



better work, better life

Q1 2008 Results

Lausanne, May 6, 2008

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 competes; changes in the Company's ability to attract and retain qualified temporary personnel; the resolution of the French antitrust proceedings; and any adverse developments in existing commercial relationships, disputes or legal and tax proceedings.



Today's agenda

Operational review

Dieter Scheiff

Financial review

Dominik de Daniel

Outlook

Dieter Scheiff



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Operational review

Dieter Scheiff, Group CEO



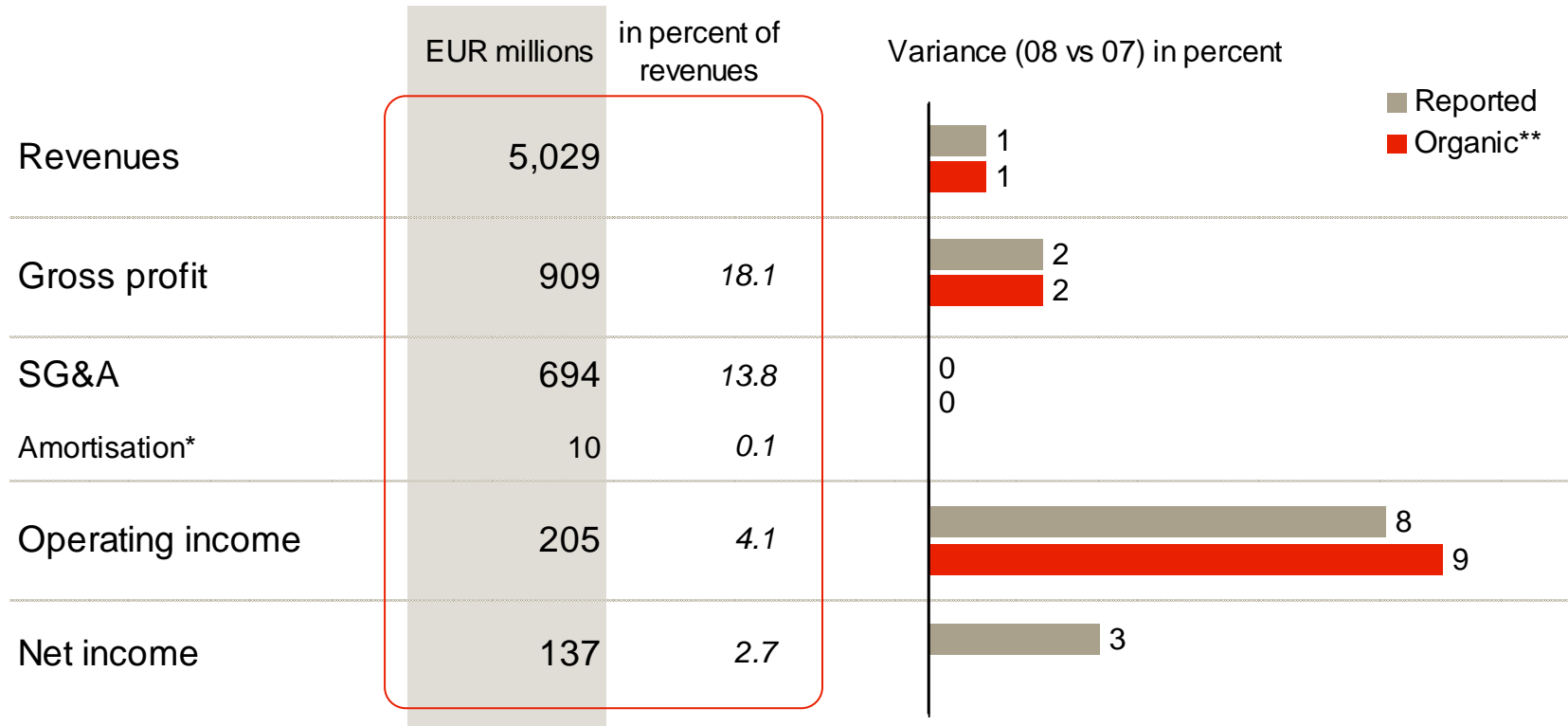
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Q1 2008 results summary



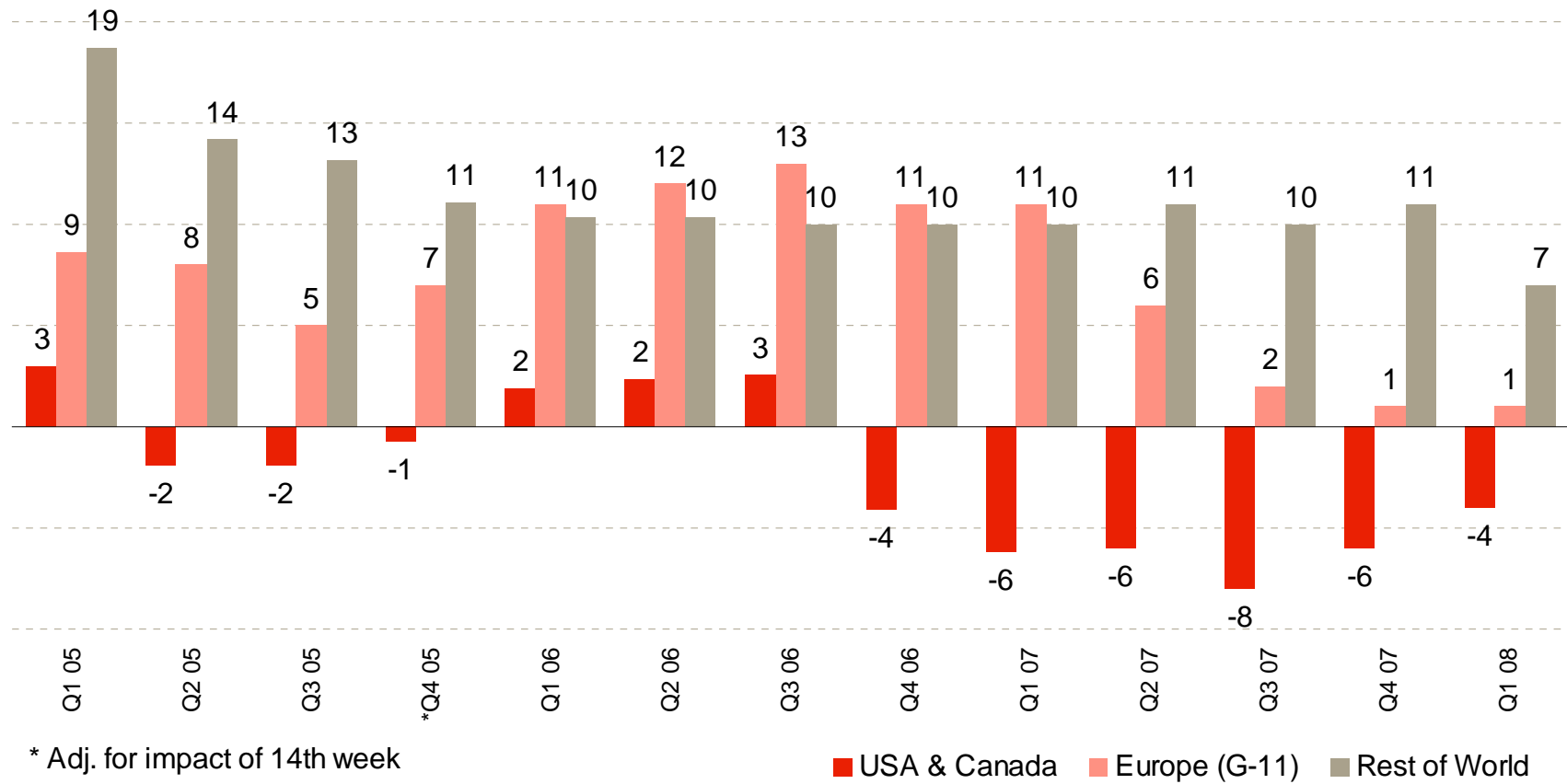
* Amortisation of intangible assets of EUR 10 million for Q1 2008 compares to EUR 4 million in Q1 2007.

