

Adecco Group

Fourth Quarter and Full Year 2004 Results Presentation

London, March 16, 2005

Jérôme Caille
Group CEO

Jim Fredholm
Group CFO

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. (the "Company") as of the date of this release, and we assume no duty to update any such forward-looking statements. Factors that could affect the Company's forward-looking statements include, among other things: global GDP trends in developed and emerging markets including China and India; the demand for and changes in legislation of temporary work; the assertion and resolution of US unemployment tax assessments and the French anti-trust investigation; the resolution of the US class action litigation; other regulatory enquiries relating to the 2003 financial reporting delay; any adverse developments in existing commercial relationships, disputes or legal proceedings and intense competition in the markets in which the Company competes.

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. Please refer to the Company's Annual Report on Form 20-F for the year ended December 28, 2003, and other reports filed with or submitted to the U.S. Securities and Exchange Commission from time to time, for a further discussion of the factors and risks associated with our business.

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| 1. Operational Review | Jérôme Caille |
| 2. Financial Review | Jim Fredholm |
| 3. Strategy and Outlook | Jérôme Caille |

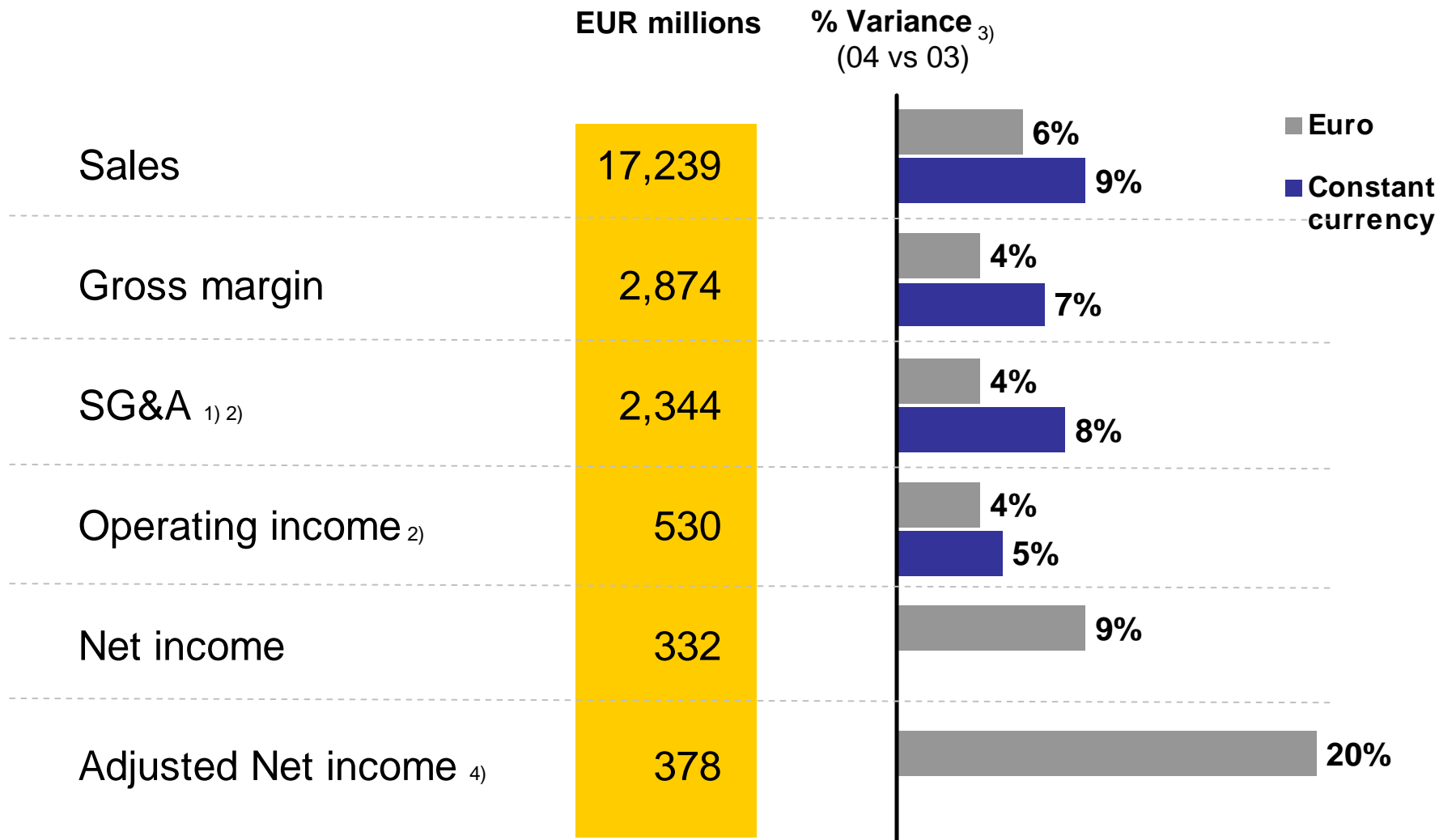
1. Operational Review

Jérôme Caille

Chief Executive Officer

1. Revenues of EUR 17.2 billion, with a 6% growth for the year and acceleration to 14% in Q4
2. Gross margin stabilization despite challenging first half of the year; gross margin improvements in Q4 at Adecco Staffing and Ajilon
3. Net income of EUR 332 million, up 9% above last year, up 20% on an underlying basis
4. Adecco US: profit turnaround, normalised audit and SEC investigation terminated
5. Net debt reduced by EUR 625 million to EUR 299 million; regained investment grade status
6. Dividend increase of 43% to CHF 1.00 per share proposed (2003: CHF 0.70)

