Q4 & FY 2015 Results

Adecco Group

Disclaimer and Note on Terminology

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 affecting 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.

Non US GAAP measures used

'Organic growth' excludes the impact of currency, acquisitions and divestitures.

'EBITA' refers to operating income before amortisation and impairment of goodwill and intangible assets.

'Net debt' comprises short-term and long-term debt less cash and cash equivalents and short-term investments.

Agenda

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Acquisition and current trading

Questions & answers

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Operational review

Alain Dehaze, Group CEO

Highlights
FY 2015

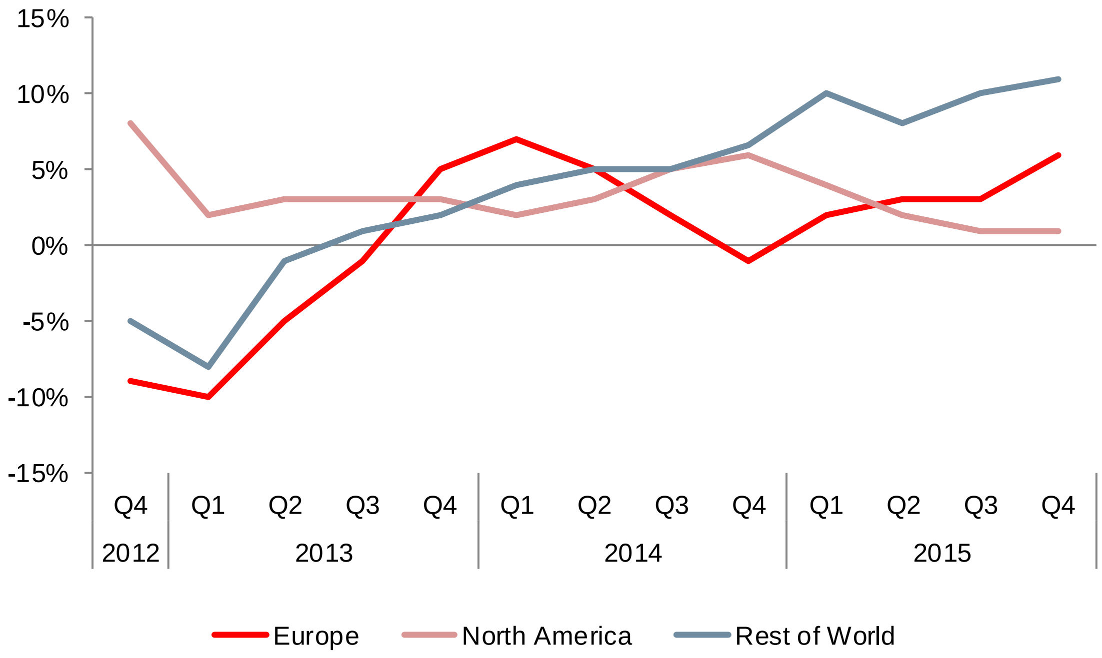
- Revenues EUR 22.0 billion, up 4% yoy organically
- Gross margin of 19.0%, up 50 bps; gross profit up 5% organically
- SG&A excluding one-offs up 3% yoy organically
- EBITA excluding one-offs EUR 1,147 million
- EBITA margin excluding one-offs 5.2%, up 40 bps yoy
- Proposed dividend for 2015 of CHF 2.40 per share, up 14% compared to last year

Highlights
Q4 2015

- Revenues EUR 5.7 billion, up 5% yoy organically
- Gross margin of 19.2%, up 30 bps; gross profit up 6% organically
- SG&A excluding one-offs up 4% yoy organically
- EBITA excluding one-offs EUR 310 million
- EBITA margin excluding one-offs 5.5%, up 20 bps yoy
- Revenues in January and February combined were up 4%, organically and adjusted for trading days

Revenue development by region[1)]

