

Adecco delivers record Q4 profitability with a 5.3% margin

Revenue growth into Q1 2015 shows improving trend

Fourth quarter 2014 highlights

- Revenues up 4% year-on-year and up 2% in constant currency
- Gross margin 18.9%, up 60 bps
- SG&A excluding restructuring costs¹ up 2% yoy and up 2% sequentially, both in constant currency
- EBITA² excluding restructuring costs EUR 272 million
- EBITA margin excluding restructuring costs 5.3%, up 50 bps
- Strong cash flows from operating activities

Full year 2014 highlights

- Revenues EUR 20.0 billion, up 3% year-on-year and up 4% in constant currency
- Gross margin 18.5%, up 20 bps
- SG&A excluding restructuring costs up 3% in constant currency
- EBITA excluding restructuring costs EUR 965 million
- EBITA margin excluding restructuring costs 4.8%, up 40 bps
- Net income attributable to Adecco shareholders up 14%, basic EPS up 17%
- Proposed 2014 dividend of CHF 2.10 per share, up 5% compared to last year

Key figures for 2014

in EUR millions	Q4 2014	FY 2014	Q4 2014	FY 2014
			Constant currency growth	Constant currency growth
Revenues	5,172	20,000	2%	4%
Gross profit	976	3,703	5%	5%
EBITA excluding restructuring costs	272	965	13%	15%
EBITA	249	928	11%	15%
Operating income	239	891	12%	16%
Net income attributable to Adecco shareholders	185	638		

Zurich, Switzerland, March 11, 2015: the Adecco Group, the world's leading provider of Human Resources solutions, today announced results for the full year and Q4 2014. Revenues in 2014 were EUR 20.0 billion, up 4% in constant currency. The gross margin improved to 18.5%, up 20 bps. SG&A excluding restructuring costs was up 3% in constant currency. The EBITA margin excluding restructuring costs was 4.8%, up 40 bps. Net income attributable to Adecco shareholders was up 14% to EUR 638 million and basic EPS increased by 17% to EUR 3.62. In recognition of Adecco's strong cash flow and balance sheet, the Board of Directors proposes a dividend per share of CHF 2.10 for 2014, a 5% increase on the prior year.

¹ Restructuring costs were EUR 37 million in 2014, including EUR 23 million in Q4 2014; restructuring costs were EUR 33 million in 2013, including EUR 17 million in Q4 2013.

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

Press Release

Patrick De Maeseneire, CEO of the Adecco Group said: *“Market conditions in 2014 were rather mixed, but our colleagues showed again that they can adapt well to changing conditions, and delivered another strong performance. With 5.3%, we delivered our best-ever fourth quarter margin. This provides an excellent base as we head into 2015. In addition, revenue growth in constant currency and adjusted for trading days was 4% for January and February combined, a clear pick-up compared to the end of 2014. And since GDP growth is forecasted to accelerate in 2015, we expect a further positive development of demand for flexible labour going forward. Given our strong profitability in the fourth quarter, our good start to the year and the positive outlook, and with the continued good progress on our six strategic priorities, we remain convinced that we will achieve our EBITA margin target of above 5.5% in 2015.”*

FY 2014 FINANCIAL PERFORMANCE

Revenues

Group revenues for 2014 were EUR 20.0 billion, up 3% or up 4% in constant currency compared to the prior year. Currency fluctuations had a negative impact on revenues of approximately 1%. Permanent placement revenues amounted to EUR 348 million, an increase of 11% in constant currency. Revenues from career transition (outplacement) totalled EUR 297 million, an increase of 7% in constant currency.

Gross Profit

In 2014, gross profit was EUR 3.7 billion, an increase of 4% compared to 2013. In constant currency, gross profit increased by 5%. The gross margin increased by 20 bps to 18.5%, mainly driven by a positive business mix, a continued strict approach to pricing and the effect of the French CICE (tax credit for competitiveness and employment).

Selling, General and Administrative Expenses (SG&A)

SG&A increased by 1%. Excluding restructuring costs, SG&A increased by 3% in constant currency. SG&A in 2014 included restructuring costs of EUR 37 million, incurred in France (EUR 4 million), North America (EUR 18 million), Germany (EUR 14 million), and Emerging Markets (EUR 1 million). SG&A in 2013 included restructuring costs of EUR 33 million. In 2014, FTE employees were up 1% and branches declined by 2%. At year end 2014, the Adecco Group had worldwide over 31,000 FTE employees and a network of around 5,100 branches.

