



Q1 2011 Results

Adecco Group

Zurich, May 10, 2011

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.

Today's agenda

Operational review

Financial review

Strategy & Outlook

Operational review

Patrick De Maeseneire, Group CEO

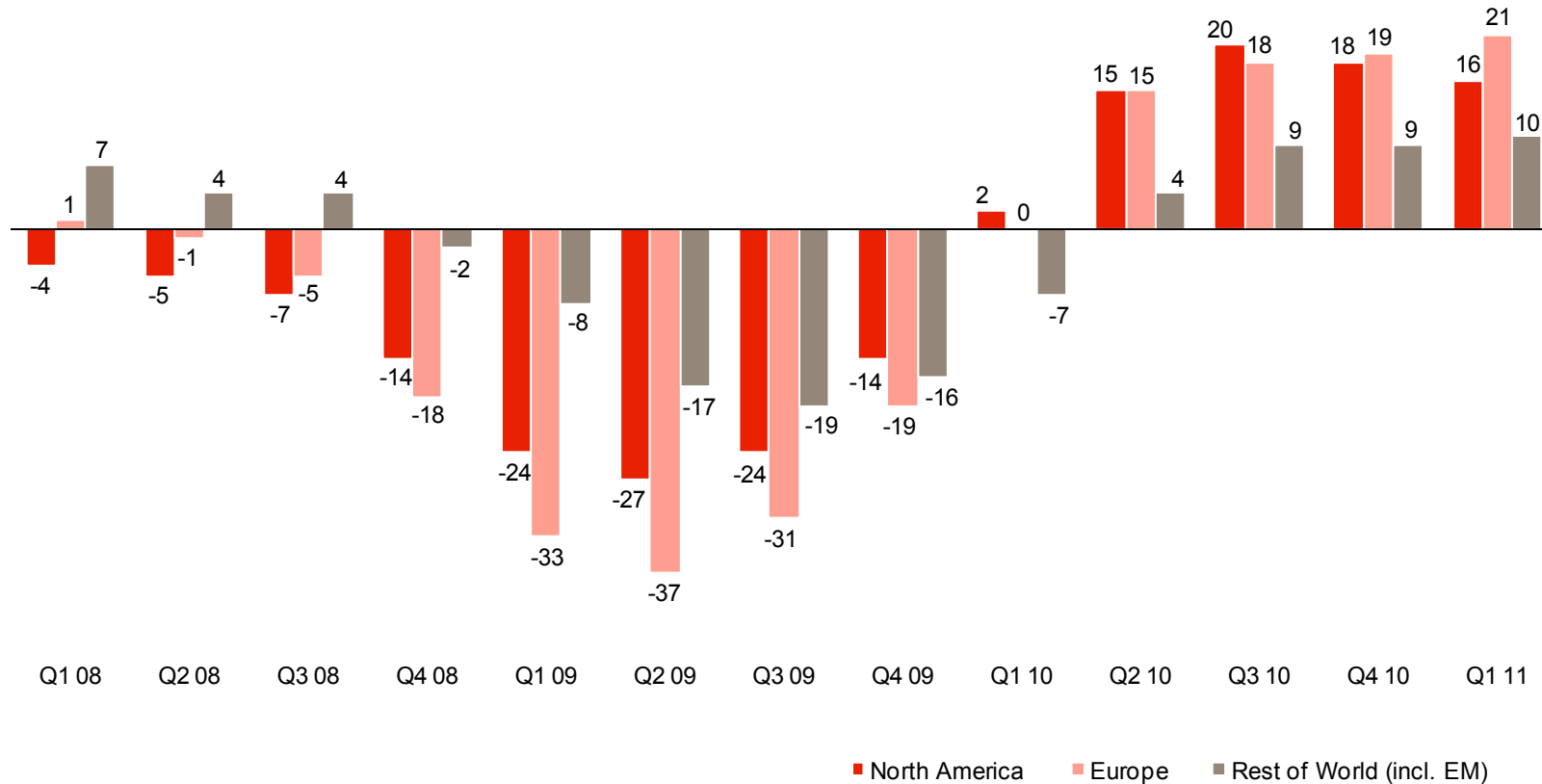
Highlights

Q1 2011 and Outlook

- ▶ Revenues up 24% or 18% organically to EUR 4.9 billion
- ▶ Continued strong topline growth still mainly driven by the Industrial business
- ▶ SG&A well controlled, up 1% sequentially in constant currency and before integration costs