** Organic growth is a non US GAAP measure and excludes the impact of currency and acquisitions.



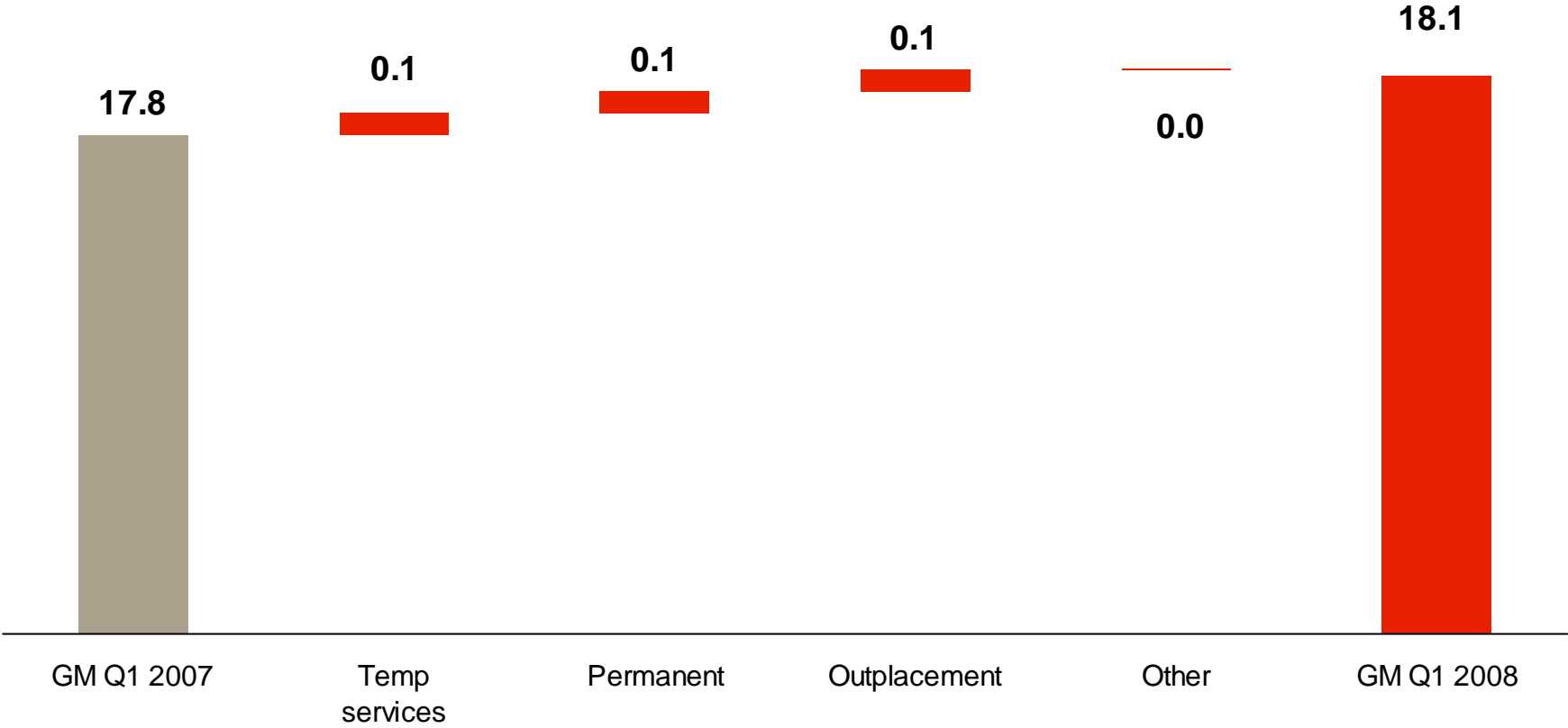
Regions revenue growth

Organic year-on-year growth in percent



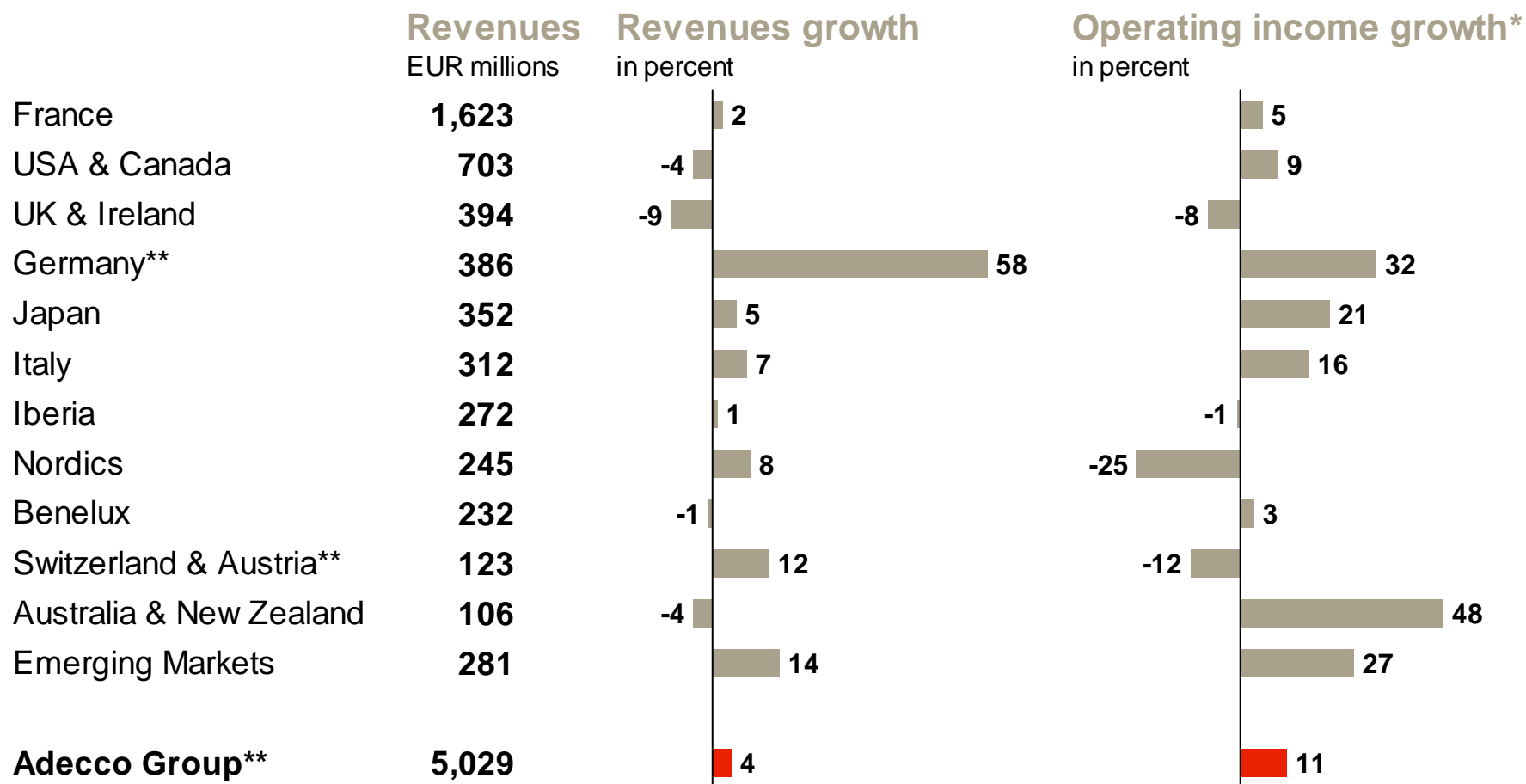
Gross margin drivers

In percent of revenues



Revenues and operating income growth in geographies

Q1 2008 vs. Q1 2007 in constant currencies



* Operating income before amortisation on operating unit level.

