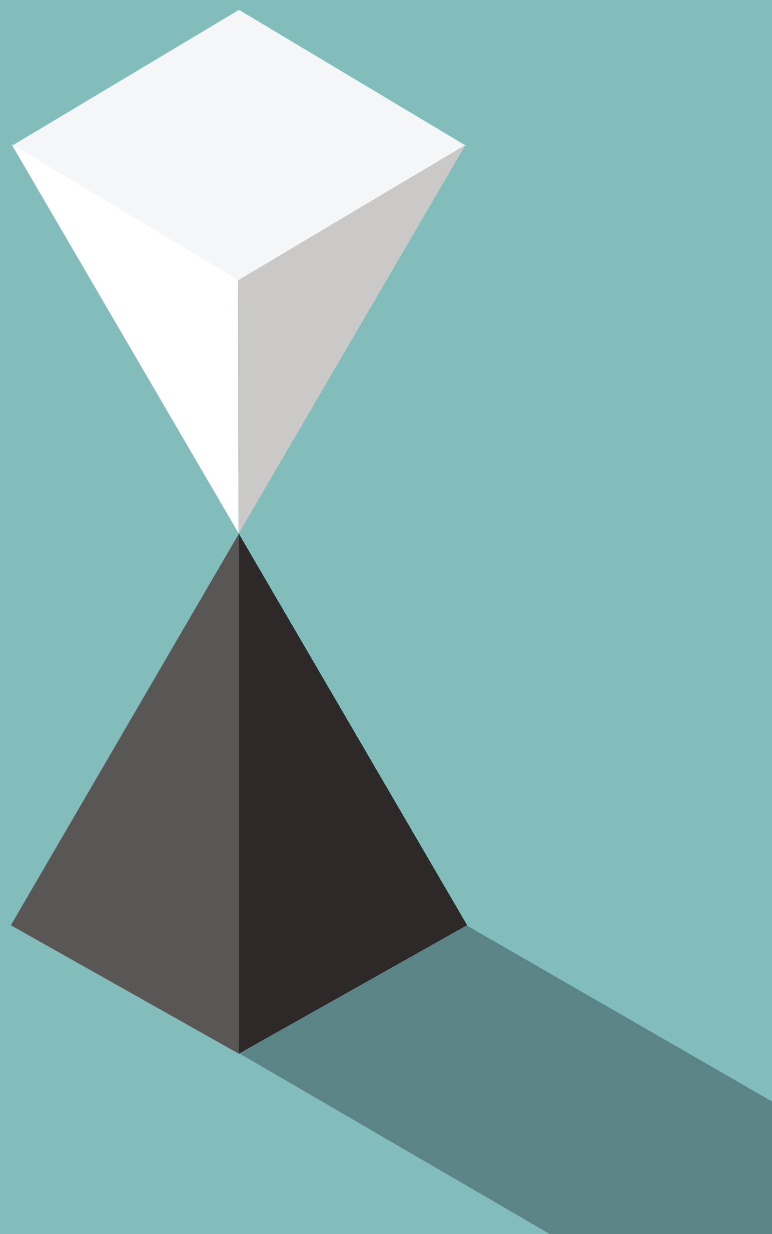
THE ADECCO GROUP

Q3 2021 report



Alain Dehaze, CEO
Coram Williams, CFO

2 November, 2021

Disclaimer & note on terminology

Forward-looking statements

Information in this release may involve guidance, expectations, beliefs, plans, intentions or strategies regarding the future. These forward-looking statements involve risks and uncertainties. All forward-looking statements included in this release are based on information available to the 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 affecting temporary work; intense competition in the markets in which the Company operates; integration of acquired companies; changes in the Company's ability to attract and retain qualified internal and external personnel or clients; the potential impact of disruptions related to IT; any adverse developments in existing commercial relationships, disputes or legal and tax proceedings.

Non-US GAAP measures used

'Organic growth' excludes the impact of currency, acquisitions and divestitures. This presentation refers to revenue growth yoy on an organic, trading days adjusted basis, unless otherwise stated.

This presentation refers to gross margin development yoy on an organic basis, unless otherwise stated.

'EBITA' refers to operating income before amortisation and impairment of goodwill and intangible assets. This presentation refers to EBITA, EBITA margin and yoy margin development excluding one-offs, unless otherwise stated.

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

'Free cash flow' comprises cash flows from operating activities less capital expenditures.

'Cash conversion' is calculated as last 4 quarters of free cash flow before interest and tax paid (FCFBIT) divided by last 4 quarters of EBITA excluding one-offs.

'Conversion ratio' is calculated as EBITA excluding one-offs divided by gross profit.

'Net debt to EBITDA' is calculated as net debt at period end divided by last 4 quarters of EBITA excluding one-offs plus depreciation.