- ▶ EBITA before integration costs at EUR 175 million and the margin at 3.6%
- ▶ Revenues in March +17% adjusted for trading days; April a touch lower with tougher comps

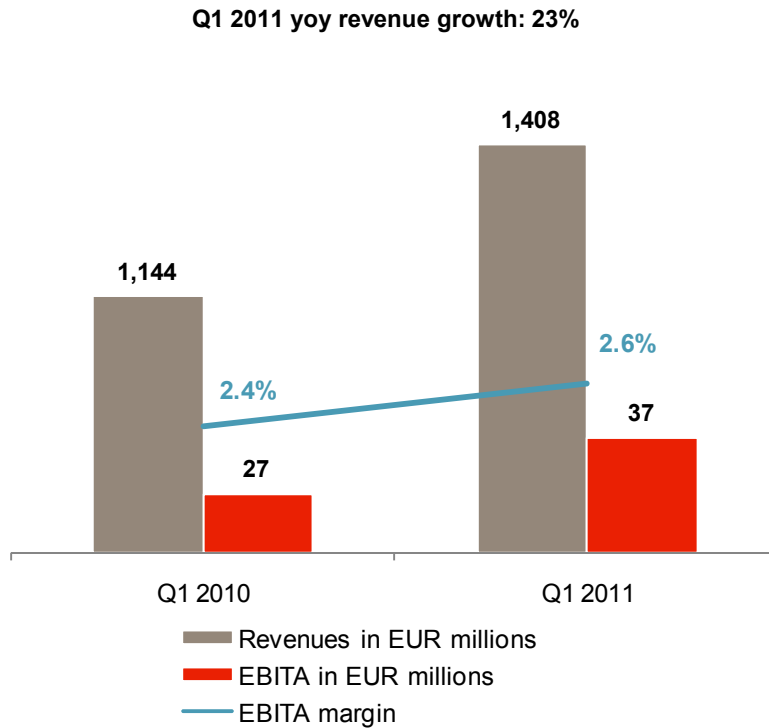
Revenue development by region

Organic year-on-year change in percent



France

29% of group revenues in Q1 2011



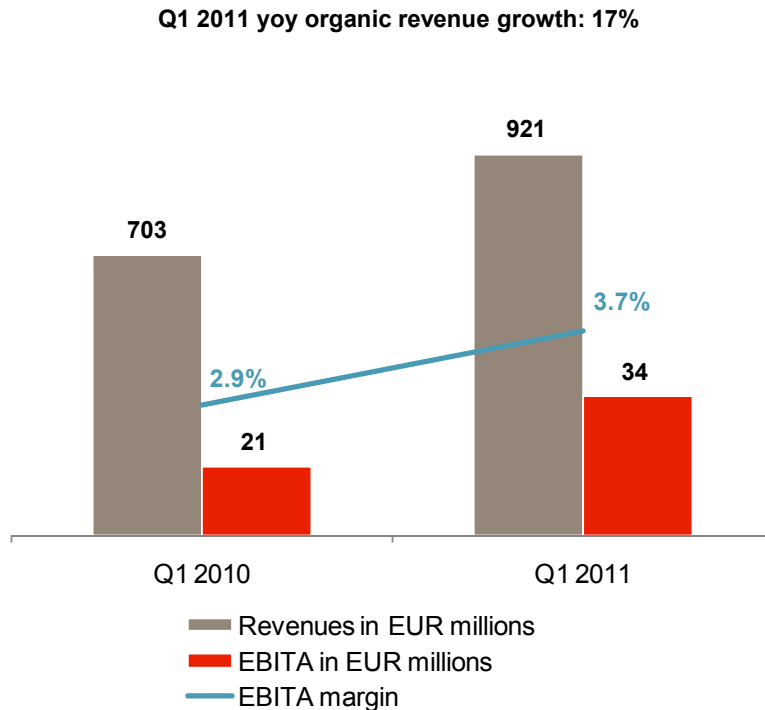
Revenue growth of 23% (20% in Q4 10), mainly driven by automotive, chemicals, manufacturing and construction