** In Q1 2008 revenues increased organically in Germany by 6%, Switzerland & Austria by -3%; and Adecco Group by 1%.



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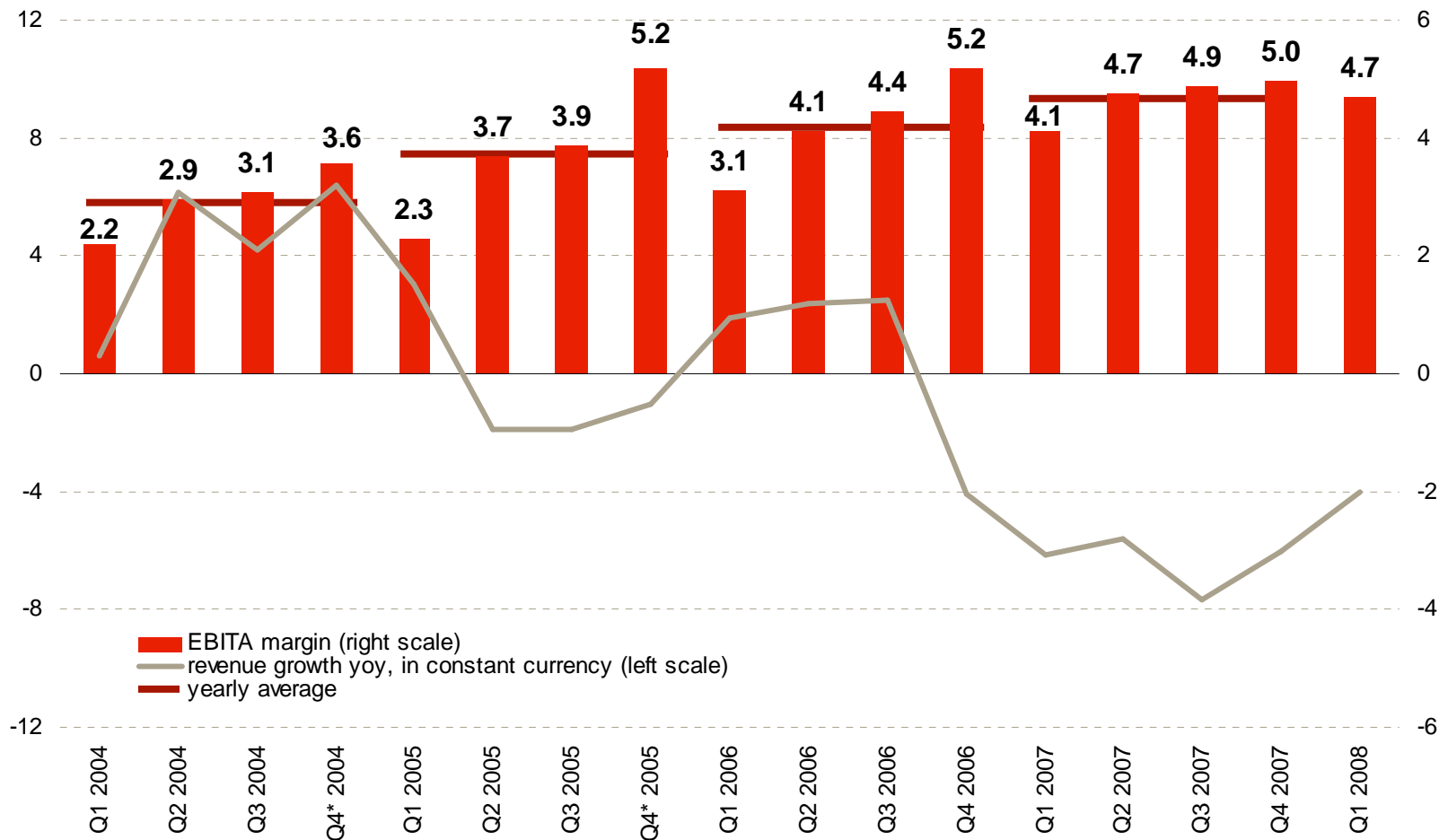
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USA & Canada revenue and EBITA margin

Development 2004 - Q1 2008 in percent



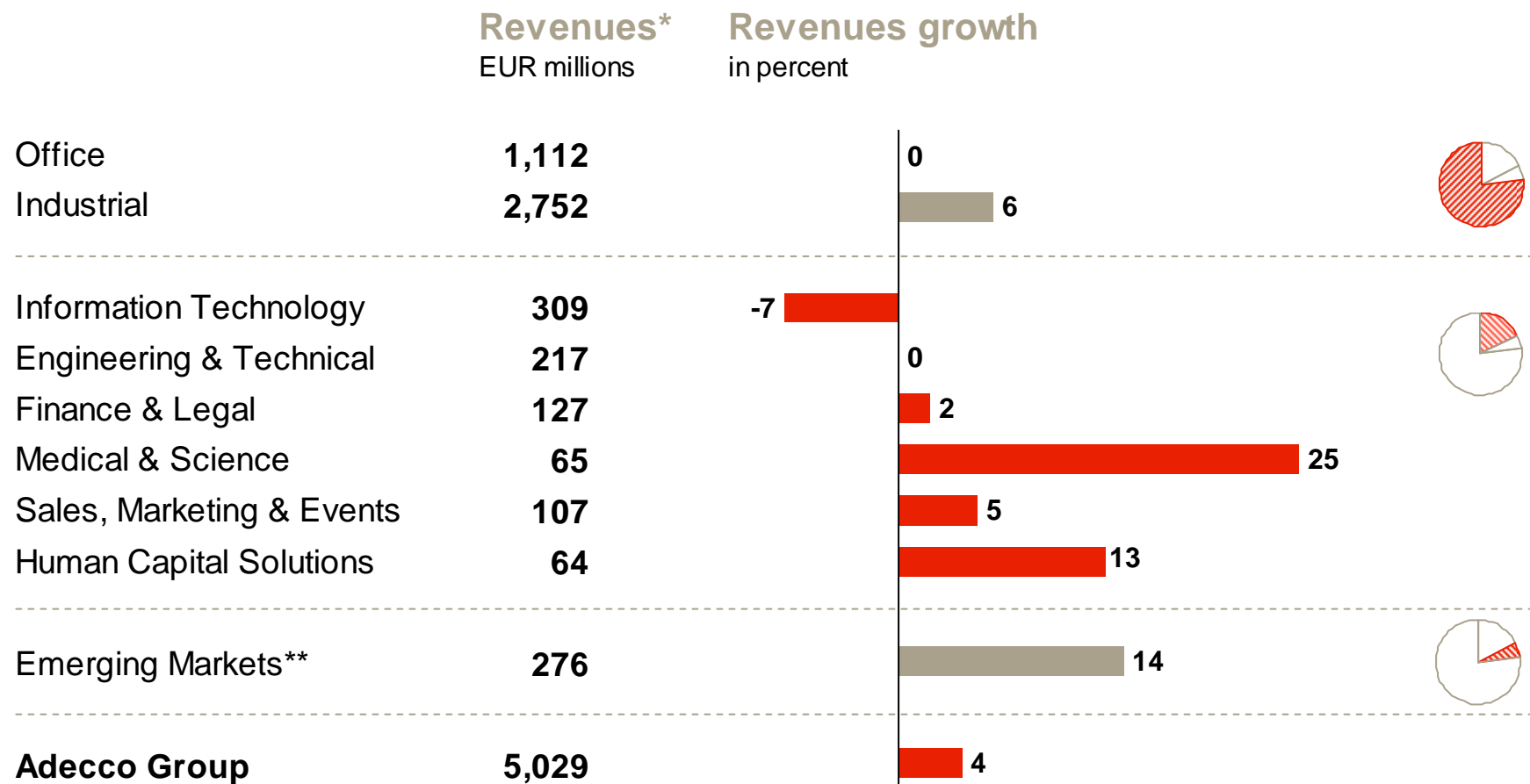
* Adjusted for impact of 14th week in revenues