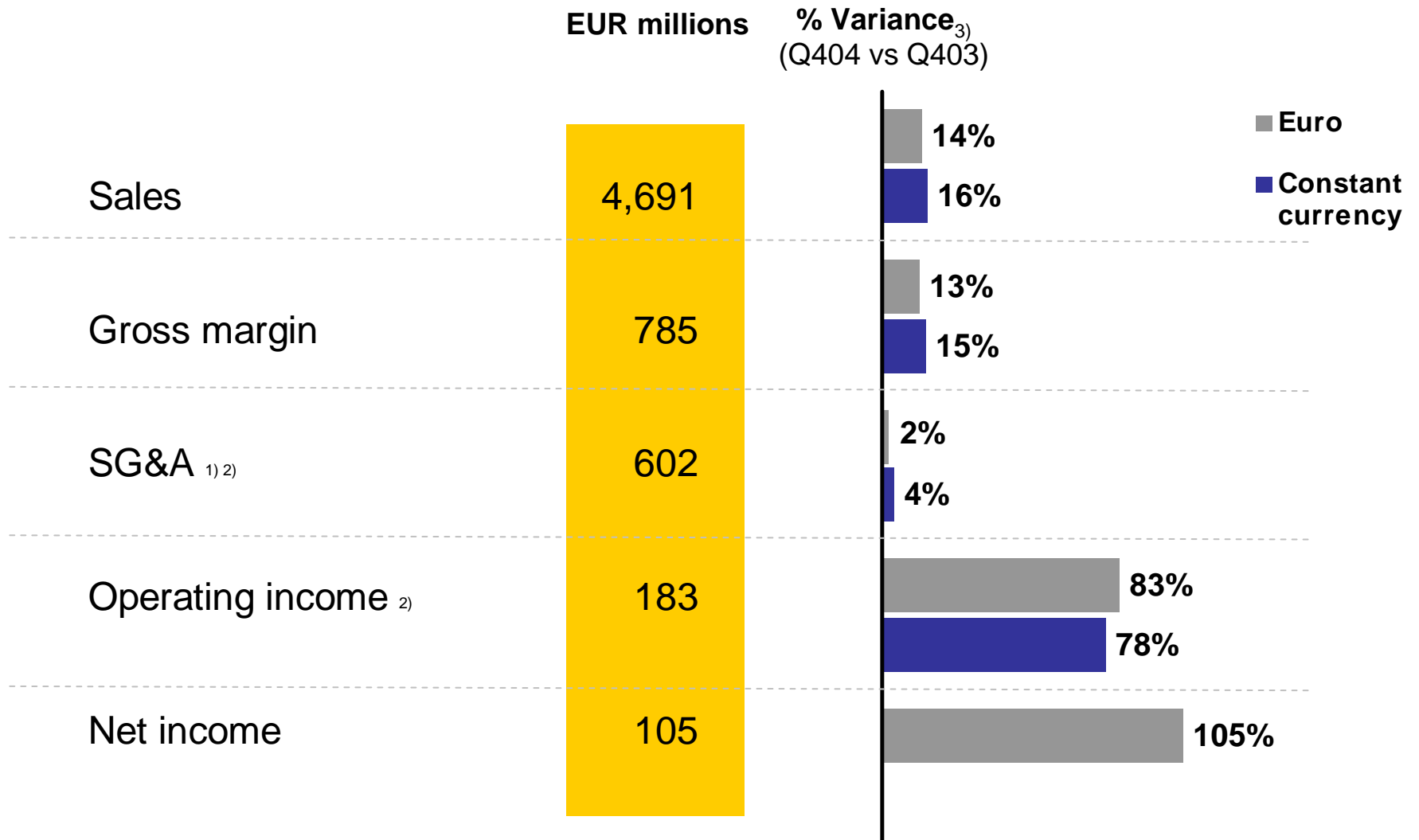
FY04 results summary



- 1) Includes amortization of intangibles of EUR 1 million for FY04 (FY03: EUR 6 million)
- 2) Includes costs associated with the 2003 financial reporting delay of EUR 83 million in FY04 (FY03: EUR 6 million)
- 3) 53 weeks in 2004 vs 52 weeks in 2003
- 4) Net income adjusted for changes in accounting principle, gains of sale of jobpilot and one-time items related to the 2003 financial reporting delay.



Q4 results summary



1) Includes amortization of intangibles of EUR 0 million for Q404 (Q403: EUR 5 million)

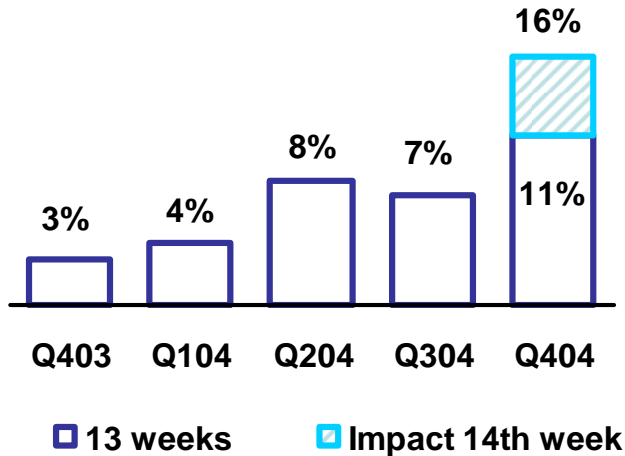
2) Includes costs associated with the 2003 financial reporting delay of EUR 2 million in Q404 (Q403: EUR 6 million)

3) 53 weeks in 2004 vs 52 weeks in 2003

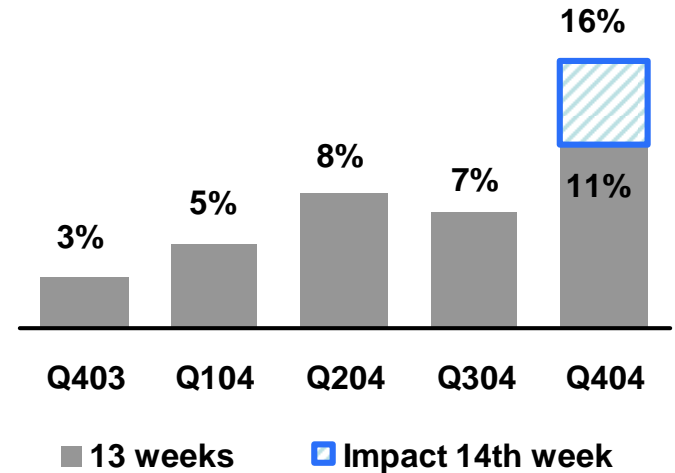
Satisfactory sales growth

Constant currency

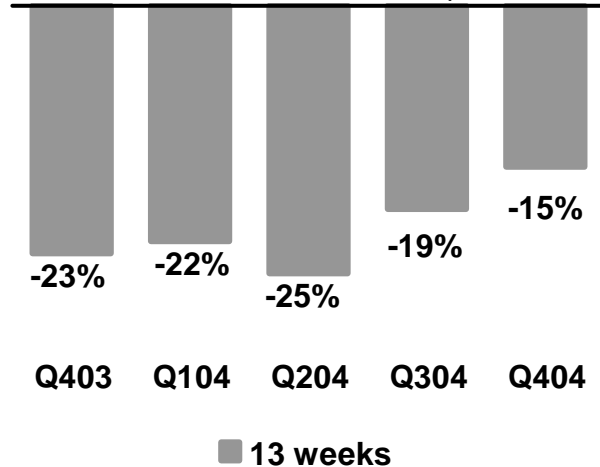
Group



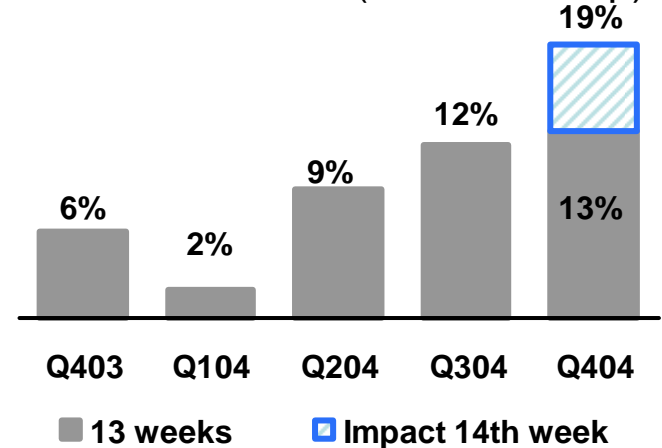
Adecco Staffing* (89% of Group)



LHH Career Services (1% of Group)



