THE ADECCO GROUP

AD HOC ANNOUNCEMENT pursuant to Art. 53 Listing Rules of SIX Swiss Exchange
Group press release, Zurich, Switzerland, May 5, 2022

Q1 22 RESULTS

Improved revenue growth and market share, with strong progress in gross margin

HIGHLIGHTS

- Revenues +5% yoy organic TDA[1], led by Modis +14%, LHH Recruitment Solutions +15%, Adecco APAC +15%
- Adecco's investment plan drives overall relative revenue improvement of +400 bps sequentially
- Gross profit +9% organic yoy; Permanent Placement +62%
- Step change in gross margin to 21.1%, +100 bps, driven by portfolio shift, positive mix and pricing
- EBITA excluding one-offs[2] €185 million; solid 3.4% margin, lower yoy, as anticipated, due to Adecco's investment plan, the absence of non-recurring benefits and a moderated contribution from LHH Career Transition
- Operating income €146 million; Net income €92 million; Basic EPS €0.56, 28% lower yoy
- Full ownership of AKKA expected May 12, 2022; good line of sight on 100% of 2022 targeted synergies, of which >50% secured to date; first revenue synergies delivered in client wins

---

Alain Dehaze, Adecco Group CEO, commented:

"With a concerted focus on gaining market share, the Group delivered improved growth this quarter. The targeted investment in headcount that we have deployed in Adecco is showing results, with notable improvement in several key regions, and LHH Recruitment Solutions continued to capture the strong market demand. The Group also delivered strong progress on gross margin through portfolio changes, favourable mix, and pricing actions.

The Group acquired control of AKKA at end February, and together with Modis, they have already secured our first combined client wins. The integration plan is well on track, and we look forward to operating as Akkodis from mid-May.

Looking ahead, supported by improving productivity and agile investment in sales capacity, management is confident the Group will deliver higher growth and stronger margins in the second half of 2022."

KEY FIGURES

EUR millions, unless otherwise stated	Q1 22	Q1 21	CHANGE Reported	Organic
Revenues	5,446	4,971	+10%	+5%[1]
Gross profit	1,151	998	+15%	+9%
EBITA excl. one-offs[2]	185	207	-10%	-11%
Operating income	146	182	-20%	-21%[3]
Net income / (loss)[4]	92	124	-26%	
Basic EPS	0.56	0.77	-28%	
Adjusted EPS[5]	0.76	0.88	-14%	
Gross profit margin	21.1%	20.1%	+100 bps	+70 bps
EBITA margin excl. one-offs	3.4%	4.2%	-80 bps	
Cash flow from operating activities	55	114	(59)	
Cash conversion ratio[2]	79%	117%		
Net debt/EBITDA excl. one-offs[2]	1.6x[6]	0.3x		

Unless otherwise noted, all growth rates in this release refer to same period in prior year. [1] On an organic and trading days adjusted basis. [2] For further details on the use of non-GAAP measures in this release, please refer to the 2021 Annual Report. [3] In constant currency terms. [4] Attributable to Adecco Group shareholders. [5] Please see page 14 for the description of this non-GAAP measure. [6] Adjusted for the acquisition of AKKA (Proforma).

Financial performance

Revenues

First quarter revenues of EUR 5,446 million were up 5 percent organic and TDA (10 percent reported). Currency translation effects had a net positive impact of 200 basis points and M&A activities a net positive impact of 200 basis points. The number of working days had a positive impact of 100 basis points.

At the Business Unit level, organically and TDA, Adecco's revenues were up 4 percent (5 percent reported), LHH revenues rose 1 percent (3 percent reported), while Akkodis' revenues grew 14 percent (47 percent reported, including AKKA's contribution).