Q3 highlights

Financial performance

Revenues +9% yoy organic TDA; Gross profits +16% yoy organic

Record 20.8% gross profit margin, +110 bps yoy organic, driven by portfolio, better mix, pricing

Sector-leading profitability: 4.8% EBITA margin, +30 bps yoy

Strategic progress

Group ecosystem strengthened by organic and inorganic actions

- QAPA and BPI Group acquired; sale of US Legal Solutions
- Announced merger of Modis with AKKA
- Talent Solutions to establish solutions-based business lines

AKKA transaction financing secured; integration plans progressing at speed

Social impact

~140,000 individuals upskilled YTD

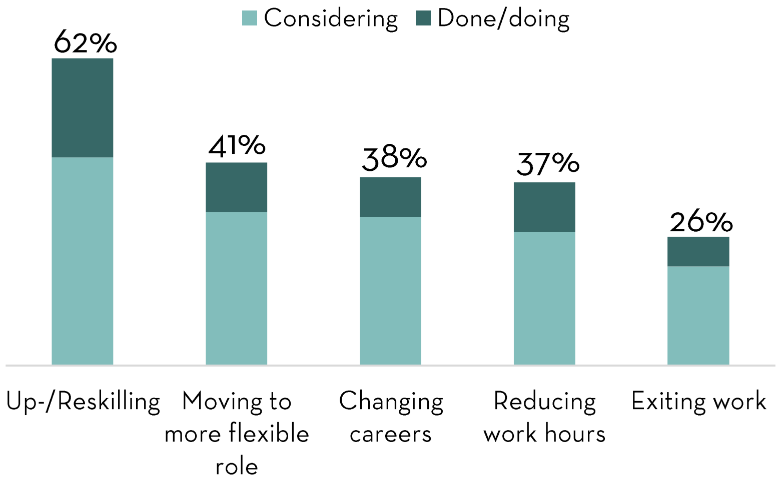
Hired platform enhances capabilities for customers to improve diversity

Financials

Q3 2021 results report

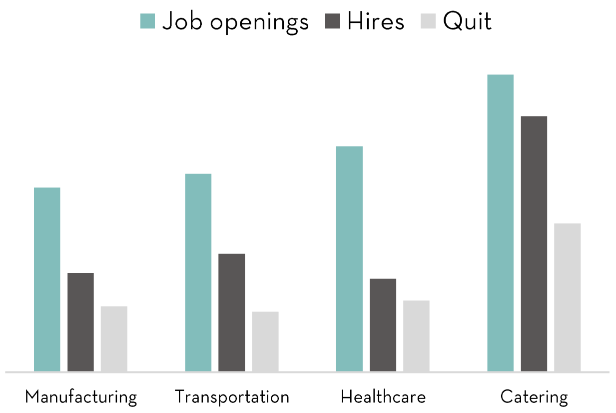
Current market context

Employees reviewing prospects
Adecco Group global survey, Sep 21



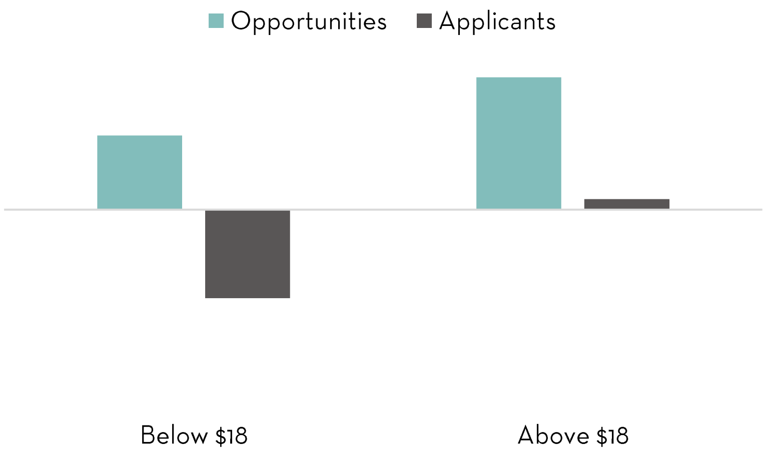
- Younger generations most likely to reassess

Employer demand outpaces supply
US market (%)



- 2 mn more people than predicted retired
- 73% of employers struggling to hire, retain workers

Adecco trends
Adecco US, Q3 21 (% yoy)



- Strong demand rebound across market
- Less supply esp. for lowest paid temp roles
- Perm advantaged by better compensation, viability of remote-work

Talent scarcity to ease versus Q3, labour supply set to remain tight

Wage inflation evident, likely to persist

Source: Adecco report, *"Resetting Normal"*, Sep 21; Bureau of Labor Statistics, Sep 21, Willis Towers Watson, Aug 21

Q3 financial overview

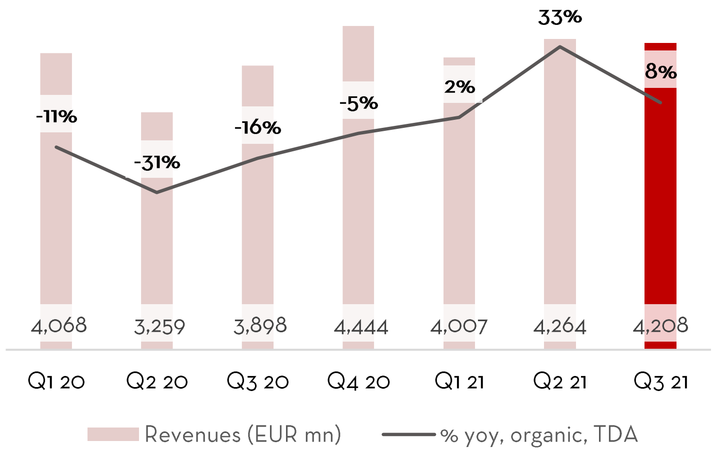
Revenues	Gross profit	EBITA excl. one-offs
€5,220 mn +9% yoy[1] -5%[2] vs. Q3 19	€1,086 mn +16% yoy 20.8% margin +110 bps yoy	€250 mn 4.8% margin +30 bps yoy