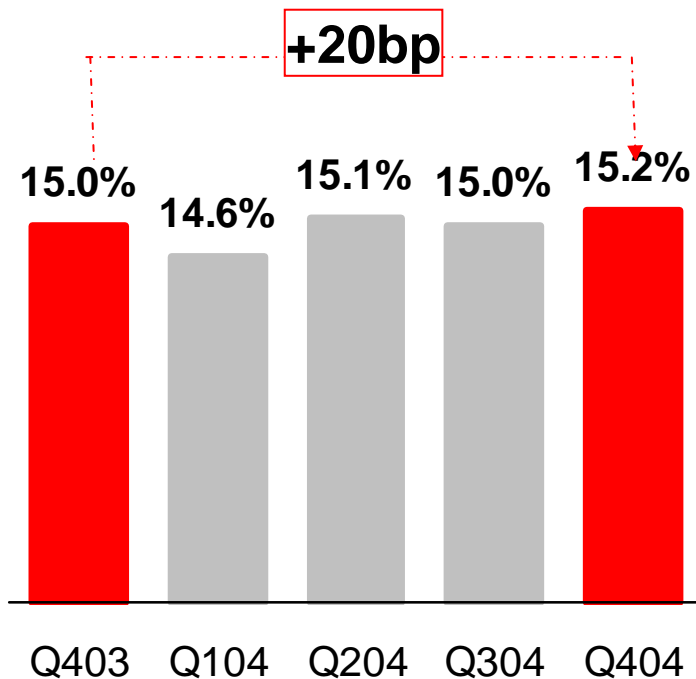
Ajilon Professional* (10% of Group)



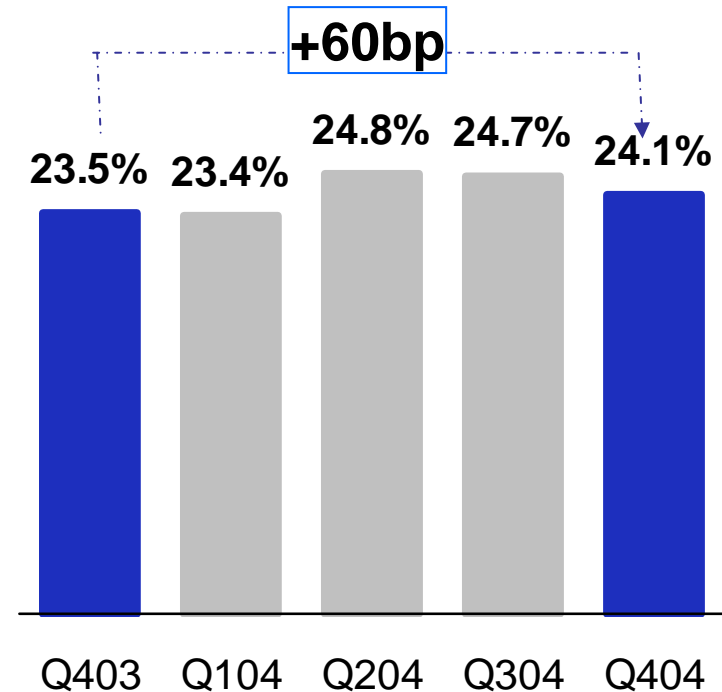
* Restated for segment reporting changes