Compared to the prior year, in terms of service lines, Permanent Placement was up 60 percent organically (64 percent reported), while Outsourcing, Consulting & Other Services was up 23 percent (43 percent reported, with the large differential driven by AKKA's contribution), Training, Upskilling & Reskilling services up 5 percent (9 percent reported) and Flexible Placement services up 2 percent (4 percent reported). Strong performance in these services lines was partly offset by the counter-cyclical Career Transition services, which were 34 percent lower (24 percent lower reported).

Q1 REVENUES (CHANGE YEAR-ON-YEAR)

Group, by growth driver		Group, by Global Business Unit			Group, by Service Line		
			Reported	Organic, TDA		Reported	Organic
Organic, TDA	**+5%**	Adecco	+5%	+4%	Flexible Placement	+4%	+2%
TDA	+1.0%	LHH	+3%	+1%	Permanent Placement	+64%	+60%
Currency	+2.0%	Akkodis	+47%	+14%	Career Transition	-24%	-34%
M&A	+2.0%				Outsourcing, Consulting & Other Services	+43%	+23%
					Training, Upskilling & Reskilling	+9%	+5%
Group	**+10%**	**Group**	**+10%**	**+5%**	**Group**	**+10%**	**+5%**

Gross profit

Gross profit was EUR 1,151 million, up 9 percent organically (15 percent reported) in the first quarter period. Gross margin was 21.1 percent, up 70 basis points organically (100 basis points reported), at record levels for the Group. Performance was driven by portfolio shift, mix and pricing.

On an organic basis, gross margin reflects expansion of 130 basis points in Permanent Placement and 30 basis points from Other Services (Outsourcing, Consulting and Training, Upskilling & Reskilling). Career Transition was 80 basis points lower and Flexible Placement, absent non-recurring benefits from the prior year period, 10 basis points lower. Currency effects were 15 basis points positive and M&A activities 15 basis points positive.

Selling, General & Administrative expenses (SG&A)

SG&A excluding one-offs was EUR 969 million, 15 percent higher organically (21 percent reported). Number of branches stood at 4,333, 2 percent lower year-on-year organically. The Group expanded its investment in sales capacity and digital, with Full-time Employees ("FTEs") increased to 35,346, up 13 percent organically. On a reported basis and mainly due to the acquisition of AKKA, FTEs in March 2022 were 37,979.

EBITA

EBITA excluding one-offs was EUR 185 million, compared to EUR 207 million in the prior period.

The EBITA margin excluding one-offs was 3.4 percent, 80 basis points lower year-on-year, as anticipated. Margins mainly reflect Adecco's higher investments in sales capacity, the absence of non-recurring benefits compared to the prior year period and lower contribution from LHH Career Transition.

One-off charges were EUR 19 million, mainly due to AKKA integration and related costs that were recorded at the corporate level, higher than the EUR 6 million recorded in the prior year period.

The FESCO Adecco JV in China contributed EUR 3 million, from EUR 8 million in the prior year period.

Amortisation of Intangibles

Amortisation of intangible assets was EUR 20 million in the quarter, from EUR 19 million in the prior year period.

Operating income

The Group generated an operating income of EUR 146 million, 20 percent lower, due to the afore mentioned performance drivers.

Net income and EPS

Net income attributable to Adecco Group shareholders was EUR 92 million, 26 percent lower. The result reflects lower operating income, interest expense of EUR 10 million, and other income/(expenses), net of EUR 8 million, including charges for early redemption of AKKA debts. Income taxes amounted to EUR 34 million, with an effective tax rate of 26.1 percent.

Basic EPS was EUR 0.56, 28 percent lower compared to the prior year period's EUR 0.77. Adjusted EPS, which is the Group's net income excluding a total EUR 33 million for amortisation of intangibles, one-off costs and exceptional tax items, divided by basic weighted-average shares outstanding, was EUR 0.76, 14 percent lower compared to the prior year period's EUR 0.88.