Organic year-on-year change in percent

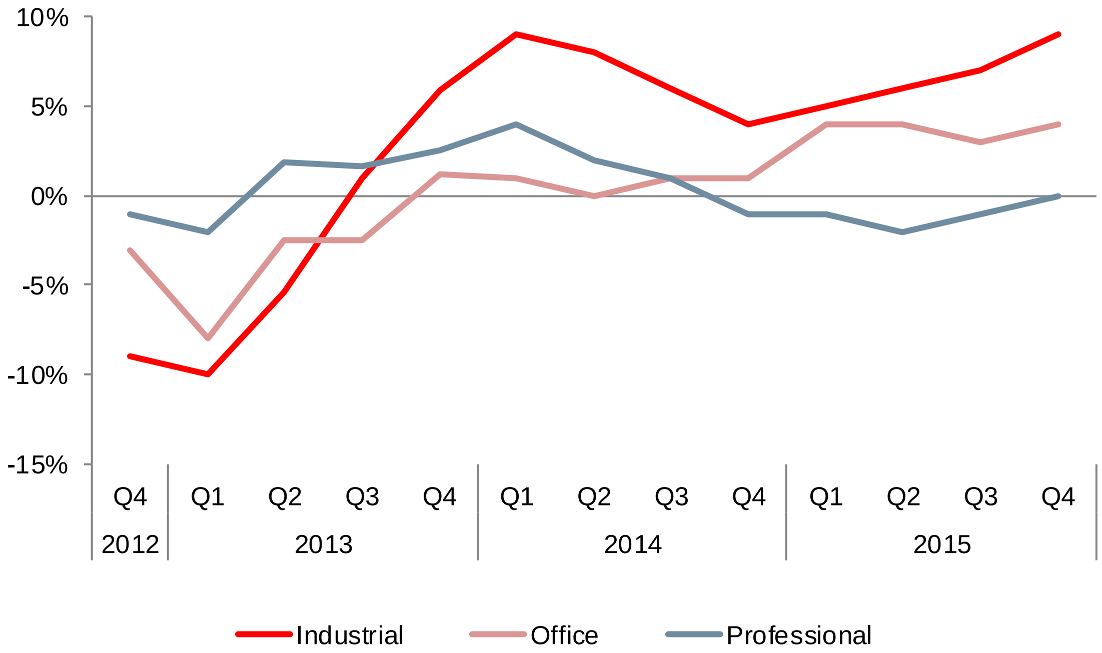


- Europe grew by 6% in Q4 2015, compared to 3% in the previous quarter
- North America grew by 1% in Q4 2015, the same as in the previous quarter
- Rest of World grew by 11% in Q4 2015 compared to 10% in the previous quarter

1) Excluding LHH.

Revenue development by business line[1)]

Organic year-on-year change in percent



Industrial grew by 9% in Q4 2015 compared to 7% in the previous quarter

Office grew by 4% in Q4 2015 compared to 3% in the previous quarter

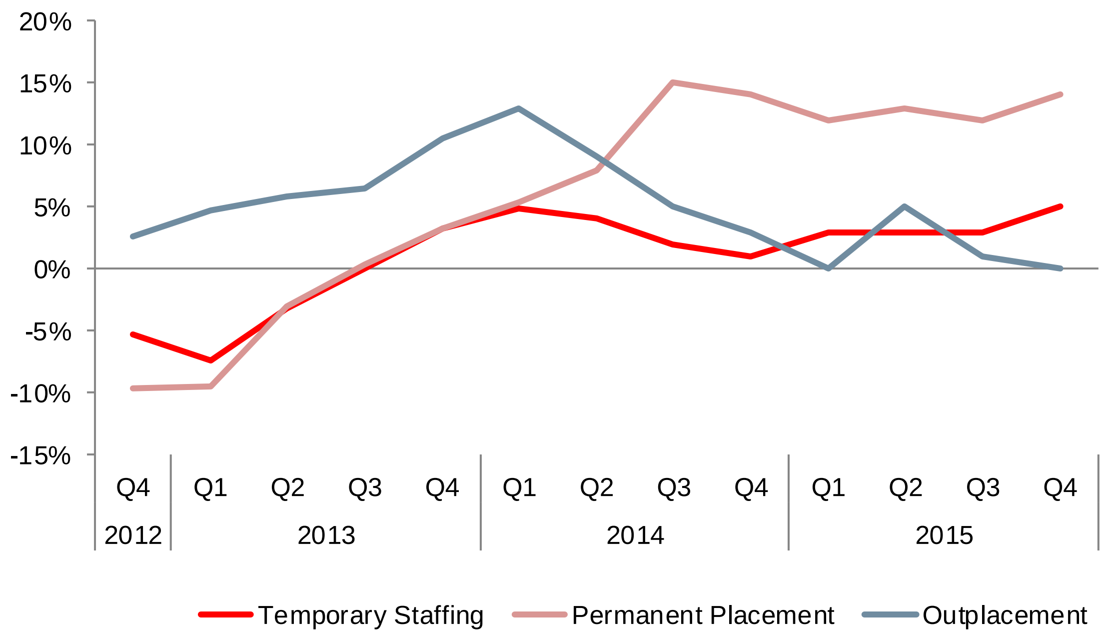
Professional Staffing flat in Q4 2015, compared to -1% in the previous quarter:

- IT: 1% (1% in Q3 2015)
- Engineering & Tech.: -7% (-9%)
- Finance & Legal: 5% (1%)
- Medical & Science: 9% (4%)

1) Excluding Solutions.

Revenue development by service line[1)]

Organic year-on-year change in percent



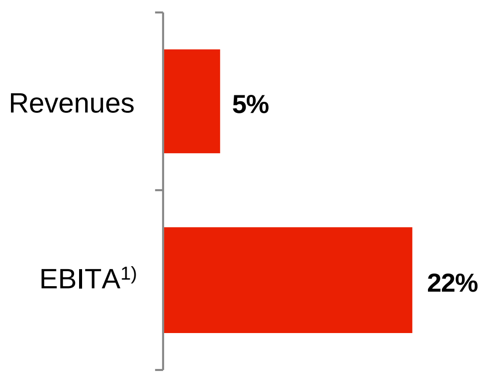
- Temporary staffing revenues grew by 5% in Q4 2015 compared to 3% in the previous quarter
- Permanent placement revenues grew by 14% in Q4 2015 compared to 12% in the previous quarter
- Outplacement revenues were flat in Q4 2015 compared to up 1% in the previous quarter

1) Excluding Outsourcing and Other.

France

21% of group revenues in Q4 2015

Q4 yoy growth



EBITA[1] margin

- Revenues EUR 1,196 million, up 5% yoy; revenue growth led by Industrial, up by 6%
- EBITA EUR 95 million

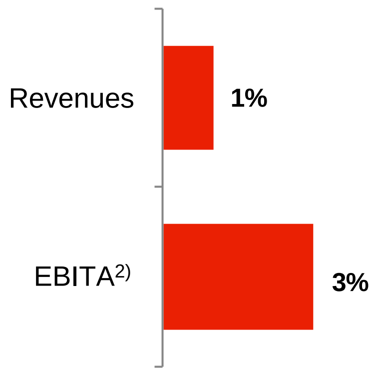
  EBITA margin[1] up 110 bps, including a c. 100 bps benefit related to social security charges of prior years
- Revenues for January and February up 6% yoy, adjusted for trading days

1) EBITA growth rate and EBITA margin exclude restructuring costs of EUR 4 million in Q4 2014.

North America

21% of group revenues in Q4 2015

Q4 yoy growth[1)]



EBITA[2)] margin

- Revenues EUR 1,221 million, up 1% yoy in constant currency
- EBITA EUR 81 million

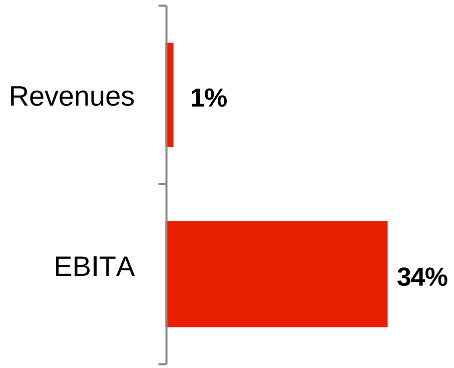
  EBITA margin[2)] up 20 bps
- Revenues for January and February up 1% yoy, adjusted for trading days

1) Growth rates are in constant currency.
2) EBITA growth rate and EBITA margin exclude restructuring costs of EUR 4 million in Q4 2014.

