

## Strong performance in Q3 2015

Continued steady revenue growth with another quarter of good margin expansion

### Third quarter 2015 highlights and outlook

- Revenues up 4% organically<sup>1</sup>
- Gross margin 19.0%; gross profit up 5% organically
- SG&A excluding one-offs<sup>2</sup> up 2% organically
- EBITA margin excluding one-offs 5.8%, up 40 bps
- EBITA<sup>3</sup> excluding one-offs EUR 329 million, up 12% organically
- Impairment of goodwill of EUR 740 million resulting in operating loss of EUR 425 million; impairment charge is non-cash with no impact on dividend policy
- 2015 EBITA margin excluding one-time items expected to be strong at approximately 5.2%, but below the target of >5.5%, as organic revenue growth is steady but not accelerating
- For 2016, Adecco anticipates a continuation of current organic revenue growth trends and an EBITA margin similar to the EBITA margin excluding one-offs now expected in 2015

### Key figures Q3 2015

<i>in EUR millions</i>	Q3 2015	Reported growth	Organic growth
Revenues	5,673	9%	4%
Gross profit	1,075	13%	5%
EBITA excluding one-offs	329	18%	12%
EBITA	326	18%	13%
Operating income/(loss)	(425)		
Net income/(loss) attributable to Adecco shareholders	(513)		

**Zurich, Switzerland, November 5, 2015: the Adecco Group, the world's leading provider of Human Resources solutions, today announced results for Q3 2015. Revenues were EUR 5.7 billion, up 4% organically compared to the prior year. Gross profit was up 5% and SG&A excluding one-offs was up 2%, both organically. The EBITA margin excluding one-offs was 5.8%, up 40 bps compared to last year.**

Alain Dehaze, CEO of the Adecco Group said: *"Thanks to the efforts of our more than 32,000 colleagues and around 700,000 associates around the world, we delivered another excellent operating performance in the third quarter with further strong operating leverage. Southern Europe, Benelux and Emerging Markets continue to achieve very good revenue growth, while growth remains modest in our large markets in Western Europe, the USA and Japan. As previously stated, reaching our EBITA margin target of above 5.5% in 2015 depended on an acceleration in revenue growth in the second half of the year. In H2 2015, our organic revenue growth continues to be steady but is not accelerating sufficiently to achieve the EBITA margin target. Adecco will still deliver very strong profitability in 2015. With our continued commitment to price discipline, cost leadership, tight capital management and EVA, we remain confident that we have many opportunities for sustainable profitable growth in the coming years. Adecco has a very solid foundation in its excellent people and strong market positions, and we look forward to continuing to build on this to drive further success in the future."*

<sup>1</sup> Organic growth is a non-US GAAP measure and excludes the impact of currency, acquisitions and divestitures.

<sup>2</sup> One-offs comprise integration costs of EUR 3 million in Q3 2015 and restructuring costs in North America of EUR 5 million in Q3 2014.

<sup>3</sup> EBITA is a non-US GAAP measure and refers to operating income before amortisation and impairment of goodwill and intangible assets.

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### Q3 2015 FINANCIAL PERFORMANCE

#### Revenues

Q3 2015 revenues of EUR 5.7 billion were up 9% year-on-year, or up 4% in constant currency and also organically. Currency fluctuations had a positive impact on revenues of approximately 5%. By business line, revenues in constant currency grew by 5% in General Staffing, with Industrial up 7% and Office up 3%, and declined by 1% in Professional Staffing. Permanent placement revenues amounted to EUR 113 million, up 12% organically. Revenues from Career Transition (outplacement) totalled EUR 80 million, up 1% organically.

#### Gross Profit

Gross profit amounted to EUR 1,075 million, up 13% or 5% organically. The gross margin was 19.0%, up 60 bps. Currency effects accounted for 20 bps of the increase, acquisitions had a positive effect of 10 bps and the organic increase was 30 bps. On an organic basis, temporary staffing had a 10 bps positive impact on the gross margin development, while permanent placement added 15 bps and other activities added 5 bps.

