



Adecco's business in North America

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Disclaimer

Forward-looking statements

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

Agenda

The 'big picture'

General Staffing

Professional Staffing

Adecco's North American IT business back on track

Trends, opportunities and strategic priorities

The 'big picture'

The North American staffing market

Overview

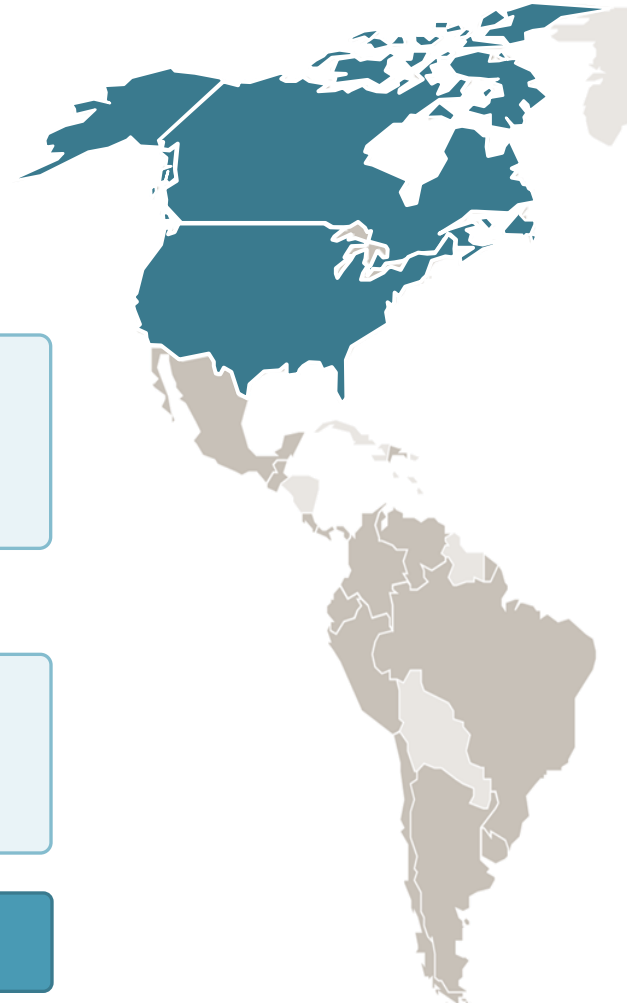
USA

- Muted economic growth since the recession
- Close to peak temp penetration rate
- Professional Staffing becoming increasingly attractive

Canada

- Canadian GDP outpaces the US
- Slightly less exposure to Professional Staffing than in the US
- Less fragmented market

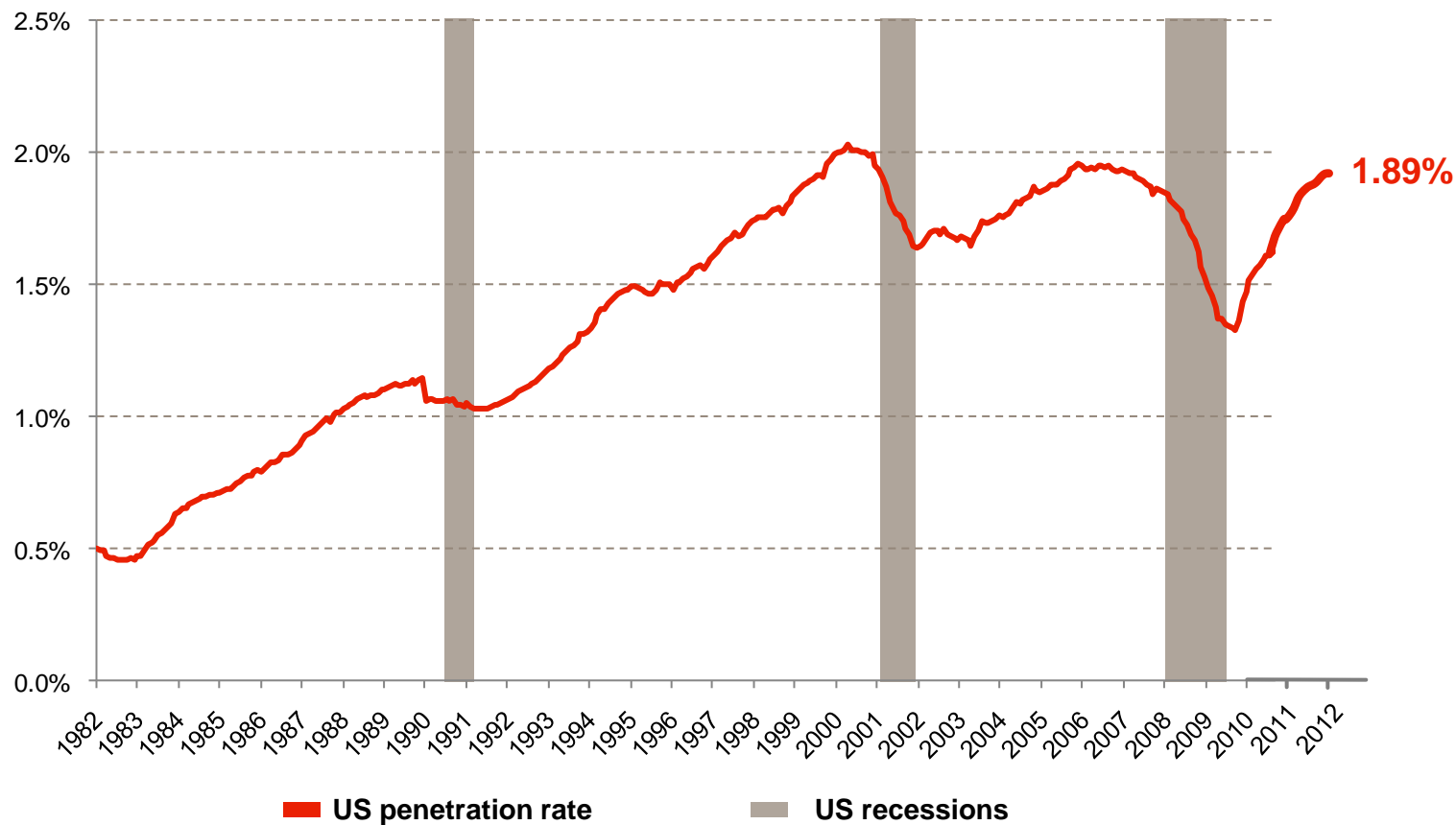
US staffing market size in 2011 was USD 99.3 billion
Canadian staffing market size in 2011 was CAD 7.7 billion



Source: Staffing Industry Analysts Inc.