The negative impact of the payroll tax subsidy was 70 bps on the gross margin this quarter

Revenues in March grew 22%, adjusted for trading days

North America

19% of group revenues in Q1 2011



Revenues up 28% in constant currency (59% in Q4 10) or up 17% organically (vs. 21% in Q4 10) driven by automotive, manufacturing and technology sectors

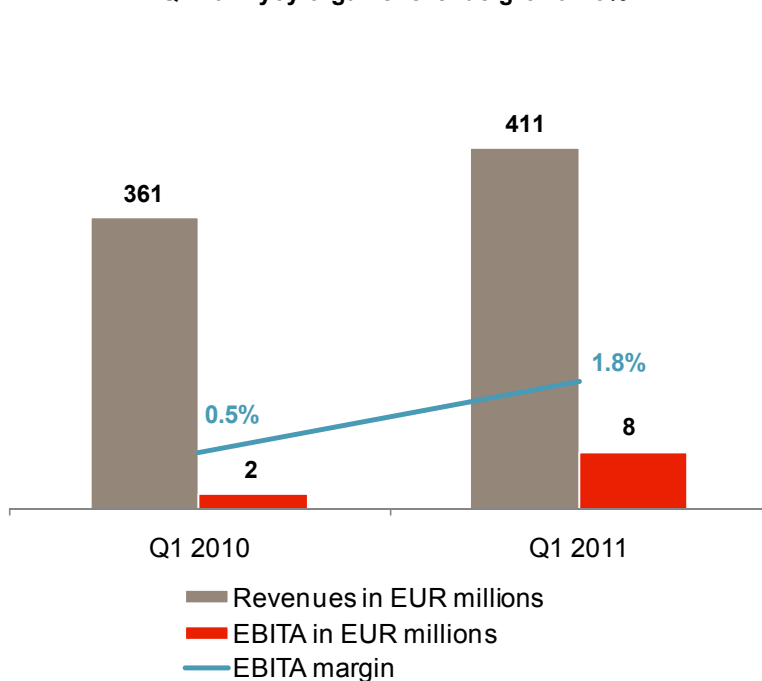
Integration costs related to MPS amounted to EUR 2 million in Q1 11 (EUR 3 million in Q1 10)

Revenues in March were up 15%, adjusted for trading days

UK & Ireland

8% of group revenues in Q1 2011

Q1 2011 yoy organic revenue growth: 3%



Revenues up 10% in constant currency or up 3% organically (-1% in Q4 10); improving trends in IT and financial services sectors

