Q2 2013 Results

Adecco Group

Disclaimer

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.

Operational review

Financial review

Appendix

Operational review

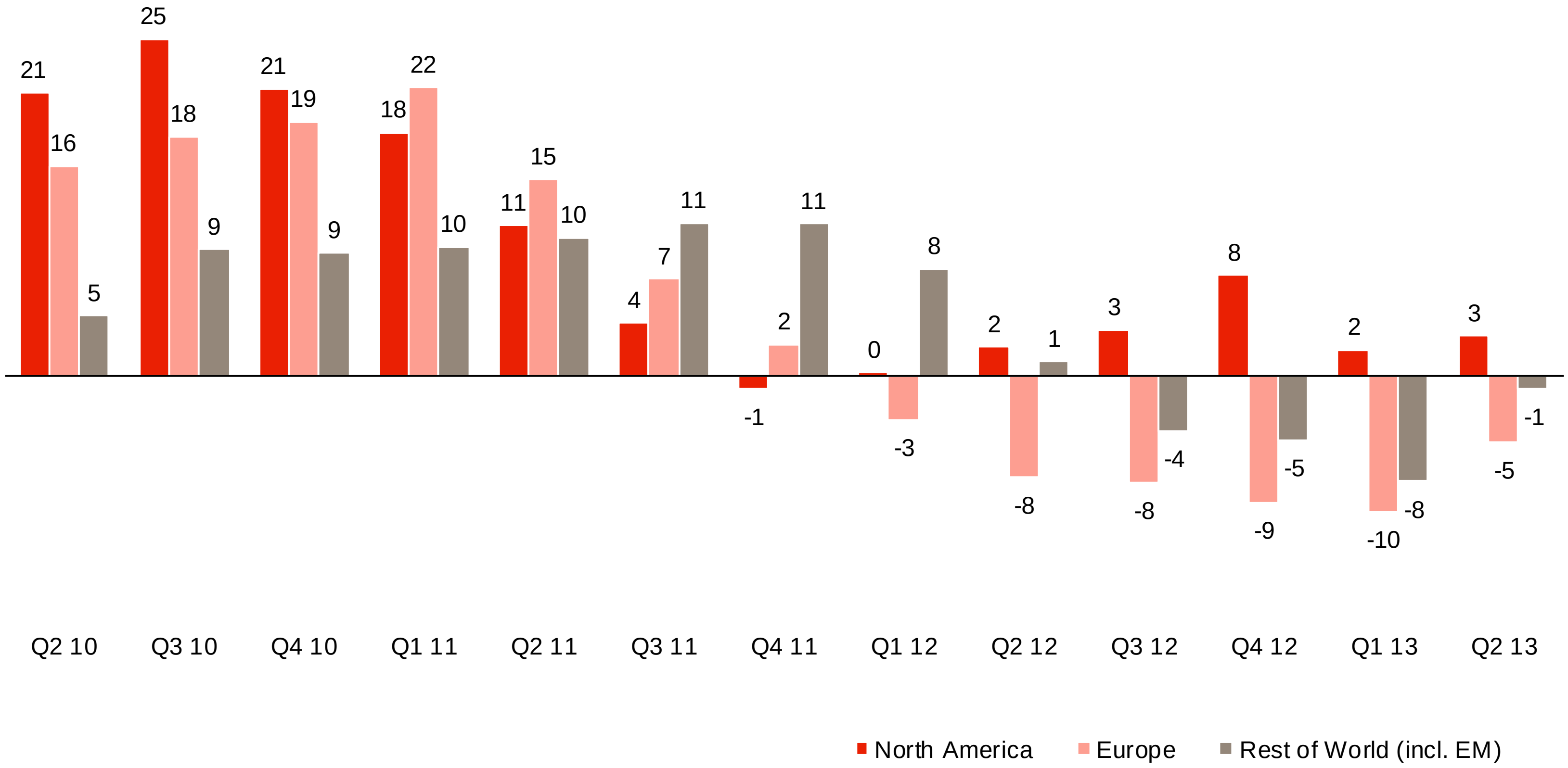
Highlights

Q2 2013 and Outlook

- Revenues down 3% yoy organically
- Gross margin at 17.9%, up 30 bps organically
- SG&A down 3% yoy organically and excluding restructuring and integration costs
- EBITA margin up 40 bps to 4.1%, excluding restructuring and integration costs
- Net income up 12%, basic EPS up 17%
- New share buyback programme of up to EUR 250 million planned
- Revenues in June down 2% yoy organically and adjusted for trading days

Revenue development by region[1)]

Organic year-on-year change in percent



	North America	Europe	Rest of World (incl. EM)
Q2 10	21	16	5
Q3 10	25	18	9
Q4 10	21	19	9
Q1 11	18	22	10
Q2 11	11	15	10
Q3 11	4	7	11
Q4 11	-1	2	11
Q1 12	0	-3	8
Q2 12	2	-8	1
Q3 12	3	-8	-4
Q4 12	8	-9	-5
Q1 13	2	-10	-8
Q2 13	3	-5	-1

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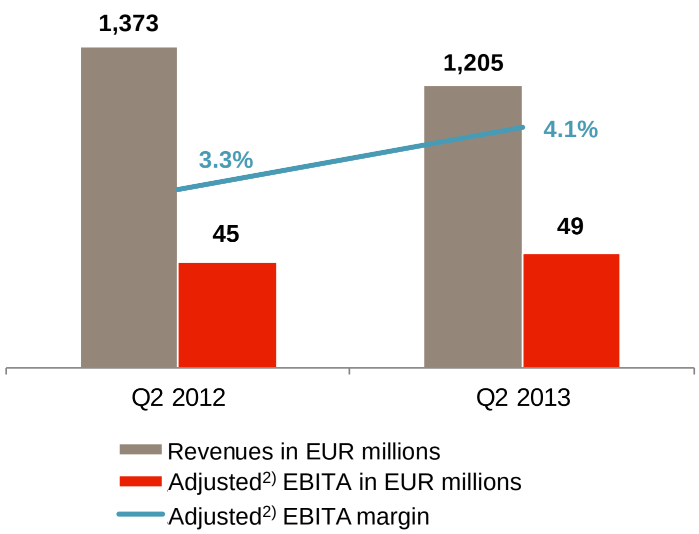
1) Excluding LHH

France

24% of group revenues in Q2 2013

Q2 2013 yoy revenue[1] decline: 12%



- Revenues down 12%. The gap to the market continued to narrow.
- Adjusted[2] EBITA margin up 80 bps, helped by the impact of "CICE".
- Revenues in June down 11%, adjusted for trading days

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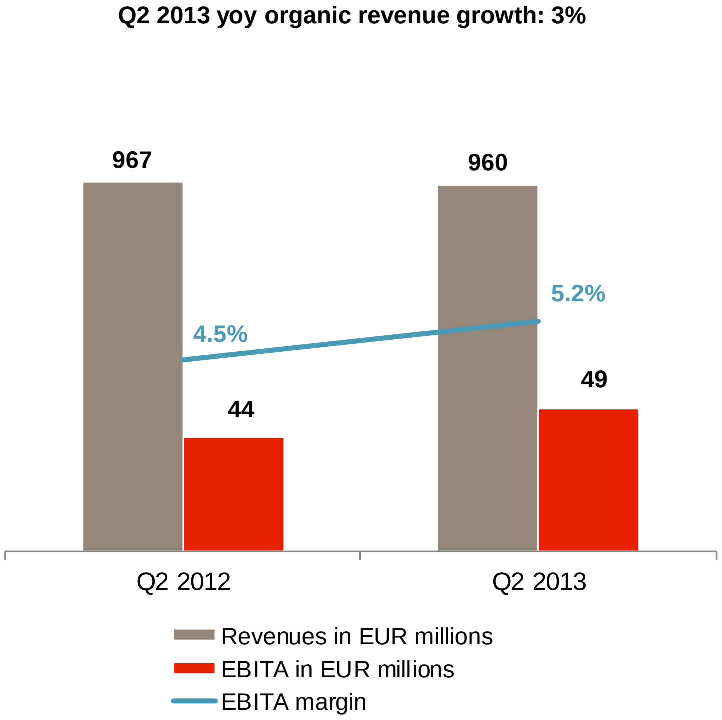
1) As of January 2013, Morocco and Tunisia, previously within France, are reported under Emerging Markets. The 2012 information has been restated to conform to the current year presentation.
2) Q2 2013 excludes EUR 2 million restructuring costs and Q2 2012 excludes EUR 5 million restructuring costs.

North America

19% of group revenues in Q2 2013

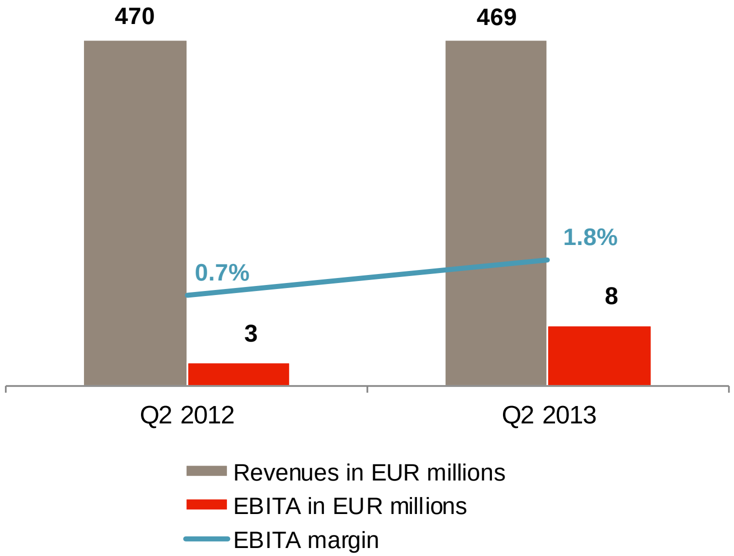


- Organically, revenues up 3% driven by growth in Professional Staffing as well as Industrial.
- EBITA margin up 70 bps yoy to 5.2%
- Revenues in June up 2% organically, adjusted for trading days

UK & Ireland

10% of group revenues in Q2 2013

Q2 2013 yoy constant currency revenue growth: 4%



Revenues in constant currency up 4%, driven by growth in the public sector.

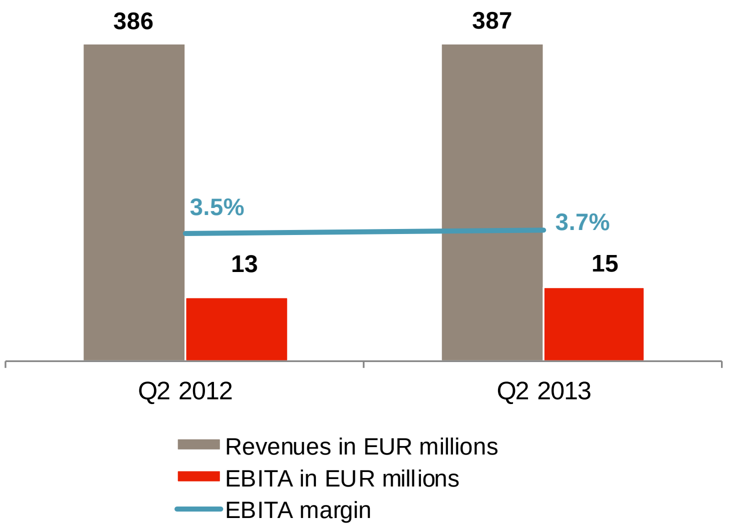
Q2 2012 was affected by the London Summer Olympics, with a benefit to revenues but a negative impact on profitability due to sponsorship costs.

Revenues in June down 1% in constant currency, adjusted for trading days

Germany & Austria

8% of group revenues in Q2 2013

Q2 2013 yoy revenue growth: flat

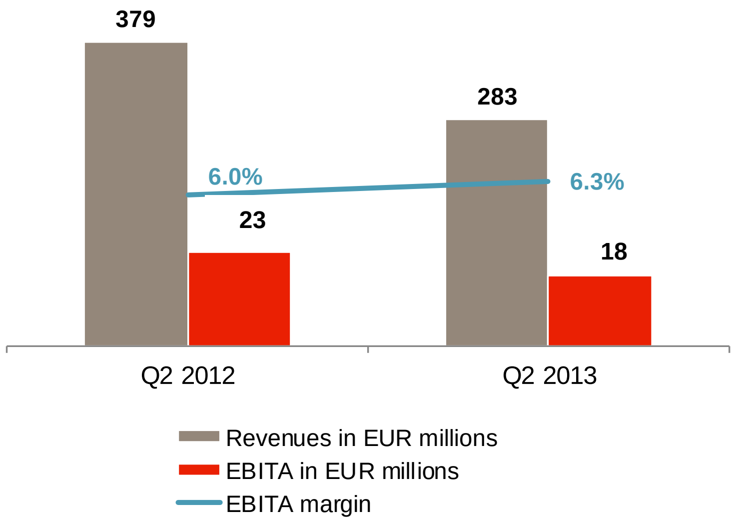


- Revenues flat, with growth in Professional Staffing and a reduced rate of decline in Industrial.
- EBITA margin up 20 bps yoy to 3.7%; Q2 is seasonally the weakest quarter.
- Revenues in June were flat, adjusted for trading days

Japan

6% of group revenues in Q2 2013

Q2 2013 yoy constant currency revenue decline: 9%

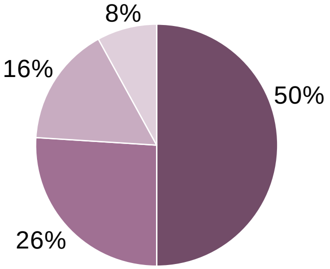


- Revenues down 9% in constant currency
- Perm growth, price discipline and cost reductions drove strong probfitability
- Revenues in June down 5% in constant currency, adjusted for trading days.

Revenue development by business line

Q2 2013 vs. Q2 2012

	Revenues1) EUR m	Revenue growth in %, constant currency
Office	1,258	-2
Industrial	2,420	-5
General Staffing	**3,678**	**-4**
■ Information Technology2)	567	-2
■ Engineering & Technical	294	3
■ Finance & Legal	188	2
■ Medical & Science	95	-6
Professional Staffing2)	**1,144**	**-1**
Solutions	**109**	**9**
Adecco Group	**4,931**	**-3**



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

2) In Q2 revenues grew organically in Information Technology by 3% and in Professional Staffing by 2%.