Cash flow and net debt

Cash flow from operating activities was EUR 55 million in the quarter, compared to EUR 114 million in the prior year period. Cash flow was impacted by less favourable net working capital and lower net income, due to the afore mentioned performance drivers. DSO was 51 days, the same level as in Q1 2021. The rolling last four quarters cash conversion ratio was 79 percent, compared to 117 percent in Q1 2021, a solid result reflecting normal working capital increase to support the Group's growth.

Proforma net debt was EUR 1,811 million at end March 2022, from EUR 227 million at end March 2021. The Net Debt to EBITDA ratio, excluding one-offs, and adjusted for AKKA was 1.6x. The increase is mainly related to acquiring control of AKKA Technologies in February 2022. As a reminder, the Adecco Group issued EUR 1,500 million of senior and subordinated debt in H2 2021 at attractive terms to finance AKKA's acquisition. In addition, the Group has no financial covenants on any of its outstanding debts, and strong liquidity including an undrawn EUR 900 million revolving credit facility.

Global Business Unit results

Unless otherwise noted, all growth rates in this section refer to the same period in the prior year, with revenues stated on an organic and trading days adjusted (TDA) basis, and EBITA or EBITA margins stated excluding one-offs.

ADECCO

EUR millions, unless otherwise stated	Revenues				EBITA margin excl. one-offs	
	Q1 22	Q1 21	CHANGE (yoy) Reported	CHANGE (yoy) Organic, TDA	Q1 22	CHANGE (bps, yoy)
Adecco	**4,226**	**4,007**	**+5%**	**+4%**	**3.7%**	**(70)**
France	1,145	1,040	+10%	+9%	3.3%	(160)
Northern Europe	597	641	-7%	-8%	1.7%	(110)
DACH	363	341	+7%	+3%	3.8%	+280
Southern Europe & EEMENA	973	908	+7%	+8%	5.5%	(10)
Americas	615	611	+1%	-6%	1.6%	(160)
APAC	533	466	+14%	+15%	6.1%	(90)

Revenues were 4 percent higher, led by APAC, Southern Europe & EEMENA and France, while the DACH region was robust. These positives were partially offset by lower contributions from Northern Europe and the Americas. Permanent Placement revenues, up 64 percent, were very strong, while in Other Services, Outsourcing was a highlight, up over 30 percent. Flexible Placement activities, up 2 percent, captured strong growth in manufacturing, including food & beverages, and solid growth in retail. The business faced a challenging comparison in logistics and soft demand in autos and energy.

Gross margin was strong, reflecting positive solutions mix and pricing strategy. FTEs were up 14 percent year-on-year, and 720 people were added relative to Q4 21, which pushed up SG&A expense. The EBITA margin was solid at 3.7 percent and 70 basis points lower, mainly reflecting higher investment in FTEs and the absence of non-recurring benefits when compared to the prior year period. The conversion ratio was approximately 23.5 percent.

The business delivered encouraging incremental returns from its balanced and agile investment plan, which is focused on increasing headcount to capture opportunities in structurally growing sectors and geographies. Relative revenue improvement was approximately 400 basis points sequentially.

Segment results

Adecco France

- France delivered strong revenue growth, with quarter end growth rates above market levels. Manufacturing, consumer and retail sectors were particularly dynamic. Demand was softer in energy, logistics and autos.
- EBITA margin was 160 basis points lower, with positive operating leverage offset by investment in headcount and further weighed by the absence of non-recurring benefits compared to Q1 21.

Adecco Northern Europe

- Revenues from UK & Ireland were 19 percent lower, considering a tough comparison period from exceptional contract wins in logistics in the prior period, and which concluded in Q3 2021. Excluding this impact, revenues from the region were 4 percent higher. In the Nordics, revenues were up 9 percent, while in Benelux, revenues were flat.
- EBITA margin was 110 basis points lower, due to the absence of support scheme benefits that flattered the prior year period, partly mitigated by favourable solutions mix and strong pricing.