#### Selling, General and Administrative Expenses (SG&A)

SG&A was EUR 749 million. SG&A excluding one-offs was EUR 746 million, up 2% organically compared to Q3 2014. In Q3 2015, one-offs comprised EUR 3 million integration costs in LHH related to the acquired Knightsbridge business. In Q3 2014, one-offs comprised EUR 5 million restructuring costs for the move to a single headquarters in North America. Sequentially, SG&A excluding one-offs was down 2% on an organic basis, due to normal seasonality. Compared to Q3 2014, FTE employees increased by 2% organically and the branch network was flat organically.

#### EBITA

EBITA was EUR 326 million. EBITA excluding one-offs was EUR 329 million, up 12% organically. The EBITA margin excluding one-offs was 5.8%, up 40 bps compared to Q3 2014.

#### Amortisation of Intangible Assets and Impairment of Goodwill

Amortisation of intangible assets was EUR 11 million compared to EUR 9 million in Q3 2014. Based on recent and proposed regulatory changes in Germany and the weaker macroeconomic outlook in certain markets, we concluded that an interim impairment test was necessary. As a result of this test, an impairment of goodwill of EUR 740 million was recognized in Q3 2015. Of the total amount, EUR 648 million relates to Germany & Austria, EUR 82 million relates to Australia & New Zealand and EUR 10 million relates to India. The impairment of goodwill is a non-cash charge and has no impact on our dividend policy.

#### Operating Income/(Loss)

The operating loss of EUR 425 million was due to the impairment of goodwill of EUR 740 million. In Q3 2014, operating income was EUR 266 million.

#### Interest Expense and Other Income/(Expenses), net

Interest expense was EUR 16 million compared to EUR 15 million in Q3 2014. Other income/(expenses), net was an income of EUR 8 million, compared to an income of EUR 3 million in Q3 2014.

#### Provision for Income Taxes

The effective tax rate excluding the impairment of goodwill, which is not tax deductible, was 26%.

#### Net Income/(Loss) Attributable to Adecco Shareholders

The net loss attributable to Adecco shareholders of EUR 513 million was due to the impairment of goodwill of EUR 740 million. Last year the net income attributable to Adecco shareholders was EUR 198 million.

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### Cash Flow, Net Debt<sup>4</sup> and DSO

Cash flow generated from operating activities was EUR 293 million in Q3 2015 compared to EUR 268 million in the same period last year. In Q3 2015, capex was EUR 25 million and the Group paid EUR 95 million for treasury shares. Net debt at September 30, 2015 was EUR 1,254 million compared to EUR 1,442 million at June 30, 2015. DSO was 53 days in Q3 2015, one day less in constant currency than in Q3 2014.

### Q3 2015 SEGMENT PERFORMANCE

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

% of revenues	Revenues		EBITA <sup>1)</sup>			
	EUR millions	Organic change yoy	EUR millions	Margin	Margin change yoy	
22%	France	1,259	1%	92	7.3%	70 bps
21%	North America <sup>1)</sup>	1,186	1%	76	6.4%	30 bps
10%	UK & Ireland	586	0%	15	2.7%	0 bps
8%	Germany & Austria	449	2%	40	8.9%	60 bps
5%	Japan	275	2%	16	5.8%	-10 bps
6%	Italy	330	18%	24	7.4%	80 bps
5%	Benelux	296	13%	19	6.2%	60 bps
3%	Nordics	176	-11%	3	1.8%	-170 bps
4%	Iberia	236	13%	10	4.2%	10 bps
2%	Australia & New Zealand	92	4%	1	1.0%	-10 bps
2%	Switzerland	130	-3%	11	8.2%	-180 bps
10%	Emerging Markets	565	16%	21	3.7%	0 bps
2%	LHH <sup>1)</sup>	93	-1%	25	26.4%	80 bps
	Corporate			(24)		
<b>100%</b>	<b>Adecco Group<sup>1)</sup></b>	<b>5,673</b>	<b>4%</b>	<b>329</b>	<b>5.8%</b>	<b>40 bps</b>

1) In Q3 2015 excluding integration costs of EUR 3 million in LHH. In Q3 2014 excluding restructuring costs of EUR 5 million in North America.