Financial review

Q2 2013 Results in detail – P&L

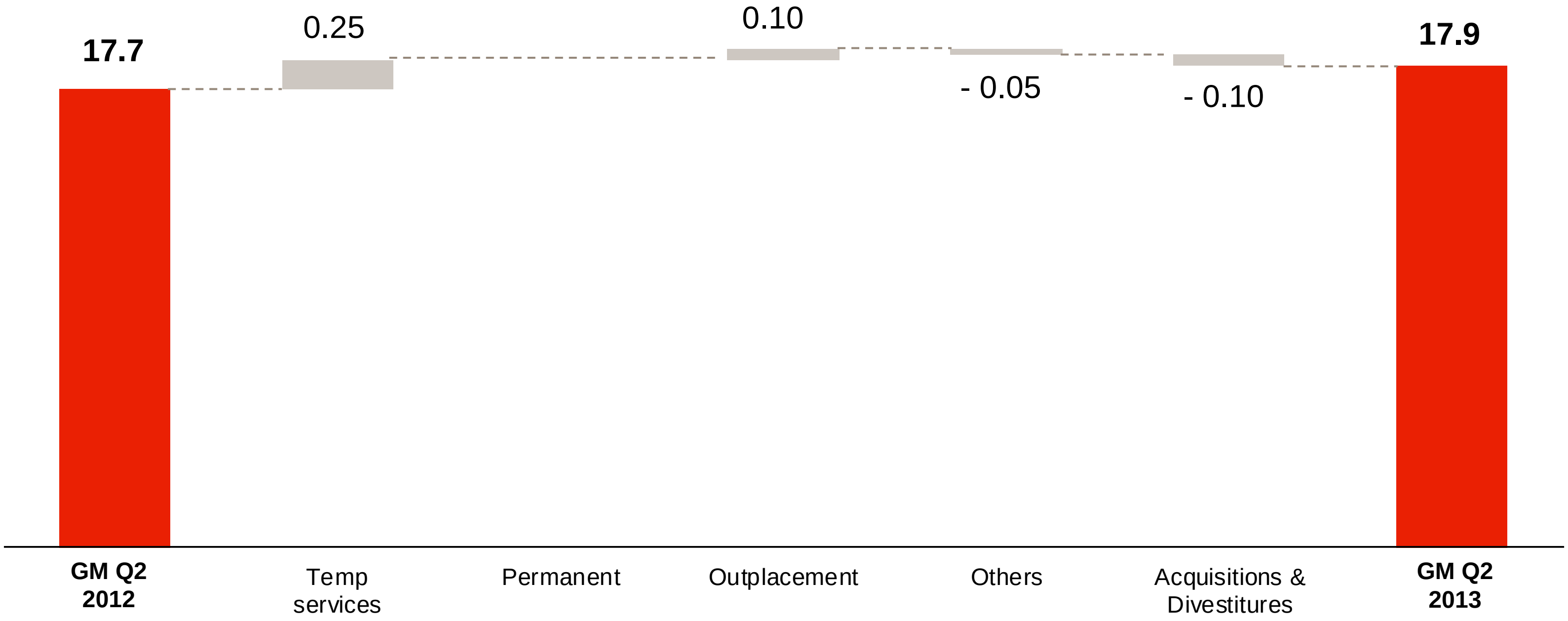
In EUR millions

	Q2 2013	Q2 2012	Variance %		H1 2013	H1 2012	Variance %	
			EUR	Constant Currency			EUR	Constant Currency
Revenues	4,931	5,195	-5%	-3%	9,487	10,230	-7%	-6%
Direct costs of services	(4,047)	(4,278)			(7,782)	(8,397)		
Gross profit	**884**	**917**	-4%	-2%	**1,705**	**1,833**	-7%	-5%
Gross margin	*17.9%*	*17.7%*			*18.0%*	*17.9%*		
Selling, general, and administrative expenses	(684)	(732)	-7%	-5%	(1,378)	(1,466)	-6%	-4%
As a percentage of revenues	*13.9%*	*14.1%*			*14.5%*	*14.3%*		
EBITA(1)	**200**	**185**	8%	11%	**327**	**367**	-11%	-9%
EBITA (1) *margin*	*4.1%*	*3.6%*			*3.4%*	*3.6%*		
Amortisation of intangible assets	(10)	(13)			(21)	(27)		
Operating income	**190**	**172**	10%	13%	**306**	**340**	-10%	-8%
Operating income margin	*3.8%*	*3.3%*			*3.2%*	*3.3%*		
Interest expense	(19)	(19)			(38)	(37)		
Other income / (expenses), net		(14)			(2)	(11)		
Income before income taxes	**171**	**139**	23%		**266**	**292**	-9%	
Provision for income taxes	(45)	(26)			(73)	(67)		
Net income	**126**	**113**	12%		**193**	**225**	-14%	
Net income attributable to noncontrolling interests		(1)				(1)		
Net income attributable to Adecco shareholders	**126**	**112**	12%		**193**	**224**	-14%	
Net income margin attributable to Adecco shareholders	*2.5%*	*2.2%*			*2.0%*	*2.2%*		

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

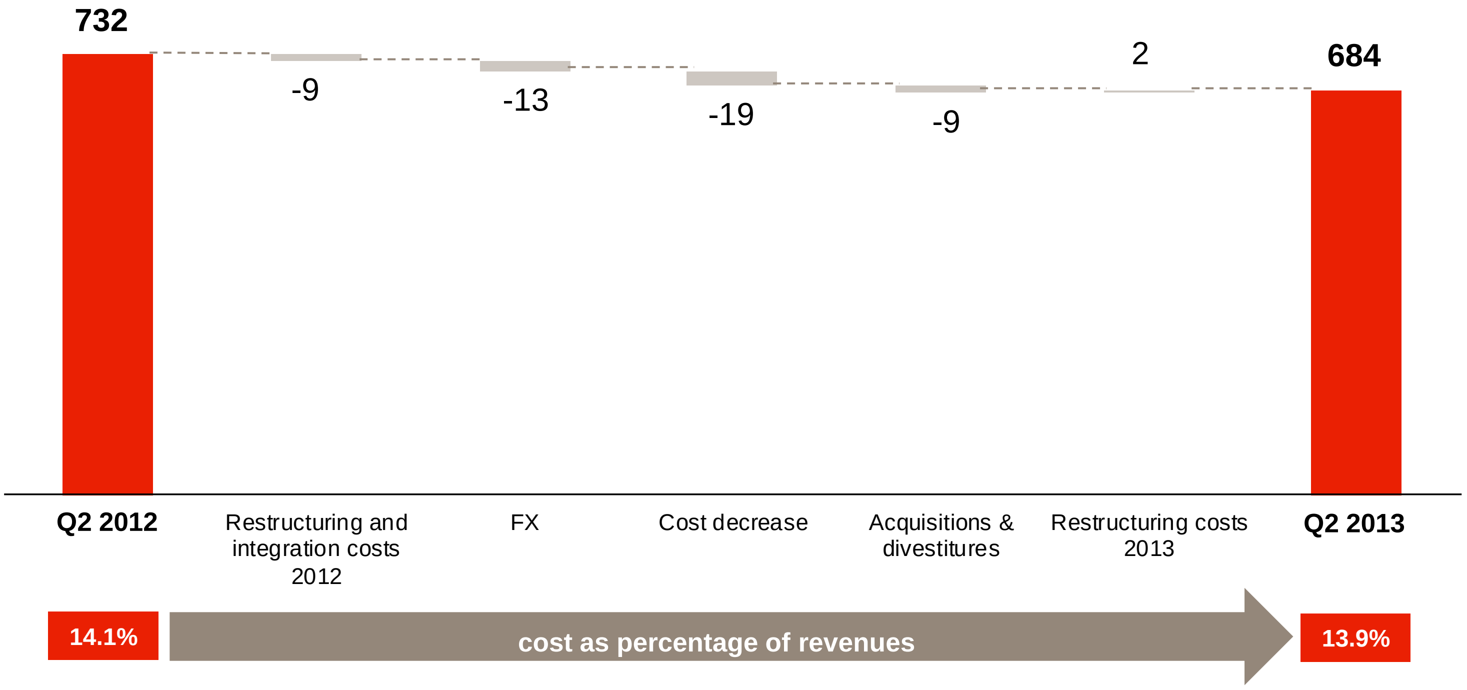
Q2 2013 gross margin drivers

As percentage of revenues



Q2 2013 SG&A movements

In EUR millions



Balance sheet

In EUR millions

Assets	**Jun 30 2013**	**Dec 31 2012**
Cash and cash equivalents	373	1,103
Short-term Investments	-	2
Trade accounts receivable, net	3,671	3,492
Other current assets	278	308
Property, equipment, and leasehold improvements, net	268	291
Other assets	407	331
Goodwill and intangible assets, net	4,026	4,087
Total assets	**9,023**	**9,614**
Liabilities and shareholders' equity		
Accounts payable and accrued expenses	3,300	3,332
Short- and long-term debt	1,855	2,077
Other liabilities	490	506
Total Adecco shareholders' equity	3,375	3,696
Noncontrolling interests	3	3
Total liabilities and shareholders' equity	**9,023**	**9,614**
Net Debt(1)	1,482	972

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1) 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.

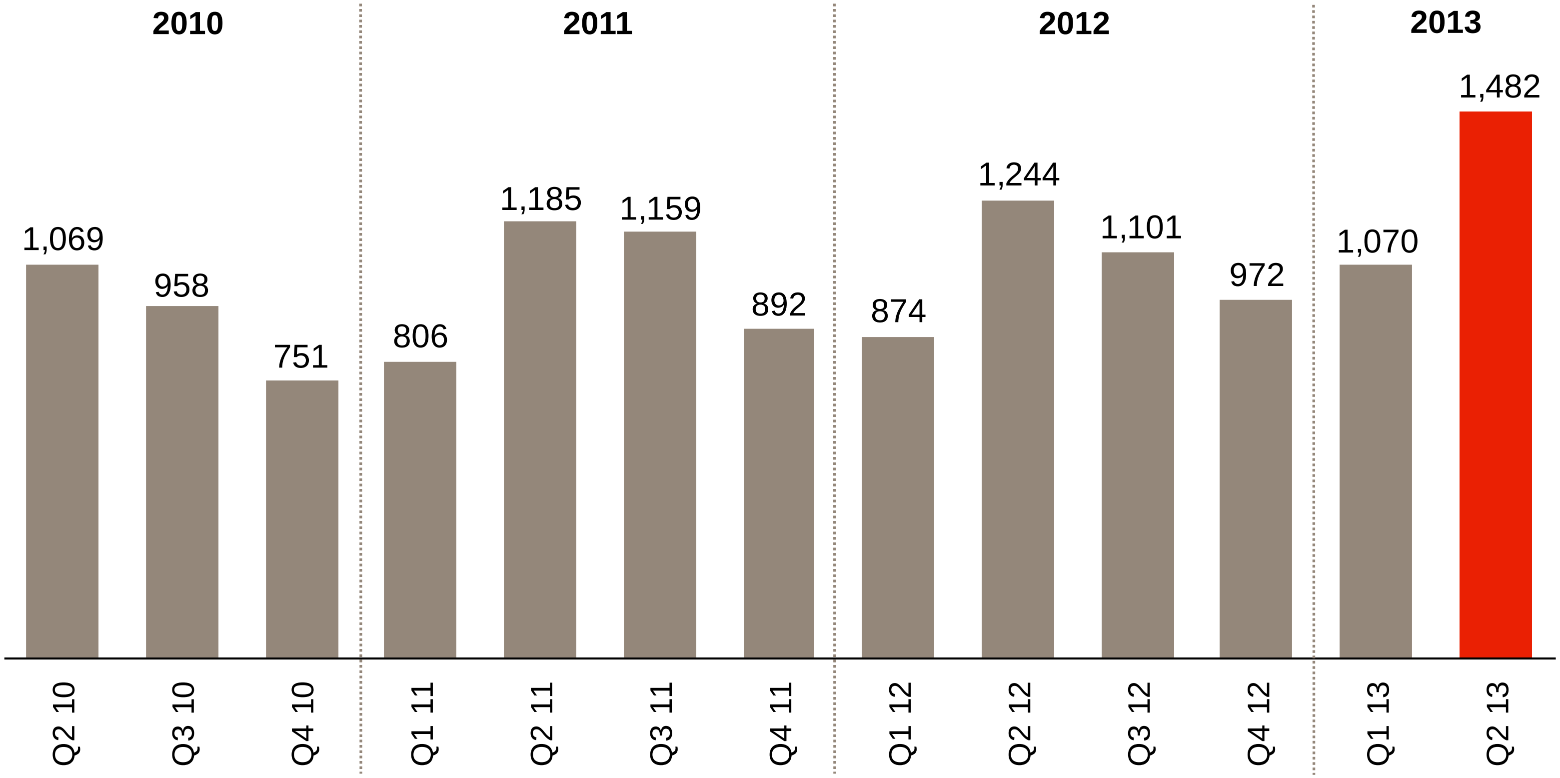
Cash flow statement

In EUR millions

	Q2 2013	Q2 2012	H1 2013	H1 2012
Net income	126	113	193	225
Adjustments to reconcile net income to cash flows from operating activities:				
– Depreciation and amortisation	36	40	72	81
– Other charges	11	9	8	13
Changes in operating assets and liabilities, net of acquisitions:				
– Trade accounts receivable	(193)	(211)	(239)	(155)
– Accounts payable and accrued expenses	55	21	24	(27)
– Other assets and liabilities	(18)	(28)	(69)	(56)
Cash flows from/(used in) operating activities	**17**	**(56)**	**(11)**	**81**
Cash used in investing activities	**(5)**	**(26)**	**(8)**	**(174)**
Cash used in financing activities	**(565)**	**(342)**	**(693)**	**(11)**
Effect of exchange rate changes on cash	(15)	(17)	(18)	19
Net decrease in cash and cash equivalents	**(568)**	**(441)**	**(730)**	**(85)**

