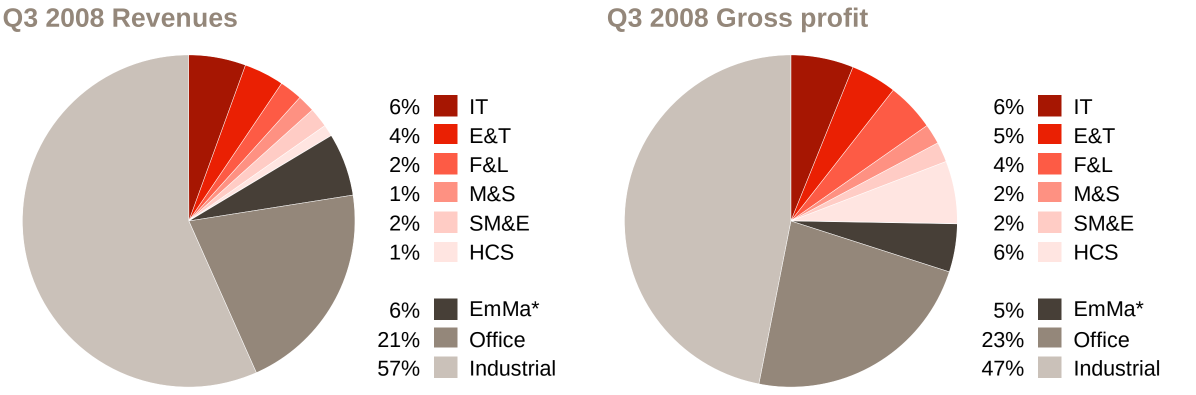
In the **UK & Ireland,** revenues in Q3 2008 declined by 16% in constant currency. Operating income fell by 58% in constant currency, which reflects an operating income margin decline of 140 bps to 1.4%, compared to the same quarter a year ago.

In **Japan,** third quarter revenues grew by 1% in constant currency. Continued strong management on the cost side led to a 5% higher operating income in constant currency and an improvement on the operating margin side of 30 bps to 7.5% compared to Q3 2007.

In **Italy** revenues declined by 5% in Q3 2008 and in **Iberia** by 12%**,** while revenues in the **Benelux** declined by 2%. In the **Nordics,** revenues were down by 3% on a constant currency basis.

Emerging Markets revenues continued to grow strongly by 16% in constant currency, while the operating income margin was raised by 40 bps to 4.1% compared to Q3 2007.

BUSINESS LINE PERFORMANCE



* Emerging Markets excluding professional business lines

In Q3 2008, Adecco's revenues in the **Office and Industrial** businesses declined by 4% in constant currency to EUR 4.0 billion (-6% organically) while the underlying gross margin declined by 20 bps to 16.2%. Revenues in the Industrial business declined by 3% in constant currency (-5% organically). In Germany, revenues were down 4% organically, France declined by 3%, Italy by 7%, Iberia by 17% and in the USA & Canada revenues decreased by 12% in constant currency. The Office business saw a decline of 6% both organically and in constant currency. While Japan grew 1% in constant currency, revenues declined in the Nordics by 5%, in the UK & Ireland by 13% and in USA & Canada by 17%, all in constant currency. In France revenue development was flat.

In constant currency, revenues in the **Professional Business**[4] declined by 3%. The underlying gross margin in the Professional Business improved by 110 bps to 27.7%, which was mainly driven by Human Capital Solutions and the Engineering & Technical business.

In **Information Technology (IT),** Adecco's revenues decreased 9% in constant currency. Continued weak developments in the UK & Ireland led to a revenue decline in constant currency of 15%. Revenues in the USA & Canada declined by 5% in constant currency when compared to Q3 2007.

Adecco's **Engineering & Technical (E&T)** business was down 5% in constant currency. Germany saw healthy demand with revenues up 8% in Q3 2008. USA & Canada, faced a revenue decline of 3% and UK & Ireland declined by 36%, both in constant currency.

In **Finance & Legal (F&L),** revenues declined by 3% in constant currency in the third quarter of 2008. Declining demand in USA & Canada was only partially offset by good growth in Continental Europe.