Basic EPS	Cash Flow	Balance Sheet
€0.83 +67% yoy	Cash conversion 69%	Net debt / EBITDA 0.2x

[1] On an organic, TDA basis. [2] On an underlying basis, adjusted for the selective exit of lower-margin activities and application of net revenue recognition for certain renewed contracts

Adecco: solid growth and strong margin development

Revenues **€4.2 bn,** +8% yoy

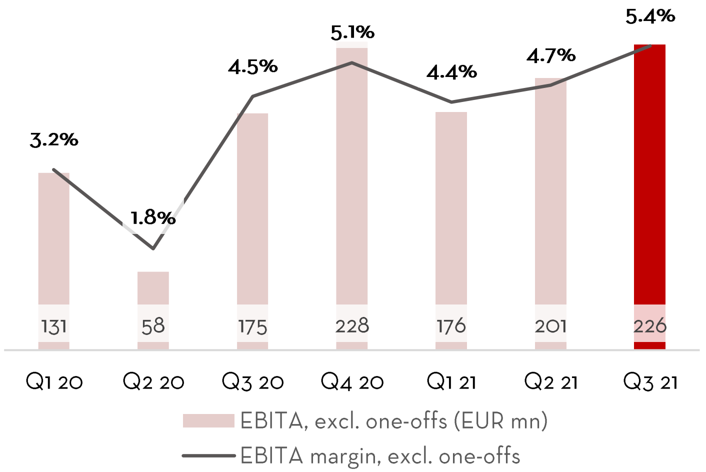


Southern Europe & EEMENA, Latin America, Canada, APAC (esp. Japan, Australia), all above 2019 levels

Modest sequential improvement in France

Gross profits +18% yoy

EBITA **€226 mn,** 5.4% margin



EBITA margin +90 bps yoy

Positive mix, pricing

FTEs >10% yoy; productivity up

- Strategic focus on higher value activities delivering; Permanent placement, Other Services extremely strong
- Logistics, financial services. manufacturing all up double-digit
- Headwinds from chip shortages in autos, electronics
- Pockets of talent scarcity in e.g. hospitality, transport, in US, UK, France
- Gross profits capturing mix, pricing actions
- EBITA margin reflects disciplined investment in digital and sales capacity, to capture further recovery

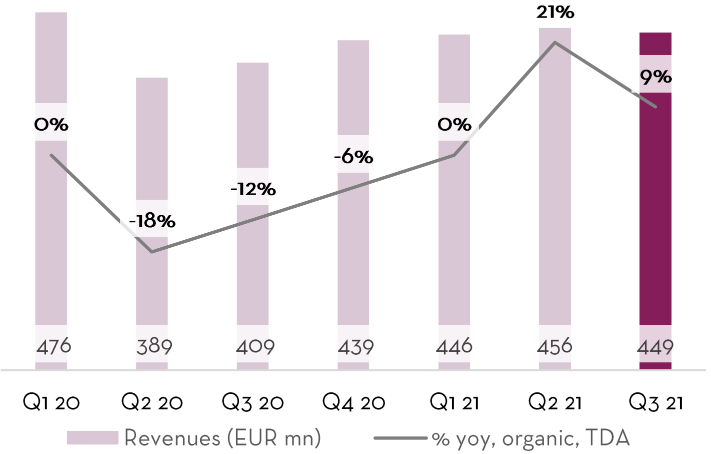
Adecco: industry-leading profitability

By Segment	Revenues (€ mn) Share of Group	Q3 21	Change, TDA yoy	Vs. Market	EBITA margin excl. one-offs (%) Q3 21	Change, yoy bps
France	23%	1,193	**+10%**	-	7.0%	**+150**
Northern Europe (NE)	12%	602	**-1%**	-	4.3%	**+100**
DACH	7%	359	**+10%**	=	5.6%	**+340**
Southern Europe & EEMENA (SEE)	19%	975	**+21%**	=	6.0%	**+100**
Americas	11%	592	**-3%**	-	1.4%	**(220)**
APAC	9%	487	**+9%**	=	6.2%	**+50**
Adecco	**81%**	**4,208**	**+8%**		**5.4%**	**+90**

- Logistics, manufacturing strong in France. Headwinds in autos, catering.
- UK -12% on tough comparison. Benelux, Nordics strong
- Germany +13%, strength in healthcare. Turnaround benefits ongoing
- Italy +30%, Iberia +18%, driven by logistics, manufacturing
- LatAm +13%, North America -9%. Sector mix, candidate scarcity for lowest paid roles, pace of turnaround weighs in Adecco US
- Japan +6%, strength in healthcare; Australia +25%, led by logistics; India +12%