Net debt[1] development since Q2 2010

In EUR millions



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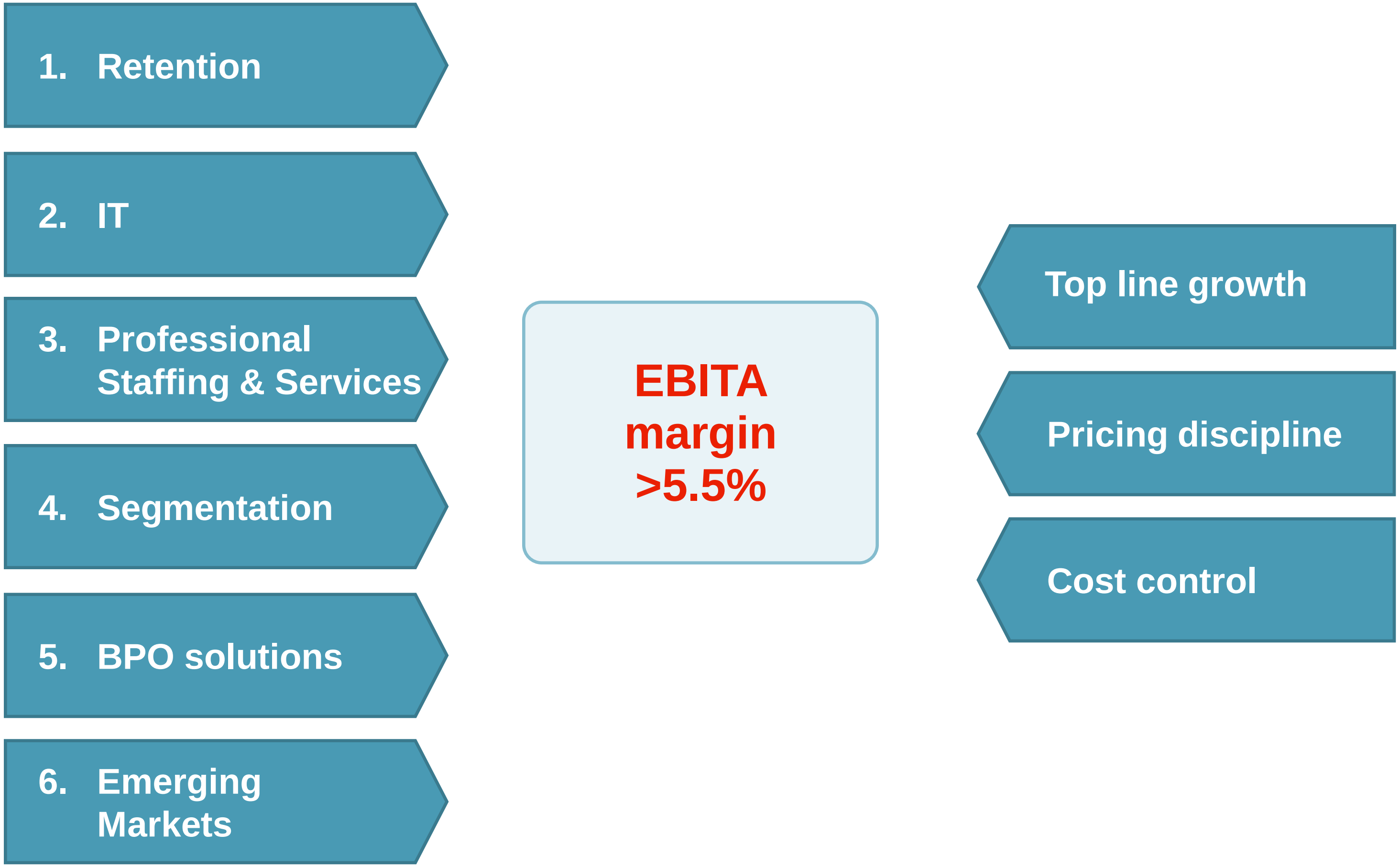
1) Net debt is a non US GAAP measure and comprises short-term and long-term debt less cash and cash equivalents and short-term investments.

Financial Guidance

Full year 2013

Capex	Approximately EUR 90 million
Interest expense	Approximately EUR 80 million
Corporate costs	Approximately EUR 100 million
Amortisation	Approximately EUR 45 million

We strive to reach an EBITA margin above 5.5% in 2015



1. Retention
2. IT
3. Professional Staffing & Services
4. Segmentation
5. BPO solutions
6. Emerging Markets

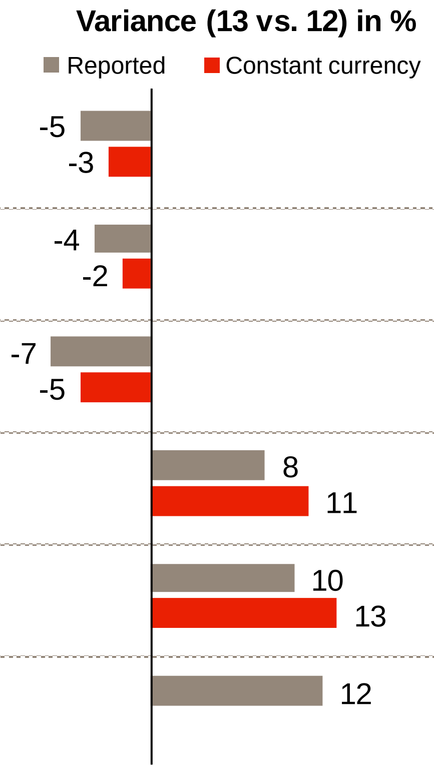
EBITA margin >5.5%

- Top line growth
- Pricing discipline
- Cost control

Appendix

Q2 2013 results summary

	Reported EUR m	% of rev.
Revenues	**4,931**	
Gross profit[1)]	**884**	17.9%
SG&A[1)]	**684**	13.9%
EBITA[2)]	**200**	4.1%
Operating income	**190**	3.8%
Net income attributable to Adecco shareholders	**126**	2.5%



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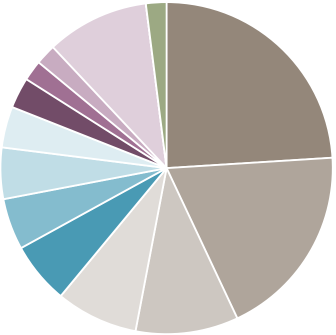
1) In Q2 organic Gross Profit changed by -1% and SG&A by -4%.
2) EBITA is a non US GAAP measure and refers to operating income before amortisation of intangible assets.

Revenues and EBITA by segment

Q2 2013 vs. Q2 2012

Revenues in percent



		Revenues		**EBITA**[2), 3)]	
		EUR m	organic[1)] yoy growth	**EUR m**	margin
24% ■	France[4)]	**1,205**	-12%	**47**	3.9%
19% ■	North America	**960**	3%	**49**	5.2%
10% ■	UK & Ireland	**469**	4%	**8**	1.8%
8% ■	Germany & Austria	**387**	0%	**15**	3.7%
6% ■	Japan	**283**	-9%	**18**	6.3%
5% ■	Italy	**244**	0%	**16**	6.7%
5% ■	Benelux	**222**	-2%	**5**	2.5%
4% ■	Nordics	**214**	0%	**9**	4.1%
3% ■	Iberia	**163**	-2%	**5**	3.0%
2% ■	Australia & New Zealand	**118**	-10%	**4**	3.2%
2% ■	Switzerland	**103**	-3%	**8**	7.5%
10% ■	Emerging Markets[4)]	**480**	8%	**15**	3.1%
2% ■	LHH	**83**	6%	**24**	28.3%
	Corporate			**(23)**	
	Adecco Group	**4,931**	-3%	**200**	4.1%

1) Organic growth is a non US GAAP measure and excludes the impact of currency, acquisitions and divestitures.
2) EBITA is a non US GAAP measure and refers to operating income before amortisation of intangible assets.
3) Including restructuring costs of EUR 2 million in France.
4) As of January 2013, Morocco and Tunisia, previously within France, are reported under Emerging Markets. The 2012 information has been restated to conform to the current year presentation.

Developments in the Emerging Markets

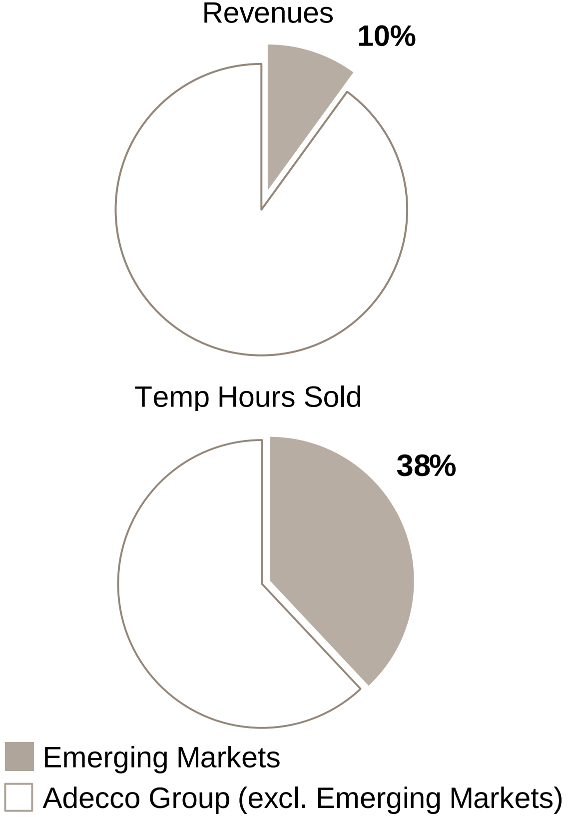
Q2 2013 revenues by geography

Revenue split / growth

yoy growth, in constant currency [1)]

45%	■	Latin America	*9%*
26%	■	Eastern Europe & MENA	*14%*
18%	■	Asia	*3%*
11%	■	India	*-3%*

Emerging Markets compared to Adecco Group



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1) As of January 2013, Morocco and Tunisia, previously within France, are reported under Emerging Markets. The 2012 information has been restated to conform to the current year presentation.

Debt and cash & short term investments

As of June 30, 2013

	Principal at maturity	Maturity	Fixed interest rate	Total in EUR million
8-year Swiss Franc fixed rate notes	CHF 125	2020	2.625%	**102**
7-year guaranteed Euro medium term notes	EUR 500	2018	4.750%	**493**
5-year Swiss Franc fixed rate notes	CHF 350	2017	1.875%	**286**
4-year Swiss Franc fixed rate notes	CHF 350	2016	2.125%	**284**
5-year guaranteed Euro medium term notes	EUR 346	2014	7.625%	**347**
Committed multicurrency revolving credit facility	EUR 600	2017	Variable rate	**0**1)
French Commercial Paper program				**283**
Other				**60**
Short & long term debt				**1,855**
Cash & short term investments				**373**
Net Debt				**1,482**

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1) EUR 72 million used for letters of credit

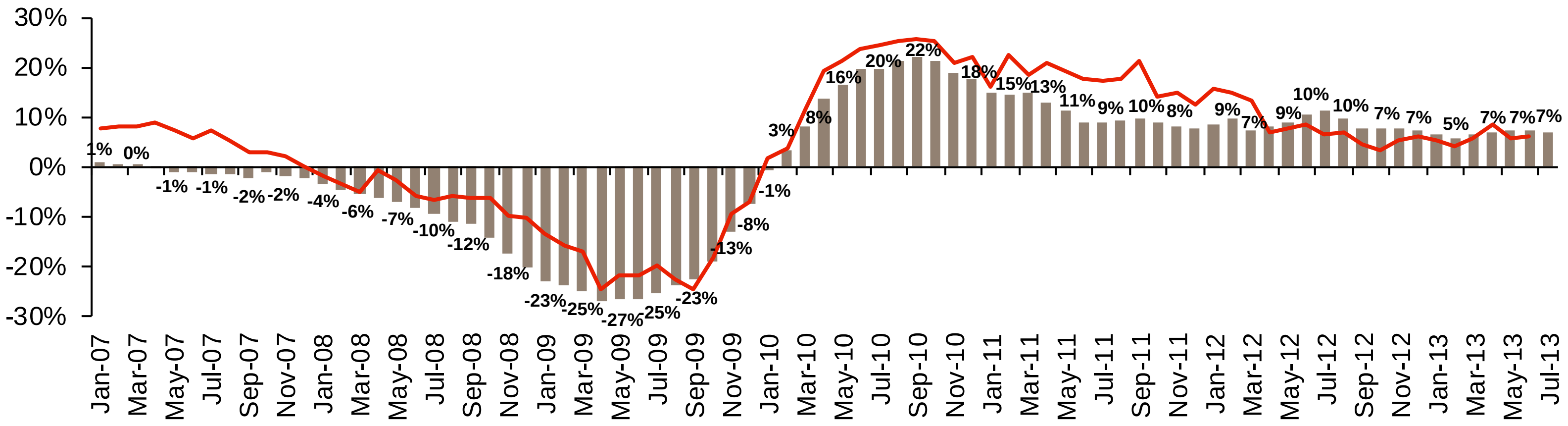
Sequential revenue analysis

Adecco Group	Q1	Q2	Q3	Q4
2007	=	=	−	=
2008	+	−−	−	−−−
2009	−−−	−−−	=	=
2010	++	+	+	+
2011	+	=	=	=
2012	−	−	−	−
2013	=	=		

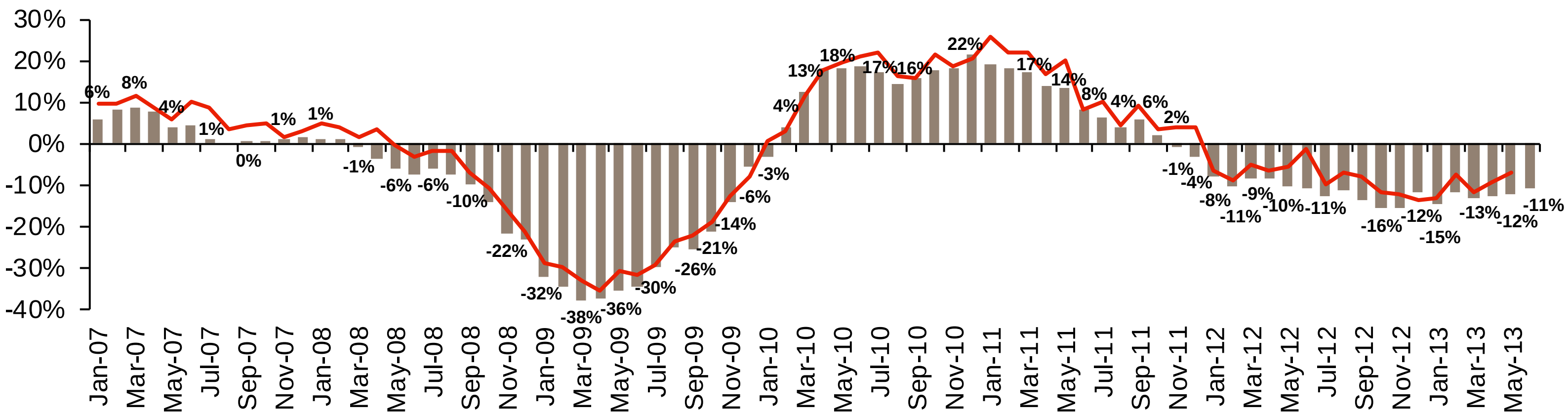
Development of US and French staffing market

Year-on-year growth

US staffing market (BLS data)