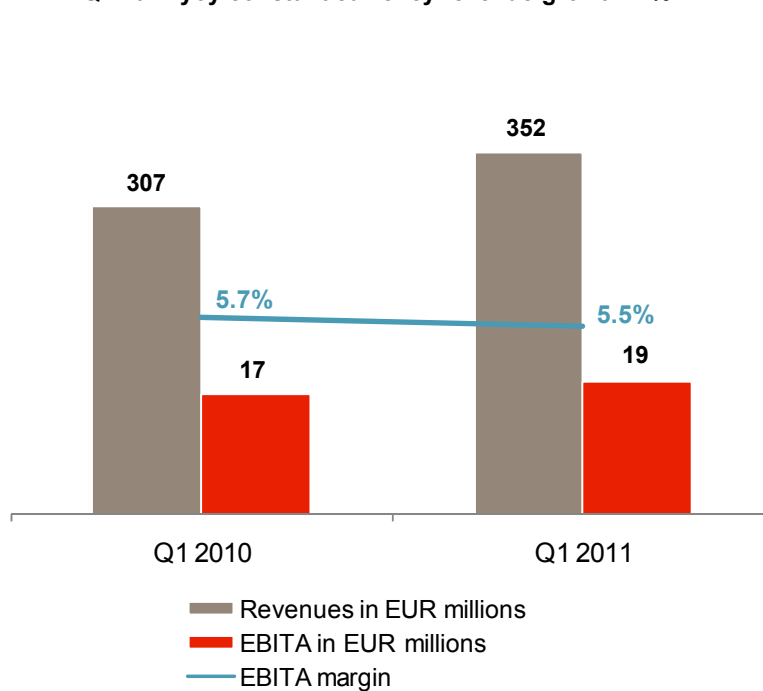
Strong permanent placement revenues +40% organically

EBITA margin of 1.8% and integration costs of EUR 1 million in Q1 11 (EUR 2 million in Q1 10)

Japan

7% of group revenues in Q1 2011

Q1 2011 yoy constant currency revenue growth: 1%



Revenues up 1% in constant currency (-3% in Q4 10)

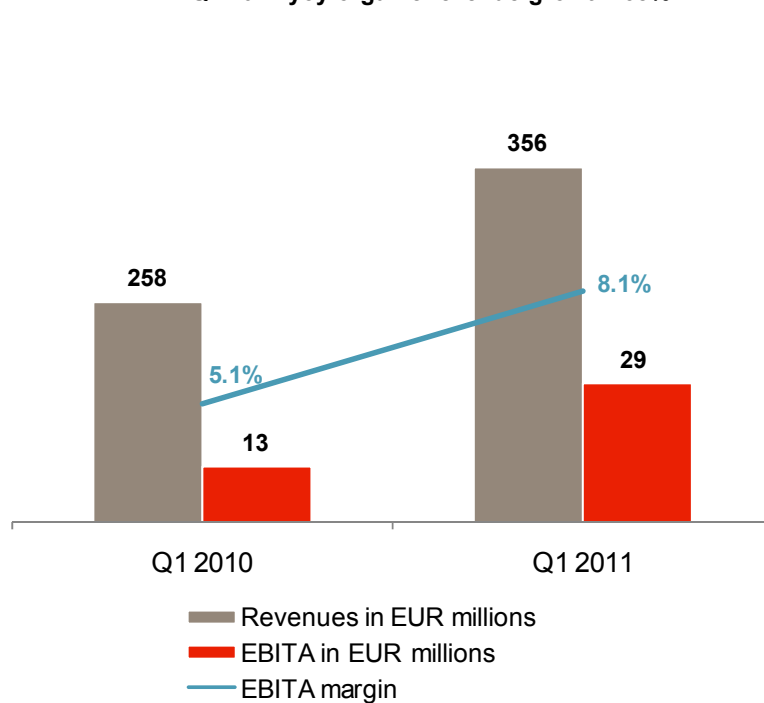
EBITA margin of 5.5%, up 50 bps sequentially due to the outsourcing contracts

The impact on business due to the earthquake and tsunami was minor in Q1 and is seen as very limited going forward