LHH (Talent Solutions): Professional Recruitment leveraging market upturn

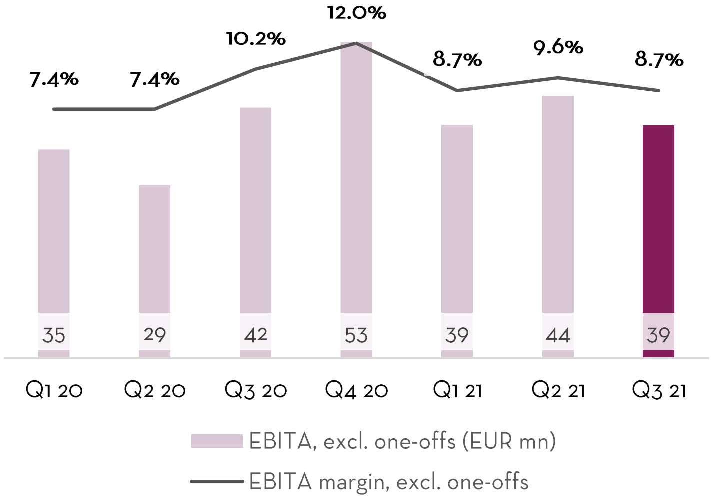
Revenues **€449 mn,** +9% yoy



LHH -19% yoy
General Assembly -12% yoy
US Professional Recruitment +26% yoy
Global Professional Recruitment +28% yoy
Pontoon +9% yoy

Revenues at or above 2019 levels in Pontoon and for perm. placement

EBITA **€39 mn,** 8.7% margin



EBITA margin -150 bps yoy

Pricing supportive

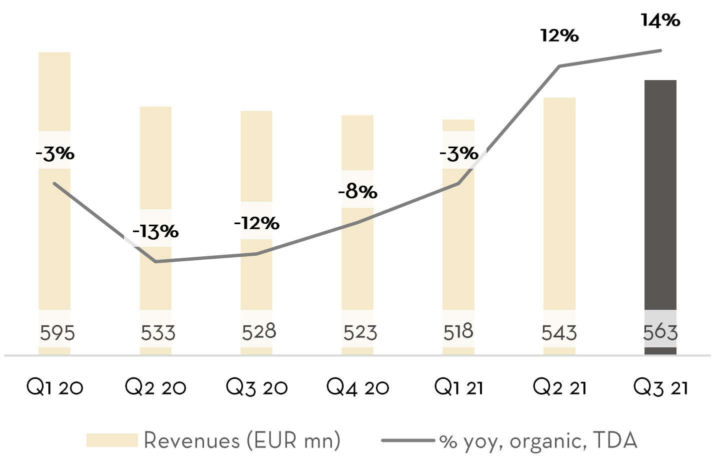
Adverse mix

Investment in digital

- Prof Recruitment leveraging benefit of strong demand in perm
- Pontoon led by MSP, RXO
- Counter-cyclical Career Transition business challenged by upturn
- B2C in General Assembly lower, B2B up
- Digital platforms, Ezra and Hired, performing strongly
- Good margin result given career transition slow-down and digital investment