EBITA

In 2014, EBITA was EUR 928 million. EBITA excluding restructuring costs was EUR 965 million, and the margin increased by 40 bps to 4.8%.

Amortisation of Intangible Assets

Amortisation of intangible assets was EUR 37 million in 2014 compared to EUR 42 million in 2013.

Operating Income

Operating income in 2014 was EUR 891 million compared to EUR 779 million in 2013.

Interest Expense and Other Income/(Expenses), net

Interest expense was EUR 69 million compared to EUR 79 million in 2013, with the reduction mainly due to the repayment at maturity in April 2014 of a EUR 346 million bond with an interest rate of 7.625%. Other income/(expenses), net was an income of EUR 5 million in 2014 compared to an expense of EUR 2 million in 2013.

Provision for Income Taxes

The effective tax rate in 2014 was 23% compared to 20% in 2013. Discrete events had a positive impact on the tax rate of approximately 5% in 2014 and 8% in 2013.

Press Release

Net Income Attributable to Adecco Shareholders and EPS

In 2014, net income attributable to Adecco shareholders was up 14% to EUR 638 million. Basic EPS was EUR 3.62, up 17% compared to 2013, reflecting net income growth and the impact of the share buyback programmes.

Cash Flow, Net Debt³ and DSO

Cash flow generated from operating activities amounted to EUR 785 million in 2014, compared to EUR 520 million in 2013. In 2014, the Group invested EUR 80 million in capex, paid dividends of EUR 291 million and paid EUR 281 million for treasury shares. Net debt at the end of December 2014 was EUR 975 million compared to EUR 1,096 million at year end 2013. In 2014, DSO was 53 days, one day less than in 2013.

Q4 2014 FINANCIAL PERFORMANCE

Revenues

Q4 2014 revenues of EUR 5.2 billion were up 4% year-on-year, or up 2% in constant currency. Currency fluctuations had a positive impact on revenues of approximately 2%. By business line, revenues in constant currency grew by 3% in General Staffing, with Industrial up 4% and Office up 1%, and declined by 1% in Professional Staffing. Permanent placement revenues were EUR 87 million, up 14% in constant currency. Revenues from career transition (outplacement) totalled EUR 77 million, up 3% in constant currency.

Gross Profit

Gross profit amounted to EUR 976 million and the gross margin was 18.9%, up 60 bps year-on-year. Temporary Staffing had a 40 bps positive impact, permanent placement added a further 20 bps and the outplacement business had a 10 bps positive impact, while other activities had a 10 bps negative impact.

Selling, General and Administrative Expenses (SG&A)

SG&A was EUR 727 million, up 5% compared to Q4 2013. Restructuring costs were EUR 23 million compared to EUR 17 million in Q4 2013. SG&A excluding restructuring costs was EUR 704 million, up 2% year-on-year in constant currency. Sequentially, SG&A excluding restructuring costs was up 2% in constant currency. Compared to Q4 2013, FTE employees increased by 1% and the branch network was flat.

EBITA

EBITA was EUR 249 million and EBITA excluding restructuring costs was EUR 272 million. The EBITA margin excluding restructuring costs was up 50 bps to 5.3%, which is the strongest fourth-quarter margin in Adecco's history.

Amortisation of Intangible Assets

Amortisation of intangible assets was EUR 10 million compared to EUR 11 million in Q4 2013.

Operating Income

Operating income was EUR 239 million compared to EUR 210 million in the same period last year.

Interest Expense and Other Income/(Expenses), net

Interest expense was EUR 14 million compared to EUR 21 million in Q4 2013. Other income/(expenses), net was an expense of EUR 3 million in Q4 2014 compared to an expense of EUR 1 million in Q4 2013.

Provision for Income Taxes

The effective tax rate was 17%. Discrete events had a positive impact of approximately 11% on the tax rate.

³ Net debt is a non US GAAP measure and comprises short-term and long-term debt less cash and cash equivalents and short-term investments.

Press Release

Net Income Attributable to Adecco Shareholders and EPS

Net income attributable to Adecco shareholders was EUR 185 million compared to EUR 174 million last year. Basic EPS increased to EUR 1.06 from EUR 0.98.