Germany & Austria

7% of group revenues in Q1 2011

Q1 2011 yoy organic revenue growth: 38%



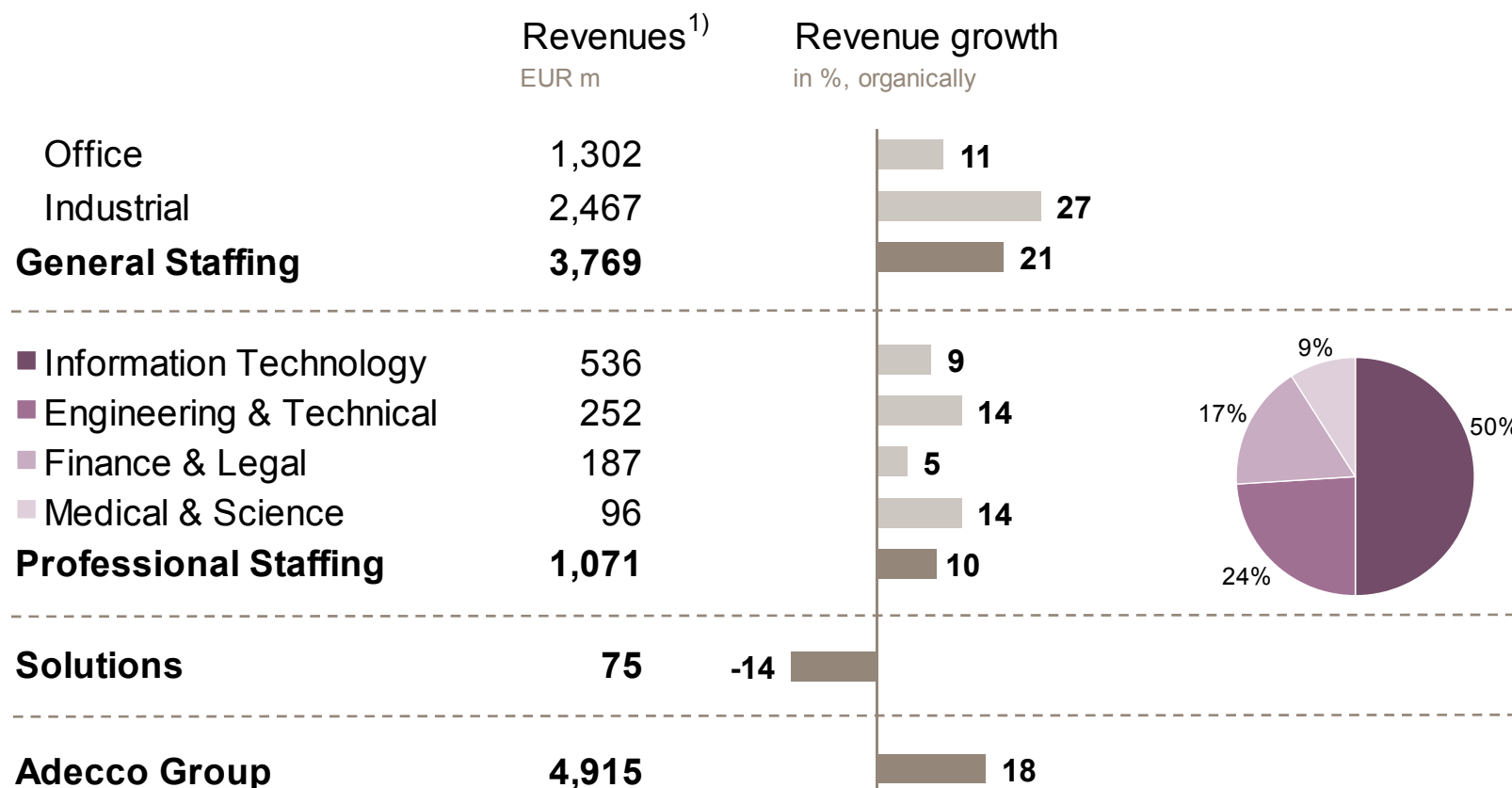
Revenues organically up 38% (32% in Q4 10), driven by automotive, industrial, manufacturing and electronics sectors

The EBITA margin improved significantly year-on-year to 8.1%, up 300 bps

Revenues in March were up 33% adjusted for trading days, despite increasingly higher comps