Modis: strong execution, revenues above 2019 levels

Revenues **€563 mn,** +14% yoy

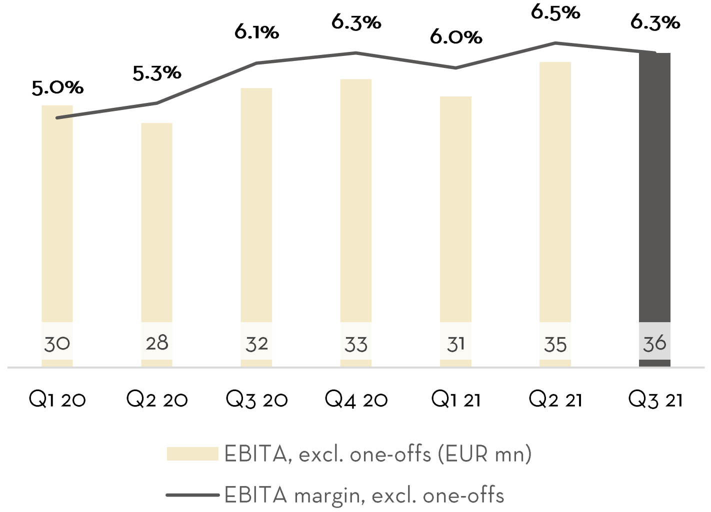


Americas +22% yoy

EMEA +13% yoy

APAC +5% yoy

EBITA **€36 mn,** 6.3% margin



EBITA margin +20 bps yoy

Pricing supportive

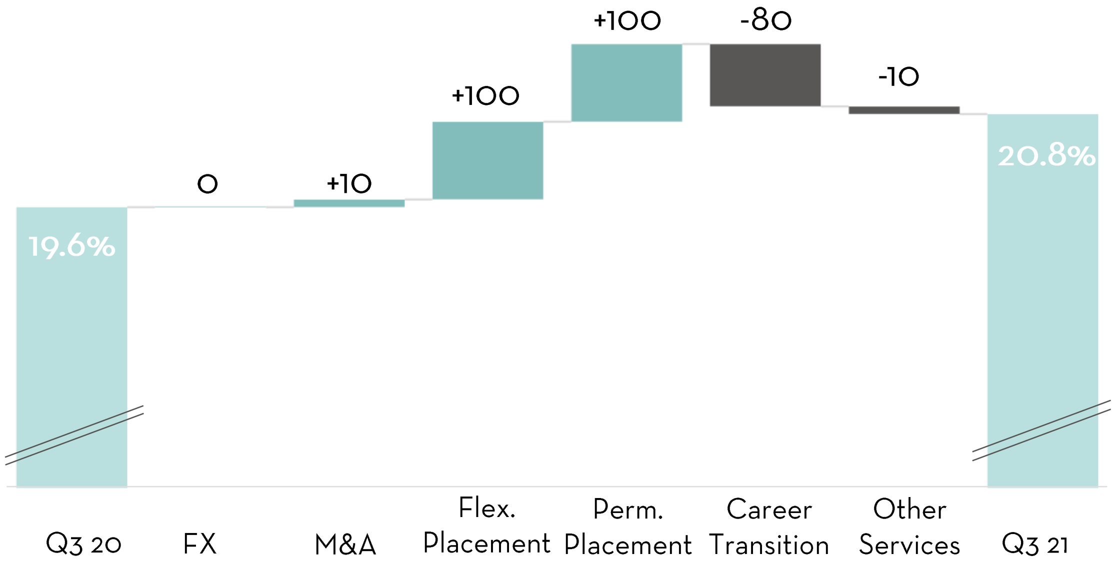
Better mix

Investment in sales, global resources

- Tech Consulting +11%, inline with strategy
- Tech Talent Services +14%
- Strong growth in US across all service lines, particularly financial services, mobility
- EMEA growth led by Tech Talent Services; Tech Consulting in France and UK a highlight
- APAC, led by Japan, driven by Tech Consulting
- Several key customer wins secured through Group ecosystem

Strong margins benefit from portfolio, mix, pricing and good cost discipline

Gross Profit bridge
(% of revenues yoy, in bps)



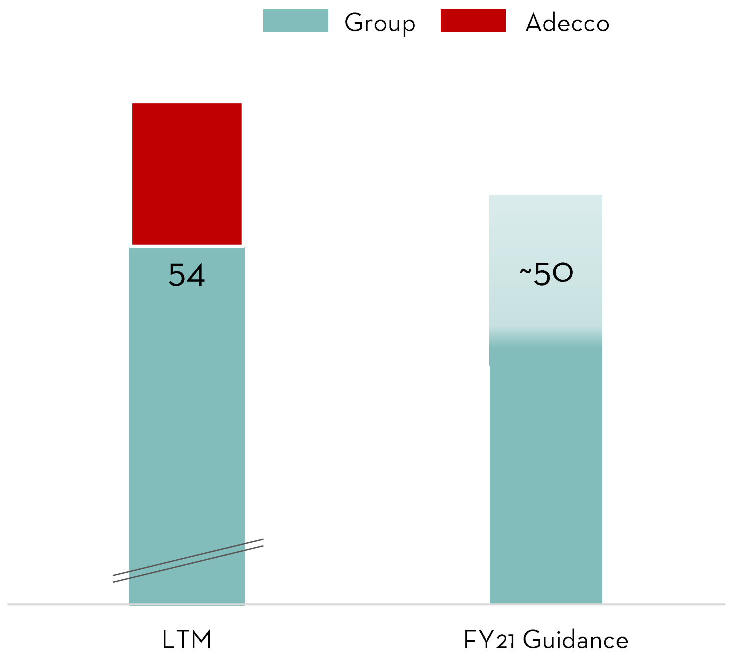
	Flex. Placement	Perm. Placement	Career Transition	Other Services
Gross Profit (% yoy, organic)	+15%	+72%	-33%	+16%
as % Group, approx.	60%	15%	5%	20%

EBITA bridge
(% of revenues, yoy, in bps and excl. one-offs)

Sustained productivity improvements

Drop Down Ratio

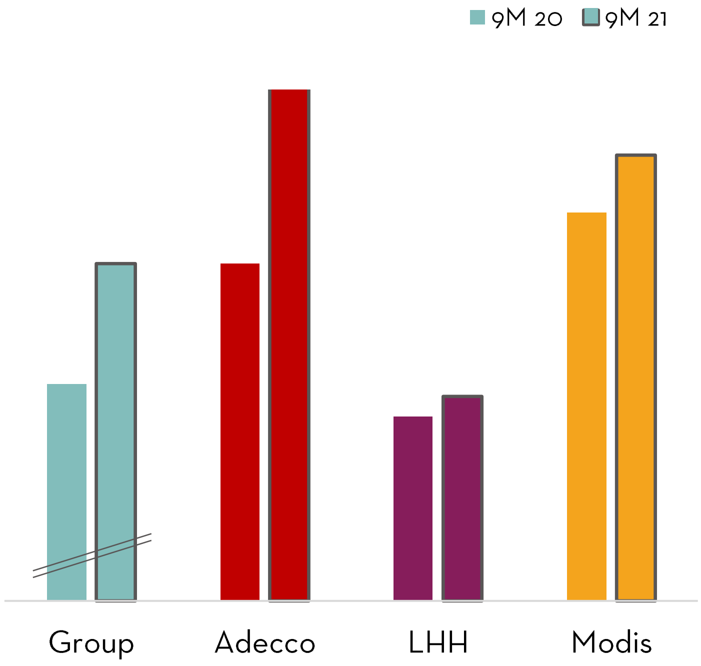
(Incremental GP / Incremental EBITA yoy, %)