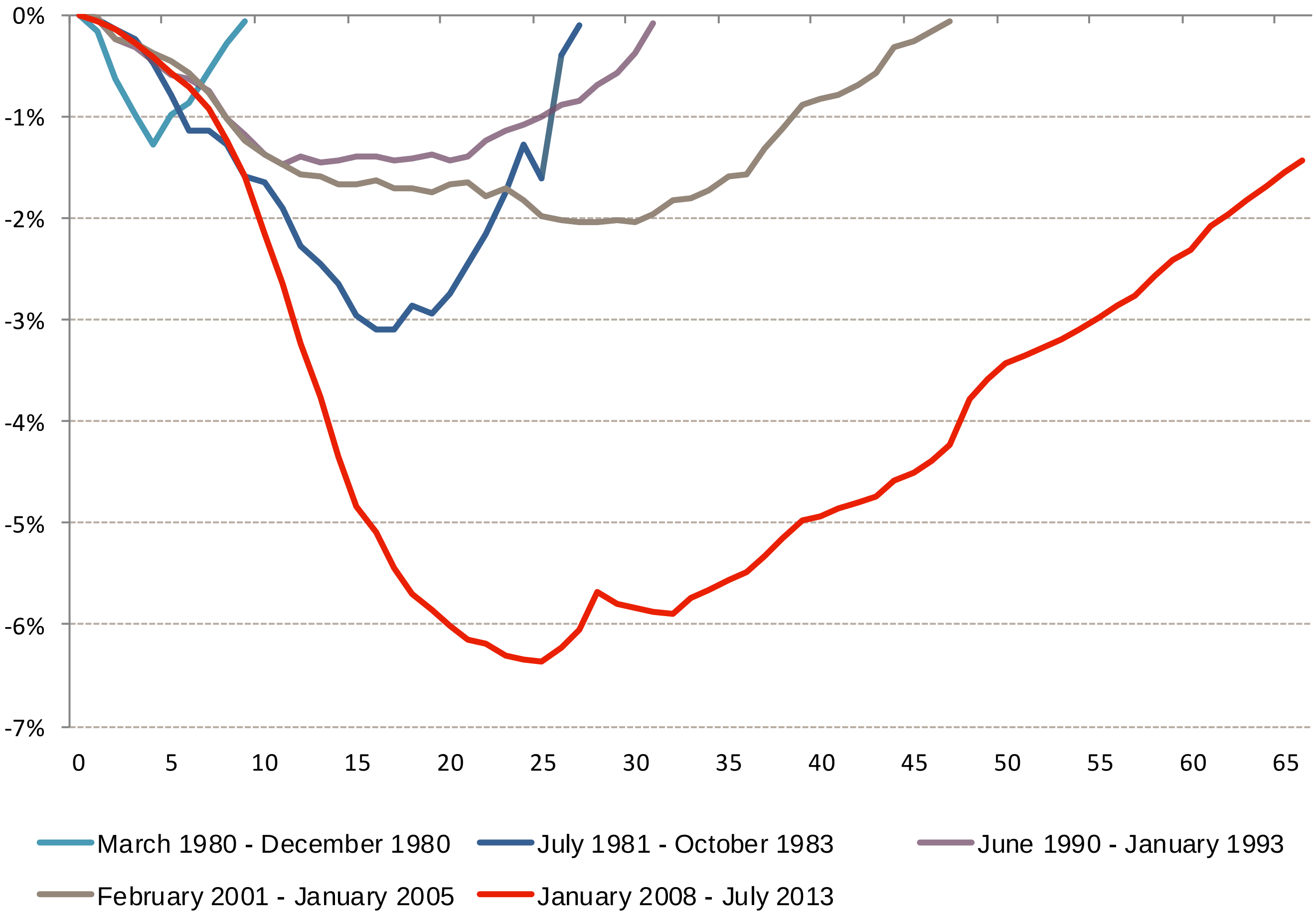


French staffing market (PRISME data)



US is in a slow recovery mode

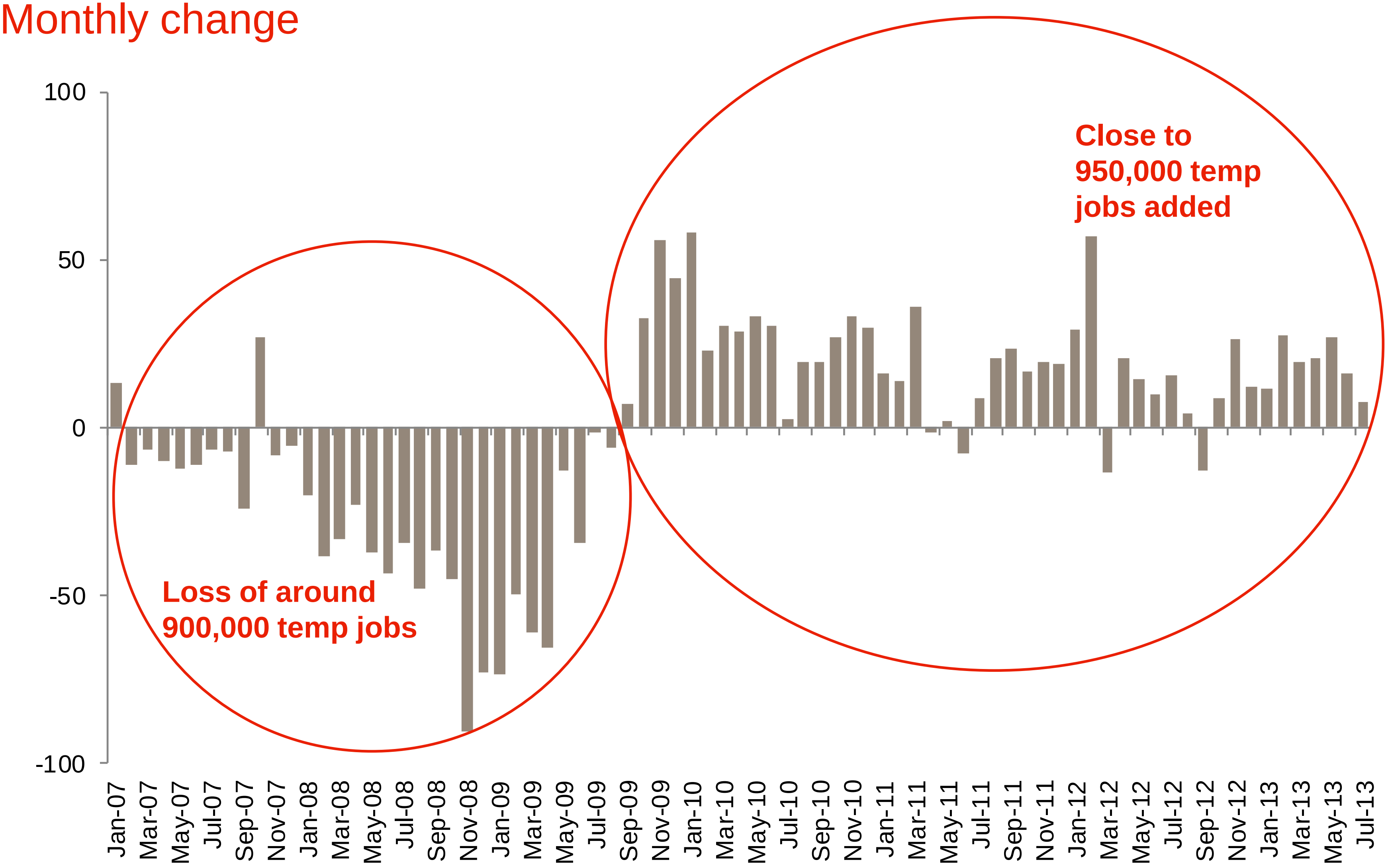
After more than 5.5 years, employment is still 1.5% below pre-crisis level



(Source: US Bureau of Labor Statistics; McKinsey Global Institute analysis)

US temporary job market

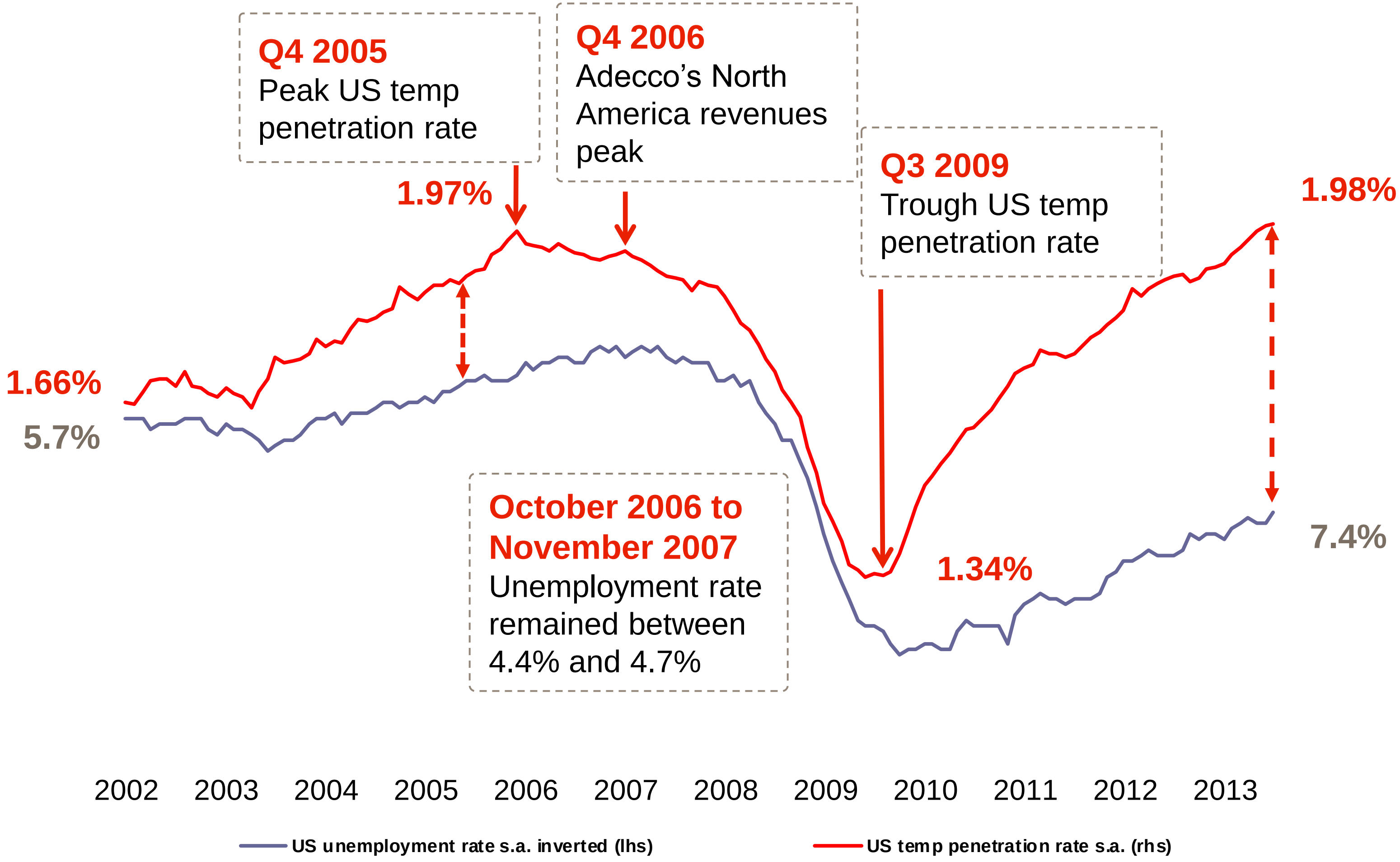
Monthly change



Source: Bureau of Labor Statistics (BLS)

Structural shift to temporary staffing in current upturn

US temporary penetration rate vs. unemployment rate



Q4 2005
Peak US temp penetration rate

Q4 2006
Adecco's North America revenues peak

Q3 2009
Trough US temp penetration rate

October 2006 to November 2007
Unemployment rate remained between 4.4% and 4.7%

Source: Bureau of Labor Statistics (BLS)

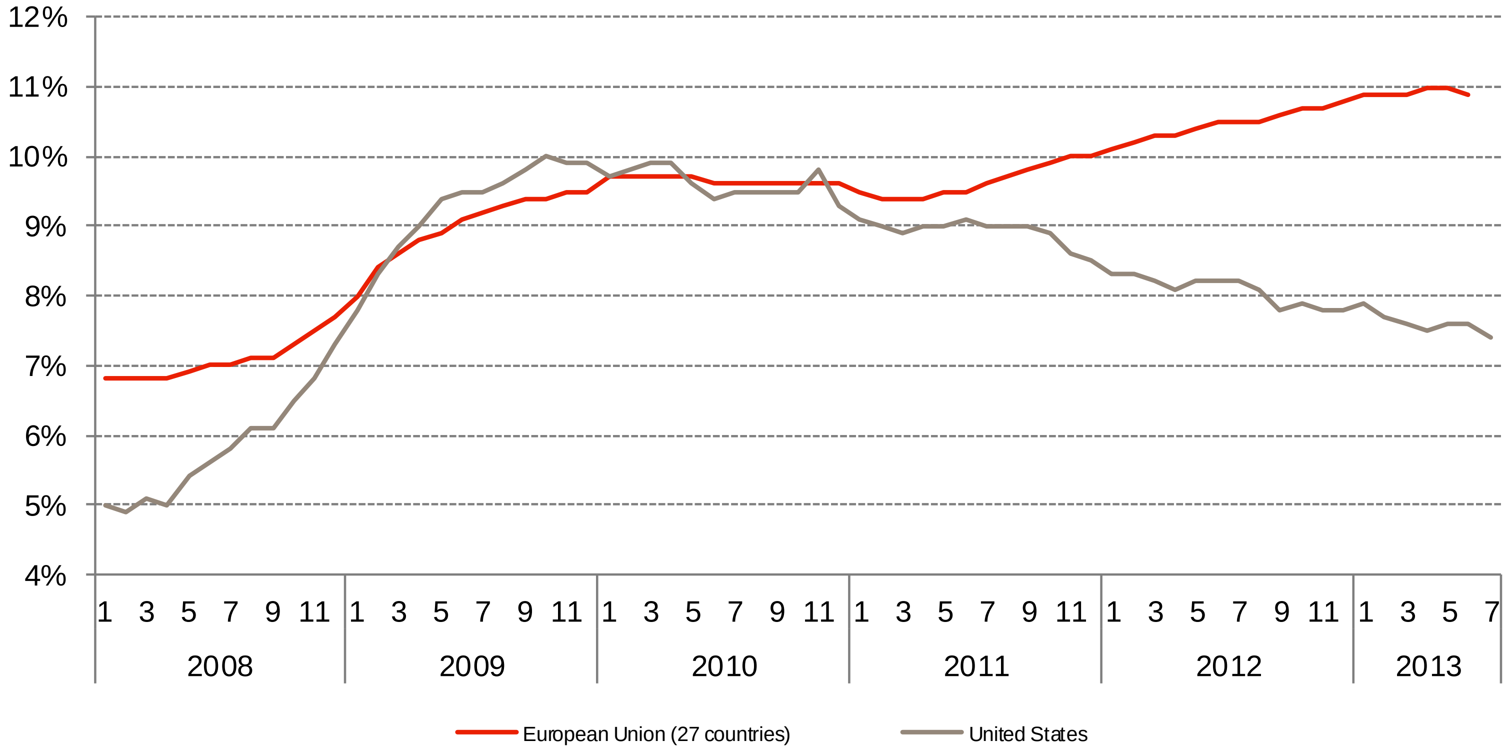
Key market trends

The environment we live in and the potential for our industry

Trend 1	**High unemployment here to stay**
Trend 2	**Production shifts which changes labour needs**
Trend 3	**The increasing skills gap – jobs don’t get filled**
Trend 4	**Mobility will start off**
Trend 5	**Towards more flexibility**