In the third quarter of 2008 revenues in **Sales, Marketing & Events (SM&E)** were up by 1% on a constant currency basis, whereas **Medical & Science (M&S)** grew 13%. Revenues in **Human Capital Solutions (HCS)** increased 10% in constant currency.

[4] Professional business refers to Adecco's Information Technology, Engineering & Technical, Finance & Legal, Medical & Science, Sales, Marketing & Events and Human Capital Solutions businesses.

MANAGEMENT OUTLOOK

Adecco remains committed to value based management and, in today's particularly tough market environment, places utmost importance on aligning costs to revenue developments. Investments continue to be considered with strict financial discipline and with the focus on professional and specialized business fields, aim to place Adecco in a sound strategic position.

For the remainder of the year, management anticipates difficult market conditions, leading to even more pronounced pressure on revenues in most countries, albeit by varying magnitude. The target to reach an EBITA margin in excess of 5.0% was initially set in 2006 to be achieved under favourable economic conditions in 2009. In the last two quarters, the company reported an EBITA margin of 5.0%. Given the difficult economic developments, it is unlikely that Adecco will be in a position to achieve or exceed a 5.0% EBITA margin in the quarters to come, and consequently not in 2009. The company remains however fully committed to reach this target in the medium term, while management continues to be strongly focussed on margin protection in the current economic downturn.

As announced in mid October, Adecco plans to structurally improve the French business and to align the cost base to market conditions. This investment is expected to amount to approximately EUR 35 million and the majority of this is expected to be accrued in the fourth quarter of 2008. In order to align the cost base to trading conditions, Adecco will invest an additional EUR 10 million in Q4 2008 in various European countries.

Professional staffing acquisition in France

Adecco strengthens its French professional staffing business with the acquisition of Groupe Datavance. This company is specialized in the IT field and achieved sales of EUR 66 million in 2007/2008.

Management changes

Andreas Dinges (49), will be taking over the role of Country Manager of Adecco in Germany as of January 1, 2009. In this function, he will be a member of Group Management and report directly to the Group CEO, Dieter Scheiff. In addition to his new function as Country Manager of Adecco in Germany, Andreas Dinges will remain CEO of DIS AG. Having successfully managed the transition of Tuja into the Adecco Group, Peter Jackwerth, the current country manager, will pursue other interests.

On January 1, 2009, Federico Vione (36), takes over as Country Manager of Adecco Italy. In his new role, he will also report directly to Dieter Scheiff and will be part of the Adecco Group Management. Federico has been with Adecco since 1999 in various leading positions. Since 2005 he has been the Head of Eastern Europe. Sergio Picarelli (41), the current Country Manager, after having successfully developed Adecco's operations in Italy, is taking on the role of Chief International Sales Officer, in order to coordinate the most important global accounts for the Adecco Group. He will continue to report to the Group CEO.

Financial Agenda 2009

• Q4 & FY 2008 results	March 4, 2009
• Q1 2009 results	May 6, 2009
• Annual General Meeting	May 13, 2009
• Q2 2009 results	August 11, 2009
• Q3 2009 results	November 4, 2009

Press Release

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 competes; changes in the Company's ability to attract and retain qualified temporary personnel; the resolution of the French anti-trust procedure and any adverse developments in existing commercial relationships, disputes or legal and tax proceedings.

About Adecco
Adecco S.A. is a Fortune Global 500 company and the global leader in HR services. The Adecco Group network connects about **700,000 associates** with clients each day through its network of over **36,000 employees** (FTEs) and over **6,700 offices** in over **60 countries and territories** around the world. Registered in Switzerland, and managed by a multinational team with expertise in markets spanning the globe, the Adecco Group delivers an unparalleled range of flexible staffing and career resources to clients and associates.

Adecco S.A. is registered in Switzerland (ISIN: CH0012138605) and listed on the Swiss Stock Exchange with trading on SWX Europe (SWX: ADEN) and the Euronext Paris (EURONEXT: ADE).