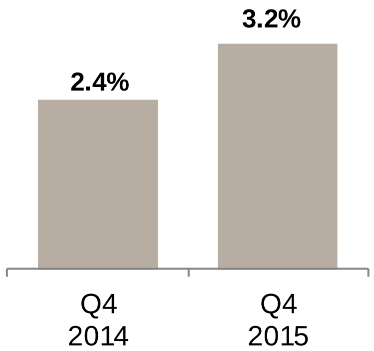
UK & Ireland

10% of group revenues in Q4 2015

Q4 yoy growth[1)]



EBITA margin



- Revenues EUR 580 million, up 1% yoy in constant currency
- EBITA EUR 19 million

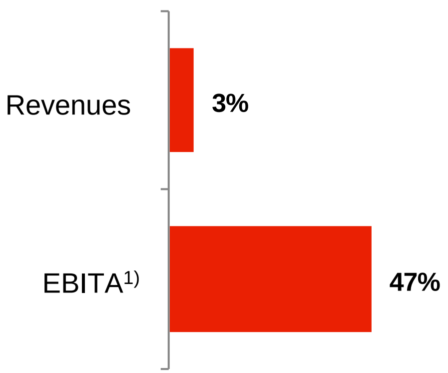
  EBITA margin up 80 bps, driven by good cost development
- Revenues for January and February up 1%, adjusted for trading days

1) Growth rates are in constant currency.

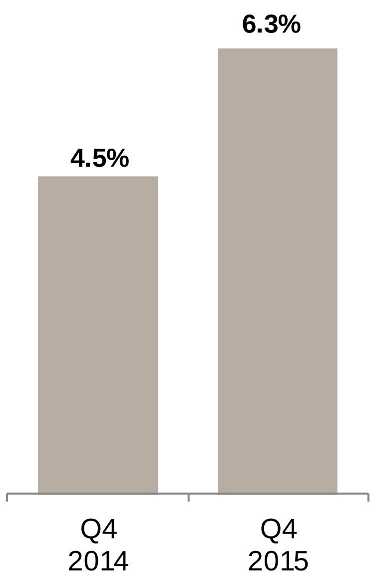
Germany & Austria

8% of group revenues in Q4 2015

Q4 yoy growth



EBITA[1] margin



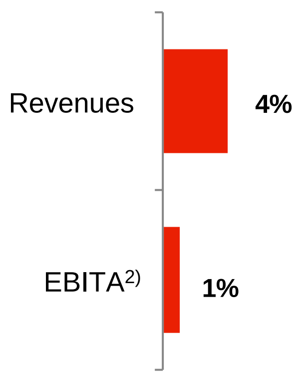
- Revenues EUR 428 million, up 3% yoy, with Industrial up 2%, Office up 7% and Professional Staffing up 4%
- EBITA EUR 27 million

  EBITA margin[1] up 180 bps, mainly driven by the timing of the bank holidays
- Revenues for January and February up 1% yoy, adjusted for trading days

1) EBITA growth rate and EBITA margin exclude restructuring costs of EUR 14 million in Q4 2014.

Japan

5% of group revenues in Q4 2015



- Revenues EUR 289 million, up 4% yoy in constant currency
- EBITA[2] EUR 17 million

  EBITA margin[2] flat
- Revenues for January and February flat yoy, adjusted for trading days

1) Growth rates are in constant currency.
2) EBITA growth rate and EBITA margin exclude write-down of capitalized software of EUR 12 million in Q4 2015.

Revenues and EBITA by segment

Q4 2015 vs. Q4 2014

% of revenues		Revenues: EUR millions	Revenues: Organic change yoy	EBITA[1)]: EUR millions	EBITA[1)]: Margin	EBITA[1)]: 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 integration costs of EUR 3 million in Lee Hecht Harrison, write-down of capitalized software of EUR 12 million in Japan and EUR 33 million in Corporate. In Q4 2014, excluding 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.