Adecco DACH

- Revenues in Germany was 1 percent better, supported by strong activity across retail, manufacturing and chemical sectors, while Switzerland & Austria grew 8 percent. Performance in Germany was hampered by continued rebalancing in the logistics sector, without which growth would have been up in double-digit terms, and further headwinds in autos.
- EBITA margin expanded 280 basis points, mainly due to mix benefits.

Adecco Southern Europe & EEMENA

- Strong revenue growth reflected 15 percent growth in Italy and 7 percent growth in Iberia, while EEMENA was 13 percent lower. Growth was led by manufacturing, consulting and F&B sectors, partly mitigated by a tough comparison in logistics, particularly in EEMENA.
- The EBITA margin of 5.5% mainly reflects positive solutions mix, as well as higher levels of investment in headcount to support future growth.

Adecco Americas

- In Latin America, revenues were 4 percent lower, due to legislative change in Mexico having a negative impact. At the same time, revenues grew in very strong double digit terms excluding Mexico.
- In North America, revenues were 8 percent lower.
    - Legacy sector exposures and talent scarcity continued to hinder performance in Adecco US.
    - On a sequential basis, however, the turnaround plan delivered further improvement. The business observed better trends in key operational metrics such as visits/FTE, order fill rate and employee productivity.
- The EBITA margin moved lower, with gross margin gains driven by favourable solutions mix outweighed by investments in headcount and IT.

Adecco APAC

- The region reported broad-based and very strong revenue growth at 15 percent, boosted by strong demand for Outsourcing and Permanent Placement activities. Flexible Placement was also strong, particularly in Australia and Japan, and, on a sector basis, in logistics and healthcare.
- The EBITA margin reflects favourable solutions mix, lower G&A spend, and higher investment in headcount to capture further growth.

LHH

EUR millions, unless otherwise stated	Revenues				EBITA margin excl. one-offs	
	Q1 22	Q1 21	CHANGE (yoy)		Q1 22	CHANGE
			Reported	Organic, TDA		(bps, yoy)
LHH	461	446	+3%	+1%	7.5%	(120)
Recruitment Solutions				+15%		
Career Transition & Mobility				-35%		
Learning & Development				+3%		
Pontoon & Other				+11%		

The LHH business unit delivered modest revenue growth of 1 percent in the first quarter period. By segment:

- Recruitment Solutions performed very well, securing strong returns from prior investments in sales capacity and benefiting from a dynamic trading environment. The segment grew share in Permanent Placement, with revenues in this activity up 68 percent, led by the US, France, and Germany. Gross profit in Recruitment Solutions rose 37 percent.
- Career Transition & Mobility revenues were 35 percent lower, due to ongoing weakness in outplacement demand stemming from the strength of the economy, primarily in the US and France.
- Learning & Development was robust. Strength in Talent Development and Ezra was partially offset by General Assembly, which was hurt by weaker B2B market trends.
- Pontoon's MSP and RXO solutions, as well as Hired, performed strongly in the quarter.

Gross margin improved over 400 basis points, driven by favourable mix and pricing. The EBITA margin of 7.5 percent was 120 basis points lower, and 110 basis points lower organically. Margin developments mainly reflect softness in Career Transition & Mobility, which was hurt by lower volumes and adverse mix, despite strong cost savings measures. Recruitment Solutions continued to invest in sales capacity to fuel growth, with FTEs up 32 percent organically, and delivered robust productivity gains.

AKKODIS

EUR millions, unless otherwise stated	Revenues				EBITA margin excl. one-offs	
	Q1 22	Q1 21	CHANGE (yoy)		Q1 22	CHANGE
			Reported	Organic, TDA		(bps, yoy)
Akkodis	759	518	+47%	+14%	6.7%	+70
Modis Americas				+19%		
Modis EMEA				+12%		
Modis APAC				+9%		
AKKA	c.150*	n.a.				

*AKKA contribution from February 24, 2022

Akkodis delivered very strong revenue growth of 14 percent in the quarter.