Cash Flow, Net Debt and DSO

Cash flow generated from operating activities was EUR 284 million in Q4 2014 compared to EUR 250 million in the same period last year. In Q4 2014, capex was EUR 25 million and the group paid EUR 81 million for treasury shares. Net debt at December 31, 2014 was EUR 975 million compared to EUR 1,149 million at September 30, 2014. DSO was 52 days in Q4 2014, one day less than in Q4 2013.

Q4 2014 SEGMENT PERFORMANCE

Note: all growth rates in this section are year-on-year on an organic⁴ basis, unless otherwise stated

% of revenues	Revenues		EBITA excluding restructuring costs ^{1), 2)}			
	EUR millions	Organic change yoy	EUR millions	Margin	Margin change yoy	
22%	France ^{1), 2)}	1,141	-5%	78	6.8%	80 bps
21%	North America ^{1), 2)}	1,067	6%	69	6.5%	150 bps
10%	UK & Ireland ¹⁾	524	-2%	13	2.4%	-10 bps
8%	Germany & Austria ²⁾	415	-2%	18	4.5%	60 bps
5%	Japan	259	1%	15	6.0%	-40 bps
5%	Italy	280	10%	16	5.6%	10 bps
5%	Benelux	254	1%	15	5.6%	-60 bps
4%	Nordics ¹⁾	204	2%	4	2.3%	-60 bps
4%	Iberia ¹⁾	210	19%	8	3.9%	-20 bps
2%	Australia & New Zealand	93	4%	1	1.0%	20 bps
2%	Switzerland	113	1%	11	9.3%	-30 bps
10%	Emerging Markets ²⁾	524	10%	22	4.3%	30 bps
2%	LHH	88	2%	28	31.3%	380 bps
	Corporate			(26)		
100%	Adecco Group^{1), 2)}	5,172	2%	272	5.3%	50 bps

1) EBITA excluding restructuring costs in Q4 2013 of EUR 10 million in France, EUR 2 million in North America, EUR 2 million in UK & Ireland, EUR 1 million in Nordics, and EUR 2 million in Iberia

2) EBITA excluding restructuring costs in Q4 2014 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

In **France**, revenues were EUR 1.1 billion, a decrease of 5%. Industrial, which accounts for approximately 85% of revenues, decreased by 3%. The weakness in construction, our largest industry exposure in France, continued to weigh on revenues. In Office, revenues decreased by 23%, while in Professional Staffing the decline was 8%. Permanent placement revenues in France were up 17%. EBITA was EUR 74 million, which included restructuring costs of EUR 4 million. EBITA excluding restructuring costs was EUR 78 million and the margin was 6.8%. This is an 80 bps increase compared to the EBITA margin excluding restructuring costs of 6.0% in Q4 2013.

In **North America**, revenues were EUR 1.1 billion, an increase of 6%. In North America, General Staffing accounts for approximately half of revenues. In Industrial, revenue growth remained strong at 13%, while Office improved further with revenues up 5%. In Professional Staffing, revenues grew by 2%, with growth of 1% in IT, 9% in Finance & Legal

⁴ Organic growth is a non-US GAAP measure and excludes the impact of currency, acquisitions and divestitures.

Press Release

and 15% in Medical & Science, while revenues in Engineering & Technical were down 3%. Permanent placement revenues in North America were up 12%. EBITA was EUR 65 million, which includes restructuring costs of EUR 4 million related to the move to a single headquarters in North America. EBITA excluding restructuring costs was EUR 69 million, with the margin increasing by 150 bps to 6.5%.

In the **UK & Ireland**, revenues decreased by 2% to EUR 524 million. Approximately two-thirds of revenues come from Professional Staffing, which declined by 2%. This was driven by a 2% decrease in IT, the largest business line within Professional Staffing. Within General Staffing, the majority of revenues are in Office, which also declined by 2%. Permanent placement revenues in the UK & Ireland increased by 9%. EBITA was EUR 13 million with a margin of 2.4% compared to the EBITA margin excluding restructuring costs of 2.5% in Q4 2013.

In **Germany & Austria**, revenues declined by 2% to EUR 415 million. In Industrial, which accounts for approximately 70% of revenues, revenues decreased by 2%, compared to growth of 2% in Q3 2014. This reflects weaker demand from clients in manufacturing sectors. Revenues declined in Office by 5% and in Professional Staffing by 1%. EBITA was EUR 4 million, which includes restructuring costs of EUR 14 million. EBITA excluding restructuring costs was EUR 18 million with a margin of 4.5%, up 60 bps compared to Q4 2013.