Q4 gross margin improvement in major divisions

Adecco Staffing



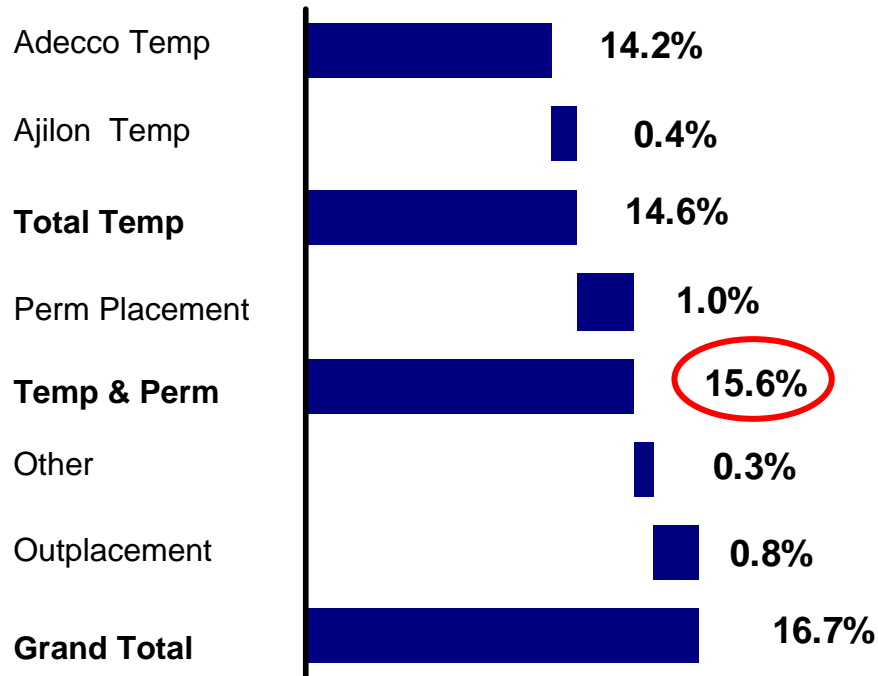
Ajilon Professional



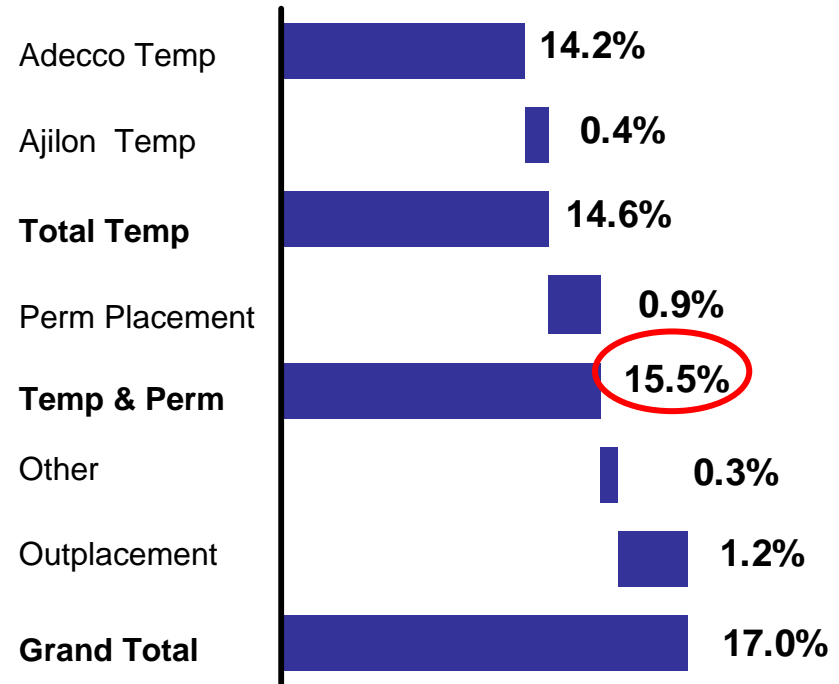
Temp and perm margin improvement

Full Year

FY04



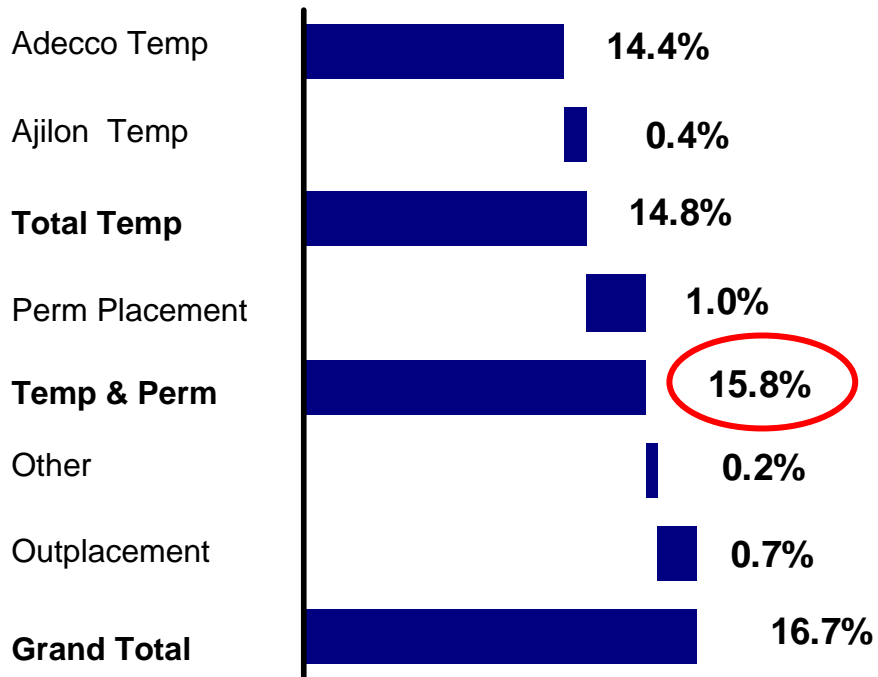
FY03



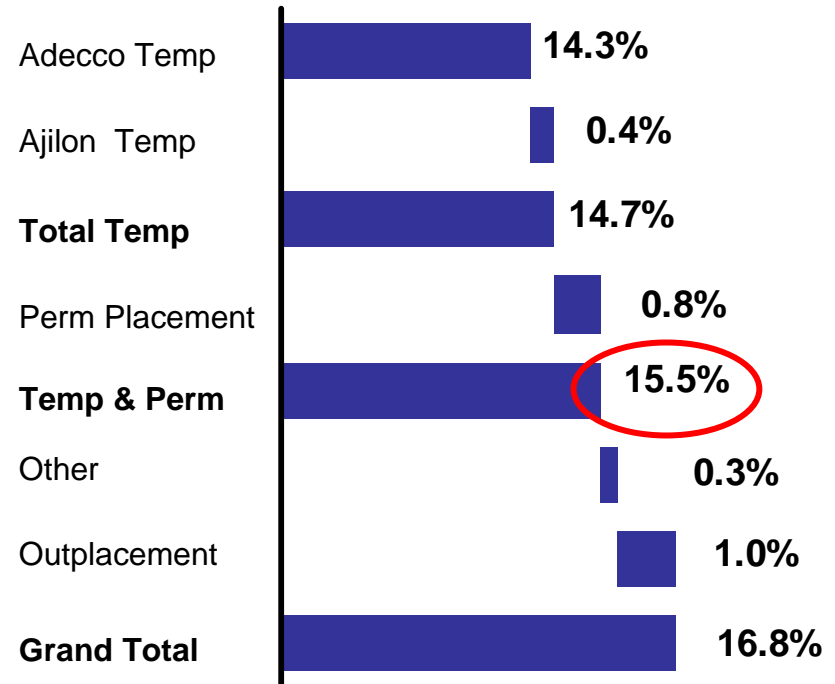
Temp and perm margin improvement