US penetration rate development

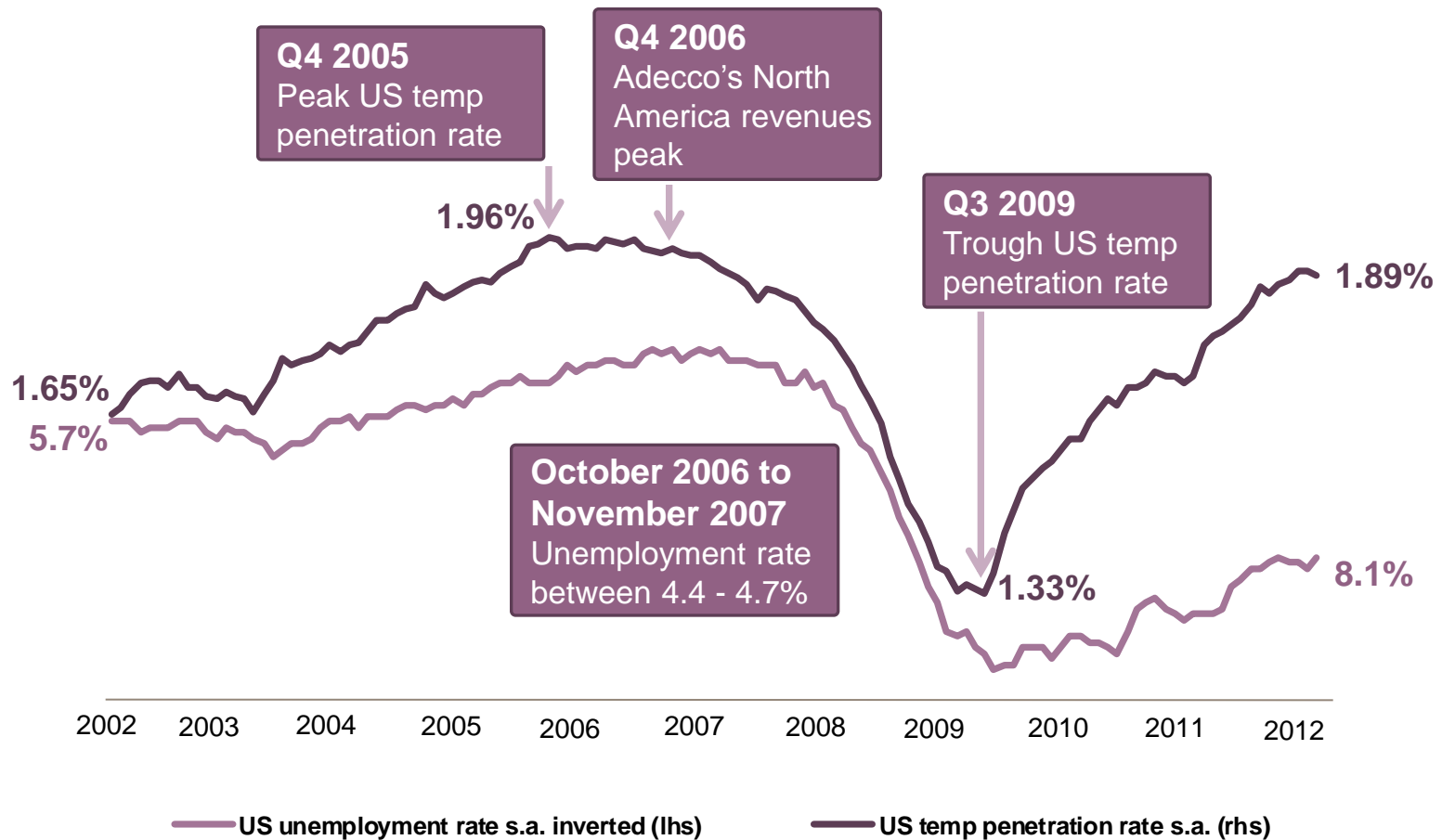
The long-term view



Source: Staffing Industry Analysts Inc. (BLS data as of August 2012).

Structural shift to temporary staffing in current upturn

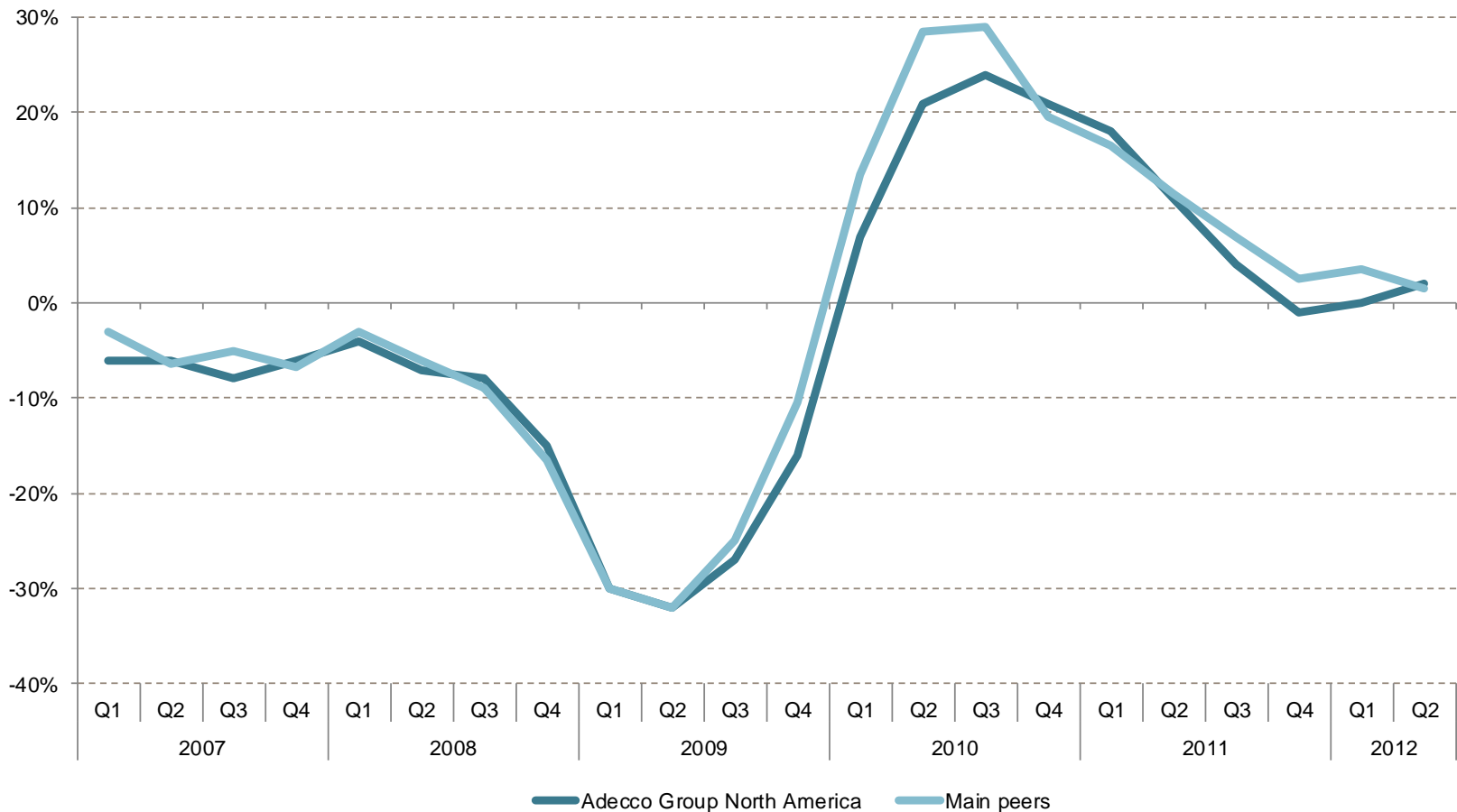
US temporary penetration rate vs. unemployment rate



Source: Bureau of Labor Statistics (BLS).