Contacts:

Adecco Corporate Press Office
press.office@adecco.com ; Tel. +41 (0) 44 878 87 87

Adecco Corporate Investor Relations
Investor.relations@adecco.com ; Tel. +41 (0) 44 878 89 89

There will be a media conference call at 9 am CET as well as an analyst conference call at 11 am CET, details of which can be found on our website in the Investor Relations section at http://webcast.adecco.com.

Adecco

Press Release
Annexes

Consolidated statements of operations
(unaudited)

EUR millions, except share and per share amounts	**Q3 2008**	**Q3 2007**	Variance % EUR	Variance % Constant Currency	**9M 2008**	**9M 2007**	Variance % EUR	Variance % Constant Currency
Revenues	5,101	5,442	-6%	-3%	15,332	15,715	-2%	1%
Direct costs of services	(4,184)	(4,435)			(12,503)	(12,746)		
Gross profit	**917**	**1,007**	-9%	-6%	**2,829**	**2,969**	-5%	-1%
Gross margin	*18.0%*	*18.5%*			*18.5%*	*18.9%*		
Selling, general and administrative expenses	(663)	(703)	-6%	-2%	(2,044)	(2,145)	-5%	-1%
As a percentage of revenues	*13.0%*	*12.9%*			*13.3%*	*13.6%*		
Amortisation of intangible assets	(10)	(8)			(32)	(16)		
Operating income	**244**	**296**	-18%	-16%	**753**	**808**	-7%	-4%
Operating income margin	*4.8%*	*5.4%*			*4.9%*	*5.1%*		
Interest expense	(15)	(15)			(45)	(41)		
Other income/(expenses), net	2	4			11	23		
Income before income taxes and minority interests	**231**	**285**	-19%		**719**	**790**	-9%	
Provision for income taxes	(63)	(53)			(199)	(198)		
Income applicable to minority interests		(2)			(3)	(7)		
Net income	**168**	**230**	-27%		**517**	**585**	-12%	
Net income margin	*3.3%*	*4.2%*			*3.4%*	*3.7%*		
Basic earnings per share	**0.96**	**1.24**			**2.94**	**3.16**		
Basic weighted-average shares	174,412,793	185,856,363			175,779,185	185,334,212		
Diluted earnings per share	**0.92**	**1.18**			**2.82**	**3.02**		
Diluted weighted-average shares	183,936,603	196,057,131			185,307,711	195,645,574		

Adecco

Press Release

Annexes

Revenues and operating income by geographies

(unaudited)

EUR millions	Q3 2008	Q3 2007	Variance %		9M 2008	9M 2007	Variance %	
			EUR	Constant Currency			EUR	Constant Currency
Revenues								
France	1,747	1,785	-2%	-2%	5,140	5,170	-1%	-1%
USA & Canada[1]	651	806	-19%	-9%	2,019	2,447	-17%	-7%
UK & Ireland	344	483	-29%	-16%	1,092	1,439	-24%	-13%
Germany[1]	404	362	12%	12%	1,196	857	40%	40%
Japan	339	340	0%	1%	1,049	1,034	1%	3%
Italy	285	300	-5%	-5%	921	919	0%	0%
Iberia	270	309	-12%	-12%	819	861	-5%	-5%
Nordics	242	251	-4%	-3%	749	714	5%	5%
Benelux	249	253	-2%	-2%	722	733	-2%	-2%
Switzerland & Austria[1]	156	147	6%	4%	429	380	13%	12%
Australia & New Zealand	102	124	-18%	-14%	312	352	-11%	-9%
Emerging Markets	312	282	11%	16%	884	809	9%	16%
Adecco Group[1]	**5,101**	**5,442**	**-6%**	**-3%**	**15,332**	**15,715**	**-2%**	**1%**
Operating Income[2]								
France[3]	69	98	-29%	-29%	250	329	-24%	-24%
USA & Canada	28	39	-27%	-18%	88	112	-21%	-11%
UK & Ireland	5	14	-64%	-58%	31	41	-25%	-13%
Germany	53	50	8%	8%	134	101	33%	33%
Japan	26	25	4%	5%	78	71	10%	11%
Italy	15	19	-21%	-21%	62	60	2%	2%
Iberia	16	22	-25%	-25%	51	55	-6%	-6%
Nordics	14	14	-1%	0%	39	31	25%	25%
Benelux	16	19	-19%	-19%	41	41	-1%	-1%
Switzerland & Austria	14	13	3%	1%	34	31	9%	8%
Australia & New Zealand	4	4	-7%	-3%	9	9	-5%	-2%
Emerging Markets	13	11	23%	27%	34	27	29%	35%
Total Operating Units	**273**	**328**	**-16%**	**-15%**	**851**	**908**	**-6%**	**-4%**
Corporate Expenses	(19)	(24)			(66)	(84)		
EBITA	**254**	**304**	**-16%**	**-14%**	**785**	**824**	**-5%**	**-2%**
Amortisation of intangible assets	(10)	(8)			(32)	(16)		
Adecco Group[3]	**244**	**296**	**-18%**	**-16%**	**753**	**808**	**-7%**	**-4%**