Diverging unemployment trends between the US and Europe

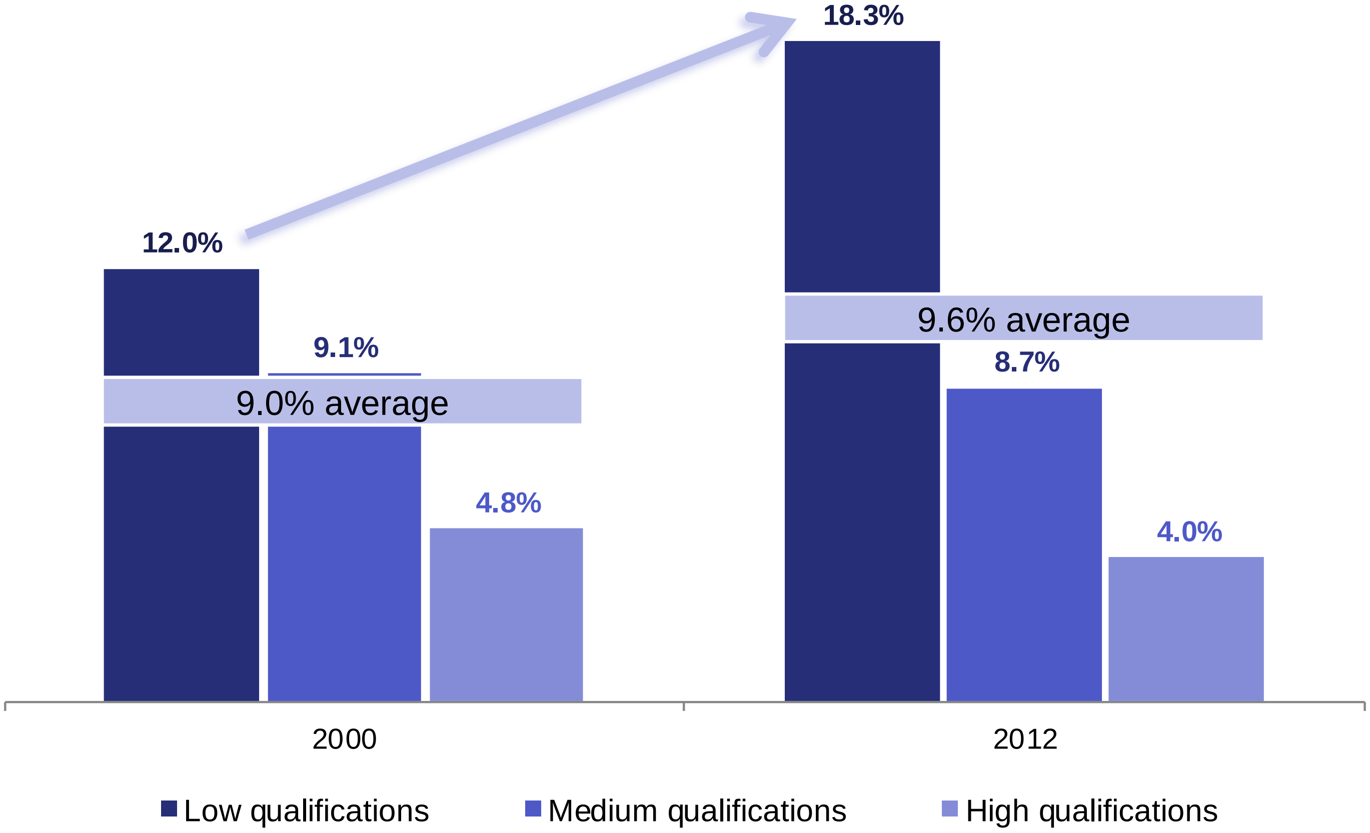
In Europe unemployment still increasing



Source: US Bureau of Labor Statistics; Eurostat

Production shifts change labour needs

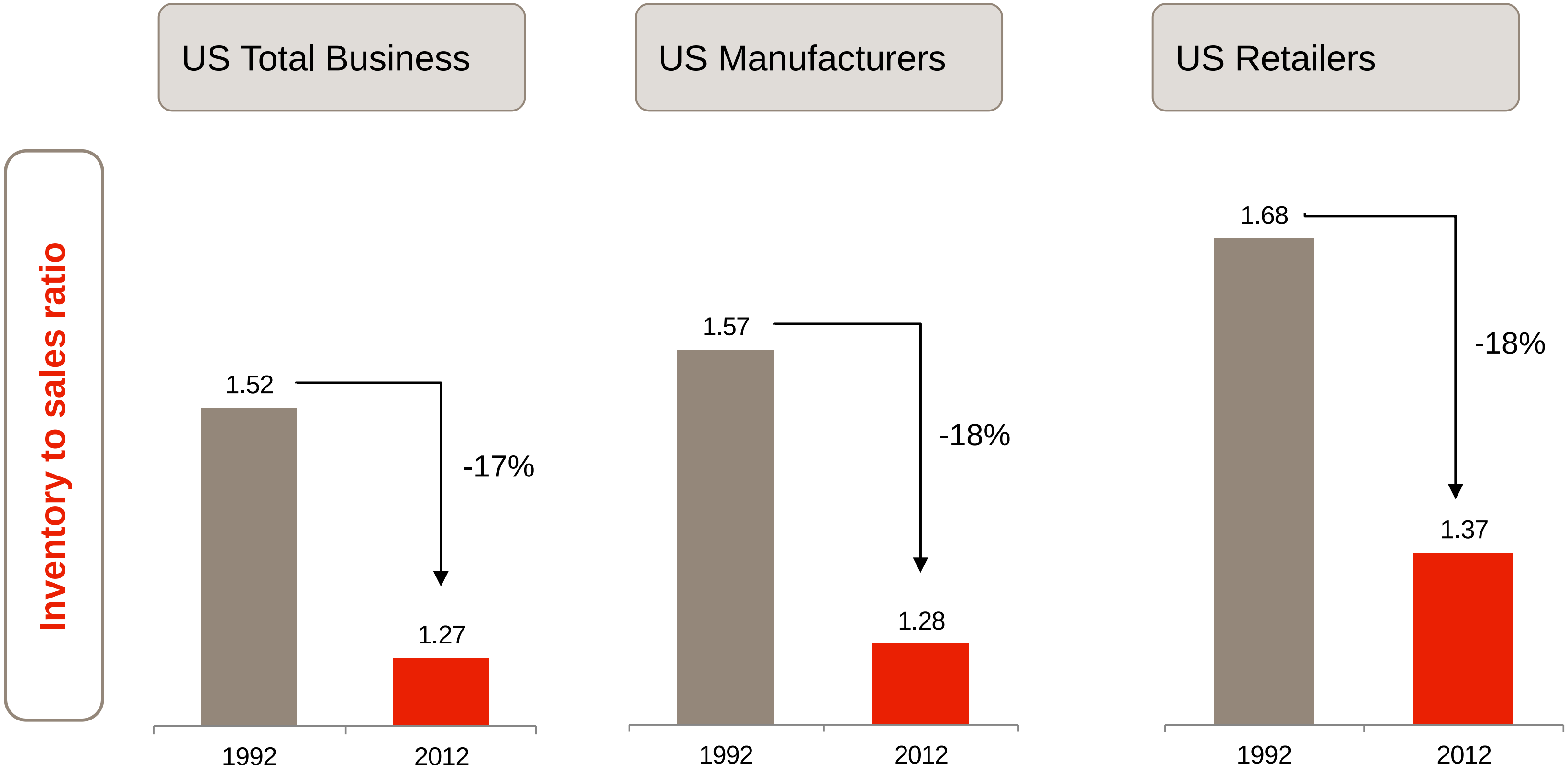
Strong increase in unemployment among low qualifications in the EU



Source: European Centre for the Development of Vocational Training

More made to order

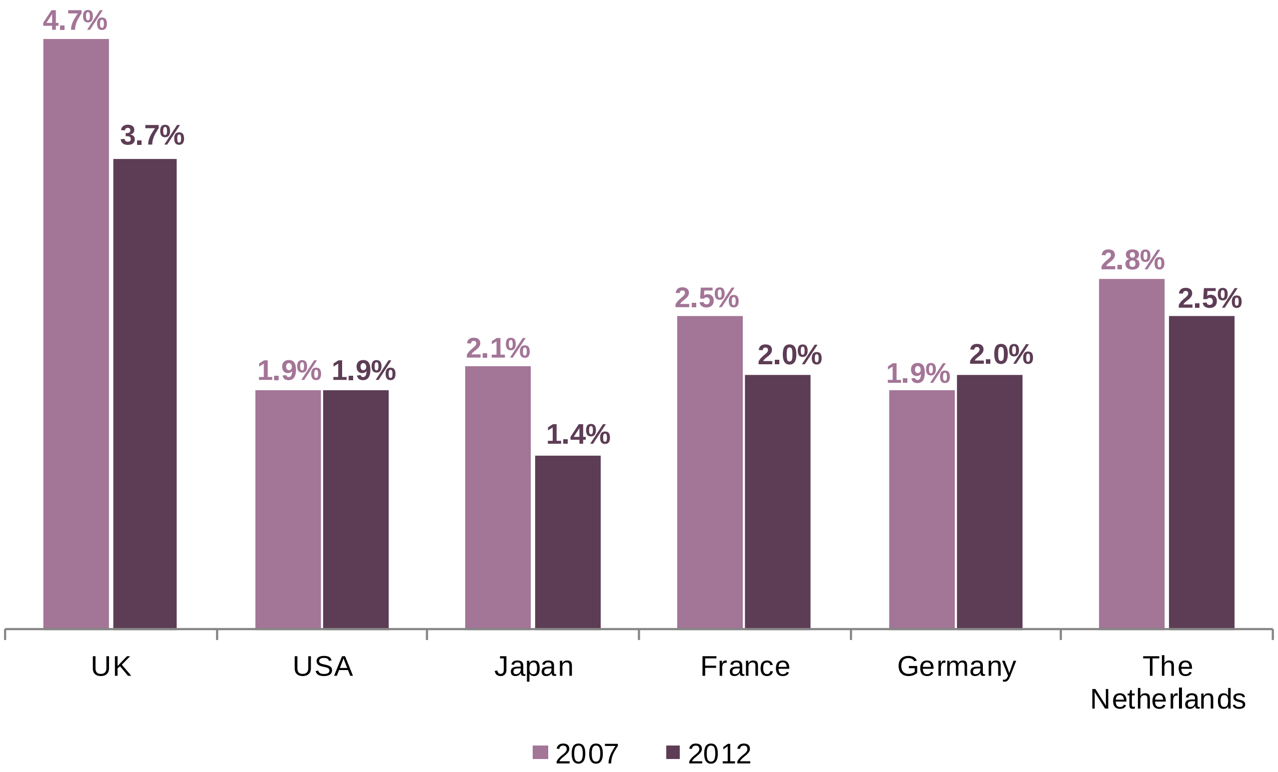
US example: Inventory to sales ratio declining 1992 – 2012



Source: US Inventory to Sales ratio; US Manufacturing and Trade Inventories and Sales report

Penetration rates

Main markets



Source: Eurociett, Bureau of Labor Statistics and Adecco estimate

Adecco's market position in FY 2012

Based on revenues

	percent of Adecco revenues	Market share[1] in percent	Market position[1]
France	**25%**	**28%**	**1**
North America	**18%**	**4%**	**3**
UK & Ireland	**9%**	**6%**	**1**
Germany & Austria	**8%**	**9%**	**2**
Japan	**8%**	**3%**	**4**
Italy	**5%**	**17%**	**1**
Benelux	**4%**	**6%**	**3**
Nordics	**4%**	**13%**	**2**
Iberia	**3%**	**24%**	**2**
Australia & New Zealand	**3%**	**4%**	**4**
Switzerland	**2%**	**15%**	**1**
Emerging Markets	**9%**	**6%**	**1**
LHH	**2%**	**15%**	**1**

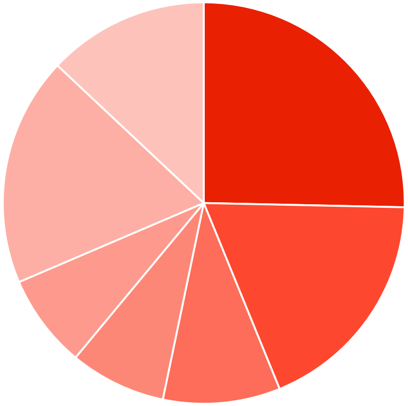
1) Adecco estimate

Market potential for Professional and General staffing

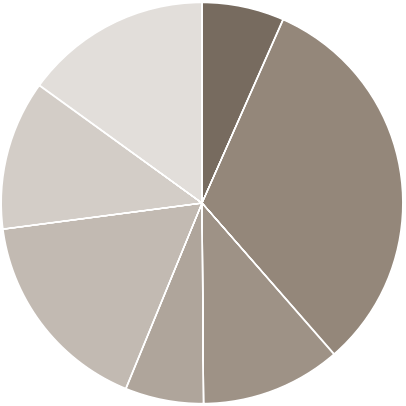
Market size and FY 2012 revenues of Adecco

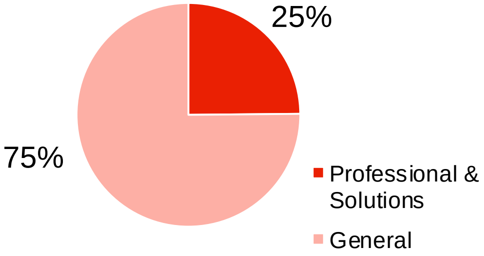
Adecco FY 2012 revenues: EUR 20.5bn

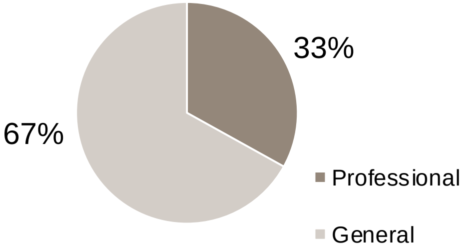
Global market 2012: Approx. EUR 278bn



25%	🟥	France	■	7%
18%	🟥	North America / USA	■	32%
9%	🟥	UK & Ireland	■	11%
8%	🟥	Germany & Austria	■	6%
8%	🟥	Japan	■	17%
18%	🟥	Rest of Europe[1)]	■	12%
14%	🟥	Other	■	15%