In **France**, revenues were EUR 1.3 billion, up 1%. Industrial, which accounts for over 85% of revenues, increased by 3%. In construction, there are signs of sequential stabilisation, while growth continued in logistics and automotive. Permanent placement revenues in France were up 6%. EBITA was EUR 92 million and the EBITA margin increased by 70 bps to 7.3%. Q3 2015 included a favourable one-time item, which added approximately 30 bps to the EBITA margin in France.

In **North America**, revenues were EUR 1.2 billion, an increase of 1%. In North America, General Staffing accounts for approximately half of revenues, and grew by 1%. In Industrial, revenue growth was 7% while in Office revenues declined by 8%. In Professional Staffing, revenues were flat, with growth of 14% in Medical & Science, 5% in Finance & Legal and 3% in IT, while Engineering & Technical declined by 9%. Permanent placement revenues in North America were up 17%. EBITA was EUR 76 million with a margin of 6.4%, up 30 bps compared to the EBITA margin excluding restructuring costs of 6.1% in Q3 2014.

<sup>4</sup> 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.

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In the **UK & Ireland**, revenues were flat at EUR 586 million. Approximately two-thirds of revenues come from Professional Staffing, which declined by 1%. Revenues were flat in IT and declined by 1% in Finance & Legal. Within General Staffing, the majority of revenues are in Office, which increased by 4%. Permanent placement revenues in the UK & Ireland were up 3%. EBITA was EUR 15 million with the margin flat year-on-year at 2.7%.

In **Germany & Austria**, revenues were EUR 449 million, up 2%. The growth was mainly driven by price effects, with volumes broadly flat. In Industrial, which accounts for approximately 75% of revenues, revenues increased by 3%. Revenues in Office were up 2% and in Professional Staffing were flat. EBITA was EUR 40 million, with a margin of 8.9% compared to 8.3% in Q3 2014.

In **Japan**, revenues were EUR 275 million, up 2%. In Q3 2015, revenues grew by 1% in General Staffing, where we are mainly exposed to the Office business. In our smaller Professional Staffing business, which comprises IT and Engineering & Technical, revenue growth was 3%. EBITA was EUR 16 million and the EBITA margin was 5.8% compared to 5.9% in the prior year, impacted in Q3 2015 by investments in the roll-out of our global IT platform.

In **Italy**, revenue growth remained strong at 18%. Profitability improved by 80 bps to an EBITA margin of 7.4%, as we leveraged the investments made during 2014.

In **Benelux**, revenues increased by 13%, with double-digit growth in all three countries in the region. The EBITA margin was 6.2%, up 60 bps year-on-year despite the negative impact in Q3 2015 of costs related to management changes.

In the **Nordics**, revenues were down 11%. Our revenue development improved further in Sweden, but continued to deteriorate in Norway, where the market environment continues to be very challenging. In the Nordics, the EBITA margin declined to 1.8% compared to 3.5% in the prior year, adversely impacted in Q3 2015 by costs related to management changes.

In **Iberia**, revenues were up 13%. The EBITA margin was 4.2%, up 10 bps year-on-year, even as we began to invest in the roll-out of our global IT platform.

In **Australia & New Zealand**, revenue growth was 4%, with an EBITA margin of 1.0%, down 10 bps compared to Q3 2014.

In **Switzerland**, revenues were down 3%. The EBITA margin was 8.2% compared to 10.0% in the prior year.

In the **Emerging Markets**, revenue growth accelerated to 16%, with double-digit growth in Latin America, Eastern Europe & MENA, and India. The EBITA margin for Emerging Markets was 3.7%, flat year-on-year.

Revenues of **LHH**, Adecco's Career Transition and Talent Development business, were down 1% organically, or up 10% in constant currency due to the acquisition of Knightsbridge in Q2 2015. The EBITA margin excluding integration costs was 26.4% compared to an EBITA margin of 25.6% in the prior year.