In **Japan**, revenues were EUR 259 million, up 1%. Revenues were flat in Office, which accounts for approximately 75% of our revenues in Japan. Our smaller Professional Staffing business, which comprises IT and Engineering & Technical, continued to grow. EBITA was EUR 15 million and the EBITA margin was 6.0% compared to 6.4% in the prior year.

In **Italy**, revenues were up 10%, helped by good demand in logistics and food. Profitability continued to be strong with an EBITA margin of 5.6%.

In **Benelux**, revenues increased by 1% and the EBITA margin was down 60 bps to 5.6%, both against tough comparatives in the prior year.

In the **Nordics**, revenues were up 2%. In Norway and Sweden the environment remained challenging. In the Nordics the EBITA margin was 2.3% compared to the EBITA margin excluding restructuring costs of 2.9% in Q4 2013.

In **Iberia**, revenues were up 19%, with the improvement in demand continuing to broaden. The EBITA margin was 3.9% compared to 4.1% in Q4 2013.

In **Australia & New Zealand**, revenues returned to growth with an increase of 4%. The EBITA margin in Q4 2014 was 1.0%, up 20 bps compared to the prior year.

In **Switzerland**, revenues were up 1% compared to Q4 2013. Profitability was strong, with an EBITA margin of 9.3%.

In the **Emerging Markets**, revenue growth was 10%, with continued strong growth in Eastern Europe & MENA, up 18%. EBITA of 21 million included EUR 1 million of restructuring costs. Excluding restructuring costs, the EBITA margin for Emerging Markets was 4.3% compared to 4.0% in Q4 2013.

In **LHH**, Adecco's Career Transition and Talent Development business, revenue growth was 2%. Profitability continued to be very strong, with the EBITA margin increasing by 380 bps to 31.3%.

Press Release

MANAGEMENT OUTLOOK

In the fourth quarter, organic revenue growth slowed compared to the first nine months. This reflected some softness in parts of Europe, especially in France and Germany. Since the start of 2015, the trends in our businesses in Europe and Japan have become more positive, while growth remains robust in North America and in Emerging Markets. Revenue growth was 4% for January and February combined, in constant currency and adjusted for trading days; this was flattered slightly by the favourable timing of holidays in January, but the underlying picture shows a clear improvement compared to the end of 2014. Based on these trends and the current economic outlook, we expect a further positive development of demand for flexible labour over the course of 2015.

Given this picture, we will continue to invest selectively where we see organic growth opportunities and where productivity is already at a high level. At the same time, we maintain our focus on tight cost control. In Q1 2015, SG&A is expected to increase slightly compared to Q4 2014 in constant currency and excluding restructuring costs, in line with the normal seasonal pattern.

We continue to be very focused on reaching our EBITA margin target of above 5.5% in 2015. Economic growth slowed in the second half of 2014, but a pick-up of GDP growth is expected for 2015 and the start of the year suggests this is already beginning to happen. Given this outlook and based on the good progress on our six strategic priorities and our continued price and cost discipline, we remain convinced we will achieve our target.

ACQUISITION

The Adecco Group today announces the acquisition of Knightsbridge Human Capital Services. Knightsbridge is the market leader in career transition and talent development services in Canada and the acquired business had revenues of CAD 56 million in 2014. The combination of Lee Hecht Harrison and Knightsbridge establishes LHH as the market leader for Human Capital Solutions in Canada and reinforces LHH's leadership position in key markets around the world. The enterprise value of CAD 80 million will be financed with Adecco's existing financial resources and the acquisition is expected to be EVA-enhancing in the second year after closing. The transaction remains subject to customary closing conditions and is expected to close in Q2 2015. For further details, please see the separate press release.

SHARE BUYBACK PROGRAMME

In November 2014, the Company completed the share buyback programme of EUR 250 million launched in September 2013 and started a new share buyback programme of up to EUR 250 million. The new programme is also executed on a second trading line with the SIX Swiss Exchange with the aim of subsequent cancellation of the shares and reduction of the share capital, after formal shareholder approval. Under the current programme, the Company has to date acquired 825,000 shares for EUR 45 million.