- By region, Modis Americas was up 19 percent, EMEA up 12 percent and APAC up 9 percent. Growth in the Americas and EMEA was driven by Talent Services, while APAC, particularly Japan, benefited from its continued focus on Consulting.
- In terms of service lines, Talent Services rose 17 percent, Consulting 7 percent, and Academy 50 percent.
- AKKA contributed approximately EUR 150 million of revenues in the period.
- On a standalone basis, AKKA's revenues were up mid-single digits in the quarter, driven by France.
- Germany's result was solid, although affected by higher sickness levels and a highly competitive market for talent in both AKKA & Modis.
- Akkodis' project pipeline remains strong.

Favourable gross margin and EBITA margin development reflected positive country mix and pricing actions. The EBITA margin expanded 70 basis points year-on-year.

The AKKA integration effort has gathered further pace. The business has good line of sight on 100% of 2022's targeted synergies, with actions taken to deliver over 50 percent of these synergies to date. In addition, Akkodis' first joint commercial wins have been secured.

Subsequent events

On April 20, the Adecco Group announced that following its Mandatory Tender Offer for AKKA Technologies, equity ownership stood at 96.97 percent. The Group has commenced a squeeze-out process to bring ownership to 100 percent on or around May 12, 2022.

On May 5, the Board of Directors of the Adecco Group announced the appointment of Denis Machuel as the Group's new CEO, to succeed Alain Dehaze. The press release is available on the Investor Relations website.

Outlook

The Group's trading momentum indicates healthy demand for talent services, in a talent scarce and wage inflationary environment, whilst recognising the challenges from the war in Ukraine and continued COVID-related global supply chain issues.

The Group expects its year-on-year revenue growth rate to improve in Q2 when compared to Q1 2022's result, driven by growth investments. EBITA margin is expected to improve sequentially, while being lower year-on-year, reflecting agile investment, particularly in Adecco.

More information

The Q1 2022 results press release and presentation slides are available on the Investor Relations website.

A conference call and webcast for media is scheduled to begin today at 08:30 a.m. CEST (07:30 a.m. BST). The conference call can be followed on the Investor Relations section of the Group's website, or via telephone:

UK/Global	+ 44 (0)20 7107 0613
United States	+ 1 (1) 631 570 56 13
Switzerland	+ 41 (0)58 310 50 00

A conference call and webcast for analysts and investors is scheduled to begin today at 09:30 a.m. CEST (08:30 a.m. BST). The conference call can be followed via webcast on the Investor Relations section of the Group's website, or via telephone:

UK/Global	+ 44 (0)20 7107 0613
United States	+ 1 (1) 631 570 56 13
Switzerland	+ 41 (0)58 310 50 00

Financial calendar

- Q2 2022 results 4 August 2022
- Q3 2022 results 3 November 2022

About the Adecco Group

The Adecco Group is the world's leading talent advisory and solutions company. We believe in making the future work for everyone, and every day enable more than 3.5 million careers. We skill, develop and hire talent in around 60 countries, enabling organisations to embrace the future of work. As a Fortune Global 500 company, we lead by example, creating shared value that fuels economies and builds better societies. Our culture of inclusivity, entrepreneurship and teamwork empowers our employees. The Adecco Group AG is headquartered in Zurich, Switzerland (ISIN: CH0012138605) and listed on the SIX Swiss Exchange (ADEN).

Important notice about forward-looking information

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 Group AG 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; the impact of the global outbreak of novel coronavirus disease (COVID); 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.