Fourth quarter

Q404



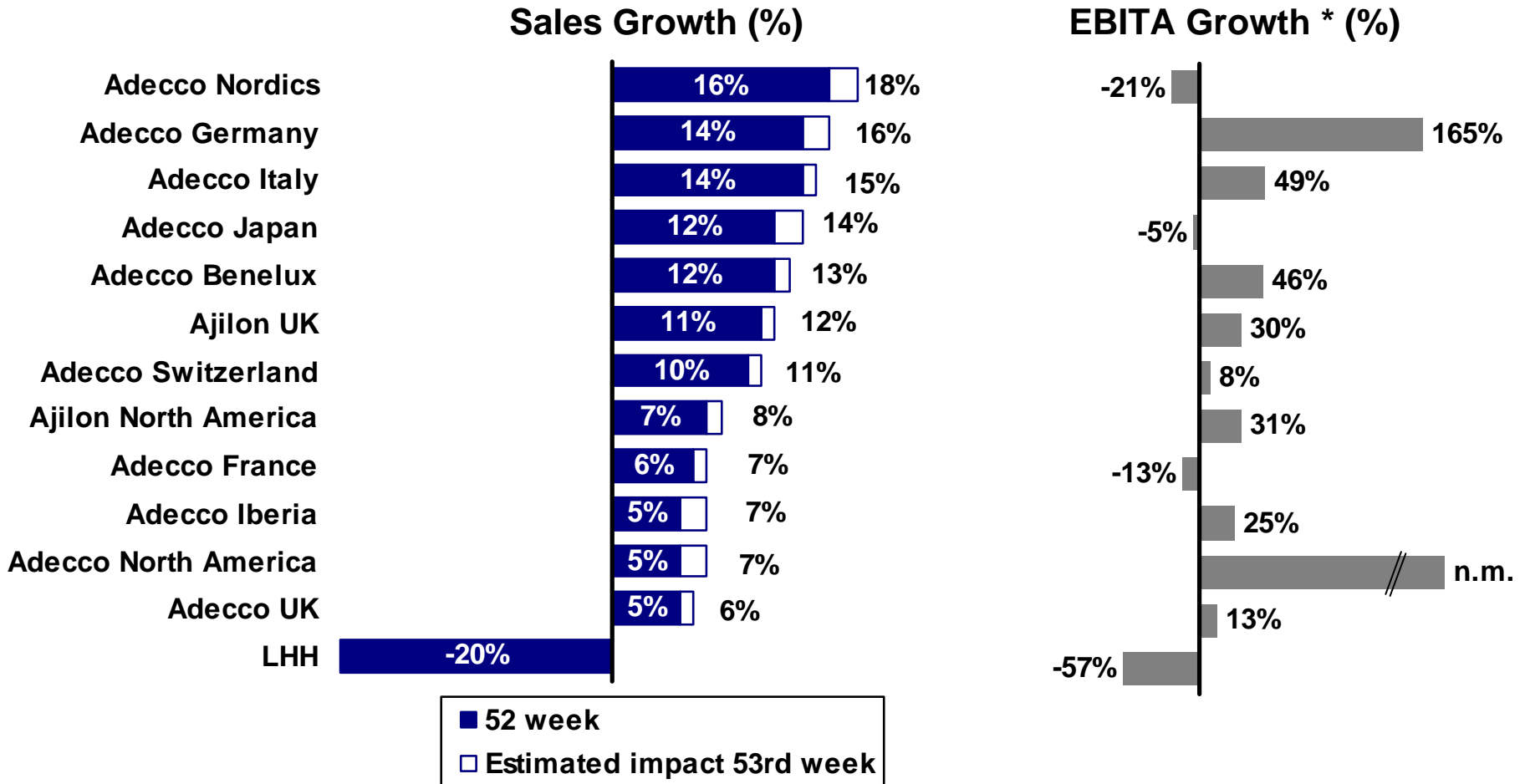
Q403





Growth momentum at major business units

Constant currency, FY04 vs FY03



* 53 weeks in 2004 vs 52 weeks in 2003

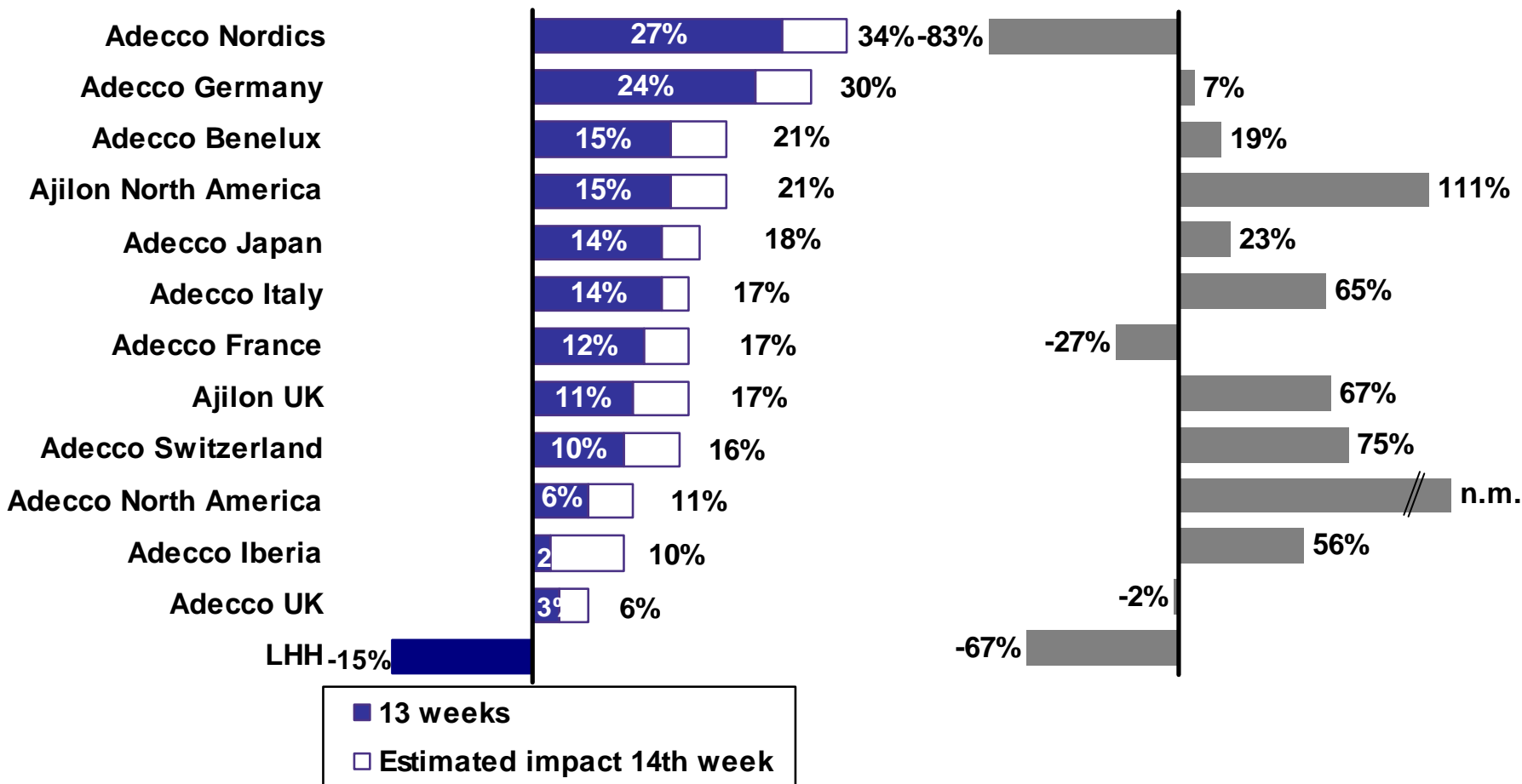


Q4 sales accelerate at main business units

Constant currency, Q404 vs Q403

Sales Growth (%)

EBITA Growth * (%)