1) In Q3 revenues changed organically in USA & Canada by -8% (9M: -6%), Germany by -2% (9M: 3%); Switzerland & Austria by -3% (9M: -2%) and Adecco Group by -4% (9M: -1%).

2) Operating income before amortisation (EBITA) on the operating unit level.

3) In Q3 underlying operating income changed in France by -13% (9M: -7%) and in the Adecco Group by -10% (9M: 5%) in constant currency.

Adecco

Press Release
Annexes

Revenues breakdown and revenue growth by business line
(unaudited)

EUR millions	Q3 2008	Q3 2007	Variance % EUR	Variance % Constant Currency	9M 2008	9M 2007	Variance % EUR	Variance % Constant Currency
Revenues[1,2]								
Office	1,068	1,212	-12%	-6%	3,290	3,573	-8%	-3%
Industrial	2,889	3,027	-5%	-3%	8,588	8,542	1%	2%
Total Office and Industrial	**3,957**	**4,239**	**-7%**	**-4%**	**11,878**	**12,115**	**-2%**	**1%**
Information Technology	285	343	-17%	-9%	879	1,051	-16%	-9%
Engineering & Technical	198	226	-13%	-5%	625	688	-9%	-2%
Finance & Legal	115	128	-10%	-3%	361	392	-8%	0%
Medical & Science	77	68	13%	13%	211	179	18%	19%
Sales, Marketing & Events	102	102	1%	1%	318	313	2%	2%
Human Capital Solutions	59	57	5%	10%	188	178	6%	12%
Total Professional Business Lines	**836**	**924**	**-10%**	**-3%**	**2,582**	**2,801**	**-8%**	**-1%**
Emerging Markets[3]	308	279	11%	16%	872	799	9%	16%
Adecco Group	**5,101**	**5,442**	**-6%**	**-3%**	**15,332**	**15,715**	**-2%**	**1%**

1) Breakdown of revenues is based on dedicated branches.
The 2008 information includes certain changes in the allocation of branches to business lines, most notably from Finance & Legal to Office and from Office to Sales, Marketing & Events, as well as from Emerging Markets to Office & Industrial (Austria previously reported under Emerging Markets is now reported together with Switzerland). The 2007 information has been restated to conform to the current year presentation.

2) In Q3 revenues changed organically in Office by -6% (9M: -3%), Industrial by -5% (9M: -2%), Office and Industrial by -6% (9M: -3%), Medical & Science by 13% (9M: 18%), Total Professional Business Lines by -3% (9M: -1%) and Adecco Group by -4% (9M: -1%).

3) Emerging Markets excluding professional business lines.

Consolidated balance sheets

(unaudited)

EUR millions	Sept 30 2008	Dec 31 2007
Assets		
Current assets:		
– Cash and cash equivalents	671	555
– Short-term investments	7	8
– Trade accounts receivable, net	3,679	3,773
– Other current assets	329	324
Total current assets	**4,686**	**4,660**
Property, equipment, and leasehold improvements, net	231	223
Other assets	255	277
Intangible assets, net	425	448
Goodwill	2,667	2,646
Total assets	**8,264**	**8,254**
Liabilities and shareholders' equity		
Liabilities		
Current liabilities:		
– Accounts payable and accrued expenses	3,378	3,476
– Short-term debt and current maturities of long-term debt	371	357
Total current liabilities	**3,749**	**3,833**
Long-term debt, less current maturities	1,107	1,072
Other liabilities	483	469
Total liabilities	**5,339**	**5,374**
Minority interests	**4**	**7**
Shareholders' equity		
Common shares	118	118
Additional paid-in capital	2,118	2,121
Treasury stock, at cost	(553)	(279)
Retained earnings	1,416	1,064
Accumulated other comprehensive income/(loss), net	(178)	(151)
Total shareholders' equity	**2,921**	**2,873**
Total liabilities and shareholders' equity	**8,264**	**8,254**