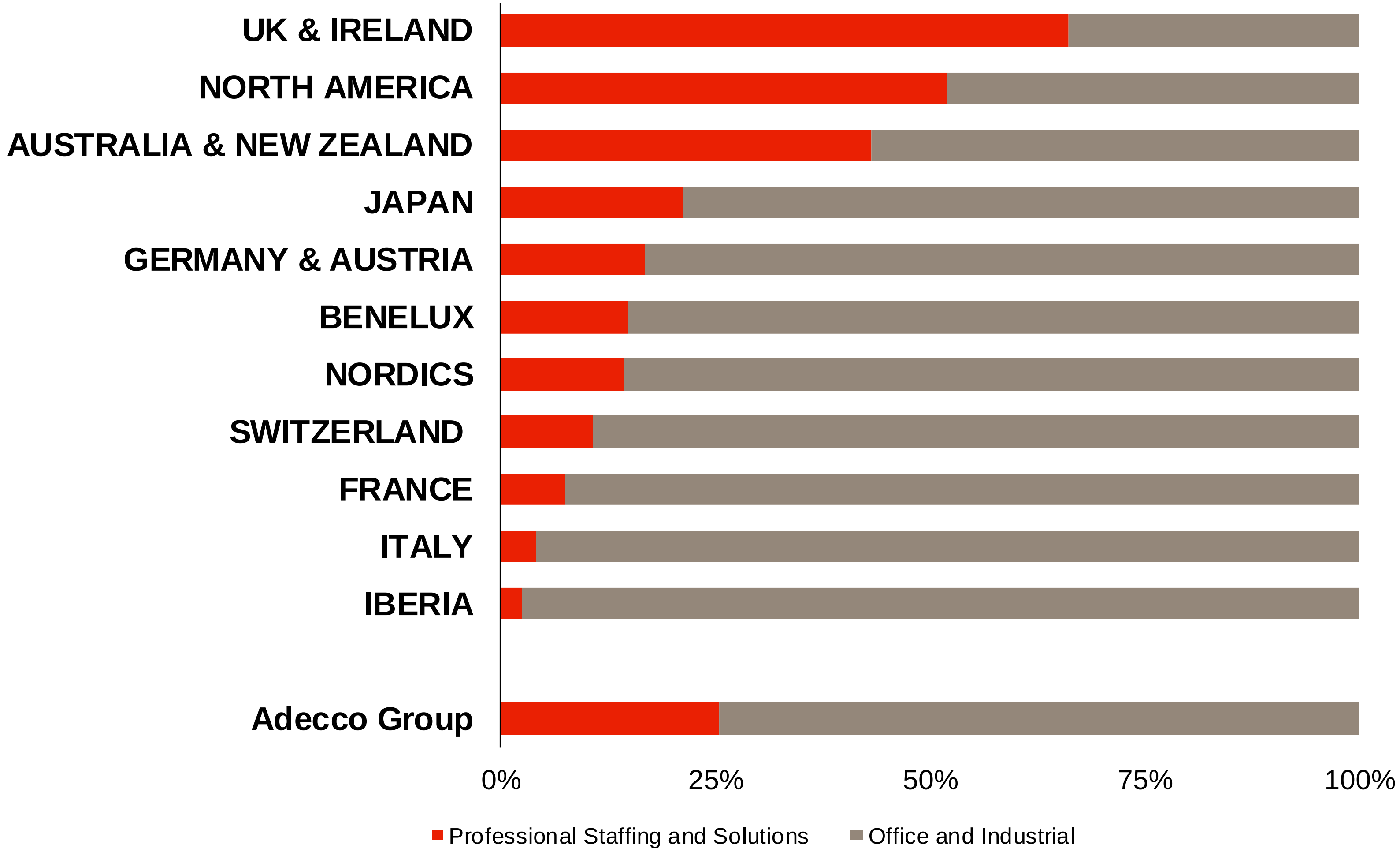


1) Excluding Emerging Markets

Source: National statistics and Adecco estimates

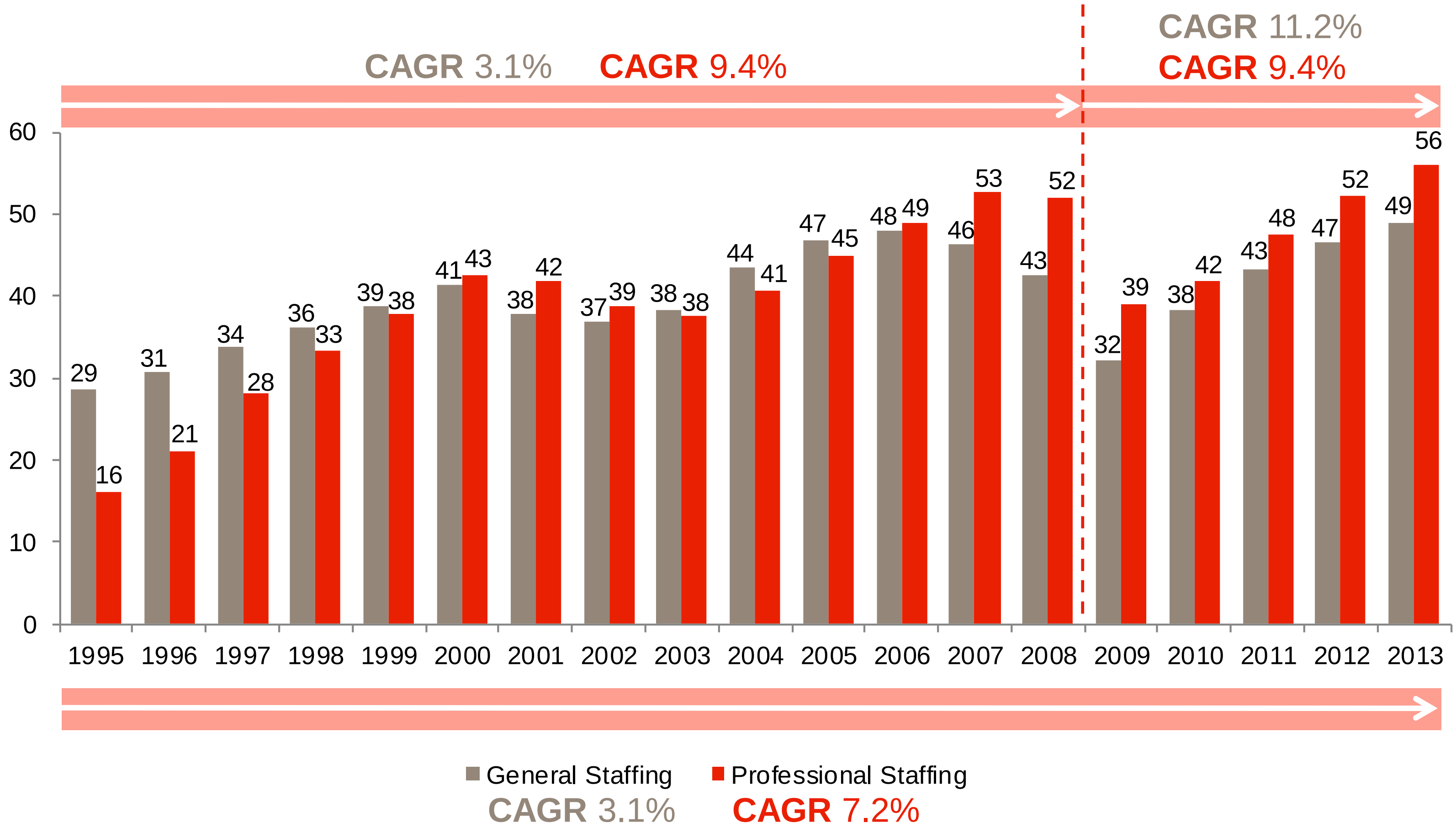
Revenues – General vs. Professional Staffing and Solutions

Based on dedicated branches in Q2 2013



Professional staffing outgrowing general staffing

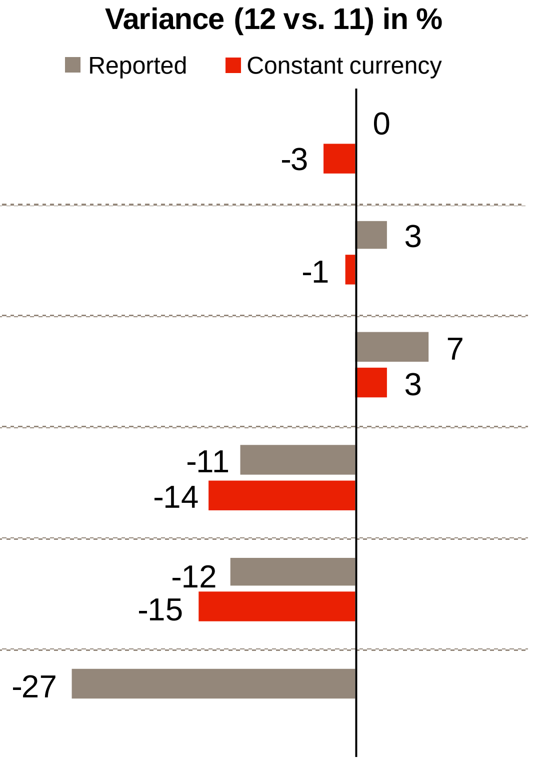
US temporary staffing market, based on revenues in USD billion



Source: Staffing Industry Analysts Inc., U.S. Census Bureau, Bureau of Labor Statistics, public company results

FY 2012 results summary

	Reported EUR m	% of rev.
Revenues[1]	**20,536**	
Gross profit[1]	**3,674**	17.9%
SG&A[1]	**2,949**	14.4%
EBITA[1), 2)]	**725**	3.5%
Operating income	**673**	3.3%
Net income attributable to Adecco shareholders	**377**	1.8%



	Reported	Constant currency
Revenues	0	-3
Gross profit	3	-1
SG&A	7	3
EBITA	-11	-14
Operating income	-12	-15
Net income attributable to Adecco shareholders	-27	

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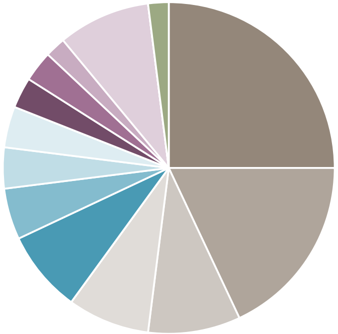
1) In 2012 organic revenues changed by -4%, Gross Profit by -3%, SG&A by 1% and EBITA by -17%.
2) EBITA is a non US GAAP measure and refers to operating income before amortisation of intangible assets.

Revenues and EBITA by segment

FY 2012 vs. FY 2011

Revenues in percent



		Revenues		EBITA[2), 3)]	
		EUR m	organic[1)] yoy growth	EUR m	margin
25% ■	France	**5,203**	-14%	**103**	2.0%
18% ■	North America	**3,800**	3%	**161**	4.2%
9% ■	UK & Ireland	**1,936**	6%	**32**	1.6%
8% ■	Germany & Austria	**1,591**	1%	**90**	5.6%
8% ■	Japan	**1,550**	-10%	**91**	5.8%
5% ■	Italy	**934**	-10%	**51**	5.4%
4% ■	Benelux	**922**	-4%	**40**	4.3%
4% ■	Nordics	**840**	2%	**30**	3.6%
3% ■	Iberia	**657**	-11%	**20**	3.0%
3% ■	Australia & New Zealand	**531**	-4%	**17**	3.2%
2% ■	Switzerland	**437**	-10%	**42**	9.7%
9% ■	Emerging Markets	**1,825**	10%	**63**	3.5%
2% ■	LHH	**310**	3%	**82**	26.6%
	Corporate			**(97)**	
	Adecco Group	**20,536**	-4%	**725**	3.5%

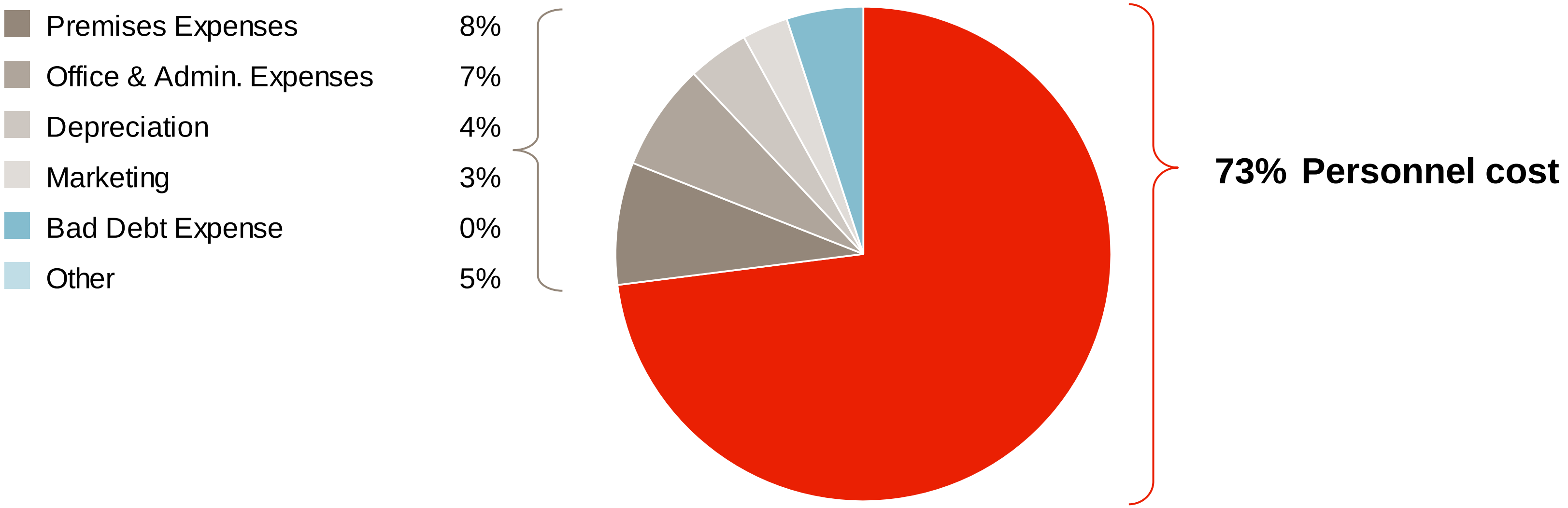
1) Organic growth is a non US GAAP measure and excludes the impact of currency, acquisitions and divestitures.

2) EBITA is a non US GAAP measure and refers to operating income before amortisation of intangible assets.