Q3 Group DDR LTM	54% yoy
Q3 Group DDR	23% yoy

Conversion Ratio

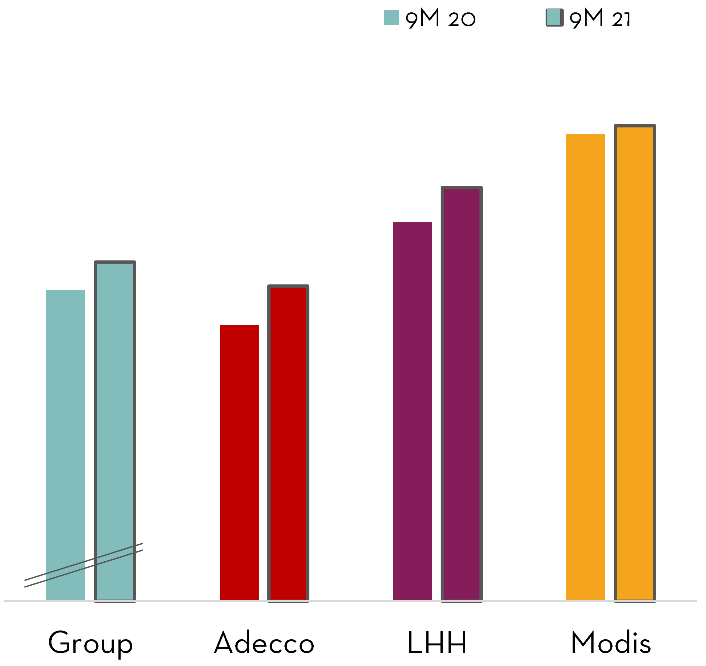
(GP / EBITA organic, excl. one-offs[1], %)



Q3 Group CR	23%

Productivity Ratio

(GP[1] / FTE, € 000)

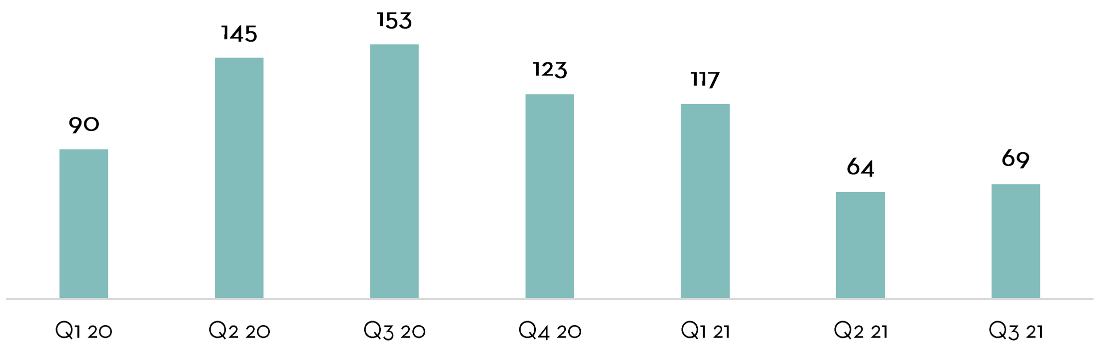


Q3 Group PR	+3% yoy
Q3 Group FTEs	+12% yoy

LTM = last twelve months. 1. CR Gross Profit and EBITA adjusted to exclude impacts of select support schemes in North America and Northern Europe

Solid cash conversion, successful financing of AKKA

Cash conversion 69%



- Ratio driven by normal working capital absorption from growth
- DSO 51 days, flat yoy
- Cash flow from operating activities €224 mn

Net debt / EBITDA 0.2x

- € 9 mn financing synergies for new debts:
  - €500 mn senior bond, maturing 2028, 0.125% coupon
  - €500 mn senior bond, maturing 2031, 0.500% coupon
  - €500 mn hybrid (sub-ordinated) bond, 1.000% coupon, first reset 2027, maturing 2082
- $300 mn scheduled bond repayment, Q4 2021
- Post-AKKA net debt / EBITDA ~1.3x

Outlook

Financial framework

- Q4 revenues to grow modestly on a sequential basis
- Drop Down Ratio[1] guidance of ~50% for FY21 reiterated

Near-term perspective

- Healthy demand is currently being impacted by issues created by the global pandemic, including supply chain shortages and talent scarcity
- This makes the path to recovery somewhat uneven in the months ahead
- At the same time, the Group remains confident in its outlook as these headwinds diminish

1. conversion of incremental gross profit into incremental EBITA

Future@Work

Strategy update

Our Future@Work strategy

THE ADECCO GROUP

Our common denominator is the Talent

Adecco	LHH (Talent Solutions)	AKKA/Modis
Digitally enhanced omnichannel strategy to expand **market share** and **profitability**	**Solutions-driven** talent partner, addressing skills and transformation needs to drive **growth**	**Tech and Engineering** experts, addressing **Smart Industry** needs to drive **growth**

Customer Experience – seamless across brand ecosystem

Differentiation – superior portfolio offering, preferred choice for talent

Digital – to enhance productivity and capture growth

Financial framework

Growth:

- Market share in Adecco
- Investment in faster growth segments LHH/Talent Solutions and AKKA/Modis

Profitability

- Cost savings and Productivity
- Mix shift towards higher margin segments LHH/Talent Solutions and AKKA/Modis

Strong cash flow:

- Disciplined capex and M&A
- Progressive dividend and return of excess cash to shareholders

Strong strategic progress

	ORGANIC	IN-ORGANIC
Adecco	• Career Centres opened across UK, US, France, Germany, driving efficiency • Strong acceleration in digital adoption	• QAPA acquired: expedites delivery of fully digital platform in France
LHH (Talent Solutions)	• Streamlined operating model to deliver improved customer experience, leveraging LHH brand • Growing digital platforms Ezra and Hired	• BPI Group acquired: strengthening advisory capabilities • US Legal Solutions exit: no longer best owner
Modis	• Meaningful expansion in Academies • Investment in consulting bench strength	• AKKA Technologies transaction: strong strategic fit and compelling value creation opportunity