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Revenues and revenue growth by business lines

Q1 2008 vs. Q1 2007 in constant currencies



* Breakdown of revenues is based on dedicated branches. In Q1, revenues increased organically in Industrial by 1%; Medical & Science by 22%; and Adecco Group by 1%.

** Emerging Markets excluding professional business lines.

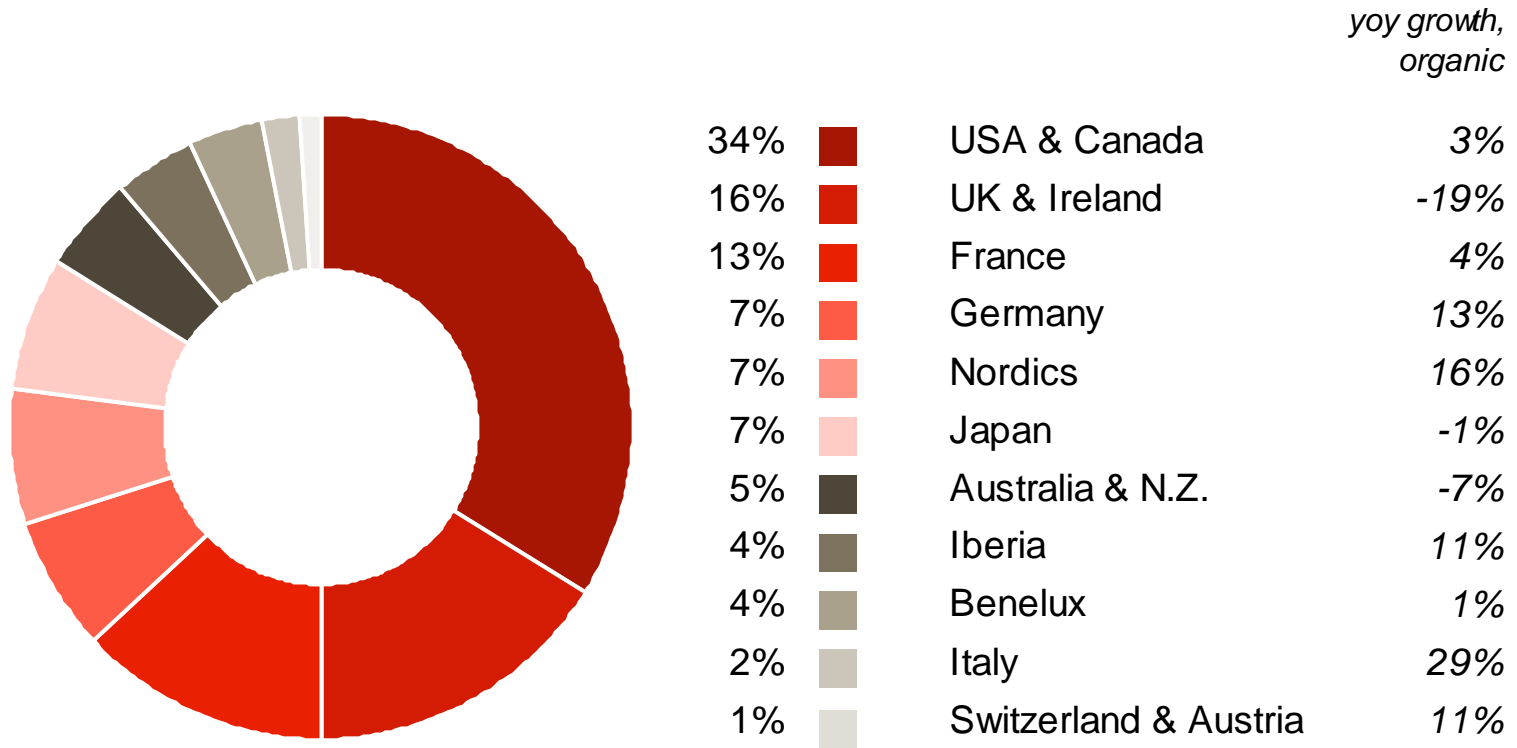


Q1 2008 professional business lines

Based on dedicated branches



Total professional business lines revenues by geographies



Financial review

Dominik de Daniel, Group CFO



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Results in detail

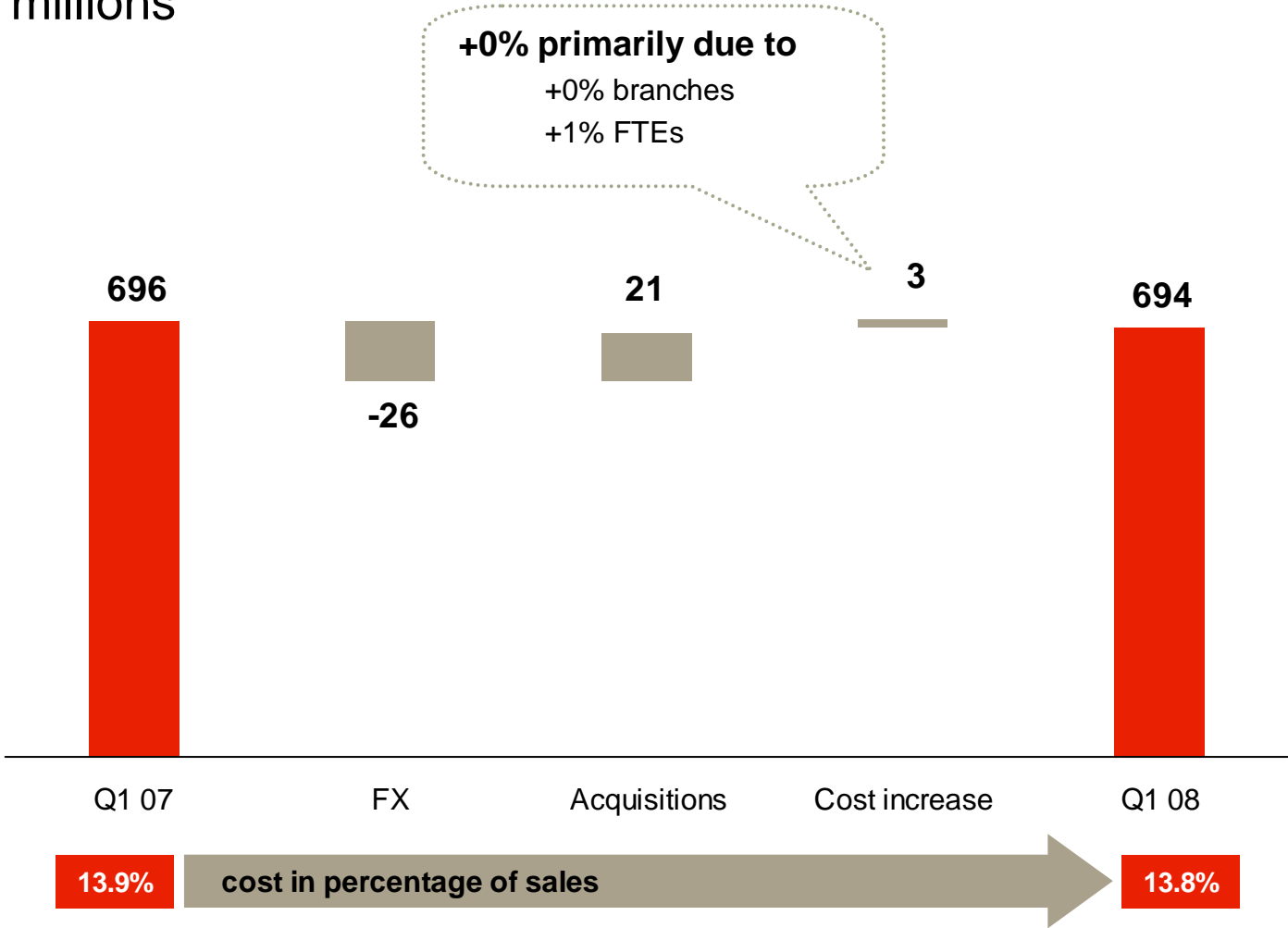
In EUR millions

	Q1 2008	Q1 2007	Variance %	
			EUR	Constant Currency
Revenues	5,029	4,991	1%	4%
Direct costs of services	(4,120)	(4,101)		
Gross profit	909	890	2%	6%
<i>Gross margin</i>	<i>18.1%</i>	<i>17.8%</i>		
Selling, general and administrative expenses	(694)	(696)	0%	4%
<i>As a percentage of revenues</i>	<i>13.8%</i>	<i>13.9%</i>		
Amortisation of intangible assets	(10)	(4)		
Operating income	205	190	8%	11%
<i>Operating income margin</i>	<i>4.1%</i>	<i>3.8%</i>		
Interest expense	(14)	(13)		
Other income/(expenses), net	2	9		
Income before income taxes and minority interests	193	186	4%	
Provision for income taxes	(55)	(51)		
Income applicable to minority interests	(1)	(2)		
Net income	137	133	3%	
<i>Net income margin</i>	<i>2.7%</i>	<i>2.7%</i>		