Our topline development in North America

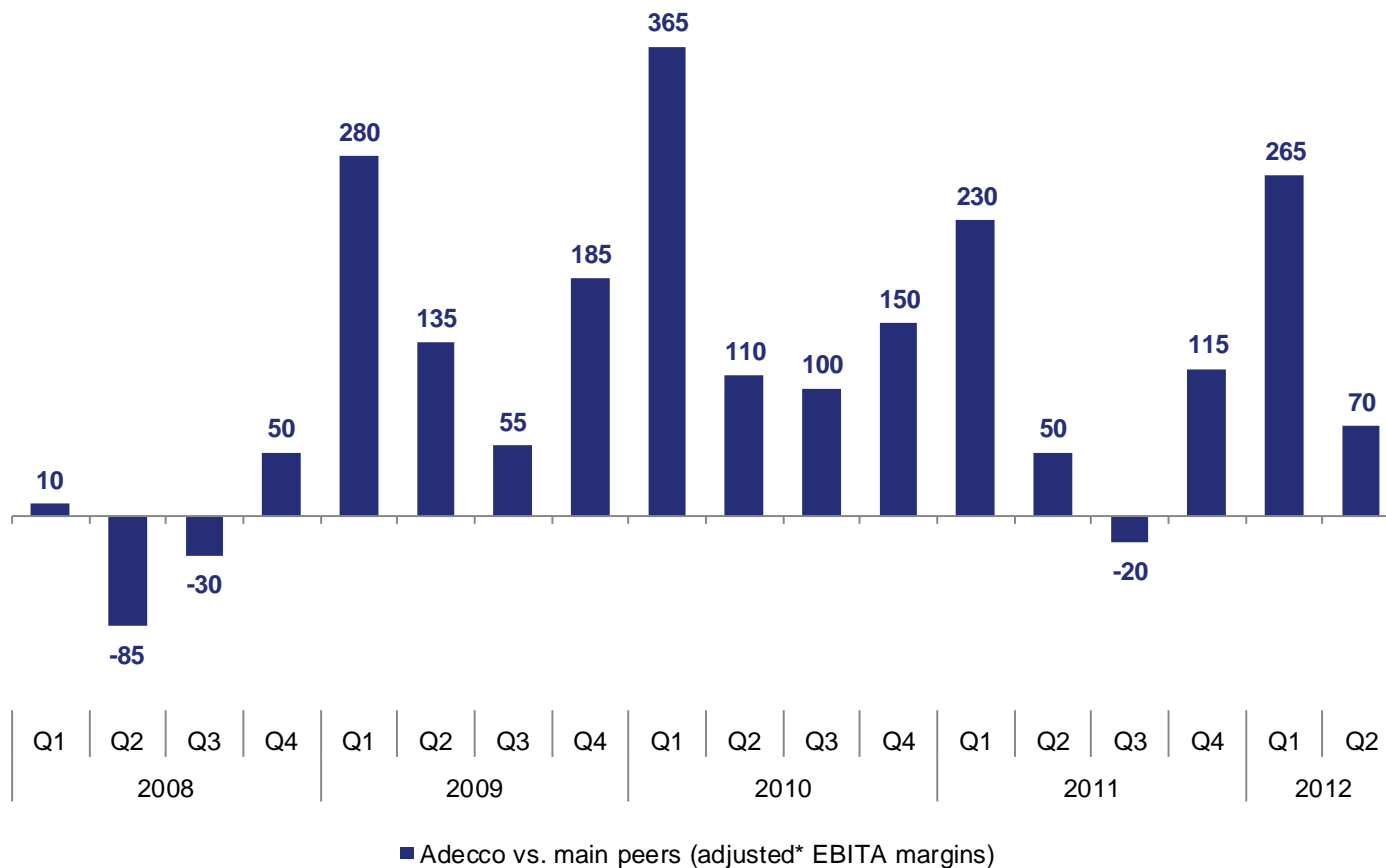
Organic revenue comparison to main peers



Main peers include Randstad and Manpower organically (if disclosed) or in constant currency (simple average).

Strongly outperforming in terms of profitability

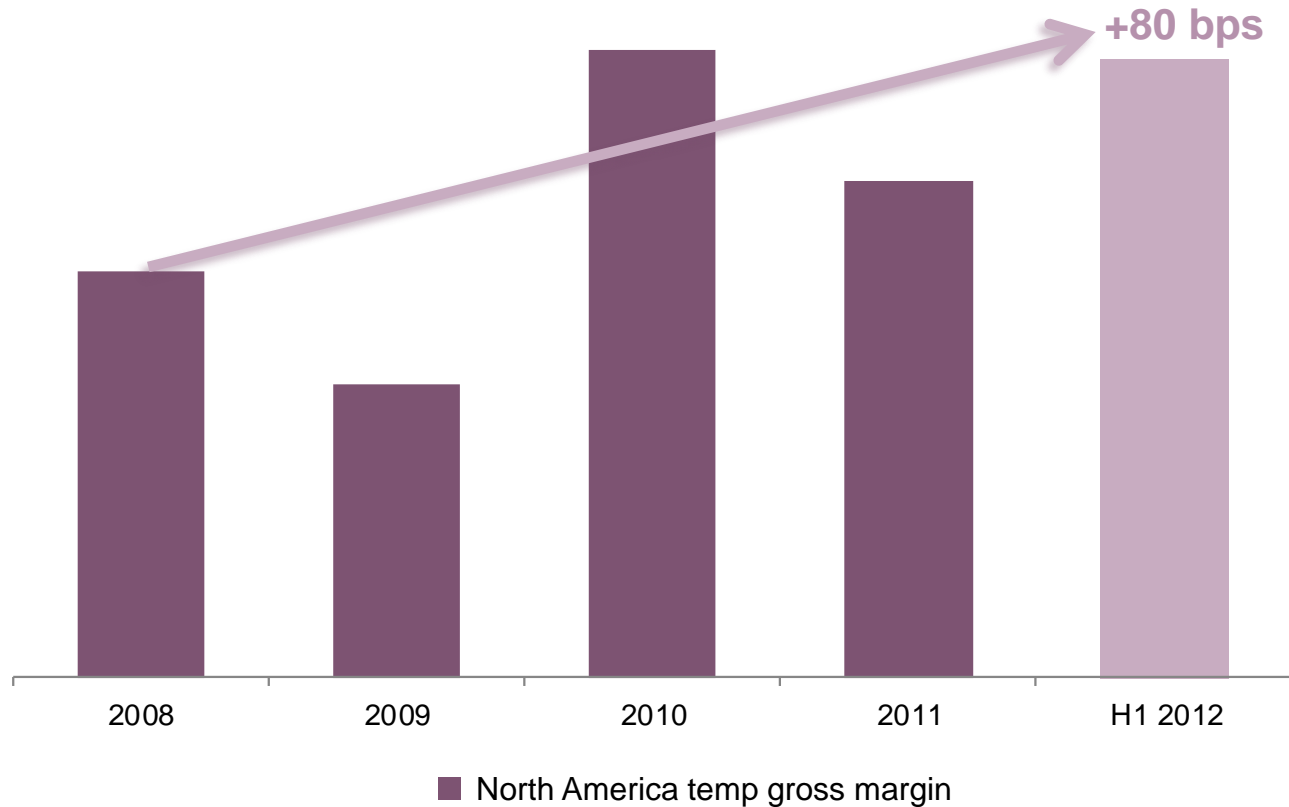
Adecco's EBITA margin out-/underperformance vs. main peers