Partner of choice for transformation, underpinned by talent

Case study: Adecco introduction – European based financial services customer

Adecco | Adecco Training | LHH Professional Recruitment | modis

Business Challenges

- Young talent attraction
- Employer branding
- Increase talent pipeline
- Scalability & flexibility

EMPLOYER BRANDING & SOURCING FLEXIBLE PLACEMENT

TRAINING PROGRAMMES

PERMANENT PLACEMENT

TECH ACADEMIES & CONSULTING

Impact

+500 talents

3x revenue opportunity

Partner of choice for transformation, underpinned by talent

Case study: LHH introduction - European based automotive company

LHH | LHH | modis | pontoon | Adecco

Business Challenges

Capitalise on "just-in-time" talent

Create innovative leaders

Skills shortage in tech / digital

WORKFORCE ANALYTICS

TALENT DEVELOPMENT

TECH ACADEMIES & TECH CONSULTING

RECRUITMENT PROCESS OUTSOURCING

FLEXIBLE PLACEMENT & PERMANENT PLACEMENT

Impact

+30k talents to up- and reskill

Hiring a new generation of e-mobility experts

6x revenue opportunity

Digital platforms in LHH excel

Hired_

AI-driven recruitment platform for tech talent

Revenue development

- ARR ~EUR 30 mn, growth >350% yoy
- Strong momentum in bookings and new subscriptions, aided by rebound in client hiring
- Vettery / Hired platforms integrated start of H1, new Hired brand launched

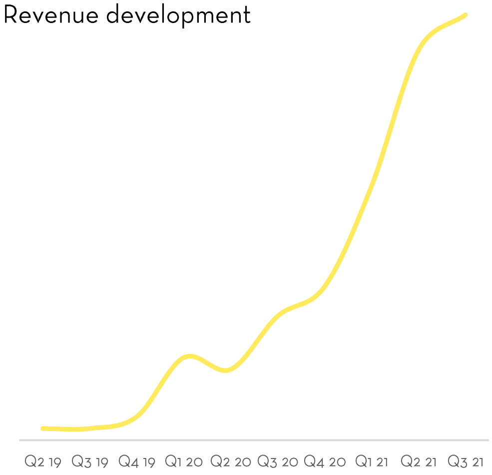
"Because Hired cuts multiple quarters out of the recruiting process, we bring in quality candidates faster. That has saved us a lot of time and money."

Mike Moriarty, Dropbox Head of Global Staffing

ezra.

Professional digital coaching platform for companies

Revenue development



- ARR ~EUR 30 mn, growth >350% yoy
- +400% ARR for new customers
- >2,000 experienced coaches, quality rated 4.9/5
- +300 customers globally and +100k sessions

"It's a tool that is unique...That leveraging of technology, to offer value and quality, is the key breakthrough which is why it's been so popular."

Alex Snelling, McDonald's Senior Director Talent

AKKA Technologies

Transaction update

Transaction rationale

AKKA Technologies to combine with Modis Global Business Unit

GLOBAL #2 IN ER&D SERVICES MARKET

- ✓ A powerful platform to drive future Smart Industry leadership
- ✓ Highly complementary capabilities
- ✓ Well-positioned to serve global customers
- ✓ Balanced industry profile, with leverage into higher growth sectors
- ✓ Differentiated end-to-end offering