Zurich, May 5, 2022
Alain Dehaze, CEO

For further information please contact:

Investor Relations
investor.relations@adeccogroup.com
+41 (0)44 878 88 88

Press Office
media@adeccogroup.com
+41 (0)44 878 87 87

Revenues by segment

Revenues by segment	Q1		Variance % 22 vs 21				% of revenues
EUR millions	2022	2021	EUR	Constant currency	Organic	Organic TDA	Q1 2022
Adecco France	1,145	1,040	10%	10%	9%	9%	21%
Adecco Northern Europe	597	641	-7%	-9%	-7%	-8%	11%
Adecco DACH	363	341	7%	5%	5%	3%	7%
Adecco Southern Europe & EEMENA	973	908	7%	8%	9%	8%	18%
Adecco Americas	615	611	1%	-5%	-5%	-6%	11%
Adecco APAC	533	466	14%	14%	14%	15%	10%
Adecco	**4,226**	**4,007**	**5%**	**4%**	**4%**	**4%**	**78%**
LHH	**461**	**446**	**3%**	**-2%**	**2%**	**1%**	**8%**
AKKODIS	**759**	**518**	**47%**	**43%**	**15%**	**14%**	**14%**
Adecco Group	**5,446**	**4,971**	**10%**	**8%**	**5%**	**5%**	**100%**

Revenues by service line

Revenues by service line	Q1		Variance % 22 vs 21		
EUR millions	2022	2021	EUR	Constant currency	Organic
Flexible Placement	4,246	4,088	4%	2%	2%
Permanent Placement	192	117	64%	59%	60%
Career Transition	71	94	-24%	-27%	-34%
Outsourcing, Consulting & Other Services	851	593	43%	43%	23%
Training, Upskilling & Reskilling	86	79	9%	5%	5%
Adecco Group	**5,446**	**4,971**	**10%**	**8%**	**5%**

EBITA[1] and EBITA margin by segment

EBITA	Q1		Variance % 22 vs 21		% of EBITA[2]
EUR millions	2022	2021	EUR	Constant currency	Q1 2022
Adecco France	38	50	-24%	-24%	16%
Adecco Northern Europe	10	16	-38%	-39%	4%
Adecco DACH	13	3	313%	328%	6%
Adecco Southern Europe & EEMENA	53	51	5%	6%	22%
Adecco Americas	10	20	-49%	-52%	4%
Adecco APAC	33	33	0%	-1%	13%
Adecco	**157**	**173**	**-9%**	**-9%**	**65%**
LHH	**33**	**37**	**-8%**	**-13%**	**14%**
AKKODIS	**50**	**30**	**63%**	**61%**	**21%**
Corporate	**(74)**	**(39)**	**92%**	**87%**	
Adecco Group	**166**	**201**	**-17%**	**-18%**	**100%**

	Q1		
EBITA margin	2022	2021	Variance bps
Adecco France	3.3%	4.8%	(150)
Adecco Northern Europe	1.7%	2.5%	(80)
Adecco DACH	3.8%	1.0%	280
Adecco Southern Europe & EEMENA	5.5%	5.6%	(10)
Adecco Americas	1.6%	3.2%	(160)
Adecco APAC	6.1%	7.0%	(90)
Adecco	**3.7%**	**4.3%**	**(60)**
LHH	**7.4%**	**8.2%**	**(80)**
AKKODIS	**6.6%**	**5.9%**	**70**
Adecco Group	**3.0%**	**4.0%**	**(100)**

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

2) % of EBITA before Corporate.

EBITA[1] and EBITA margin excluding one-offs by segment

EBITA	Q1		Variance % 22 vs 21		% of EBITA[2]
EUR millions	**2022**	2021	EUR	Constant currency	**Q1 2022**
Adecco France	38	51	-26%	-26%	16%
Adecco Northern Europe	10	18	-43%	-44%	4%
Adecco DACH	13	3	310%	324%	6%
Adecco Southern Europe & EEMENA	53	51	5%	5%	22%
Adecco Americas	10	20	-49%	-52%	4%
Adecco APAC	33	33	0%	-1%	13%
Adecco	**157**	**176**	**-10%**	**-11%**	**65%**
LHH	**34**	**39**	**-12%**	**-17%**	**14%**
AKKODIS	**51**	**31**	**63%**	**61%**	**21%**
Corporate	**(57)**	**(39)**	**47%**	**43%**	
Adecco Group	**185**	**207**	**-10%**	**-11%**	**100%**