*Adecco and main peer's (Randstad, Manpower) profitability (simple average) adjusted for disclosed one-off items.

An increasing temp gross margin

A strong result also owed to price discipline



General Staffing

The North American General Staffing market

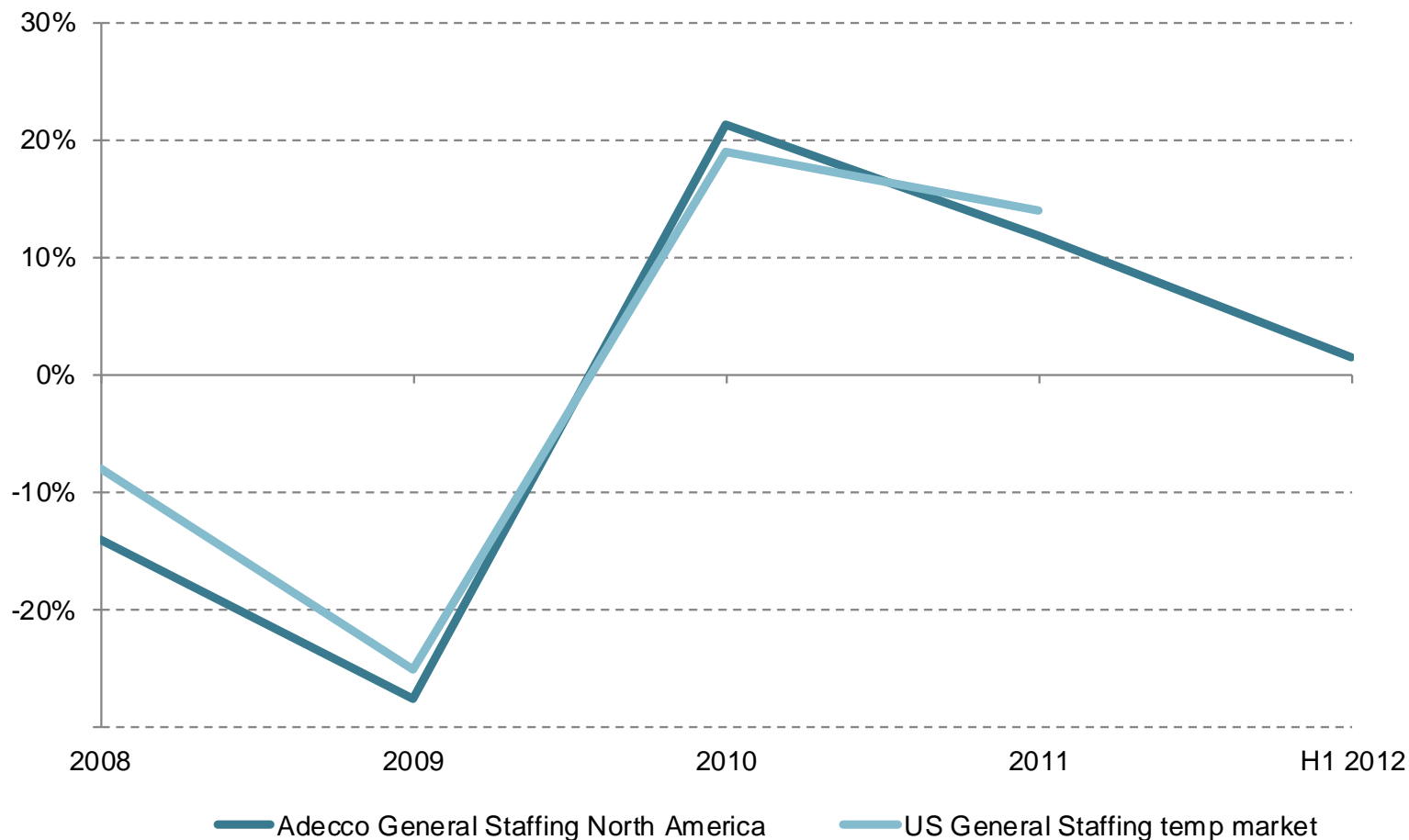
Adecco is more geared to Office based on FY 2011 revenues



Source: Staffing Industry Analysts Inc.