PROPOSALS TO SHAREHOLDERS

Dividend pay-out:

At the Annual General Meeting, the Board of Directors will propose a dividend of CHF 2.10 per share for 2014, for approval by shareholders. This represents a pay-out ratio of 49% of adjusted net earnings (assuming an exchange rate of EUR/CHF 1.07), in line with the pay-out range of 40-50% of adjusted net earnings. The total amount of the dividend distribution for 2014 is intended to be allocated from Adecco S.A.'s reserve from capital contributions to the free reserves and subsequently distributed to shareholders, and is therefore expected to be exempt from Swiss withholding tax. The dividend will be paid on May 5, 2015 to shareholders on the register as of April 29, 2015.

Press Release

Cancellation of shares:

At the Annual General Meeting, the Board of Directors will propose the cancellation of all shares that have been purchased on a second trading line under the share buyback programmes during 2014. The total number of shares to be cancelled is 4,606,873 representing a reduction of share capital of 2.6%.

Board of Directors:

Following the divestment of Adecco shares by Jacobs Holding AG, Andreas Jacobs has decided not to stand for re-election to the Board of Directors. Since Andreas Jacobs joined the Board in May 2006 he has made a major contribution to the success of the Adecco Group. The Board of Directors and the Executive Management team would like to take this opportunity to thank Andreas Jacobs and the Jacobs Family for their longstanding and personal engagement to the success of the Adecco Group.

The Board of Directors proposes to newly elect Kathleen P. Taylor and Jean-Christophe Deslarzes as members of the Board of Directors.

Kathleen P. Taylor (1957) is a Canadian national. She is currently Chair of the Board of Royal Bank of Canada and a director of the Canada Pension Plan Investment Board. Ms Taylor is the former President and Chief Executive Officer of Four Seasons Hotels and Resorts.

Jean-Christophe Deslarzes (1963) is a Swiss national. He is currently Chief Human Resources Officer and member of the Executive Committee of ABB Group. Previously, Mr Deslarzes served as Chief Human Resources and Organization Officer and member of the Executive Board of Carrefour Group.

For further information please contact:

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Q4 2014 Results Conference Calls

There will be a media conference call at 9 am CET as well as an analyst conference call at 11 am CET. The conferences 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 Q4 2014 results presentation will be available through the webcasts and will be published in the Investor Relations section on our [website](#).

Press Release

Financial Agenda

- | | |
|--------------------------|------------------|
| • Annual General Meeting | April 21, 2015 |
| • Dividend ex-date | April 29, 2015 |
| • Dividend payment date | May 5, 2015 |
| • Q1 2015 results | May 7, 2015 |
| • Q2 2015 results | August 11, 2015 |
| • Q3 2015 results | November 5, 2015 |

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.

About the Adecco Group

The Adecco Group, based in Zurich, Switzerland, is the world's leading provider of HR solutions. With more than 31,000 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 more than 650,000 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).

Press Release

Consolidated statements of operations

EUR millions except share and per share information	Q4		Variance %		FY		Variance %	
	2014	2013	EUR	Constant Currency	2014	2013	EUR	Constant Currency
Revenues	5,172	4,983	4%	2%	20,000	19,503	3%	4%
Direct costs of services	(4,196)	(4,070)			(16,297)	(15,943)		
Gross profit	976	913	7%	5%	3,703	3,560	4%	5%
Selling, general, and administrative expenses	(727)	(692)	5%	3%	(2,775)	(2,739)	1%	3%
EBITA¹	249	221	13%	11%	928	821	13%	15%
Amortisation of intangible assets	(10)	(11)			(37)	(42)		
Operating income	239	210	14%	12%	891	779	14%	16%
Interest expense	(14)	(21)			(69)	(79)		
Other income/(expenses), net	(3)	(1)			5	(2)		
Income before income taxes	222	188	18%		827	698	18%	
Provision for income taxes	(37)	(14)			(187)	(140)		
Net income	185	174	6%		640	558	15%	
Net income attributable to noncontrolling interests					(2)	(1)		
Net income attributable to Adecco shareholders	185	174	6%		638	557	14%	
Basic earnings per share ²	1.06	0.98	9%		3.62	3.09	17%	
Diluted earnings per share ³	1.06	0.98	9%		3.61	3.08	17%	
<i>Gross margin</i>	<i>18.9%</i>	<i>18.3%</i>			<i>18.5%</i>	<i>18.3%</i>		
<i>SG&A as a percentage of revenues</i>	<i>14.1%</i>	<i>13.9%</i>			<i>13.9%</i>	<i>14.0%</i>		
<i>EBITA margin</i>	<i>4.8%</i>	<i>4.4%</i>			<i>4.6%</i>	<i>4.2%</i>		
<i>Operating income margin</i>	<i>4.6%</i>	<i>4.2%</i>			<i>4.5%</i>	<i>4.0%</i>		
<i>Net income margin attributable to Adecco shareholders</i>	<i>3.6%</i>	<i>3.5%</i>			<i>3.2%</i>	<i>2.9%</i>		

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

2) Basic weighted-average shares were 174,053,809 in Q4 2014 and 176,267,821 in FY 2014 (178,350,313 in Q4 2013 and 180,511,706 in FY 2013).