Financial review

Hans Ploos van Amstel, Group CFO

Q4 2015 – P&L
In EUR millions

EUR millions except share and per share information	Q4 2015	Q4 2014	Variance % EUR	Variance % Constant Currency
Revenues	**5,672**	**5,172**	10%	5%
Gross profit	**1,091**	**976**	12%	7%
EBITA excluding one-offs	**310**	**272**	14%	9%
EBITA	**262**	**249**	5%	1%
Operating income	**250**	**239**	5%	1%
Income before income taxes	**228**	**222**	3%	
Net income	**184**	**185**	0%	
Net income attributable to Adecco shareholders	**184**	**185**	0%	
Basic earnings per share	1.08	1.06	1%	
Diluted earnings per share	1.07	1.06	1%	

- Revenues up 5% in constant currency
- EBITA excluding one-offs up 9% in constant currency
- Write-down of capitalized software of EUR 45 million

Sequential revenue analysis

Adecco Group	Q1	Q2	Q3	Q4
2007	=	=	-	=
2008	+	- -	-	- - -
2009	- - -	- - -	=	=
2010	+ +	+	+	+
2011	+	=	=	=
2012	-	-	-	-
2013	=	=	=	=
2014	=	=	-	=
2015	+	=	-	=

+ Above long-term growth trend[1)]

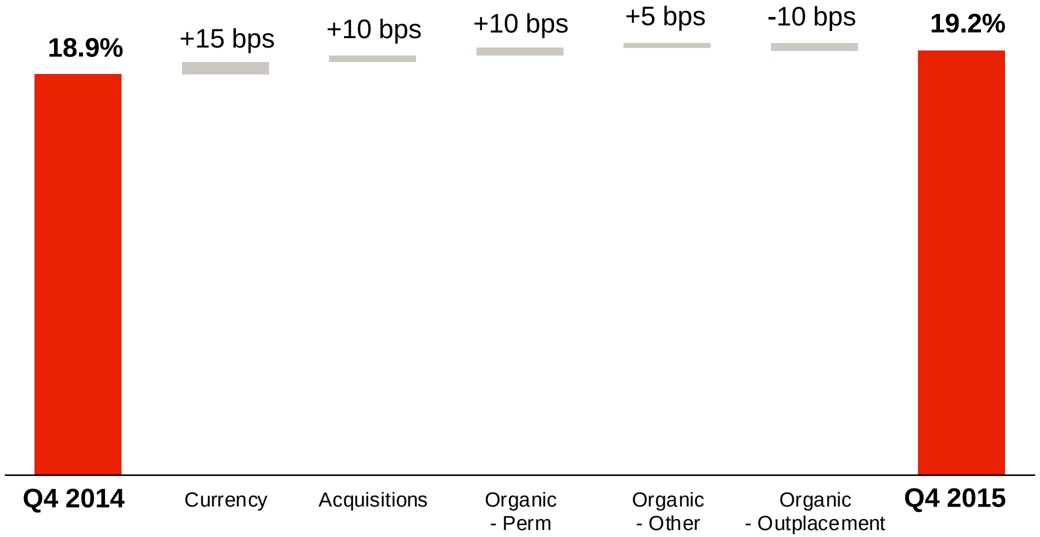
= In line with long-term growth trend[1)]

- Below long-term growth trend[1)]

1) Long-term growth trend is the 12-year median of sequential growth for the relevant quarter, adjusted for currency, acquisitions, divestitures and trading days.