Q1 2008 SG&A movement

In EUR millions



Balance sheets

In EUR millions

	Mar 31, 2008	Dec 31, 2007
Assets		
Cash and short-term investments	423	563
Trade accounts receivable, net	3,651	3,773
Other current assets	312	324
Property, equipment, and leasehold improvements, net	217	223
Other assets	261	277
Goodwill and intangible assets, net	3,031	3,094
Total assets	7,895	8,254
Liabilities and shareholders' equity		
Accounts payable and accrued expenses	3,274	3,476
Short- and long-term debt	1,492	1,429
Other liabilities	471	469
Minority interests	7	7
Shareholders' equity	2,651	2,873
Total liabilities and shareholders' equity	7,895	8,254
Net Debt*	1,069	866

* 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.

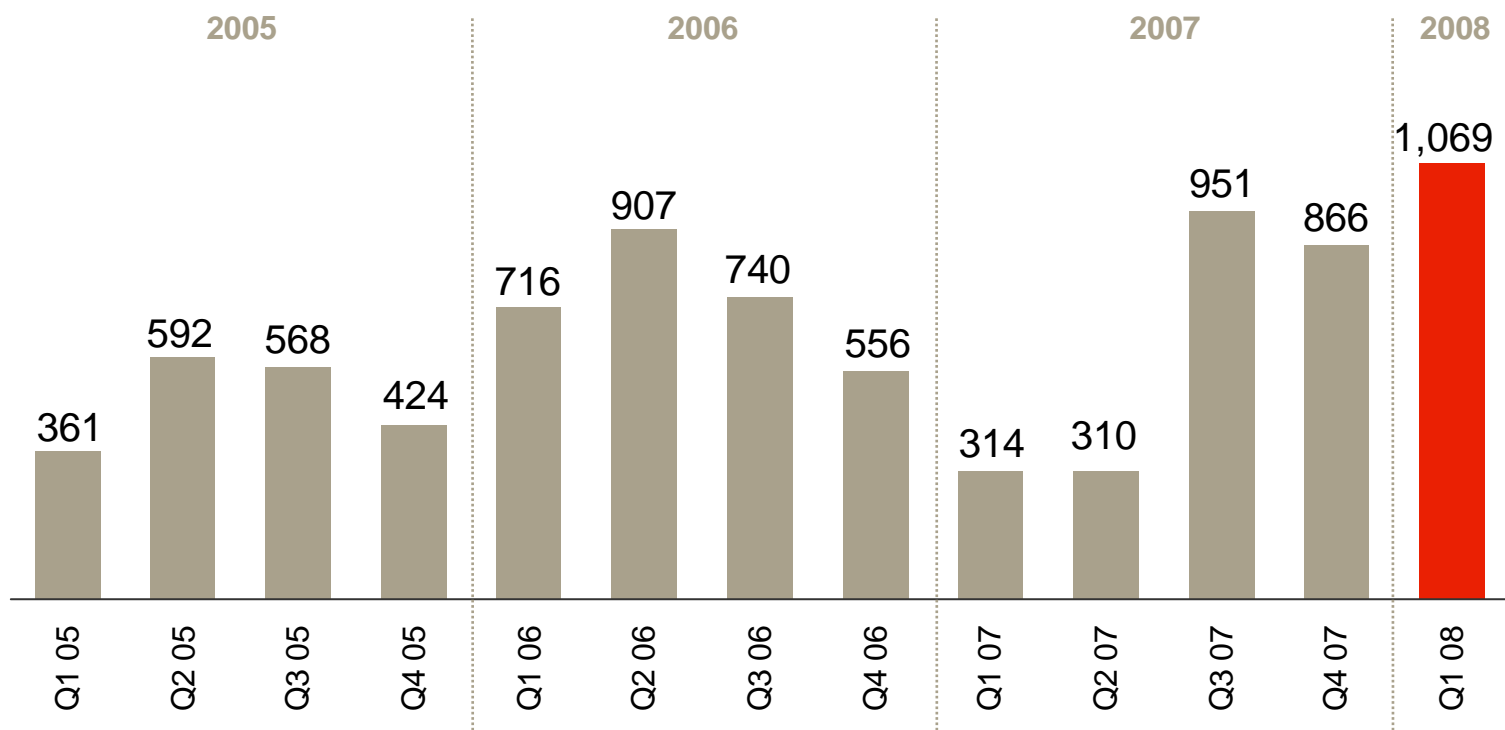
Cash-flow statements

In EUR millions

	Q1 2008	Q1 2007
Consolidated statements of cash flows		
Net income	137	133
Adjustments to reconcile net income to cash flows from operating activities:		
– Depreciation and amortisation	31	26
– Other charges	12	16
Changes in operating assets and liabilities, net of acquisitions:		
– Trade accounts receivable	64	135
– Accounts payable and accrued expenses	(181)	(52)
– Other assets and liabilities	28	(11)
Cash flows from operating activities	91	247
Cash flows from/(used in) investing activities	(30)	(20)
Cash flows from/(used in) financing activities	(193)	31
Effect of exchange rate changes on cash	(11)	(1)
Net increase/(decrease) in cash and cash equivalents	(143)	257