Our topline development in General Staffing in North America

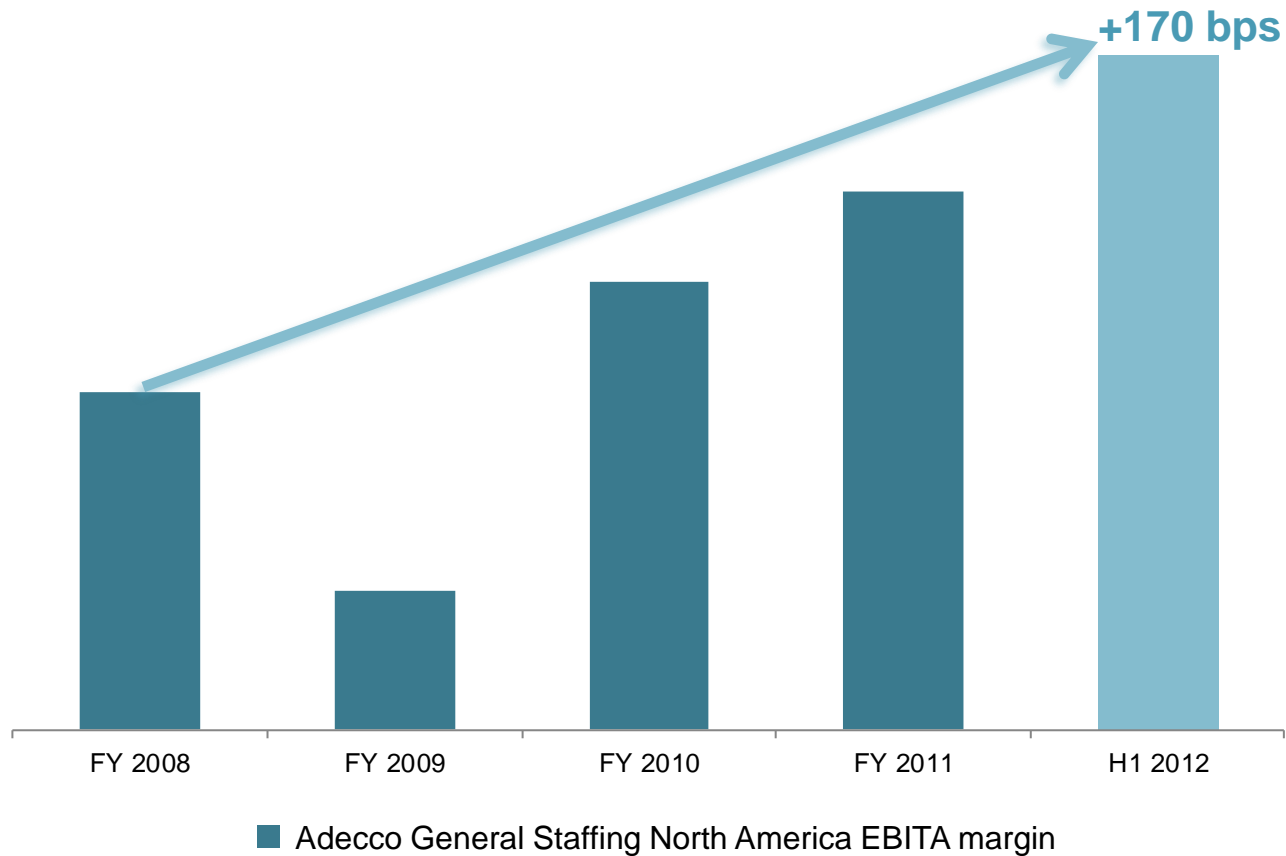
We performed broadly in-line with the market



Source: Staffing Industry Analysts Inc.

Adecco's profitability in General Staffing in North America

Strong EBITA margin evolution



General trends

Still solid development and outsourcing trend ongoing

The penetration rate is increasing

Larger clients moving to MSP/VMS solutions

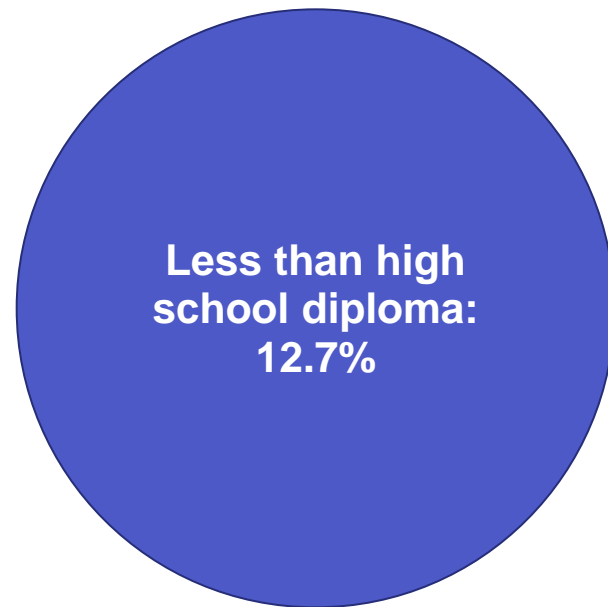
Automotive, logistics and transportation still doing well

Professional Staffing

Unemployment rate significantly lower for higher educated

Current US unemployment rate is 8.1%, but...

...varies heavily based on education level:



Current trends in Professional Staffing

Demand continues to be good

Talent shortage especially in Healthcare and Engineering

Scope for price increases in niche areas

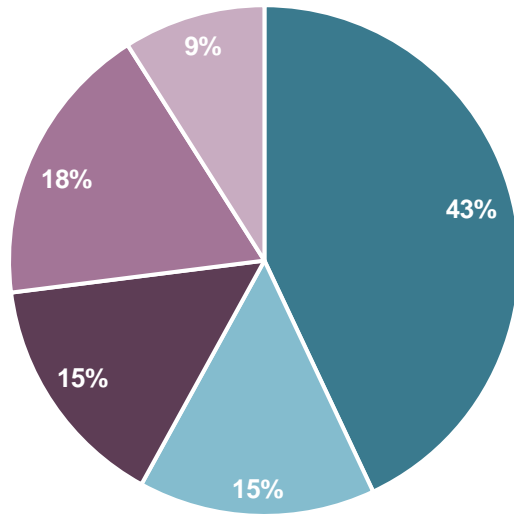
Demand increasing in the mid-market segment

Attractive potential in the permanent placement market

The North American Professional staffing split

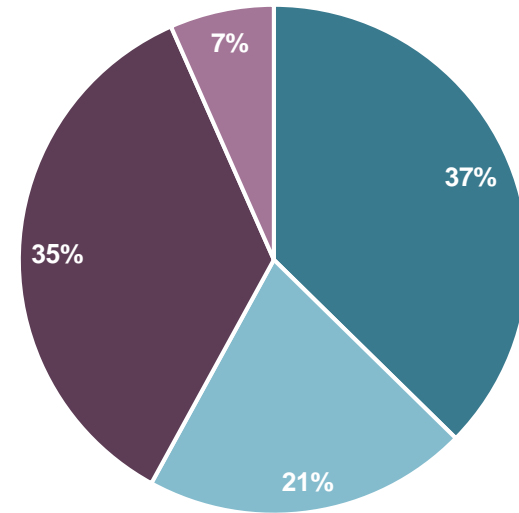
Adecco is more exposed to Engineering & Technical (FY 2011 revenues)