3) Including restructuring costs of EUR 60 million in France, EUR 6 million in North America and EUR 17 million in other European countries and Japan and integration costs of EUR 5 million in LHH.

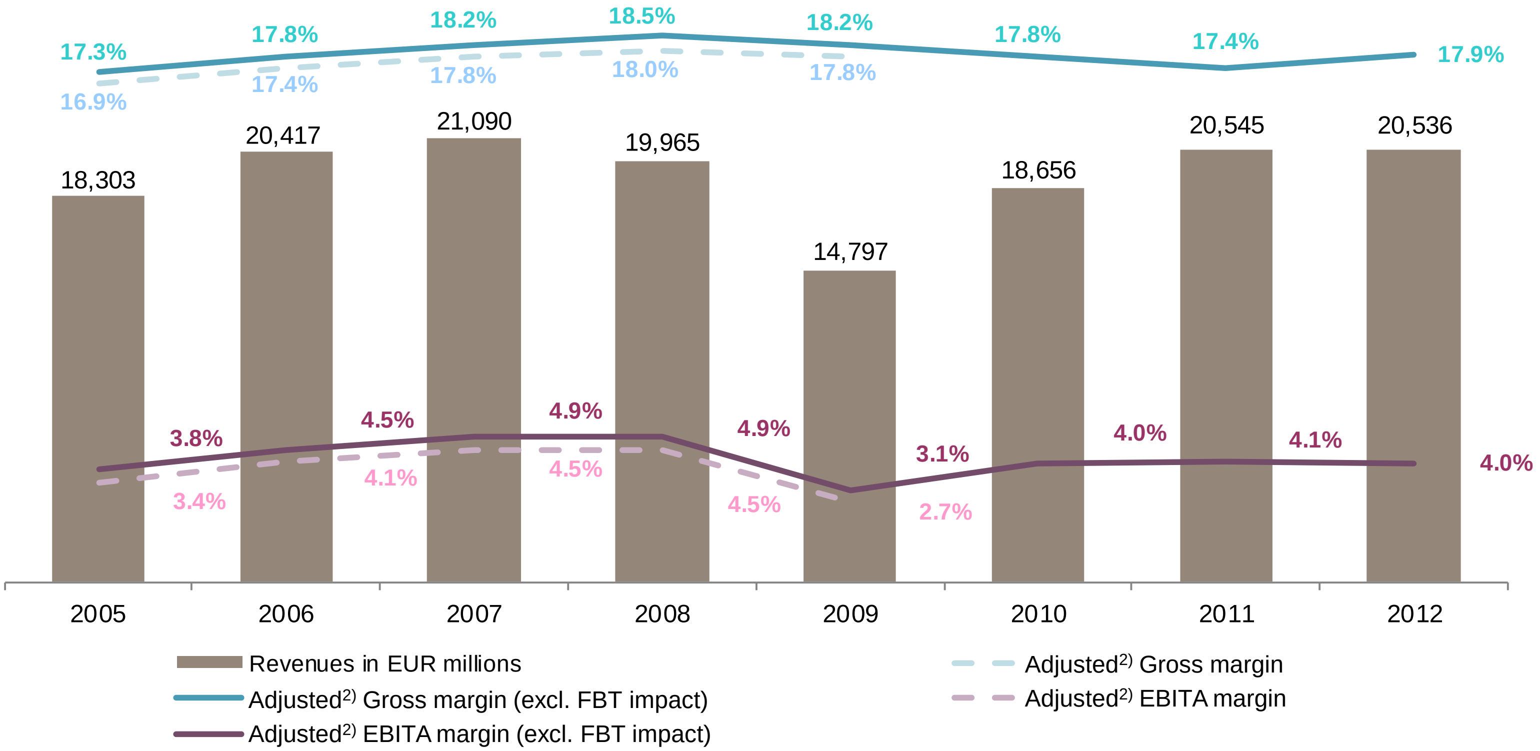
SG&A breakdown

FY 2012



What we have achieved

Financial performance since 2005



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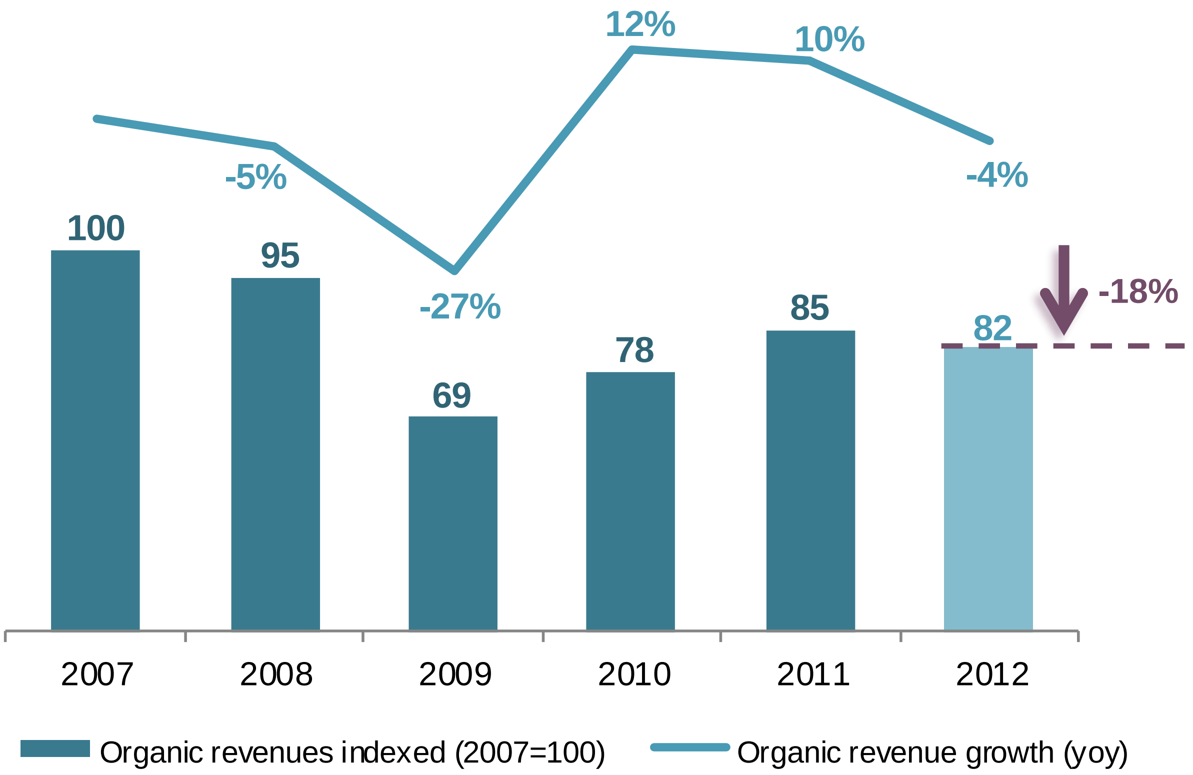
2) Please refer to slide 54.

Revenue development since the Group's peak in 2007

A look at the main markets – gap against the peak on an organic basis

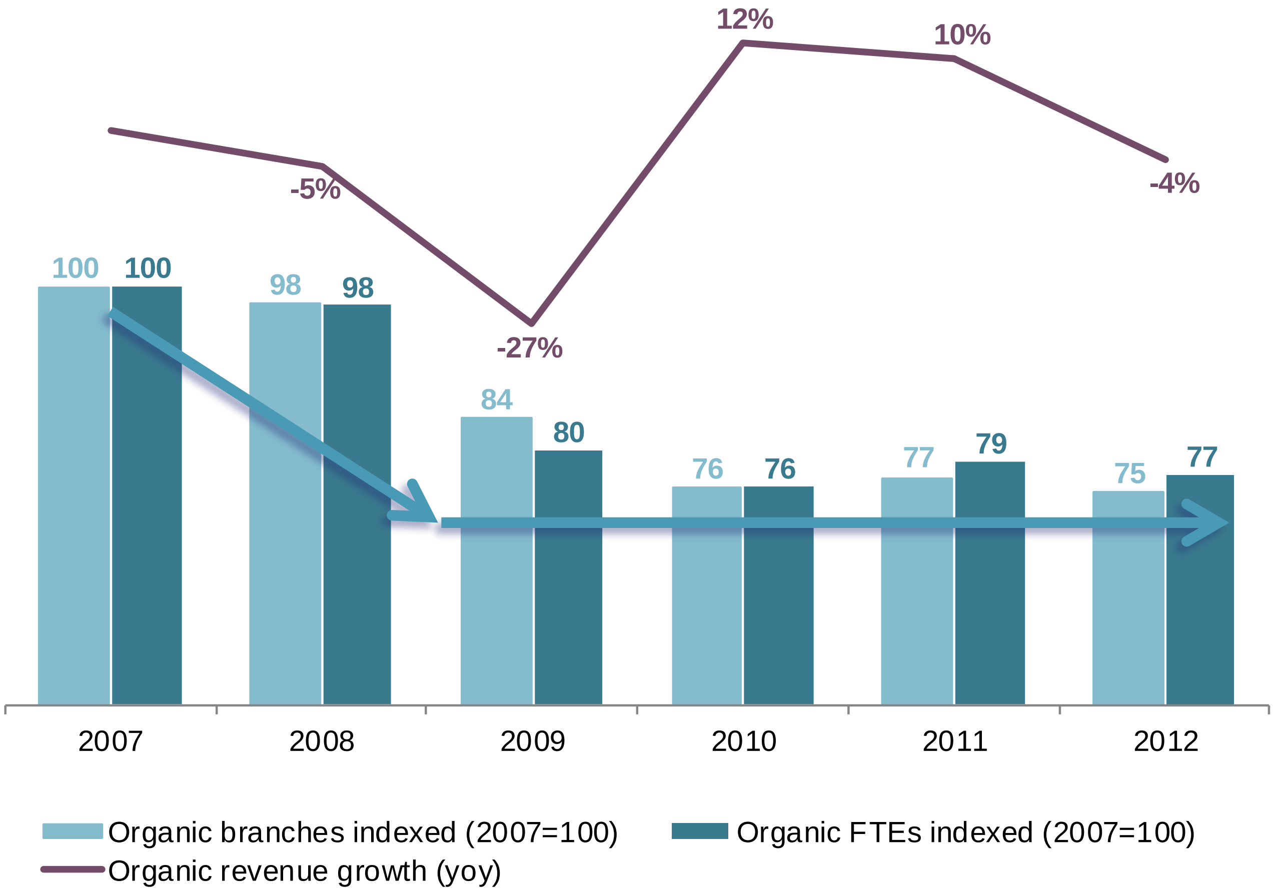
Revenue development since the peak in 2007

We are still 18% below the peak organically

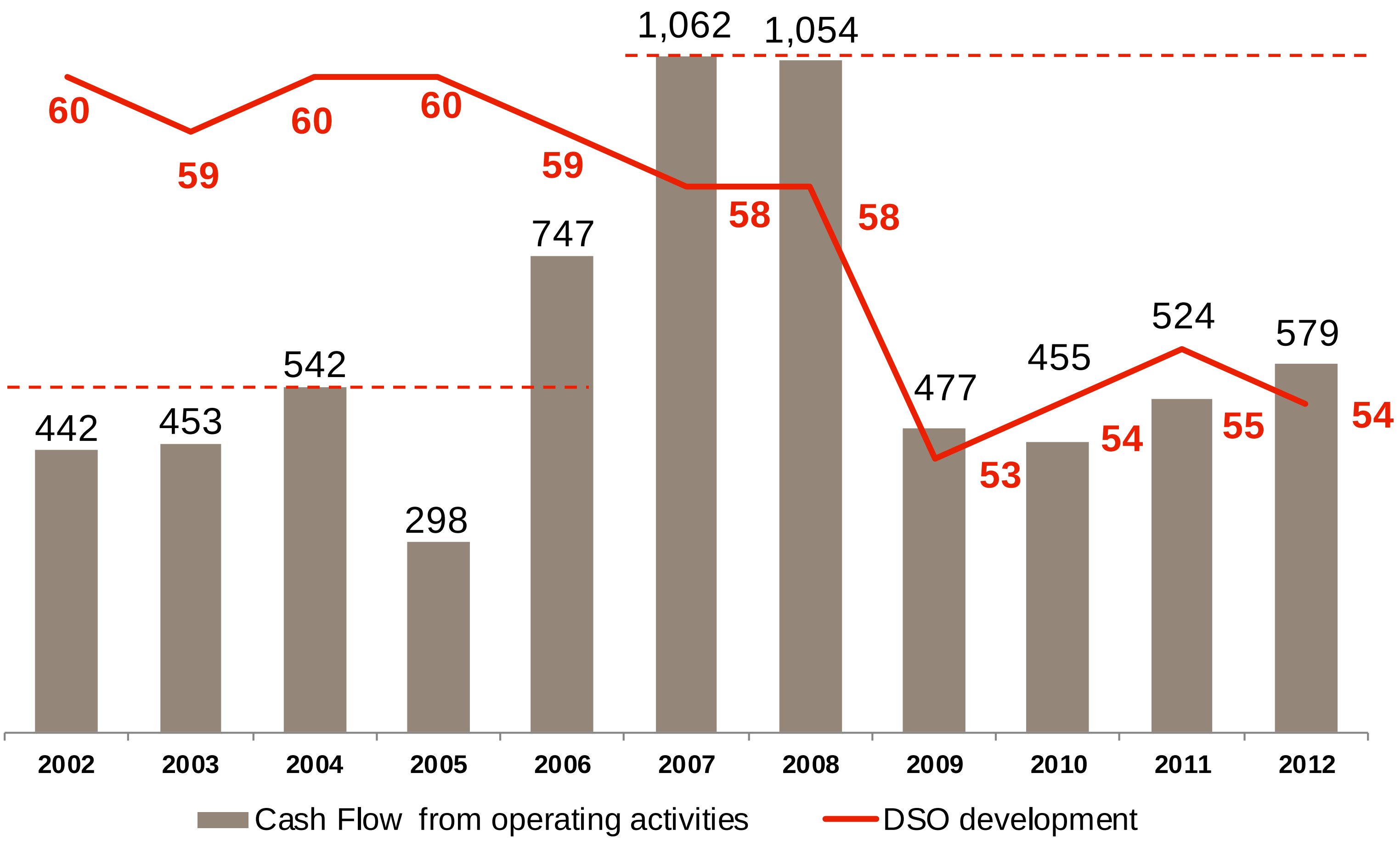


Revenues, branches and FTEs

Organic development (indexed)