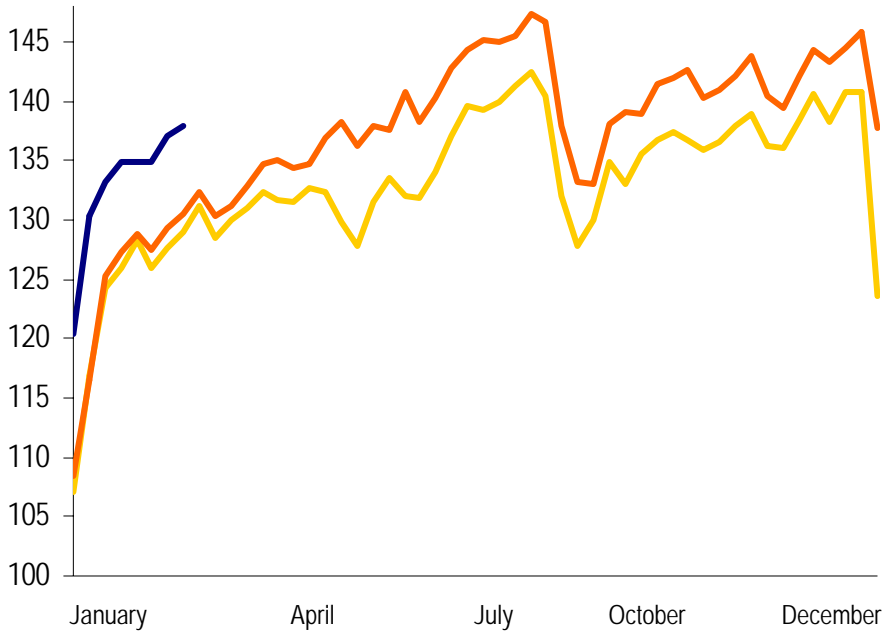


* 14 weeks in Q404 vs 13 weeks in Q403

Client and placement activity trends anticipating future growth

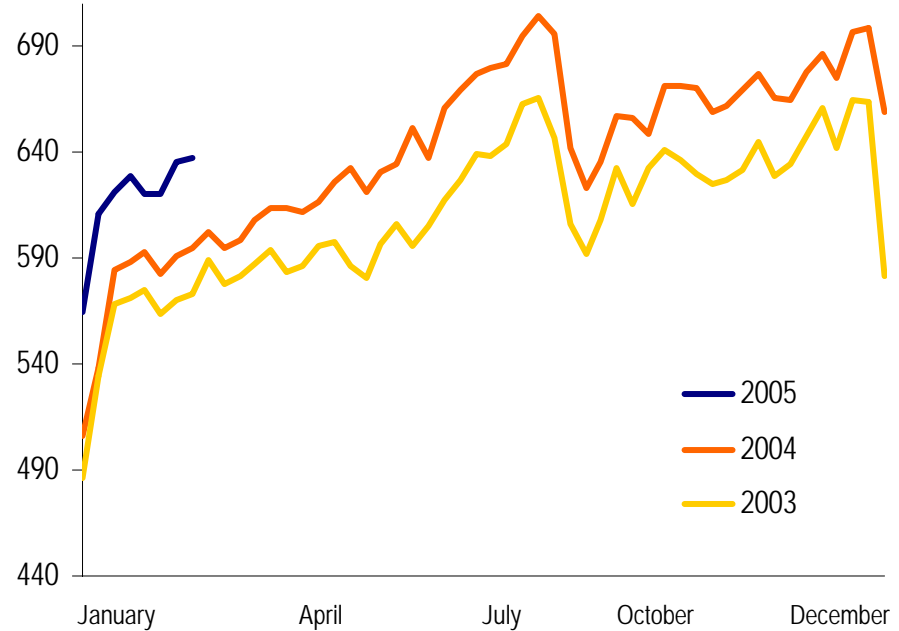
Client Base

In thousands



Number of Temporary Associates

In thousands



2. Financial Review

Jim Fredholm

Chief Financial Officer

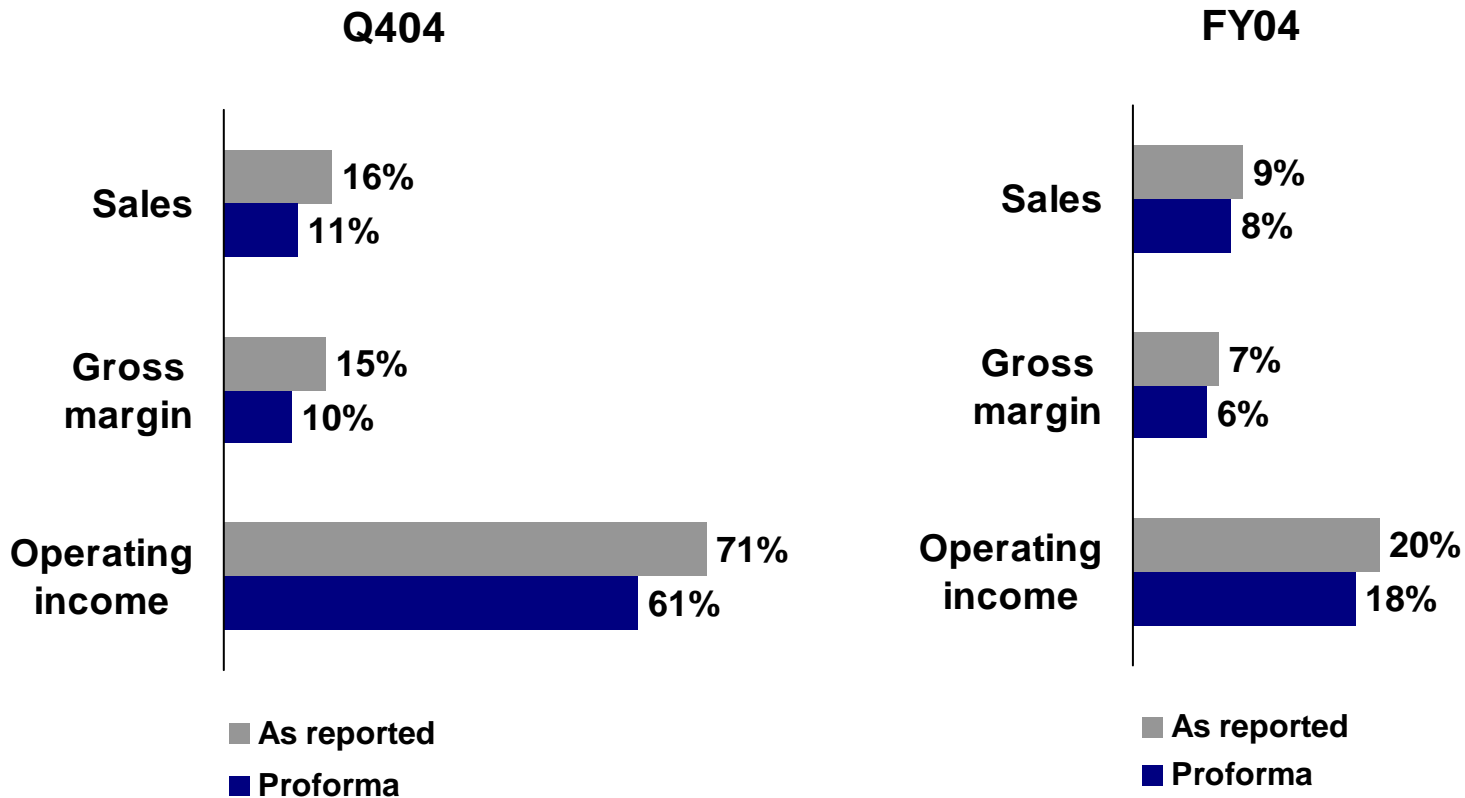
EUR millions	Twelve months ended		Variance %	
	January 2, 2005	December 28, 2003	EUR	Constant
Net service revenues	17,239	16,226	6%	9%
Gross margin	2,874	2,757		
SG&A ¹	(2,343)	(2,242)		
Amortisation of intangibles	(1)	(6)		
Operating income	530	509	4%	5%
Interest and other expenses	(54)	(70)		
Provision for income taxes ²	(174)	(128)		
Income from continuing operations	302	311	-3%	
Income (loss) from discontinued operations	30	(3)		
Cumulative effect of change in accounting principle, net of tax		(3)		
Net income	332	305	9%	

1) In 2004 SG&A includes EUR 83 million of costs related to the 2003 financial reporting delay (2003: EUR 6 million)

2) Effective tax rate in 2004 is 36.5%; expected to lower to 32.5% in 2005. Estimated effective tax rate: 29%-30%

Estimated impact of 53rd week:

Constant currency



- 1) SG&A and Operating Income exclude the impact of costs associated with the 2003 financial reporting delay.
- 2) Estimated impact of the 53rd week was EUR 214 million on sales; EUR 36 million on gross margin; EUR 26 million on SG&A and EUR 10 million on operating income

EUR millions	January 2, 2005	December 28, 2003
ASSETS		
Cash and short-term investments	1,203	968
Trade accounts receivable, net	3,149	2,947
Other current assets	260	308
Property, equipment & leasehold improvements, net	261	327
Goodwill & intangibles	1,204	1,244
Other assets	364	448
Current & other assets from discontinued operations	-	74
Total assets	6,441	6,316
LIABILITIES & SHAREHOLDERS' EQUITY		
Accounts payable and accrued expenses	3,025	2,772
Short and long-term debt	1,502	1,856
Other liabilities	139	125
Current & other liabilities from discontinued operations	-	16
Minority Interests	2	-
Shareholders' equity	1,773	1,547
Total liabilities & shareholders' equity	6,441	6,316
Net debt (1)	299	924

1) Off balance sheet debt at December 2003 includes UK securitization program of EUR 36 million.