US professional temporary staffing market



- Information Technology
- Engineering
- Others
- Finance & Legal
- Healthcare

Adecco North America professional staffing revenue mix by services

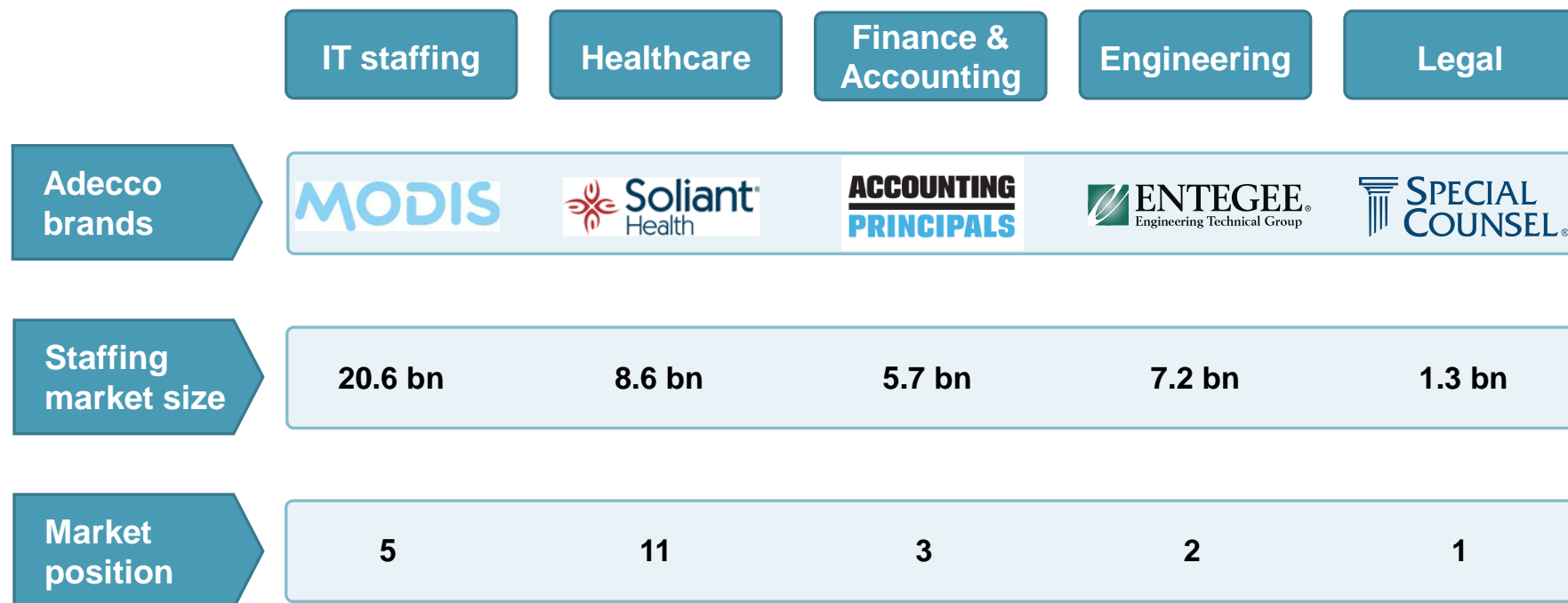


- Information Technology
- Engineering & Technical
- Finance & Legal
- Medical & Science

Source: Staffing Industry Analysts Inc.

Adecco's US market position in Professional Staffing

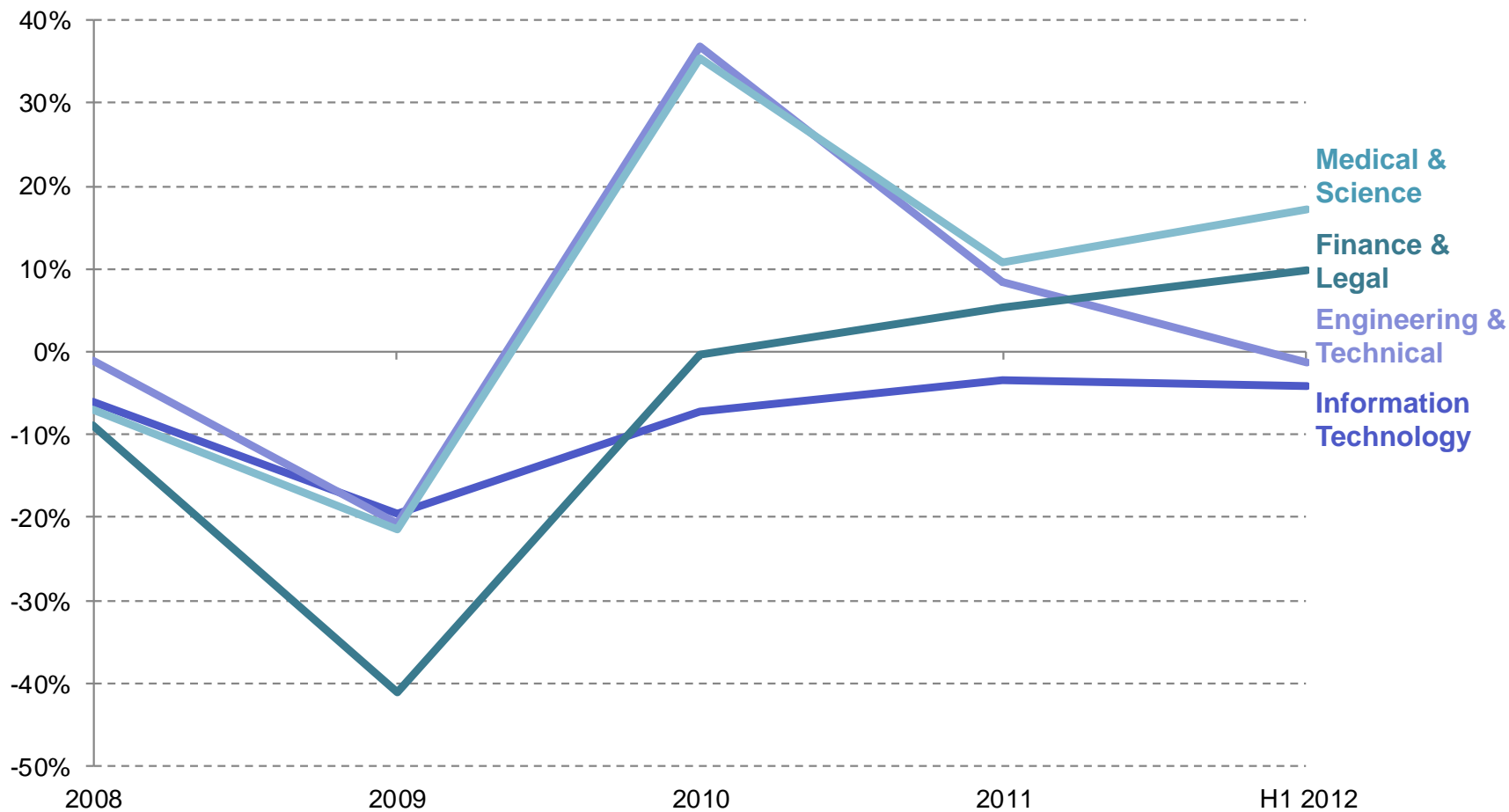
Solid platform for organic growth



Source: Staffing Industry Analysts Inc. based on 2011.