	Q1		
EBITA margin	**2022**	2021	Variance bps
Adecco France	3.3%	4.9%	(160)
Adecco Northern Europe	1.7%	2.8%	(110)
Adecco DACH	3.8%	1.0%	280
Adecco Southern Europe & EEMENA	5.5%	5.6%	(10)
Adecco Americas	1.6%	3.2%	(160)
Adecco APAC	6.1%	7.0%	(90)
Adecco	**3.7%**	**4.4%**	**(70)**
LHH	**7.5%**	**8.7%**	**(120)**
AKKODIS	**6.7%**	**6.0%**	**70**
Adecco Group	**3.4%**	**4.2%**	**(80)**

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

2) % of EBITA before Corporate

Reconciliation of EBITA to EBITA excluding one-offs

EBITA	EBITA excluding one-offs		One-offs		EBITA	
EUR millions	Q1 2022	Q1 2021	Q1 2022	Q1 2021	Q1 2022	Q1 2021
Adecco France	38	51	-	(1)	38	50
Adecco Northern Europe	10	18	-	(2)	10	16
Adecco DACH	13	3	-	-	13	3
Adecco Southern Europe & EEMENA	53	51	-	-	53	51
Adecco Americas	10	20	-	-	10	20
Adecco APAC	33	33	-	-	33	33
Adecco	**157**	**176**	**-**	**(3)**	**157**	**173**
LHH	**34**	**39**	**(1)**	**(2)**	**33**	**37**
AKKODIS	**51**	**31**	**(1)**	**(1)**	**50**	**30**
Corporate	**(57)**	**(39)**	**(17)**	**-**	**(74)**	**(39)**
Adecco Group	**185**	**207**	**(19)**	**(6)**	**166**	**201**

Consolidated statements of operations

EUR millions except share and per share information	Q1		Variance %	
	2022	2021	EUR	Constant currency
Revenues	5,446	4,971	10%	8%
Direct costs of services	(4,295)	(3,973)		
Gross profit	**1,151**	**998**	**15%**	**12%**
Selling, general, and administrative expenses	(988)	(805)	23%	19%
Proportionate net income of equity method investment FESCO Adecco	3	8	-62%	-64%
EBITA[1]	**166**	**201**	**-17%**	**-18%**
Amortisation of intangible assets	(20)	(19)		
Operating income	**146**	**182**	**-20%**	**-21%**
Interest expense	(10)	(7)		
Other income/(expenses), net	(8)	1		
Income before income taxes	**128**	**176**	**-28%**	
Provision for income taxes	(34)	(52)		
Net income	**94**	**124**	**-24%**	
Net income attributable to noncontrolling interests	(2)			
Net income attributable to Adecco Group shareholders	**92**	**124**	**-26%**	
Basic earnings per share[2]	0.56	0.77	-28%	
Diluted earnings per share[3]	0.55	0.76	-28%	
Gross margin	*21.1%*	*20.1%*		
SG&A as a percentage of revenues	*18.1%*	*16.2%*		
EBITA margin	*3.0%*	*4.0%*		
Operating income margin	*2.7%*	*3.7%*		
Net income margin attributable to Adecco Group shareholders	*1.7%*	*2.5%*		

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

2) Basic weighted-average shares were 165,955,335 in Q1 2022 (161,195,049 in Q1 2021).

3) Diluted weighted-average shares were 166,425,917 in Q1 2022 (161,950,445 in Q1 2021).