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### **MANAGEMENT OUTLOOK**

In the third quarter, revenue growth continued at a similar level to the second quarter. Revenue growth has accelerated in Emerging Markets and Benelux, and remains strong in Southern Europe. In our large markets in Western Europe, the USA and Japan, revenue growth is still modest. Conditions in the Nordics and Switzerland continue to be challenging. In September, revenue growth for the Group was similar to the third quarter, in constant currency and adjusted for trading days, and this trend continued in October.

As previously stated, reaching our EBITA margin target of above 5.5% in 2015 depended on an acceleration in revenue growth in the second half of the year. In H2 2015, our organic revenue growth continues to be steady but is not accelerating sufficiently to achieve the EBITA margin target. Adecco will still deliver very strong profitability in 2015, with the EBITA margin excluding one-offs expected to be approximately 5.2%.

For 2016, economic conditions in Adecco's major markets are foreseen to be similar to 2015. Accordingly, the Group anticipates a continuation of current organic revenue growth trends. With this revenue development, the 2016 EBITA margin is anticipated to be similar to the EBITA margin excluding one-offs now expected in 2015.

Adecco continues to be committed to price discipline, cost leadership, tight capital management and EVA. The management team is currently completing a review of the medium-term strategic priorities. Further details on the evolution of these priorities will be provided at our Investor & Analyst Day to be held on January 18<sup>th</sup>, 2016.

### **SHARE BUYBACK PROGRAMME**

In November 2014, the Company launched a share buyback programme of up to EUR 250 million on a second trading line with the aim of subsequently cancelling the shares and reducing the share capital. To date, the Company has acquired 2,647,000 shares under this programme for EUR 174 million.

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### Q3 2015 Results Conference Calls

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

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

The Q3 2015 results presentation will be available through the webcasts and will be published in the Investor Relations section on our [website](#).

### Financial Agenda

• Investor & Analyst Day	January 18, 2016
• Q4 2015 results	March 9, 2016
• Annual General Meeting	April 21, 2016
• Q1 2016 results	May 10, 2016
• Q2 2016 results	August 10, 2016
• Q3 2016 results	November 8, 2016

### Forward-looking statements

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

### About the Adecco Group

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

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

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### Consolidated statements of operations

EUR millions except share and per share information	Q3		Variance %		9M		Variance %	
	2015	2014	EUR	Constant Currency	2015	2014	EUR	Constant Currency
<b>Revenues</b>	<b>5,673</b>	<b>5,185</b>	<b>9%</b>	<b>4%</b>	<b>16,338</b>	<b>14,828</b>	<b>10%</b>	<b>4%</b>
Direct costs of services	(4,598)	(4,231)			(13,250)	(12,101)		
<b>Gross profit</b>	<b>1,075</b>	<b>954</b>	<b>13%</b>	<b>6%</b>	<b>3,088</b>	<b>2,727</b>	<b>13%</b>	<b>6%</b>
Selling, general, and administrative expenses	(749)	(679)	10%	3%	(2,269)	(2,048)	11%	3%
<b>EBITA<sup>1)</sup></b>	<b>326</b>	<b>275</b>	<b>18%</b>	<b>13%</b>	<b>819</b>	<b>679</b>	<b>21%</b>	<b>14%</b>
Amortisation of intangible assets	(11)	(9)			(29)	(27)		
Impairment of goodwill	(740)				(740)			
<b>Operating income/(loss)</b>	<b>(425)</b>	<b>266</b>	<b>n.m.</b>	<b>n.m.</b>	<b>50</b>	<b>652</b>	<b>-92%</b>	<b>-93%</b>
Interest expense	(16)	(15)			(50)	(55)		
Other income/(expenses), net	8	3			18	8		
<b>Income/(loss) before income taxes</b>	<b>(433)</b>	<b>254</b>	<b>n.m.</b>		<b>18</b>	<b>605</b>	<b>-97%</b>	
Provision for income taxes	(80)	(55)			(192)	(150)		
<b>Net income/(loss)</b>	<b>(513)</b>	<b>199</b>	<b>n.m.</b>		<b>(174)</b>	<b>455</b>	<b>n.m.</b>	
Net income attributable to noncontrolling interests		(1)			(2)	(2)		
<b>Net income/(loss) attributable to Adecco shareholders</b>	<b>(513)</b>	<b>198</b>	<b>n.m.</b>		<b>(176)</b>	<b>453</b>	<b>n.m.</b>	
Basic earnings/(loss) per share <sup>2)</sup>	(2.98)	1.13	n.m.		(1.02)	2.56	n.m.	
Diluted earnings/(loss) per share <sup>3)</sup>	(2.98)	1.13	n.m.		(1.02)	2.56	n.m.	
<b>Gross margin</b>	<b>19.0%</b>	<b>18.4%</b>			<b>18.9%</b>	<b>18.4%</b>		
<b>SG&amp;A as a percentage of revenues</b>	<b>13.2%</b>	<b>13.1%</b>			<b>13.9%</b>	<b>13.8%</b>		
<b>EBITA margin</b>	<b>5.7%</b>	<b>5.3%</b>			<b>5.0%</b>	<b>4.6%</b>		
<b>Operating income/(loss) margin</b>	<b>-7.5%</b>	<b>5.1%</b>			<b>0.3%</b>	<b>4.4%</b>		
<b>Net income/(loss) margin attributable to Adecco shareholders</b>	<b>-9.0%</b>	<b>3.8%</b>			<b>-1.1%</b>	<b>3.1%</b>		