Adecco's NA Professional Staffing revenue development

Solid organic revenue development except in IT



We are highly profitable

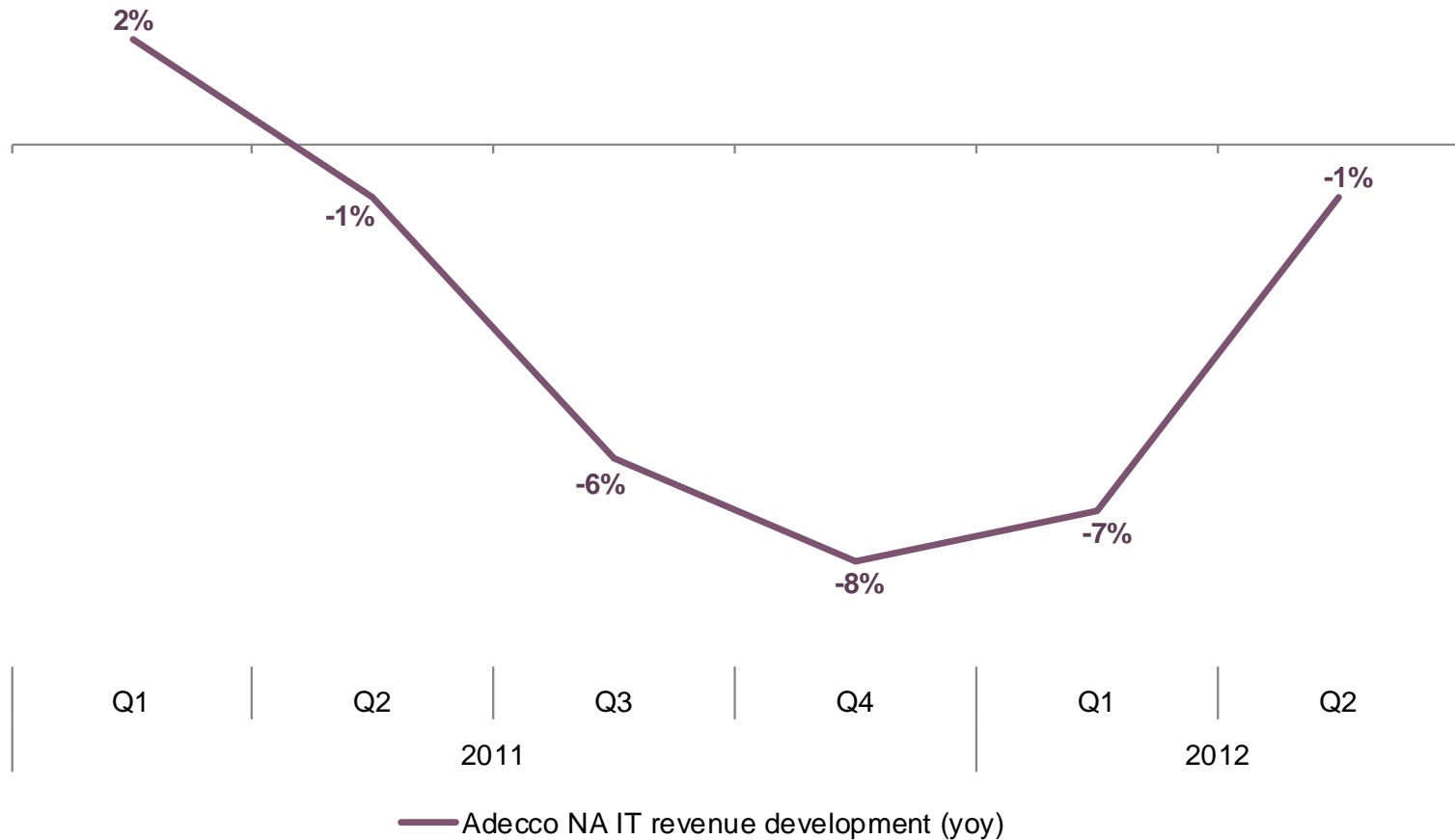
Steadily improving EBITA margin



Adecco's North American IT business back on track

Adecco's North American IT business is improving (1/2)

Organic revenue development



What were Adecco NA's IT issues?

And how did we address them?

The issues

- Too geared to financial services, government and telecom
- Client concentration
- Still internally focused on integration when the market started to pick up
- Late in hiring enough resources

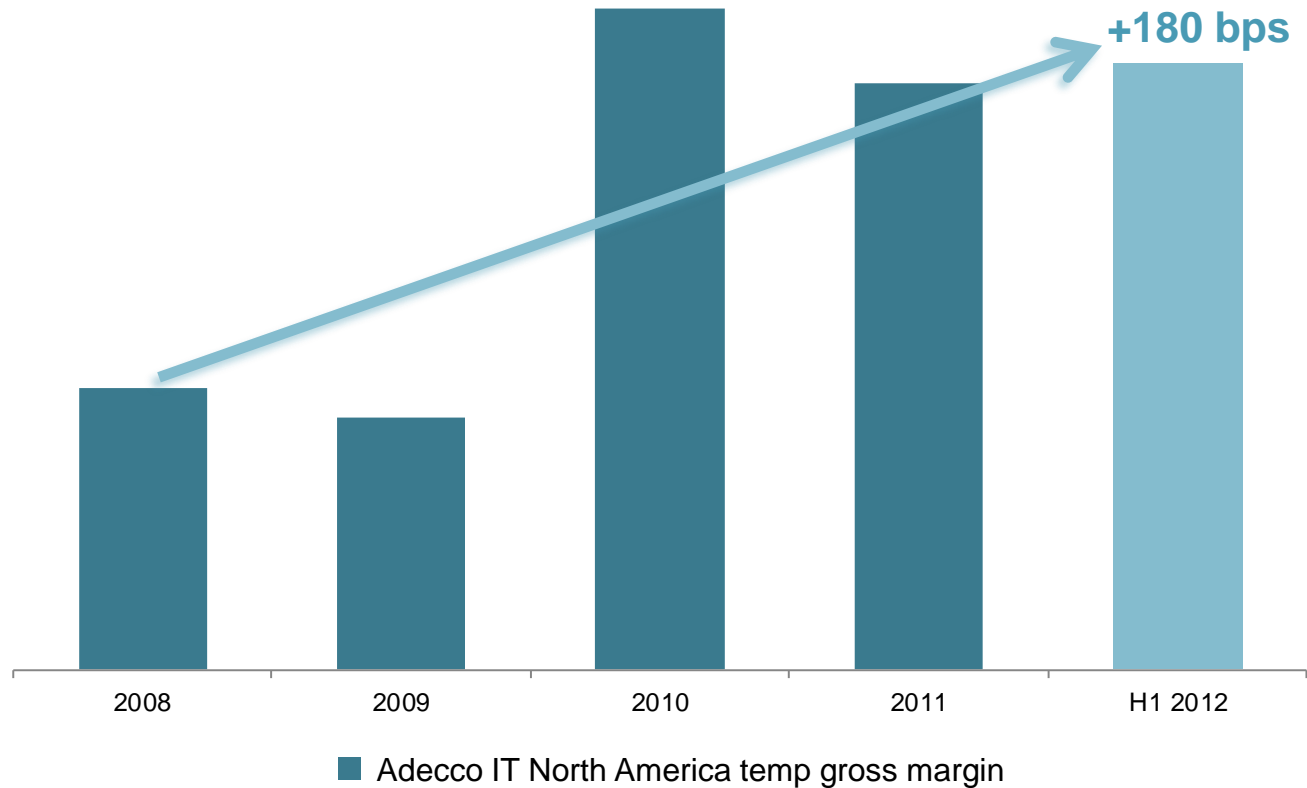
Our actions

- Diversification of client base into the medium segment
- Additional resources generated good results (8% more clients at the end of June 2012 compared to year-end 2011)
- Increased focus on permanent placement (up 21% in Q2 2012)
- Investments in high growth specialties like IT skills in healthcare