Revenue development by business lines

Q1 2011 vs. Q1 2010

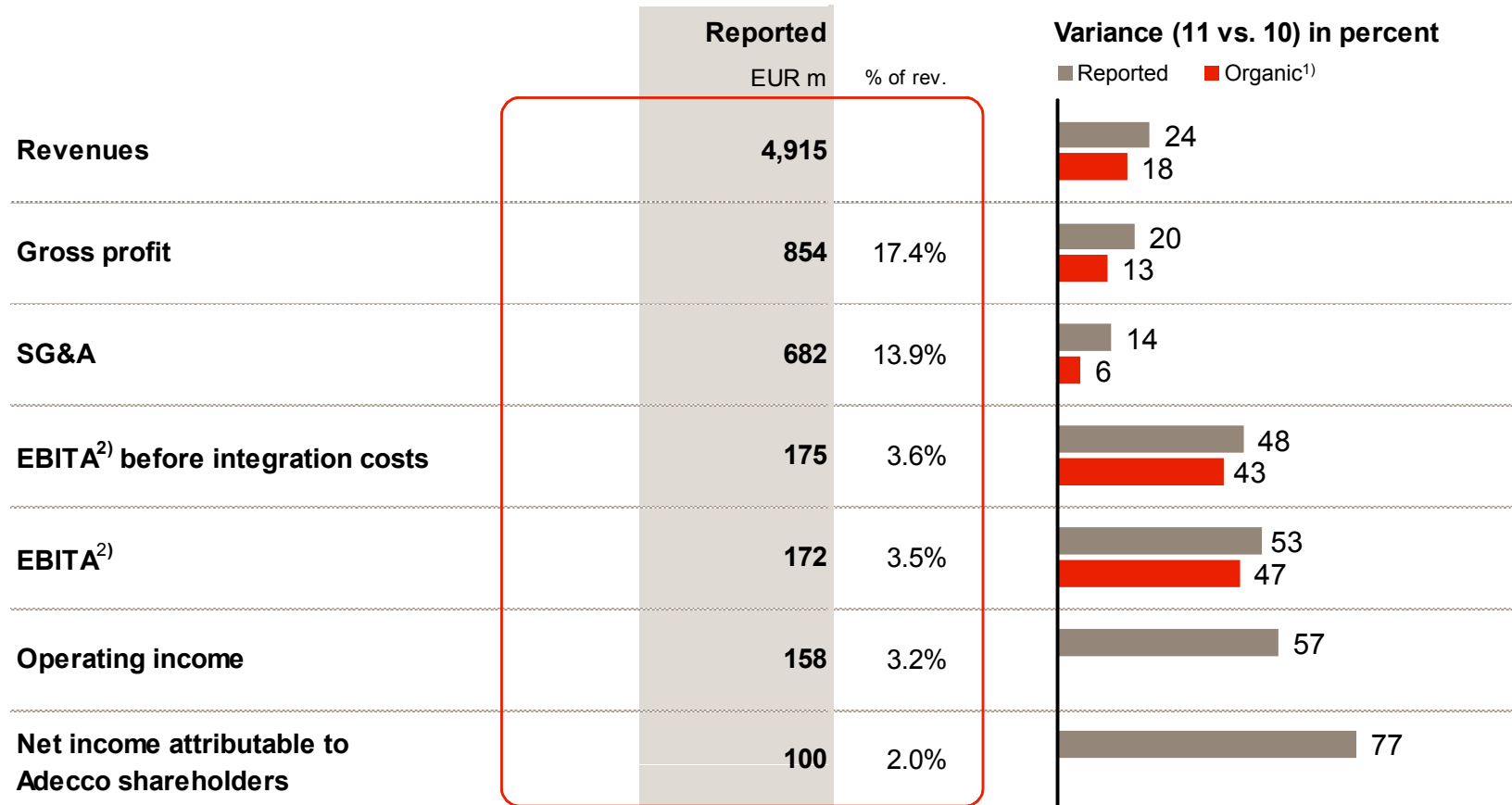


1) Breakdown of staffing revenues into Office, Industrial, Information Technology, Engineering & Technical, Finance & Legal and Medical & Science is based on dedicated branches. Solutions include revenues from Human Capital Solutions, Managed Service Programmes (MSP), Recruitment Process Outsourcing (RPO) and Vendor Management Systems (VMS). The 2010 information has been restated to conform to the current year presentation.