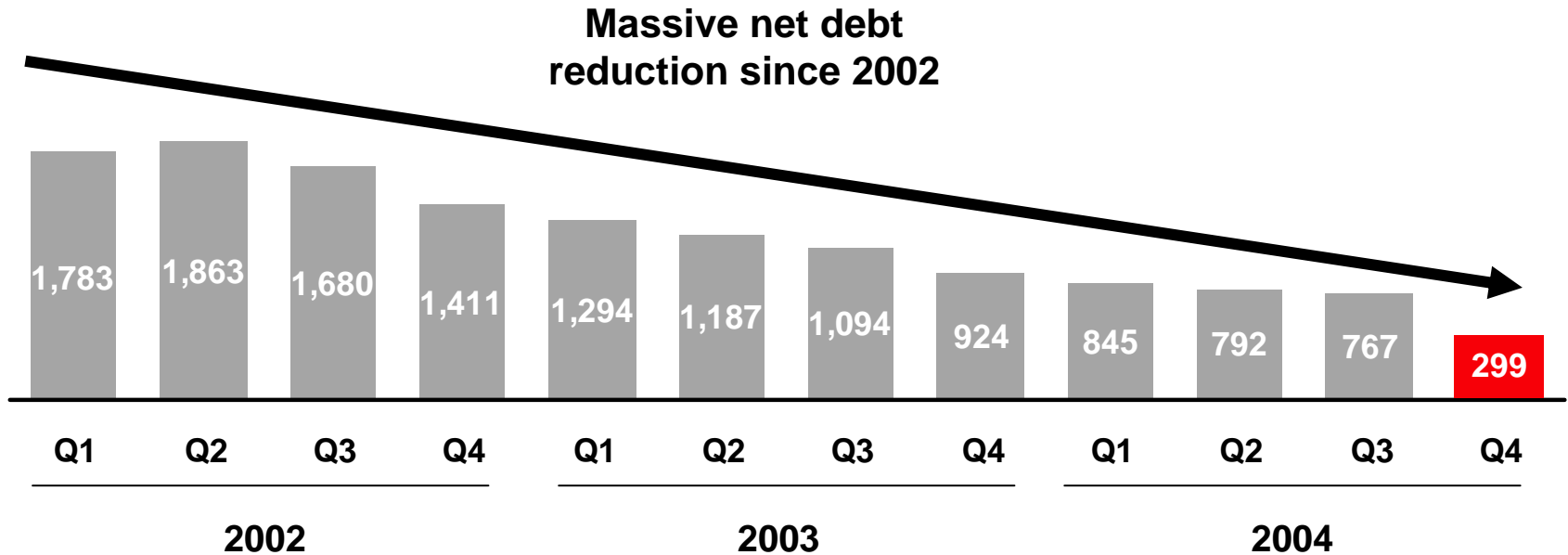
EUR millions

	Twelve months ended	
	January 2, 2005	December 28, 2003
Net income	332	305
(Income) loss from discontinued operations	(30)	3
Depreciation and amortisation	120	143
Change in operating assets / liabilities	64	-137
Others	56	139
Cash flow from operations of continuing operations	542	453
Cash flow from (used in) investing activities of continuing operations	105 ⁴⁾	(440) ³⁾
Cash flow from (used in) financing activities of continuing operations	(399) ²⁾	365 ¹⁾
Effects of exchange rate changes on cash	2	(21)
Net proceeds from the sale of discontinued operations	64	-
Net increase in cash and cash equivalents	314	357

- 1) Issuance of convertible debt EUR 584 million
- 2) Repayment of long term debt EUR 336 million
- 3) Investment in short term investments EUR (403) million
- 4) Net proceeds investment and sale of short term investments EUR 110 million

Financial strength

Net Debt in EUR millions ⁽¹⁾ ⁽²⁾



1) Includes off balance sheet debt (In EUR; 2002 Q1:59m Q2:52m Q3:61m Q4:59m; 2003 Q1:37m Q2:36m Q3:36m Q4:36m; 2004 Q1:37m; from Q2 2004 there is no off balance sheet debt due to the cancellation of the external financing of the securitisation agreement)

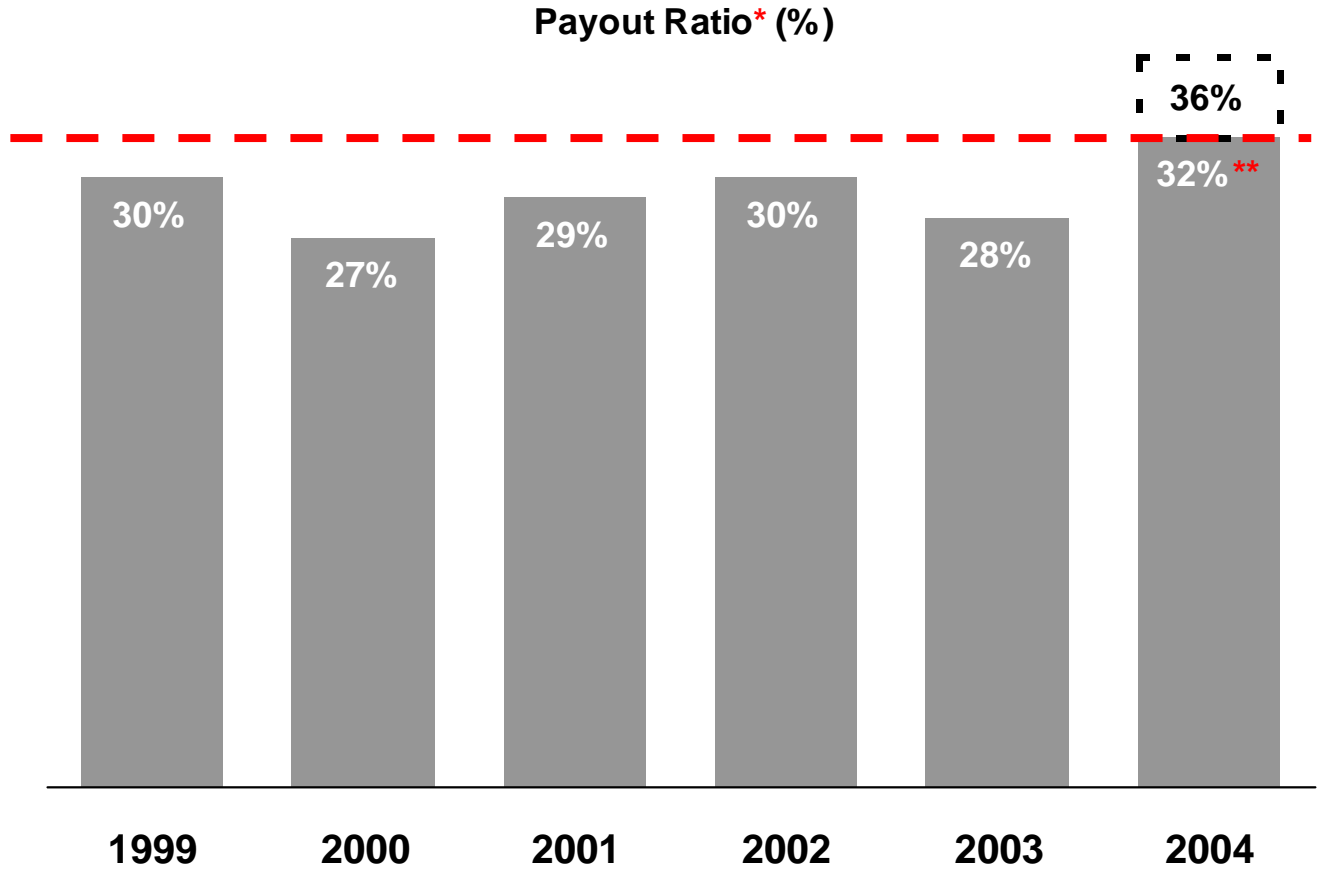
2) Prior periods have been changed due to the reclassification effect of the discontinued operations of the jobpilot group.