Reconciliation for Adjusted EPS[1)]

EUR millions except share and per share information	Q1 2022	Q1 2021	Variance % EUR
Net income attributable to Adecco Group shareholders	**92**	**124**	**-26%**
Amortisation and impairment of goodwill and intangible assets	20	19	
One-offs in EBITA	19	6	
One-offs in Other income/(expenses), net	2		
Tax effects, other exceptional tax items	(7)	(8)	
Adjusted Net income attributable to Adecco Group shareholders[2)]	**126**	**141**	**-11%**
Basic earnings per share[3)]	0.56	0.77	-28%
Adjusted earnings per share[1), 3)]	0.76	0.88	-14%

1) Adjusted EPS is a non-US GAAP measure and refers to Net income attributable to Adecco Group shareholders before amortisation and impairment of goodwill and intangible assets, excluding one-off costs and exceptional tax items, divided by basic weighted-average shares outstanding.

2) Adjusted Net income attributable to Adecco Group shareholders is a non-US GAAP measure and refers to Net income attributable to Adecco Group shareholders before amortisation and impairment of goodwill and intangible assets, excluding one-off costs and exceptional tax items.

3) Basic weighted-average shares were 165,955,335 in Q1 2022 (161,195,049 in Q1 2021).

Consolidated balance sheets

EUR millions	31 March 2022 [1]	31 December 2021
Assets		
Current assets:		
– Cash and cash equivalents	1,073	3,051
– Trade accounts receivable, net	4,468	4,076
– Other current assets	1,406	596
Total current assets	**6,947**	**7,723**
Property, equipment, and leasehold improvements, net	577	330
Operating lease right-of-use assets	456	339
Equity method investments	174	118
Other assets	768	674
Intangible assets, net	268	198
Goodwill	4,491	2,483
Total assets	**13,681**	**11,865**
Liabilities and shareholders' equity		
Liabilities		
Current liabilities:		
– Accounts payable and accrued expenses	4,598	4,226
– Current operating lease liabilities	180	152
– Short-term debt and current maturities of long-term debt	527	348
Total current liabilities	**5,305**	**4,726**
Operating lease liabilities	319	229
Long-term debt, less current maturities	3,039	2,751
Other liabilities	441	359
Total liabilities	**9,104**	**8,065**
Shareholders' equity		
Adecco Group shareholders' equity:		
– Common shares	11	11
– Additional paid-in capital	877	814
– Treasury shares, at cost	(145)	(159)
– Retained earnings	3,453	3,361
– Accumulated other comprehensive income/(loss), net	(170)	(237)
Total Adecco Group shareholders' equity	**4,026**	**3,790**
Noncontrolling interests	551	10
Total shareholders' equity	**4,577**	**3,800**
Total liabilities and shareholders' equity	**13,681**	**11,865**

1) Including preliminary opening balance sheet for the acquisition of AKKA

Consolidated statements of cash flows

EUR millions	Q1	
	2022	2021
Cash flows from operating activities		
Net income	94	124
Adjustments to reconcile net income to cash flows from operating activities:		
- Depreciation and amortisation	50	48
- Other charges	(8)	(12)
Changes in operating assets and liabilities, net of acquisitions and divestitures:		
- Trade accounts receivable	(48)	93
- Accounts payable and accrued expenses	(95)	(107)
- Other assets and liabilities	62	(32)
Cash flows from operating activities	**55**	**114**
Cash flows from investing activities		
Capital expenditures	(38)	(25)
Acquisition of AKKA, net of cash and restricted cash acquired	(745)	
Cash settlements on derivative instruments	(9)	16
Other acquisition, divestiture and investing activities, net	15	(2)
Cash used in investing activities	**(777)**	**(11)**
Cash flows from financing activities		
Net decrease in short-term debt	(128)	(22)
Repayment of long-term debt	(455)	
Other financing activities, net	(1)	
Cash used in financing activities	**(584)**	**(22)**
Effect of exchange rate changes on cash, cash equivalents and restricted cash	**30**	**39**
Net (decrease)/increase in cash, cash equivalents and restricted cash	**(1,276)**	**120**
Cash, cash equivalents and restricted cash:		
- Beginning of period	3,155	1,568
- End of period	1,879	1,688