Net debt development since Q1 2005

In EUR millions



Outlook

Dieter Scheiff, Group CEO



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Two approaches



Thank you

Question and answer session



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Appendix



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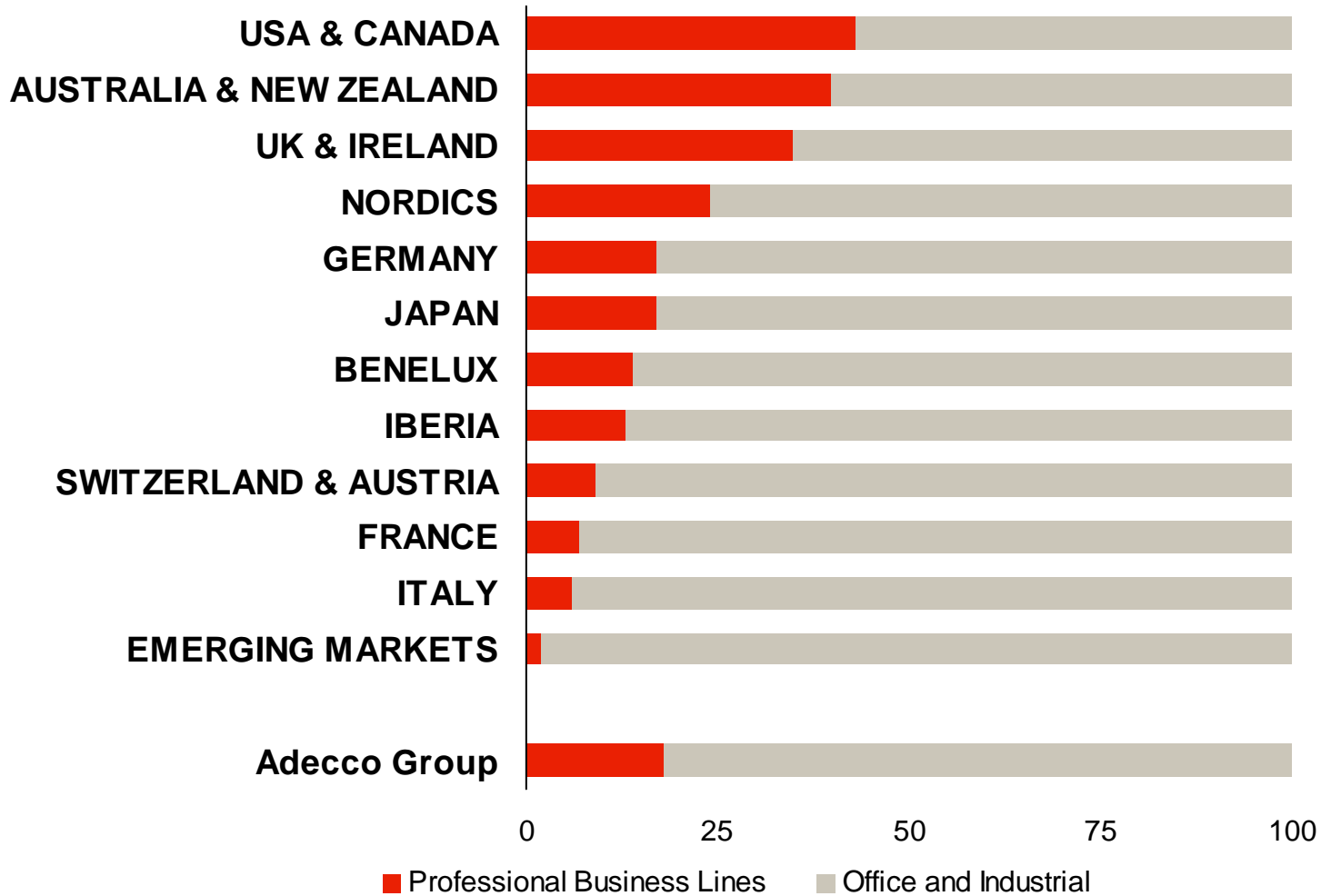
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Revenues – Office and Industrial vs. Professional business lines

In percent, based on dedicated branches in Q1 2008

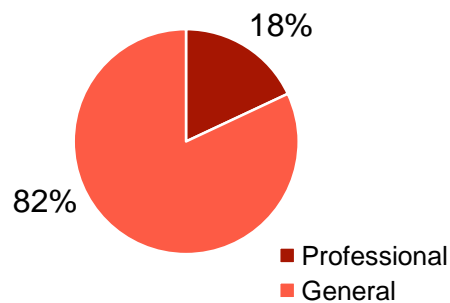
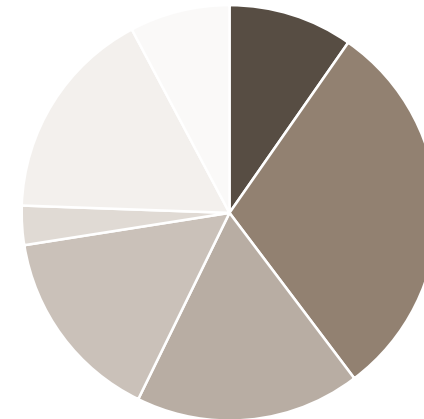
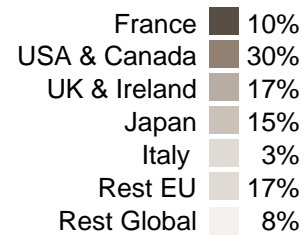
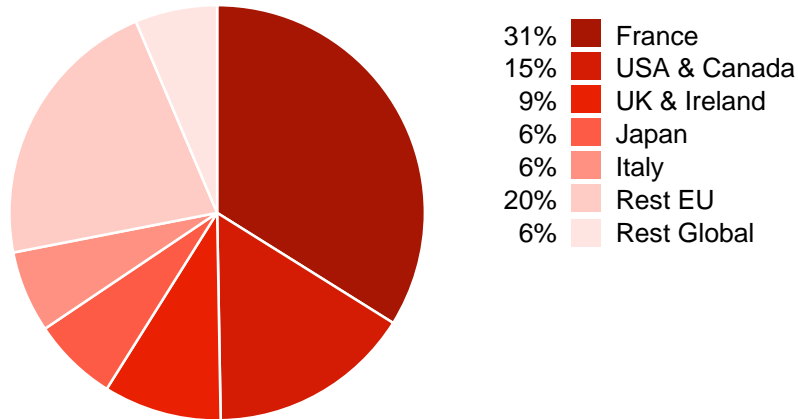


Our view of the Professional and Office and Industrial business

Market size and FY 2007 revenues of Adecco

Adecco FY 2007 revenues: EUR 21.1 bn

Global market 2007: Approx. EUR 220 bn



Source: National statistics and Adecco estimates



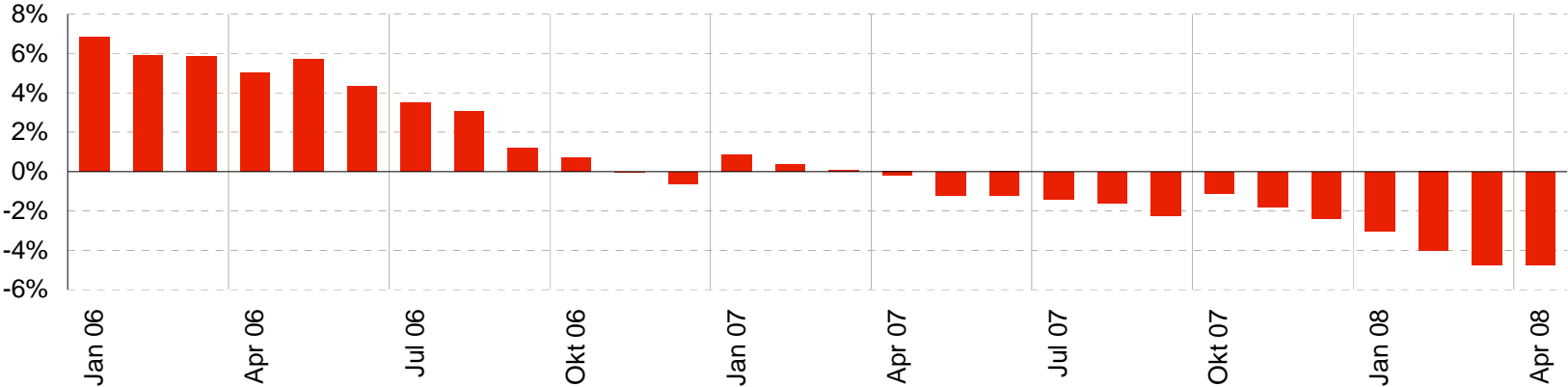
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Development of US and French staffing market