We maintained our price discipline and strong profitability

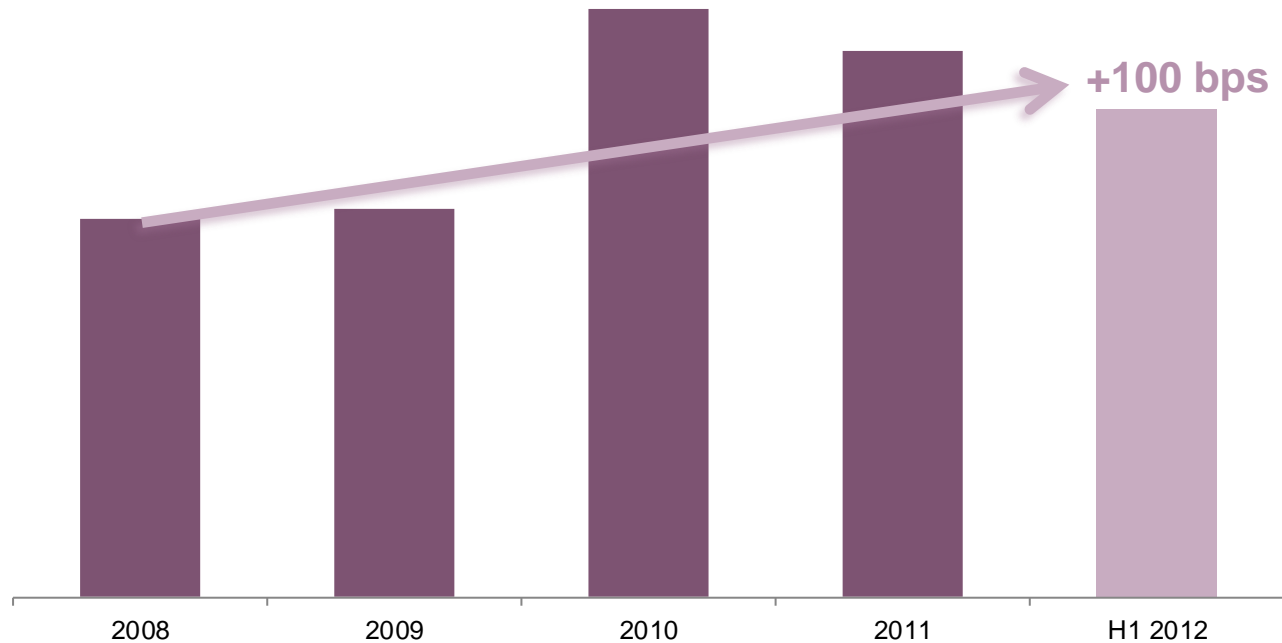
The IT temp gross margin

We kept our price discipline



The IT EBITA margin development

Strong profitability despite hiring additional resources



Trends, opportunities and strategic priorities

Changing regulatory/political environment

Should lead to increased temp penetration rates

Healthcare reform

Upcoming elections

Fiscal cliff

Soliant web example

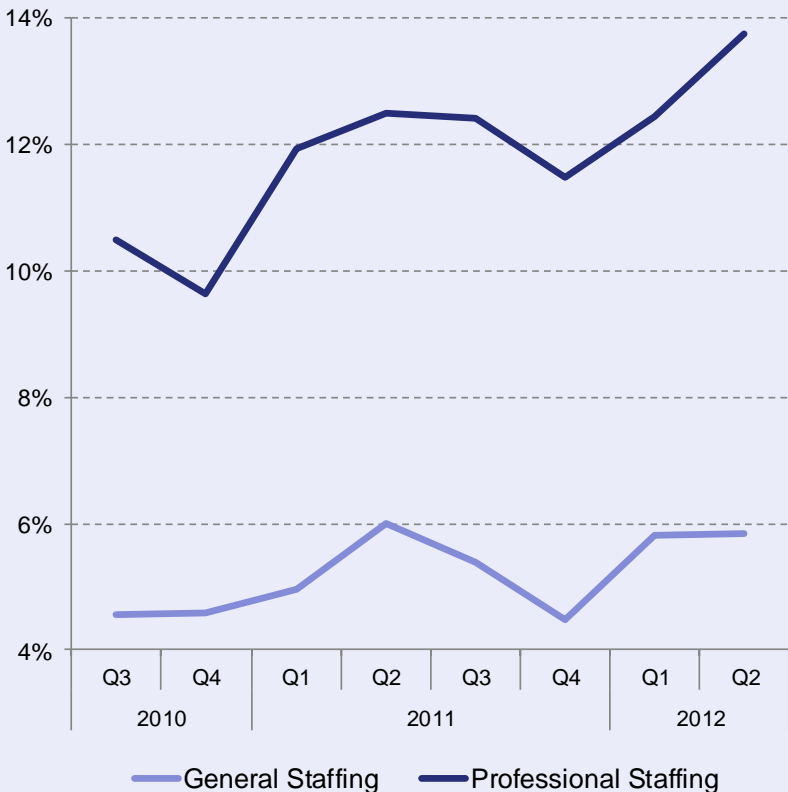
Key initiative: Own the web

Top search terms	Google rank
Travel nursing jobs	Page 1
RN jobs	Page 1
Physician jobs	Page 1
Pharmacist jobs	Page 1
Pharmacy jobs	Page 1
School therapy jobs	Page 1
Occupational therapy jobs	Page 1
Speech therapy jobs	Page 1
Physical therapy jobs	Page 1
Nurse practitioner jobs	Page 1

Soliant's goal is to own organic search volume for the most valued keywords. Last year, utilising this strategy, Soliant drove 100,000 unique candidates for less than USD 200,000

Permanent placement revenue increasing in North America

Perm as a % of gross profit



Perm revenue mix by Business Lines (2011)



Our strategic priorities in North America

Organic revenue growth and continued strong focus on profitability

Segmentation of the business

Maintained focus on the IT business

Leverage VMS/MSP/RPO opportunities

Further develop permanent placement

Continue to focus on web development