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

2) Basic weighted-average shares were 172,462,532 in Q3 2015 and 173,003,271 in 9M 2015 (175,707,333 in Q3 2014 and 177,013,935 in 9M 2014).

3) Diluted weighted-average shares were 172,462,532 in Q3 2015 and 173,003,271 in 9M 2015 (176,012,705 in Q3 2014 and 177,337,891 in 9M 2014).

## Revenues by segment and by business line

Revenues by segment EUR millions	Q3		Variance %		9M		Variance %	
	2015	2014	EUR	Constant Currency	2015	2014	EUR	Constant Currency
France	1,259	1,242	1%	1%	3,518	3,499	1%	1%
North America <sup>1)</sup>	1,186	986	20%	1%	3,449	2,787	24%	3%
UK & Ireland	586	526	11%	0%	1,705	1,537	11%	0%
Germany & Austria	449	438	2%	2%	1,285	1,272	1%	1%
Japan	275	266	3%	2%	830	773	7%	4%
Italy	330	280	18%	18%	967	818	18%	18%
Benelux	296	262	13%	13%	796	728	9%	9%
Nordics	176	206	-15%	-11%	544	617	-12%	-8%
Iberia	236	209	13%	13%	660	579	14%	14%
Australia & New Zealand	92	94	-2%	4%	278	257	8%	7%
Switzerland	130	117	10%	-3%	356	314	13%	-1%
Emerging Markets	565	481	17%	16%	1,655	1,401	18%	13%
LHH <sup>1)</sup>	93	78	20%	10%	295	246	20%	9%
<b>Adecco Group</b>	<b>5,673</b>	<b>5,185</b>	<b>9%</b>	<b>4%</b>	<b>16,338</b>	<b>14,828</b>	<b>10%</b>	<b>4%</b>