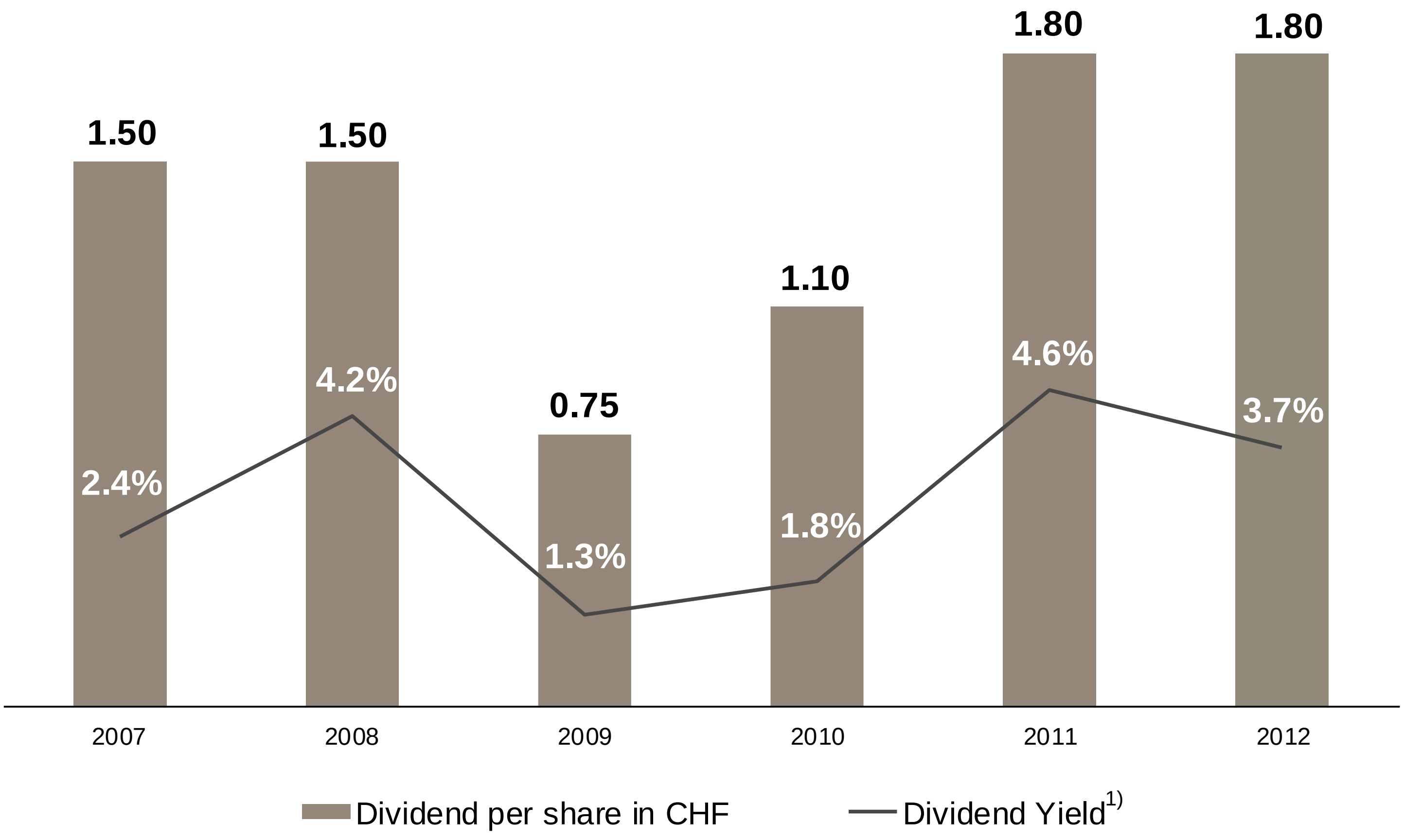


Cash flow and DSO development



A sustainable increase in the pay-out to shareholders

Dividend payments since 2007



From 2011, the target pay-out range has been increased to 40-50% from historically 25-30%

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1) Dividend yield is based on the relevant year end share price for 2007 to 2012.

The success of EVA

A major achievement - comparison of KPIs during the last two downturns

2002		2009	
Revenue decline yoy in constant currency	**-3%**	**-27%**	**Revenue decline yoy** organically
Gross margin yoy	**-100 bps**	**-20 bps**	**Gross margin adjusted**[1] **yoy**
SG&A in % of revenues	**15.1%**	**15.1%**	**Adjusted**[1] **SG&A** in % of revenues
EBITA margin yoy	**-160 bps**	**-180 bps**	**EBITA margin adjusted**[1] **yoy**
EBITA margin	**2.7%**	**2.7%**	**EBITA margin adjusted**[1]

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1) Please refer to slide 54.

Centralisation of our IT division

Six key focus areas, from local to global





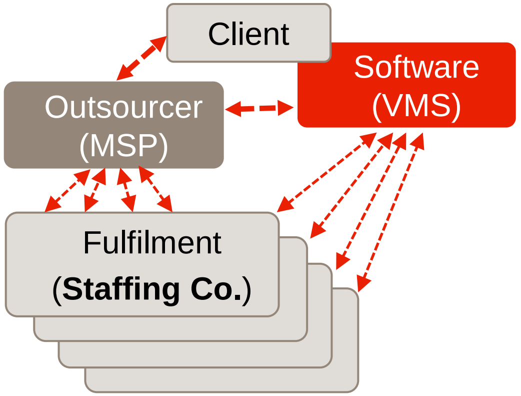

Key focus areas	Targeted outcome
Client management	• Consistent CRM practice • Better tailored client service
Candidate management	• A consistent and personalised experience • Access to all jobs globally
Search & Match	• Optimise matching through better use of hard and soft factors • Integration with social networks
Finance & Reporting	• Common platforms • High quality business intelligence
Colleague management	• Leverage talents • Increase retention
Infrastructure & Operations	• Consolidation of data centers • Standardisation of IT services

MSP, RPO, VMS…

Can someone help with the definitions please!

Managed Service Programmes (MSP)

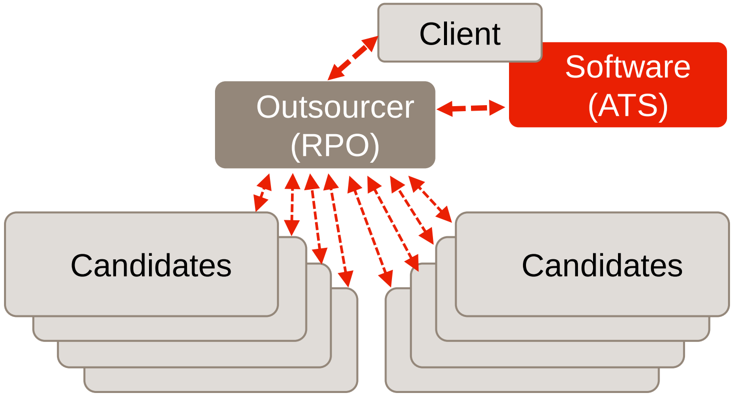
Clients outsource the management of contingent workforce to MSPs



- Outsourced procurement function, distinct from Master Vendor model
- MSP manages contingent workforce/staffing vendors
- Mostly works in conjunction with a VMS tool
- A VMS automates the processes of procuring people from staffing vendors, provides transparency into vendor costs and performance

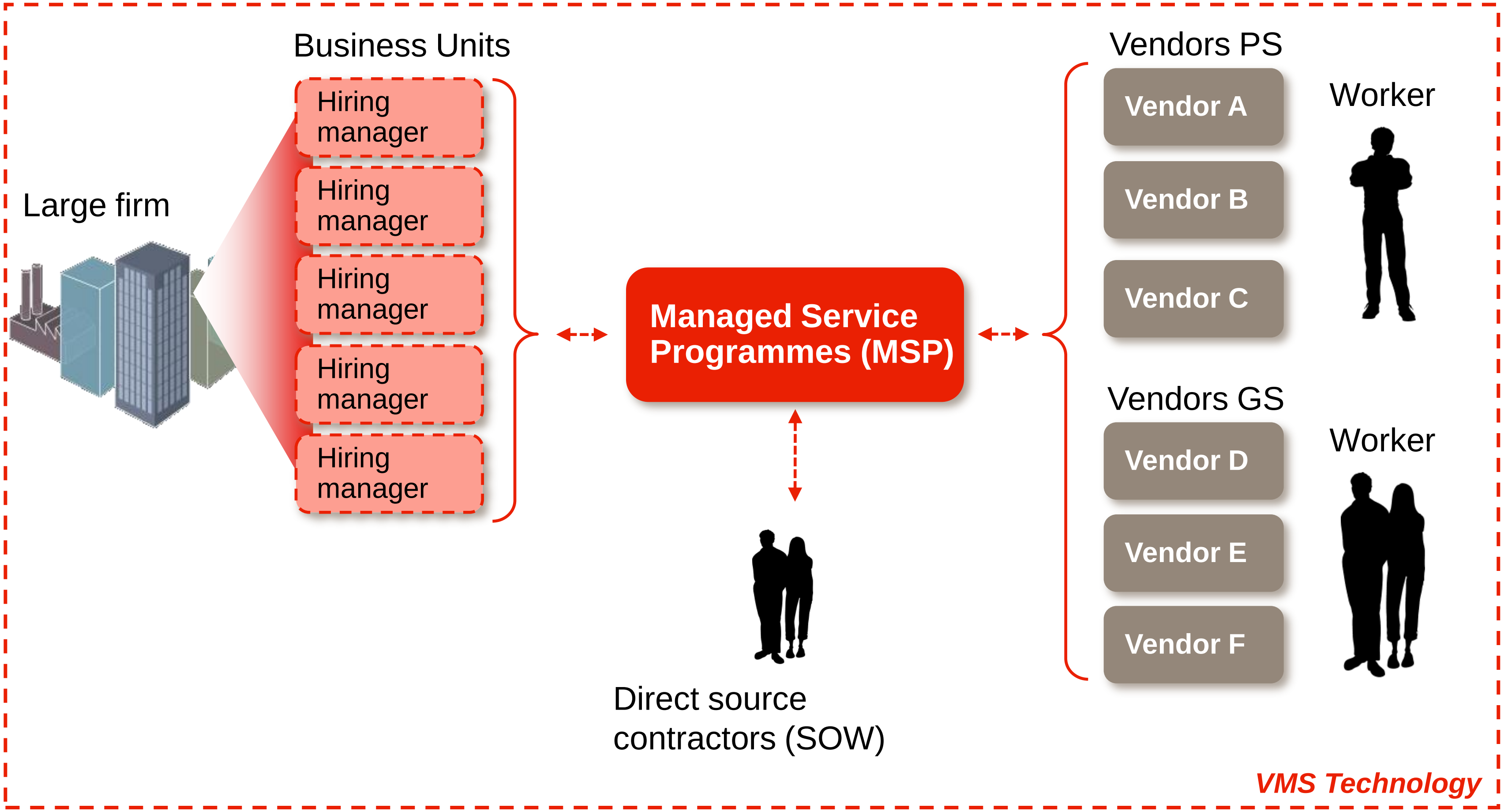
Recruitment Process Outsourcing (RPO)

Clients outsource the permanent recruiting process to RPOs



- Outsourced HR function, distinct from executive search and traditional permanent staffing
- RPO provides any or all in-house/corporate recruiting department services
- Mostly works in conjunction with a ATS tool
- An ATS collects and tracks candidate data, interview scheduling, reporting, provides transparency into candidate pipelining, hiring effectiveness

MSP Programmes manage the staffing supply chain



Business Units

Hiring manager

Hiring manager

Hiring manager

Hiring manager

Hiring manager

Large firm

Managed Service Programmes (MSP)

Direct source contractors (SOW)

Vendors PS

Vendor A

Vendor B

Vendor C

Worker

Vendors GS

Vendor D

Vendor E

Vendor F

Worker

VMS Technology

Adecco Group

Notes to the slides

Details on sources, estimates, adjustments and other

1) 2009 figures exclude on gross profit the positive impact of EUR 25 million due to favourable developments in France resulting in the reassessment of existing accruals and the negative impact of EUR 7 million due to a sales tax accrual in the UK related to prior years. 2009 figures exclude on EBITA the positive impact of EUR 25 million due to favourable developments in France resulting in the reassessment of existing accruals, the negative impact of EUR 7 million due to a sales tax accrual in the UK relating to prior years and the negative impact of EUR 121 million associated with restructuring costs. 2008 figures exclude on gross profit the positive impact of the modified calculation of the French social charges of EUR 63 million and from restructuring charges of EUR 8 million. 2008 figures exclude on EBITA the positive impact of the modified calculation of the French social charges of EUR 63 million and the negative impact associated with headcount reductions and branch optimisation in France and other European countries of EUR 32 million and the provision of the French antitrust procedure of EUR 19 million.

2) For better comparison, figures for 2005, 2006, 2007, 2008 and 2009 are excluding the impact of the French business tax (FBT), which as of January 1, 2010 was reclassified as income tax under US GAAP.
2005 figures exclude on gross profit the negative impact of the French business tax of EUR 80 million and on EBITA the negative impact of the French business tax of EUR 84 million.
2006 figures exclude on gross profit the negative impact of the French business tax of EUR 86 million and on EBITA the negative impact of the French business tax of EUR 91 million.
2007 figures exclude on gross profit the positive impact of the modified calculation of the French social charges of EUR 172 million and exclude the negative impact of the French business tax of EUR 88 million. 2007 figures exclude on EBITA the positive impact of the modified calculation of the French social charges of EUR 156 million and the negative impact of expenses related to the French antitrust proceedings of EUR 15 million and of the French business tax of EUR 93 million.
2008 figures exclude on gross profit the positive impact of the modified calculation of French social charges of EUR 63 million and from restructuring charges of EUR 8 million as well as the negative impact of the French business tax of EUR 84 million. 2008 figures exclude on EBITA the positive impact of the modified calculation of the French social charges of EUR 63 million, the negative impact associated with headcount reductions and branch optimisation in France and other European countries of EUR 32 million and of the provision for the French antitrust procedure of EUR 19 million and of the French business tax of EUR 89 million.
2009 figures exclude on gross profit the positive impact of EUR 25 million due to favourable developments in France resulting in the reassessment of existing accruals and the negative impact of EUR 7 million due to a sales tax accrual in the UK related to prior years and of the French business tax of EUR 61 million. 2009 figures exclude on EBITA the positive impact of EUR 25 million due to favourable developments in France resulting in the reassessment of existing accruals, the negative impact of EUR 7 million due to a sales tax accrual in the UK related to prior years, the negative impact of EUR 121 million associated with restructuring costs and of the French business tax of EUR 65 million.
2010 figures exclude on EBITA the negative impact of EUR 33 million associated with integration costs of MPS in NA and the UK and integration costs of Spring in the UK.
2011 figures exclude on EBITA the negative impact of EUR 20 million associated with integration costs of MPS and DBM.
2012 figures exclude on EBITA the negative impact of EUR 83 million associated with restructuring costs in France and other countries as well as integration costs of EUR 5 million related to DBM.