Financial review

Dominik de Daniel, Group CFO

Q1 2011 results summary

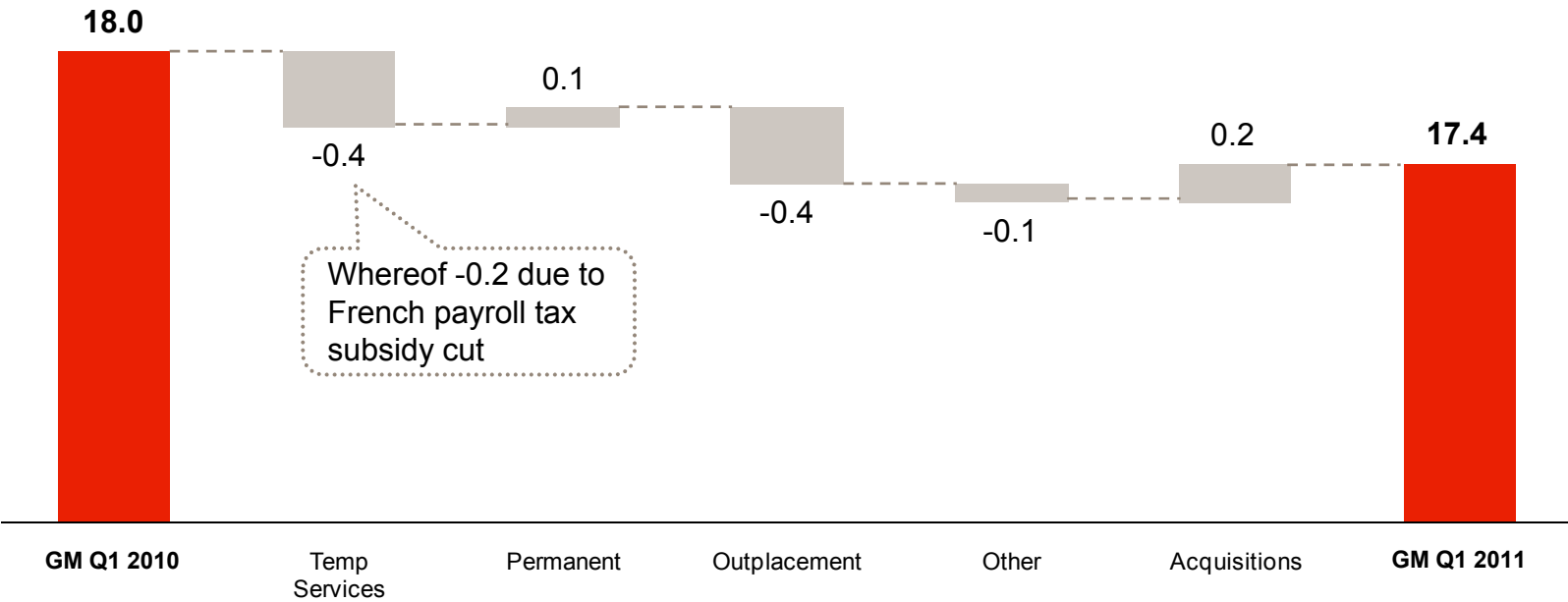


1) Organic growth is a non US GAAP measure and excludes the impact of currency and acquisitions.