Revenues by business line <sup>2)</sup> EUR millions	Q3		Variance %		9M		Variance %	
	2015	2014	EUR	Constant Currency	2015	2014	EUR	Constant Currency
Office	1,317	1,221	8%	3%	3,898	3,544	10%	4%
Industrial	2,937	2,692	9%	7%	8,225	7,540	9%	6%
<b>General Staffing</b>	<b>4,254</b>	<b>3,913</b>	<b>9%</b>	<b>5%</b>	<b>12,123</b>	<b>11,084</b>	<b>9%</b>	<b>5%</b>
Information Technology	655	589	11%	1%	1,939	1,742	11%	0%
Engineering & Technical	285	280	2%	-9%	854	827	3%	-8%
Finance & Legal <sup>3)</sup>	234	201	17%	2%	674	574	17%	3%
Medical & Science	98	87	13%	4%	299	257	16%	5%
<b>Professional Staffing</b>	<b>1,272</b>	<b>1,157</b>	<b>10%</b>	<b>-1%</b>	<b>3,766</b>	<b>3,400</b>	<b>11%</b>	<b>-1%</b>
CTTD <sup>3)</sup>	93	78	20%	10%	295	246	20%	9%
BPO <sup>3)</sup>	54	37	43%	22%	154	98	56%	32%
<b>Solutions<sup>3)</sup></b>	<b>147</b>	<b>115</b>	<b>27%</b>	<b>14%</b>	<b>449</b>	<b>344</b>	<b>30%</b>	<b>16%</b>
<b>Adecco Group</b>	<b>5,673</b>	<b>5,185</b>	<b>9%</b>	<b>4%</b>	<b>16,338</b>	<b>14,828</b>	<b>10%</b>	<b>4%</b>

1) In Q3 2015 revenues changed organically in LHH by -1% (9M: 1%). In 9M 2015 revenues changed organically in North America by 2%.

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

3) In Q3 2015 revenues changed organically in Finance & Legal by 1% (9M: 2%), in CTTD by -1% (9M: 1%), in BPO by 16% (9M: 16%) and in Solutions by 5% (9M: 6%).



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### EBITA<sup>1)</sup> and EBITA margin by segment

EBITA EUR millions	Q3		Variance %		9M		Variance %	
	2015	2014	EUR	Constant Currency	2015	2014	EUR	Constant Currency
France	92	82	13%	13%	236	206	15%	15%
North America	76	56	36%	14%	207	140	48%	22%
UK & Ireland	15	14	11%	0%	41	36	14%	2%
Germany & Austria	40	36	10%	10%	76	73	5%	5%
Japan	16	16	1%	0%	49	42	18%	14%
Italy	24	18	31%	31%	66	49	34%	34%
Benelux	19	14	26%	26%	38	30	24%	24%
Nordics	3	7	-56%	-55%	6	19	-65%	-64%
Iberia	10	9	14%	14%	28	23	23%	23%
Australia & New Zealand	1	1	-13%	-8%	0	(1)	n.m.	n.m.
Switzerland	11	12	-10%	-20%	26	27	-5%	-17%
Emerging Markets	21	18	16%	17%	62	47	32%	28%
LHH	22	20	9%	-5%	79	70	12%	-2%
Corporate	(24)	(28)			(95)	(82)		
<b>Adecco Group</b>	<b>326</b>	<b>275</b>	<b>18%</b>	<b>13%</b>	<b>819</b>	<b>679</b>	<b>21%</b>	<b>14%</b>

EBITA margin	Q3		Variance bps	9M		Variance bps
	2015	2014		2015	2014	
France	7.3%	6.6%	70	6.7%	5.9%	80
North America	6.4%	5.6%	80	6.0%	5.0%	100
UK & Ireland	2.7%	2.7%	0	2.4%	2.4%	0
Germany & Austria	8.9%	8.3%	60	5.9%	5.7%	20
Japan	5.8%	5.9%	(10)	5.9%	5.4%	50
Italy	7.4%	6.6%	80	6.8%	6.0%	80
Benelux	6.2%	5.6%	60	4.7%	4.2%	50
Nordics	1.8%	3.5%	(170)	1.2%	3.1%	(190)
Iberia	4.2%	4.1%	10	4.3%	3.9%	40
Australia & New Zealand	1.0%	1.1%	(10)	0.0%	-0.2%	20
Switzerland	8.2%	10.0%	(180)	7.3%	8.6%	(130)
Emerging Markets	3.7%	3.7%	0	3.7%	3.3%	40
LHH	23.2%	25.6%	(240)	26.7%	28.6%	(190)
<b>Adecco Group</b>	<b>5.7%</b>	<b>5.3%</b>	<b>40</b>	<b>5.0%</b>	<b>4.6%</b>	<b>40</b>