Q4 2015 gross margin drivers

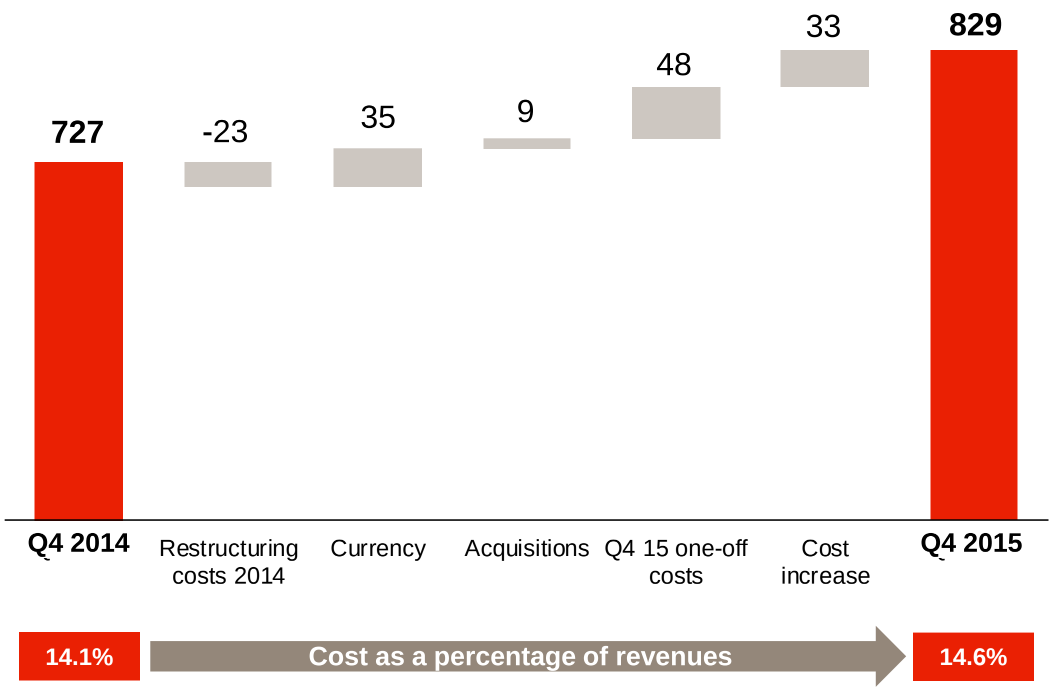
As percentage of revenues



Gross margin up 30 bps yoy to 19.2%, or up 5 bps organically

On an organic basis, perm placement added 10 bps and other activities added 5 bps, while outplacement had a 10bps negative effect, compared to Q4 2014

Q4 2015 SG&A movements
In EUR millions



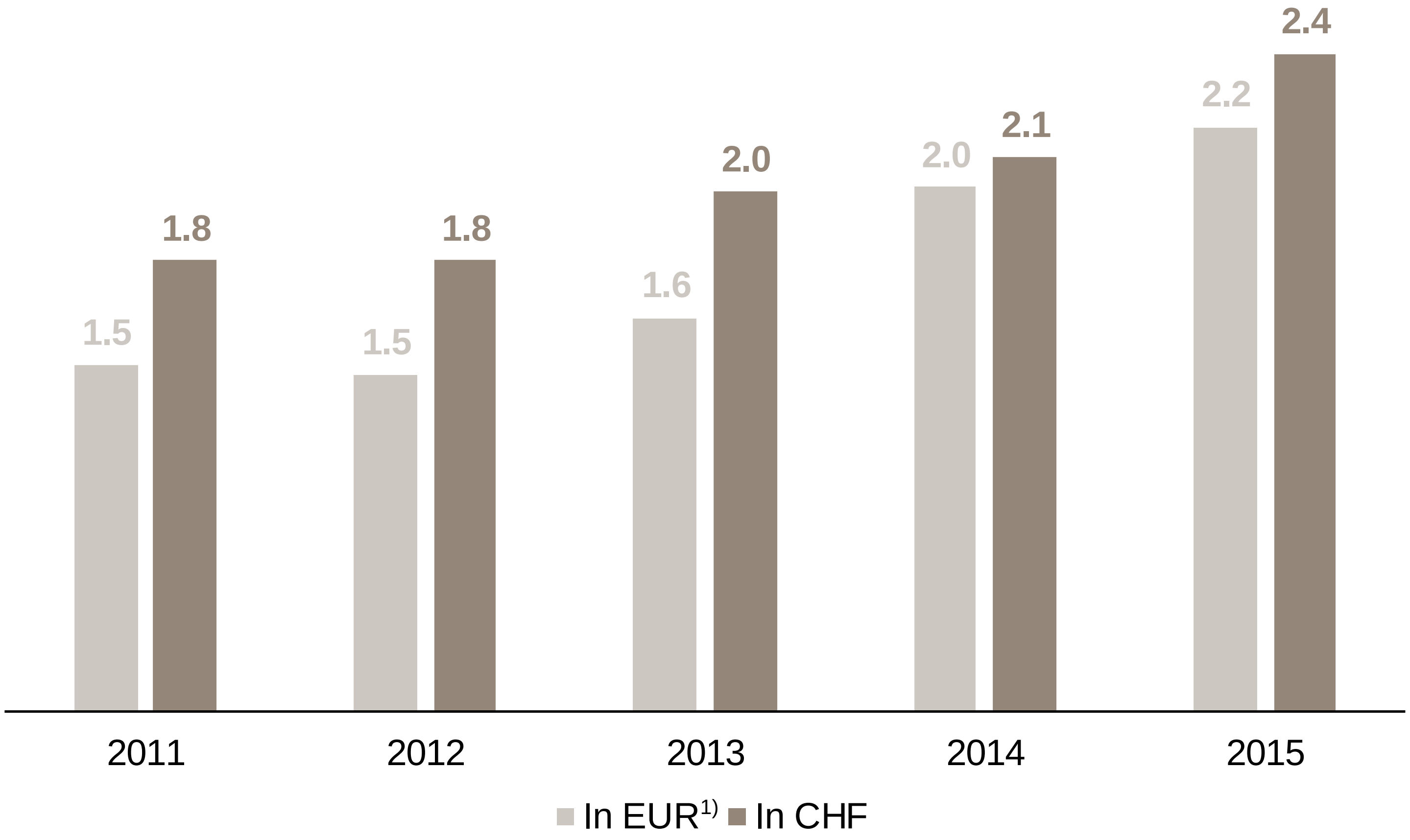
- SG&A excluding one-offs up 4% yoy organically
- FTEs up 3% and branches flat
- Sequentially, SG&A excluding one-offs increased by 5% in constant currency