Adecco

Press Release
Annexes

Consolidated statements of cash flows

(unaudited)

EUR millions	9M 2008	9M 2007
Cash flows from operating activities		
Net income	517	585
Adjustments to reconcile net income to cash flows from operating activities:		
– Depreciation and amortisation	93	83
– Other charges	33	44
Changes in operating assets and liabilities, net of acquisitions:		
– Trade accounts receivable	74	(207)
– Accounts payable and accrued expenses	(109)	266
– Other assets and liabilities	61	(5)
Cash flows from operating activities	**669**	**766**
Cash flows from/(used in) investing activities		
Capital expenditures, net of proceeds	(71)	(61)
Acquisition of Tuja, net of cash acquired		(554)
Acquisition of DIS, net of cash acquired		(219)
Net proceeds from/ (purchase of) short-term investments	(5)	4
Cash settlements on derivative instruments		(8)
Other acquisition and investing activities	(50)	(26)
Cash flows from/(used in) investing activities	**(126)**	**(864)**
Cash flows from/(used in) financing activities		
Net increase/(decrease) in short-term debt	337	26
Repayment of long-term debt	(322)	
Repayment of debt assumed in Tuja acquisition		(207)
Dividends paid to shareholders	(163)	(135)
Common stock options exercised		40
Cash settlements on derivative instruments		2
Purchase of treasury shares	(274)	
Other financing activities	(8)	4
Cash flows from/(used in) financing activities	**(430)**	**(270)**
Effect of exchange rate changes on cash	**3**	**(15)**
Net increase/(decrease) in cash and cash equivalents	**116**	**(383)**
Cash and cash equivalents:		
– Beginning of year	555	875
– End of period	671	492

Press Release
Annexes

Reconciliation of consolidated statements of operations

(unaudited)

EUR millions, except share and per share amounts	Q3 2008	Q3 2007 Reported	Q3 2007 French social charges impact[1]	Q3 2007 Underlying	Variance[2] % EUR	Variance[2] % Organic
Revenues	5,101	5,442		5,442	-6%	-4%
Direct costs of services	(4,184)	(4,435)	26	(4,461)		
Gross profit	**917**	**1,007**	**26**	**981**	-6%	-4%
Gross margin	*18.0%*	*18.5%*		*18.0%*		
Selling, general and administrative expenses	(663)	(703)	(8)	(695)	-5%	-1%
As a percentage of revenues	*13.0%*	*12.9%*		*12.8%*		
EBITA	**254**	**304**	**18**	**286**	-11%	-11%
EBITA margin	*5.0%*	*5.6%*		*5.3%*		
Amortisation of intangible assets	(10)	(8)		(8)		
Operating income	**244**	**296**	**18**	**278**	-12%	-12%
Operating income margin	*4.8%*	*5.4%*		*5.1%*		
Interest expense	(15)	(15)		(15)		
Other income/(expenses), net	2	4		4		
Income before income taxes and minority interests	**231**	**285**	**18**	**267**	-14%	
Provision for income taxes	(63)	(53)	(6)	(47)		
Income applicable to minority interests		(2)		(2)		
Net income	**168**	**230**	**12**	**218**	-23%	
Net income margin	*3.3%*	*4.2%*		*4.0%*		
Basic earnings per share	**0.96**	**1.24**	**0.07**	**1.17**		
Basic weighted-average shares	174,412,793	185,856,363		185,856,363		

1) French social charges impact in Q3 2007 for Q3 2007.
2) Variance of Q3 2008 vs. underlying Q3 2007.