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

## Consolidated balance sheets

EUR millions	September 30 2015	December 31 2014
<b>Assets</b>		
Current assets:		
– Cash and cash equivalents	1,144	695
– Short-term investments	3	3
– Trade accounts receivable, net	4,101	3,676
– Other current assets	350	262
<b>Total current assets</b>	<b>5,598</b>	<b>4,636</b>
Property, equipment, and leasehold improvements, net	227	222
Other assets	493	498
Intangible assets, net	525	501
Goodwill	2,979	3,583
<b>Total assets</b>	<b>9,822</b>	<b>9,440</b>
<b>Liabilities and shareholders' equity</b>		
<b>Liabilities</b>		
Current liabilities:		
– Accounts payable and accrued expenses	3,874	3,607
– Short-term debt and current maturities of long-term debt	565	89
<b>Total current liabilities</b>	<b>4,439</b>	<b>3,696</b>
Long-term debt, less current maturities	1,836	1,584
Other liabilities	353	321
<b>Total liabilities</b>	<b>6,628</b>	<b>5,601</b>
<b>Shareholders' equity</b>		
Adecco shareholders' equity:		
– Common shares	108	111
– Additional paid-in capital	718	1,063
– Treasury shares, at cost	(168)	(303)
– Retained earnings	2,598	3,072
– Accumulated other comprehensive income/(loss), net	(68)	(108)
<b>Total Adecco shareholders' equity</b>	<b>3,188</b>	<b>3,835</b>
Noncontrolling interests	6	4
<b>Total shareholders' equity</b>	<b>3,194</b>	<b>3,839</b>
<b>Total liabilities and shareholders' equity</b>	<b>9,822</b>	<b>9,440</b>

## Press Release

### Consolidated statements of cash flows

EUR millions	Q3		9M	
	2015	2014	2015	2014
<b>Cash flows from operating activities</b>				
Net income/(loss)	(513)	199	(174)	455
Adjustments to reconcile net income/(loss) to cash flows from operating activities:				
– Depreciation and amortisation	35	32	100	96
– Impairment of goodwill	740		740	
– Other charges	25	18	37	34
Changes in operating assets and liabilities, net of acquisitions:				
– Trade accounts receivable	(28)	(21)	(347)	(241)
– Accounts payable and accrued expenses	80	97	155	204
– Other assets and liabilities	(46)	(57)	(10)	(47)
<b>Cash flows from operating activities</b>	<b>293</b>	<b>268</b>	<b>501</b>	<b>501</b>
<b>Cash flows from investing activities</b>				
Capital expenditures	(25)	(20)	(69)	(55)
Proceeds from sale of property and equipment	1	10	2	27
Acquisition of Knightsbridge, net of cash acquired	2		(56)	
Cash settlements on derivative instruments	(4)	(6)	(106)	3
Other acquisition and investing activities, net		(31)	(7)	(37)
<b>Cash used in investing activities</b>	<b>(26)</b>	<b>(47)</b>	<b>(236)</b>	<b>(62)</b>
<b>Cash flows from financing activities</b>				
Net increase/(decrease) in short-term debt	(133)	(65)	155	91
Borrowings of long-term debt, net of issuance costs			498	
Repayment of long-term debt				(346)
Dividends paid to shareholders			(348)	(291)
Purchase of treasury shares	(95)	(118)	(132)	(200)
Other financing activities, net		(2)		(2)
<b>Cash flows from/(used in) financing activities</b>	<b>(228)</b>	<b>(185)</b>	<b>173</b>	<b>(748)</b>
Effect of exchange rate changes on cash	(18)	17	11	12
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>21</b>	<b>53</b>	<b>449</b>	<b>(297)</b>
Cash and cash equivalents:				
– Beginning of period	1,123	613	695	963
– End of period	1,144	666	1,144	666