ACCELERATES FUTURE@WORK

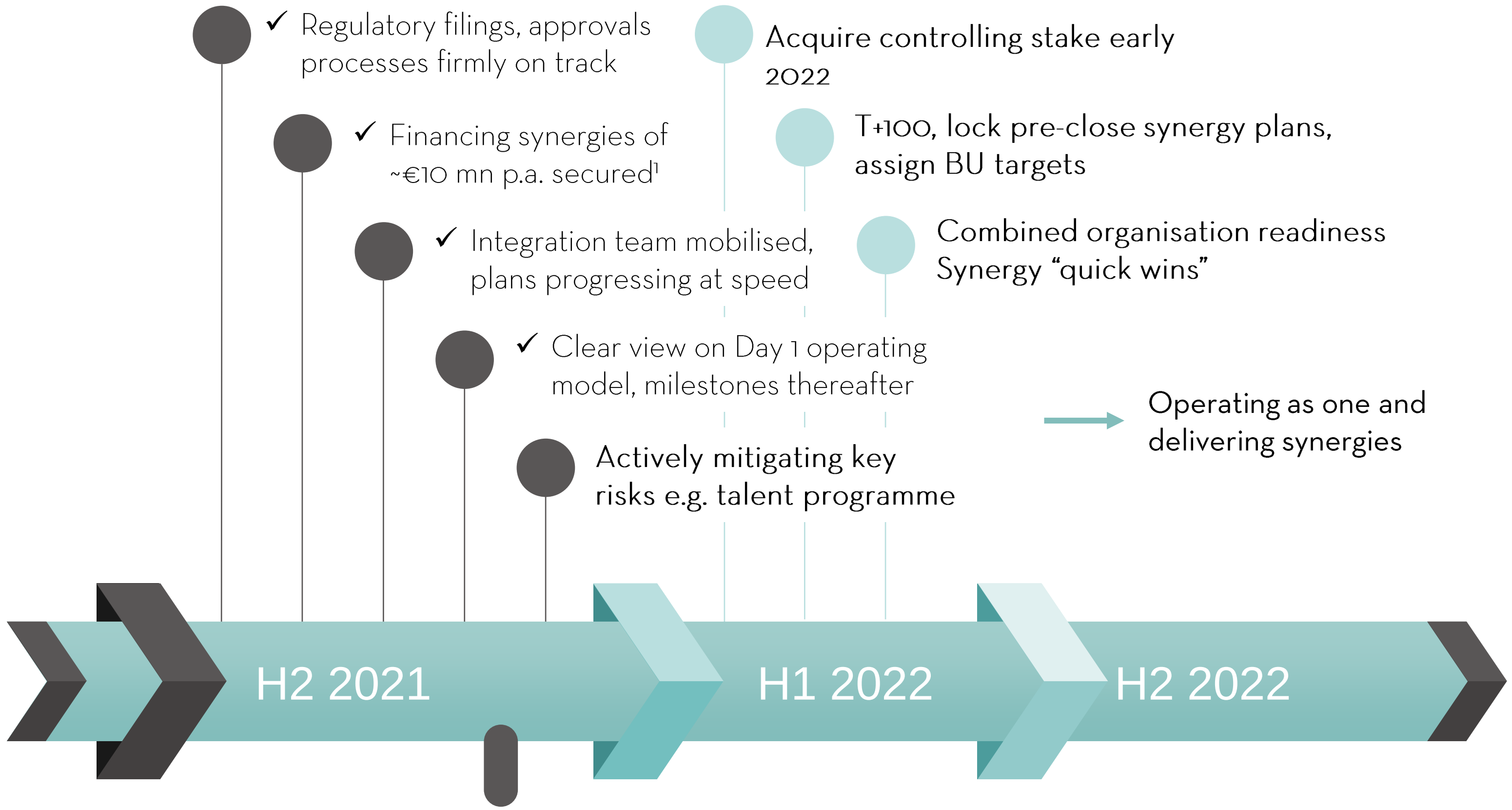
- ✓ Beneficial diversification toward high-value, tech-led services in long-cycle markets
- ✓ Reinforces strength of differentiated solutions ecosystem
- ✓ Opportunities for AKKA and its engineers to benefit from Adecco Group's ecosystem and extensive customer base

STRONG VALUE CREATION OPPORTUNITY

- ✓ Elevates exposure to structural growth markets
- ✓ Strong synergy potential
- ✓ Margin enhancing, high single-digit EPS accretive in year 1, double-digit EPS accretive in year 2
- ✓ EVA positive in year 3
- ✓ Capital allocation policies unchanged

AKKA / Modis update

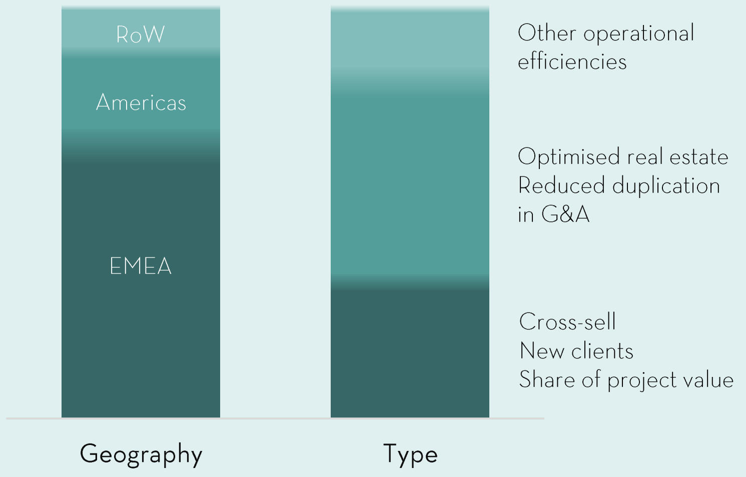
ACQUISITION & INTEGRATION



SYNERGIES

Plan overview

(Revenue and cost synergies, in EBITA terms)



Target >€200 mn run-rate revenue synergies, plus €65mn run-rate cost synergies by year 5

- Joint "clean team" in place to develop clearly scoped initiatives
- Line of sight to ~€10 mn 2022 integration savings

[1] post-deal completion, which is subject to customary approvals

Near-term priorities

Sharpen Adecco focus on sustainable growth

Build momentum in Adecco US turnaround

Leverage new LHH operating model

Plan for AKKA / Modis

Day 1 readiness and integration milestones

Continue to progress Group digital initiatives

Q&A

SAVE THE DATE
29 March 2022

CAPITAL MARKETS DAY

Appendix

Additional financial framework

EUR mn, unless otherwise stated	9M 2021	FY 2021
AKKA integration and related costs[1]	(8)	~ (20)
One-off costs	(24)	~ (40)
PPA-related amortisation[2]	(81)	~ (100)
Net finance expenses[2]	(23)	~ (35)
Effective tax rate	28.9%	~ 29%
Capital expenditure	(80)	~ (140) Previously ~ (160)

[1] Note: AKKA integration and related costs can impact both operational and non-operational costs
[2] Including impairment due to brand discontinuation of EUR 31 mn recorded in Q3
[3] Including incremental costs for financing related to AKKA acquisition