Year-on-year growth

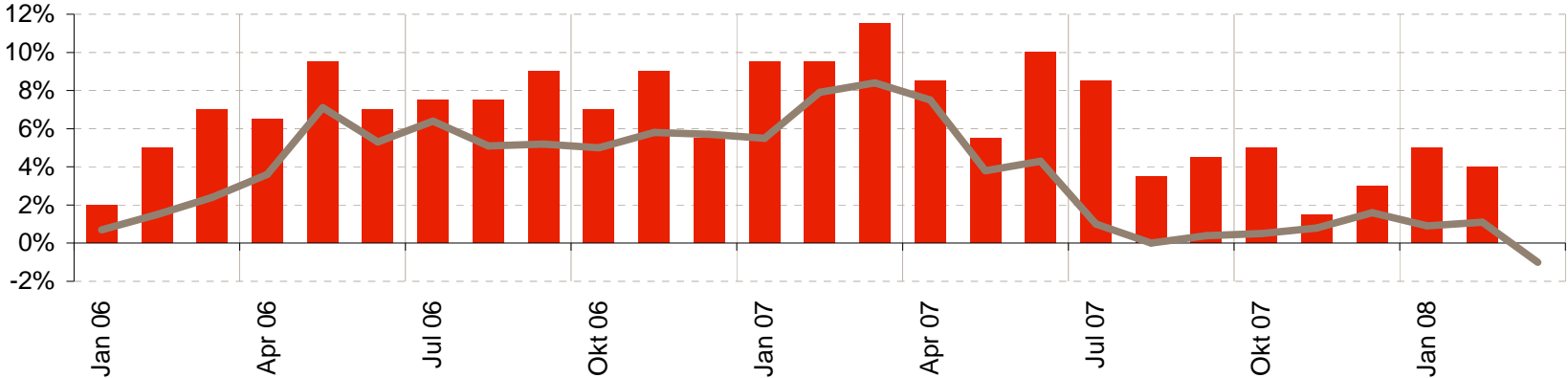
US staffing market (BLS data)

■ volume (seas. adj.)



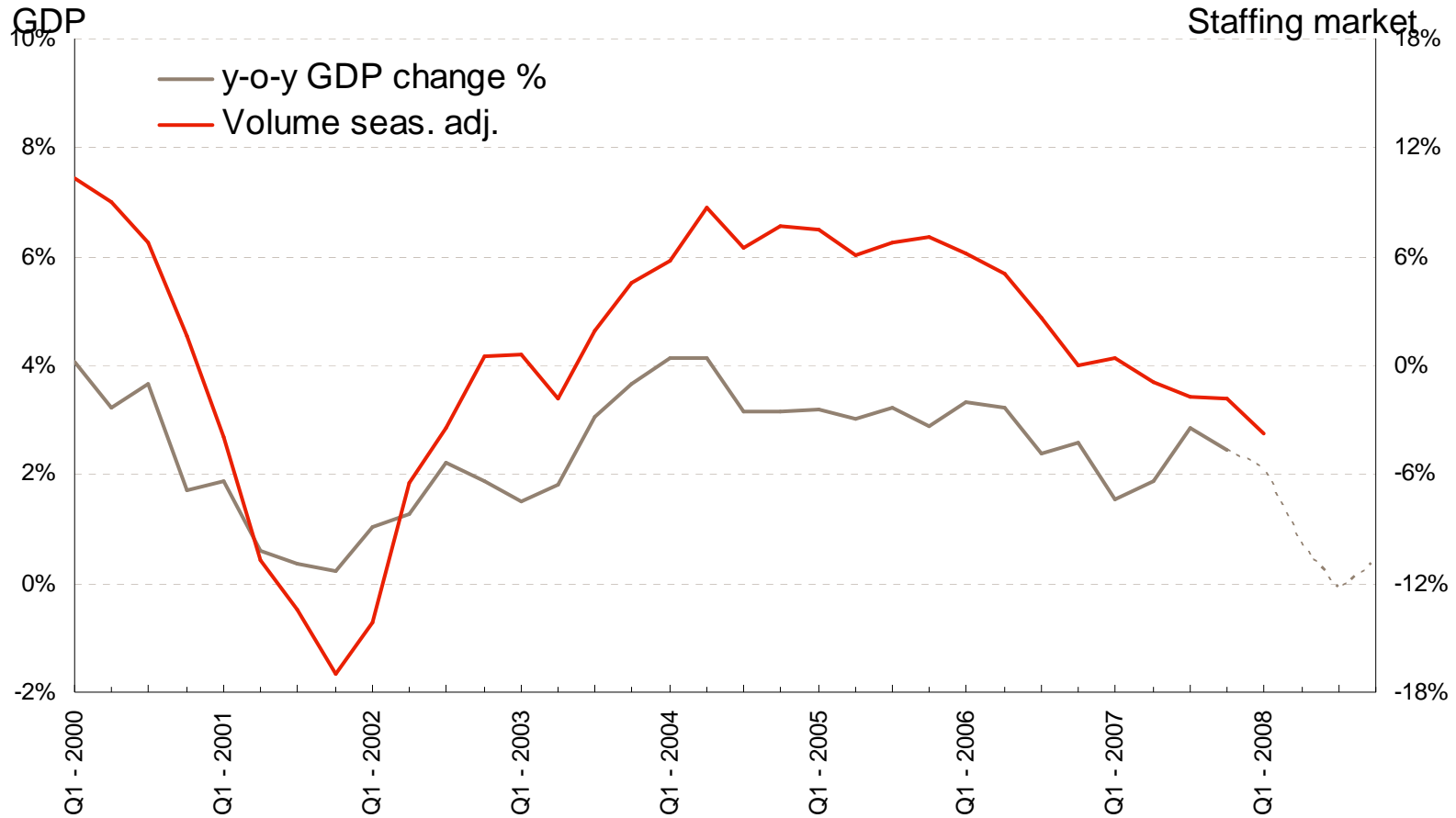
French staffing market (PRISME data)

— volume (not seas. adj.) ■ turnover (seas. adj.)