Q4 2015 – Cash flow statement
In EUR millions

EUR millions	Q4 2015	Q4 2014
Cash flows from operating activities		
Net income	184	185
Adjustments to reconcile net income to cash flows from operating activities:		
– Depreciation and amortisation	35	33
– Other charges	47	(13)
Changes in operating assets and liabilities, net of acquisitions:		
– Trade accounts receivable	161	203
– Accounts payable and accrued expenses	(99)	(98)
– Other assets and liabilities	(30)	(26)
Cash flows from operating activities	**298**	**284**
Cash used in investing activities	**(10)**	**(31)**
Cash used in financing activities	**(243)**	**(230)**
Effect of exchange rate changes on cash	9	6
Net increase in cash and cash equivalents	**54**	**29**
Cash and cash equivalents:		
– Beginning of period	1,144	666
– End of period	1,198	695

- Q4 2015 cash flow from operating activities of EUR 298 million
- In Q4 2015, cash flows used in investing activities included EUR 28 million capital expenditures
- Q4 2015 cash flows from financing activities included EUR 93 million purchase of shares

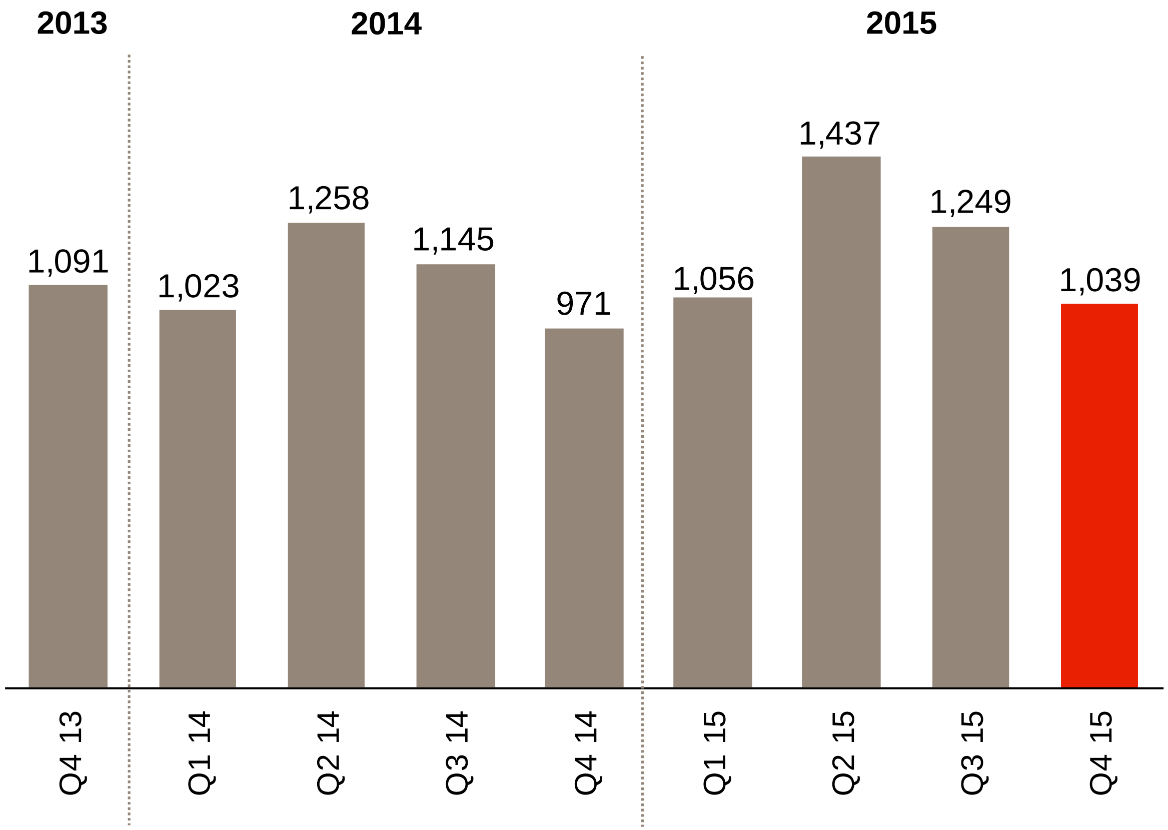
Dividend per share development



1) Conversion into EUR using the EUR/CHF exchange rate of each payment date. For 2015 used the EUR/CHF exchange rate as of March 8, 2016.

Net debt development[1)]

In EUR millions



Q4 2015 Net Debt / EBITDA[2)] of 0.8x

1) Due to the adoption of ASU 2015-03 - *Presentation of debt issuance costs* in Q4 2015, prior quarter figures have been restated.
2) Last 4 quarters EBITDA, calculated as: EBITA excluding one-offs plus depreciation.

Acquisition and current trading

Alain Dehaze, Group CEO

Recommended cash offer for Penna Consulting Plc