Substantial compliance improvement

- Normalized audit with unqualified audit opinion 2004 expected
- SEC investigation terminated with no enforcement action recommended
- Class action law suits still pending; Adecco believes there is no merit to the claim and defends itself vigorously
- Internal controls improvement program in place; compliance is top priority for management team
- SOX project on track



Proposed dividend up 43%



Dividend per share (CHF)

Year	Dividend per share (CHF)
1999	0.84
2000	1.00
2001	1.00
2002	0.60
2003	0.70
2004	1.00

* Payout ratio is calculated based on net income before amortization and one-time items

** Based on net income before amortization and costs related to the 2003 financial reporting delay and the gain on sale of jobpilot

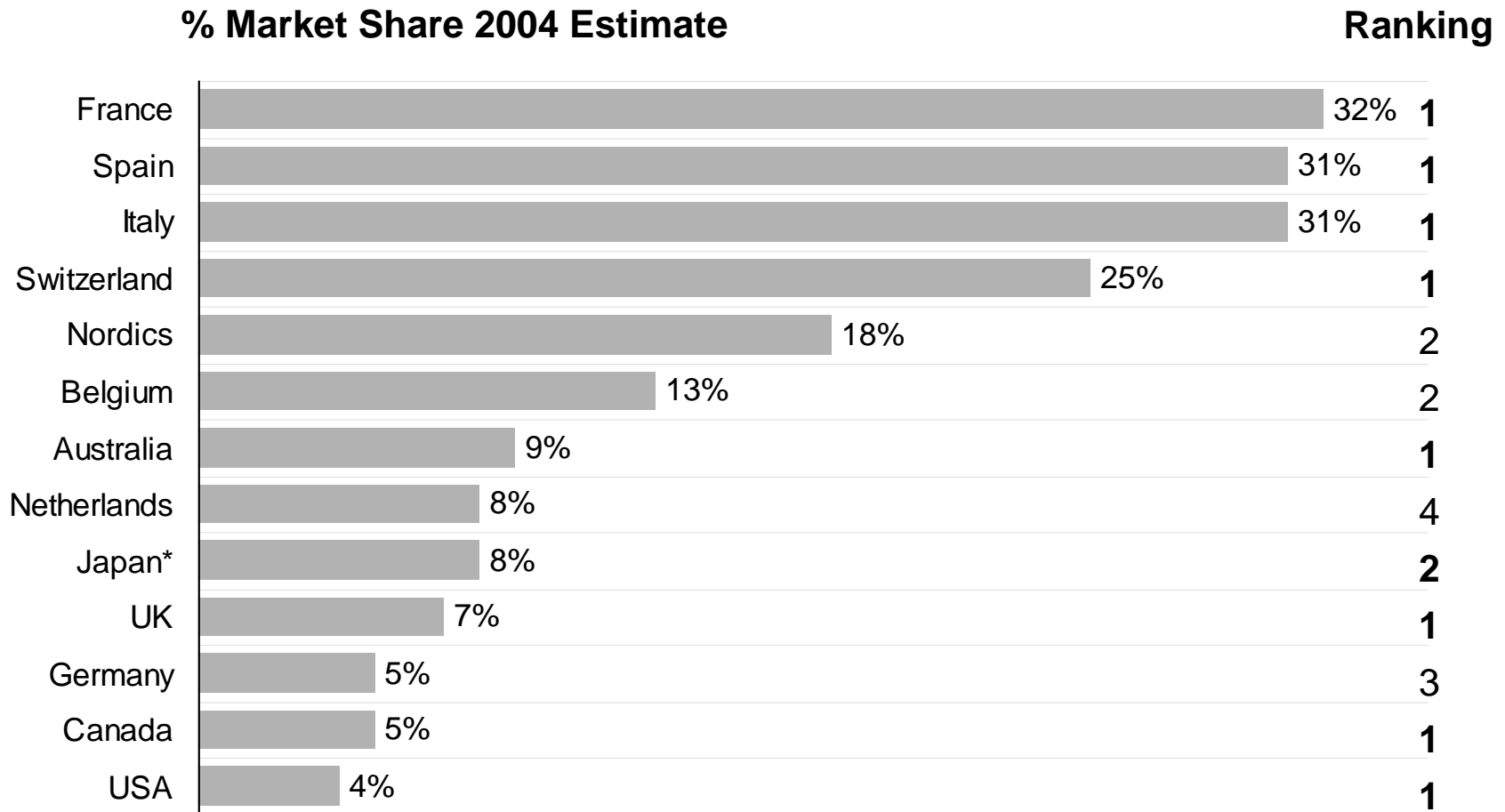
3. Strategy and Outlook

Jérôme Caille

Chief Executive Officer

- More favourable labour regulation
 - France, Italy, Germany, Japan, EU directive
- Growing demand for flexibility
 - Individuals and companies
- Growing demand for specialists
- Companies increasing productivity through:
 - Outsourcing of non-core activities
 - Off-shoring
- Increasing use of web-based technologies

Our strength: A unique market position in the staffing market...



* Japan: temporary market only; excludes outsourcing revenues

...supporting an expansion of our service offering

Adecco Staffing

- Temp Staffing
- Perm Placement
- Assessment
- Training
- Outsourcing

Ajilon Professional

- Specialists
- Managed services
focused on:
 - IT
 - Engineering
 - Finance
- Off-shoring

LHH Career Services

- Outplacement
- Coaching and leadership development
- HR Consulting
- Relocation and restructuring



Global Solutions

Grow sales faster than the market

X

Improve margins faster than the market

X

Enhance efficiency leadership

- Dedicated COOs in each Division
- Expand branch network
- Extend service offering
- Service Commitments
- Focus on retail client base growth

- Business mix
- Price discipline
- Permanent placement
- Vertical markets
- Selected managed services

- Technology leadership
- Working capital efficiency
- Compliance
- Best people

Sales and margin growth, at or above market, driven by improving market conditions and internal efforts

- All three divisions will outperform in 2005 – commitment to further growth in Ajilon and LHH
- More favourable regulation for staffing gradually opening new roles for Adecco
- New markets with high growth potential (Eastern Europe, India, China)



Questions?

Annex

Atlas Program cures US material weakness from 2003 Audit

Project Atlas objectives

Address Internal Control Points

Compliance

Process Efficiencies

Selected branch compliance audit results (Dec 2004)