3) Diluted weighted-average shares were 174,367,373 in Q4 2014 and 176,589,179 in FY 2014 (178,724,252 in Q4 2013 and 180,781,433 in FY 2013).

Revenues by segment and by business line

Revenues by segment in EUR millions	Q4		Variance %		FY		Variance %	
	2014	2013	EUR	Constant Currency	2014	2013	EUR	Constant Currency
France	1,141	1,204	-5%	-5%	4,640	4,735	-2%	-2%
North America ¹⁾	1,067	928	15%	7%	3,854	3,726	3%	5%
UK & Ireland	524	501	5%	-2%	2,061	1,907	8%	3%
Germany & Austria	415	425	-2%	-2%	1,687	1,620	4%	4%
Japan	259	270	-4%	1%	1,032	1,118	-8%	2%
Italy	280	255	10%	10%	1,098	960	14%	14%
Benelux	254	252	1%	1%	982	929	6%	6%
Nordics	204	207	-1%	2%	821	815	1%	6%
Iberia	210	177	19%	19%	789	662	19%	19%
Australia & New Zealand	93	89	5%	4%	350	423	-17%	-11%
Switzerland	113	110	3%	1%	427	411	4%	3%
Emerging Markets	524	482	9%	10%	1,925	1,878	3%	11%
LHH	88	83	6%	2%	334	319	5%	6%
Adecco Group	5,172	4,983	4%	2%	20,000	19,503	3%	4%

Revenues by business line ² in EUR millions	Q4		Variance %		FY		Variance %	
	2014	2013	EUR	Constant Currency	2014	2013	EUR	Constant Currency
Office	1,271	1,252	2%	1%	4,815	4,949	-3%	1%
Industrial	2,602	2,492	4%	4%	10,142	9,627	5%	6%
General Staffing	3,873	3,744	3%	3%	14,957	14,576	3%	4%
Information Technology	595	574	4%	-1%	2,337	2,249	4%	3%
Engineering & Technical	276	281	-2%	-6%	1,103	1,138	-3%	-2%
Finance & Legal	204	186	10%	4%	778	751	4%	3%
Medical & Science	92	86	6%	3%	349	364	-4%	-3%
Professional Staffing	1,167	1,127	4%	-1%	4,567	4,502	1%	1%
CTTD	88	83	6%	2%	334	319	5%	6%
BPO ³⁾	44	29	52%	42%	142	106	34%	34%
Solutions³⁾	132	112	18%	13%	476	425	12%	13%
Adecco Group	5,172	4,983	4%	2%	20,000	19,503	3%	4%

1) In Q4 2014 revenues changed organically in North America by 6% (FY: 4%).

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 Q4 2014 revenues changed organically in BPO by 19% (FY: 23%) and in Solutions by 7% (FY: 10%).

EBITA¹ and EBITA margin by segment

EUR millions	Q4		Variance %		FY		Variance %	
	2014	2013	EUR	Constant Currency	2014	2013	EUR	Constant Currency
EBITA								
France	74	63	17%	17%	280	224	25%	25%
North America	65	45	47%	37%	205	168	22%	24%
UK & Ireland	13	11	20%	12%	49	37	33%	27%
Germany & Austria	4	16	-74%	-74%	77	88	-13%	-13%
Japan	15	17	-10%	-6%	57	66	-13%	-5%
Italy	16	14	11%	11%	65	58	12%	12%
Benelux	15	16	-9%	-9%	45	39	15%	15%
Nordics	4	5	-3%	-1%	23	21	11%	16%
Iberia	8	5	66%	66%	31	18	73%	73%
Australia & New Zealand	1	1	32%	30%	0	8	-96%	-95%
Switzerland	11	11	-1%	-3%	38	34	11%	9%
Emerging Markets	21	19	10%	12%	68	65	5%	14%
LHH	28	23	21%	14%	98	88	11%	13%
Corporate	(26)	(25)			(108)	(93)		
Adecco Group	249	221	13%	11%	928	821	13%	15%