- Recommended cash offer for UK AIM-listed Penna Consulting Plc of 365p per share, representing a total offer value of £105m on a fully diluted basis (equivalent to €136m at a GBP/EUR exchange rate of 1.291)
- Penna is an HR services company with three business units: career transition, talent development and recruitment solutions, working with 70 of the FTSE 100 companies and high-profile public sector bodies
- In-line with the Adecco Group's acquisition strategy, Penna represents an excellent strategic fit with the Adecco Group's existing operations, and the transaction is expected to deliver positive EVA within 3 years
- Penna had revenues of approximately £84.4 million for the 12 months ended March 31, 2015
- The Adecco Group has received irrevocable undertakings to accept the Offer in respect of 68% of Penna's issued shares from Directors and other Penna shareholders
- The Offer will be implemented by a Court-sanctioned scheme of arrangement and is expected to complete in Q2 2016

Current trading

Adecco Group:
In January and February, revenue growth was 4% organically and adjusted for trading days

Europe:
Growth has improved slightly in France and moderated in Italy, Iberia and Benelux, which have a tougher comparison base

North America:
Modest growth in USA, challenging conditions in Canada

Rest of the World:
Strong growth in Emerging markets, flat in Japan

Question & Answers

Appendix

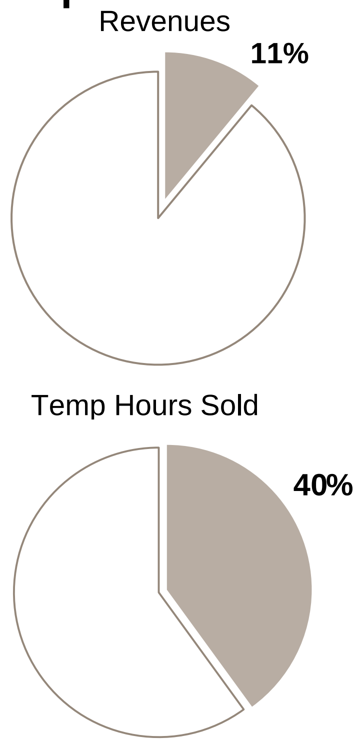
Developments in the Emerging Markets
Q4 2015 revenues by geography

Revenue split / growth

yoy growth, in constant currency

36%	■	Latin America	*14%*
32%	■	Eastern Europe & MENA	*23%*
19%	■	Asia	*5%*
13%	■	India	*23%*

Emerging Markets compared to Adecco Group



Emerging Markets
Adecco Group (excl. Emerging Markets)