Cyclicality of staffing markets requires cost flexibility

US staffing volume vs. GDP growth 2000 – 2007



Source: OECD; BLS; GDP est. UBS



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France

Financial performance since Q1 2006, organically

	Q1 06	Q2 06	Q3 06	Q4 06*	Q1 07*	Q2 07*	Q3 07*	Q4 07*	Q1 08
Sales growth (adj. for business days)	2%	10%	9%	7%	9%	3%	-3%	-2%	3%
Market growth (Turnover, adj. for business days, PRISME, Q1 08 Adecco estimate)	5%	8%	8%	7%	10%	8%	6%	3%	3%
Gross margin Δ	-20 bps	-60 bps	-30 bps	-10 bps	0 bps	+70 bps	+60 bps	+20 bps	+10 bps
SG&A % Δ	30 bps	-30 bps	-30 bps	-30 bps	-30 bps	-10 bps	+20 bps	-20 bps	0 bps
Operating margin Δ	-50 bps	-30 bps	-0 bps	+20 bps	+30 bps	+80 bps	+40 bps	+40 bps	+10 bps
DSO Δ	0 days	0 days	0 days	0 days	-1 days	-2 days	-3 days	-4 days	-3 days

* adjusted for changes in social charges

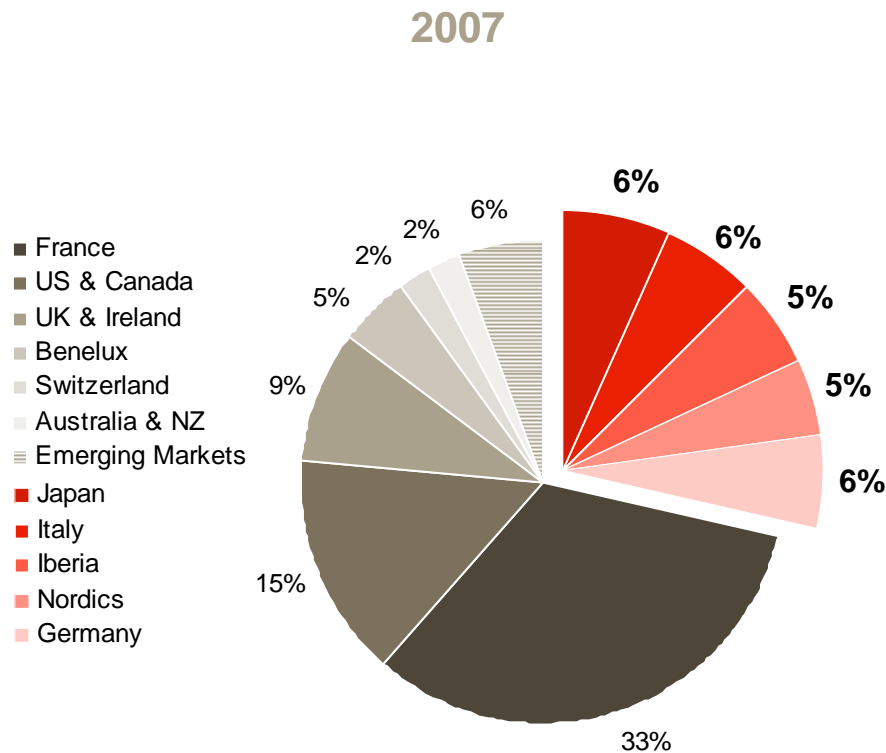


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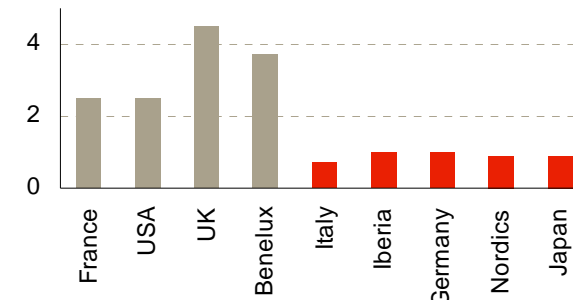
Driving revenue growth

Revenue split by countries 2007

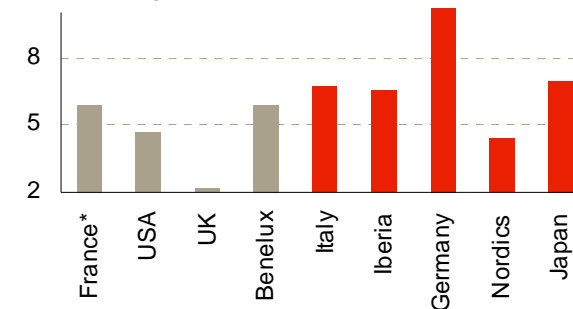


▶ **28% of our business has higher growth potential and higher profitability**

Market penetration rate
2006, in percent



Adecco operating margin
2007 in percent



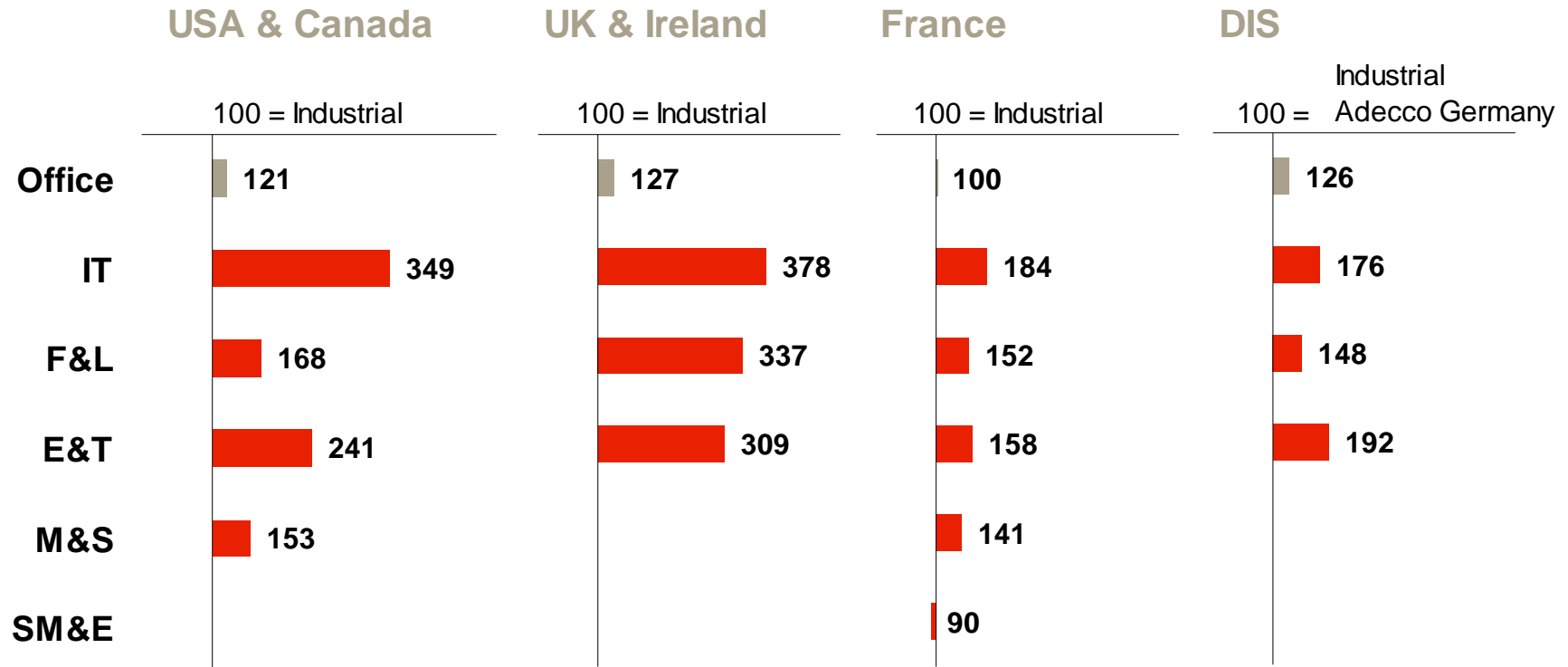
*Not adjusted for changes in social charges



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Pay rates of Office, IT, F&L and E&T vs. Industrial

Q1 2008 numbers, Industrial = 100



IT Information Technology
F&L Finance & Legal

E&T Engineering & Technical
M&S Medical & Science

SM&E Sales, Marketing & Events



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