EBITA margin	Q4		Variance bps	FY		Variance bps
	2014	2013		2014	2013	
France	6.5%	5.2%	130	6.0%	4.7%	130
North America	6.1%	4.8%	130	5.3%	4.5%	80
UK & Ireland	2.4%	2.1%	30	2.4%	1.9%	50
Germany & Austria	1.0%	3.9%	(290)	4.6%	5.5%	(90)
Japan	6.0%	6.4%	(40)	5.5%	5.9%	(40)
Italy	5.6%	5.5%	10	5.9%	6.0%	(10)
Benelux	5.6%	6.2%	(60)	4.5%	4.2%	30
Nordics	2.3%	2.4%	(10)	2.9%	2.6%	30
Iberia	3.9%	2.8%	110	3.9%	2.7%	120
Australia & New Zealand	1.0%	0.8%	20	0.1%	1.9%	(180)
Switzerland	9.3%	9.6%	(30)	8.8%	8.3%	50
Emerging Markets	4.0%	4.0%	0	3.5%	3.4%	10
LHH	31.3%	27.5%	380	29.3%	27.5%	180
Adecco Group	4.8%	4.4%	40	4.6%	4.2%	40

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

Press Release

Consolidated balance sheets

EUR millions	December 31 2014	December 31 2013
Assets		
Current assets:		
– Cash and cash equivalents	695	963
– Short-term investments	3	
– Trade accounts receivable, net	3,676	3,526
– Other current assets	262	254
Total current assets	4,636	4,743
Property, equipment, and leasehold improvements, net	222	243
Other assets	498	422
Intangible assets, net	501	513
Goodwill	3,583	3,408
Total assets	9,440	9,329
Liabilities and shareholders' equity		
Liabilities		
Current liabilities:		
– Accounts payable and accrued expenses	3,607	3,346
– Short-term debt and current maturities of long-term debt	89	492
Total current liabilities	3,696	3,838
Long-term debt, less current maturities	1,584	1,567
Other liabilities	321	367
Total liabilities	5,601	5,772
Shareholders' equity		
Adecco shareholders' equity:		
– Common shares	111	118
– Additional paid-in capital	1,063	1,352
– Treasury shares, at cost	(303)	(461)
– Retained earnings	3,072	2,851
– Accumulated other comprehensive income/(loss), net	(108)	(307)
Total Adecco shareholders' equity	3,835	3,553
Noncontrolling interests	4	4
Total shareholders' equity	3,839	3,557
Total liabilities and shareholders' equity	9,440	9,329

Consolidated statements of cash flows

EUR millions	Q4		FY	
	2014	2013	2014	2013
Cash flows from operating activities				
Net income	185	174	640	558
Adjustments to reconcile net income to cash flows from operating activities:				
– Depreciation and amortisation	33	36	129	143
– Other charges	(13)	54	21	74
Changes in operating assets and liabilities, net of acquisitions:				
– Trade accounts receivable	203	62	(38)	(173)
– Accounts payable and accrued expenses	(98)	24	106	134
– Other assets and liabilities	(26)	(100)	(73)	(216)
Cash flows from operating activities	284	250	785	520
Cash flows from investing activities				
Capital expenditures	(25)	(28)	(80)	(81)
Proceeds from sale of property and equipment	1	2	28	3
Cash settlements on derivative instruments	(8)	(4)	(5)	25
Other acquisition and investing activities, net	1	(2)	(36)	(2)
Cash used in investing activities	(31)	(32)	(93)	(55)
Cash flows from financing activities				
Net decrease in short-term debt	(149)	(39)	(58)	(59)
Repayment of long-term debt			(346)	(345)
Borrowing of long-term debt, net of issuance costs				398
Dividends paid to shareholders			(291)	(266)
Purchase of treasury shares	(81)	(21)	(281)	(297)
Other financing activities, net			(2)	(1)
Cash used in financing activities	(230)	(60)	(978)	(570)
Effect of exchange rate changes on cash	6	(11)	18	(35)
Net increase/(decrease) in cash and cash equivalents	29	147	(268)	(140)
Cash and cash equivalents:				
– Beginning of period	666	816	963	1,103
– End of period	695	963	695	963