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

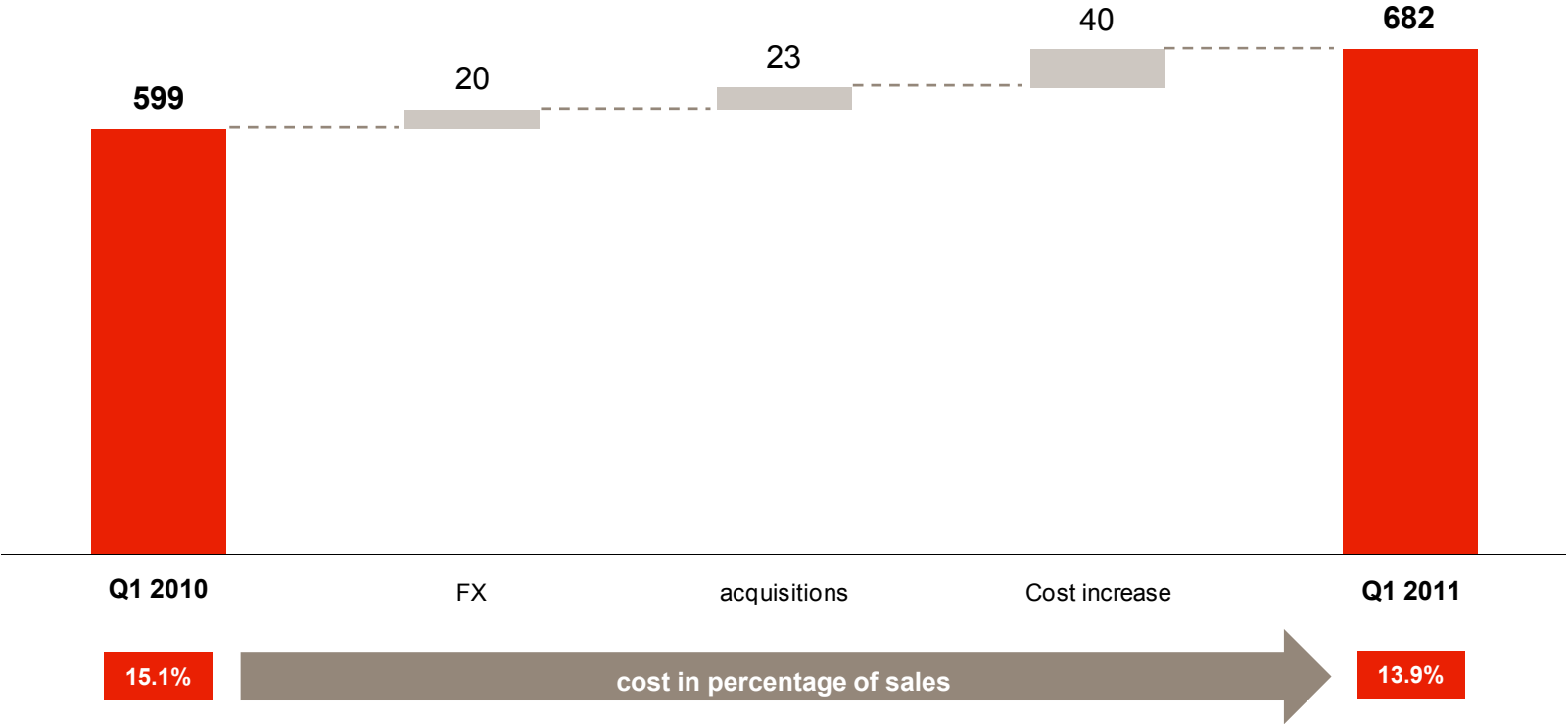
Q1 2011 gross margin drivers

In percent of revenues



Q1 2011 SG&A movements

In EUR millions



Balance sheet

In EUR millions

	Mar 31 2011	Dec 31 2010
Assets		
Cash and cash equivalents	541	549
Short-term Investments	2	5
Trade accounts receivable, net	3,618	3,541
Other current assets	348	351
Property, equipment, and leasehold improvements, net	286	291
Other assets	308	291
Goodwill and intangible assets, net	3,753	3,851
Total assets	8,856	8,879
Liabilities and shareholders' equity		
Accounts payable and accrued expenses	3,453	3,472
Short- and long-term debt	1,349	1,305
Other liabilities	515	535
Total Adecco shareholders' equity	3,536	3,565
Noncontrolling interests	3	2
Total liabilities and shareholders' equity	8,856	8,879
Net Debt*	806	751

* 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.

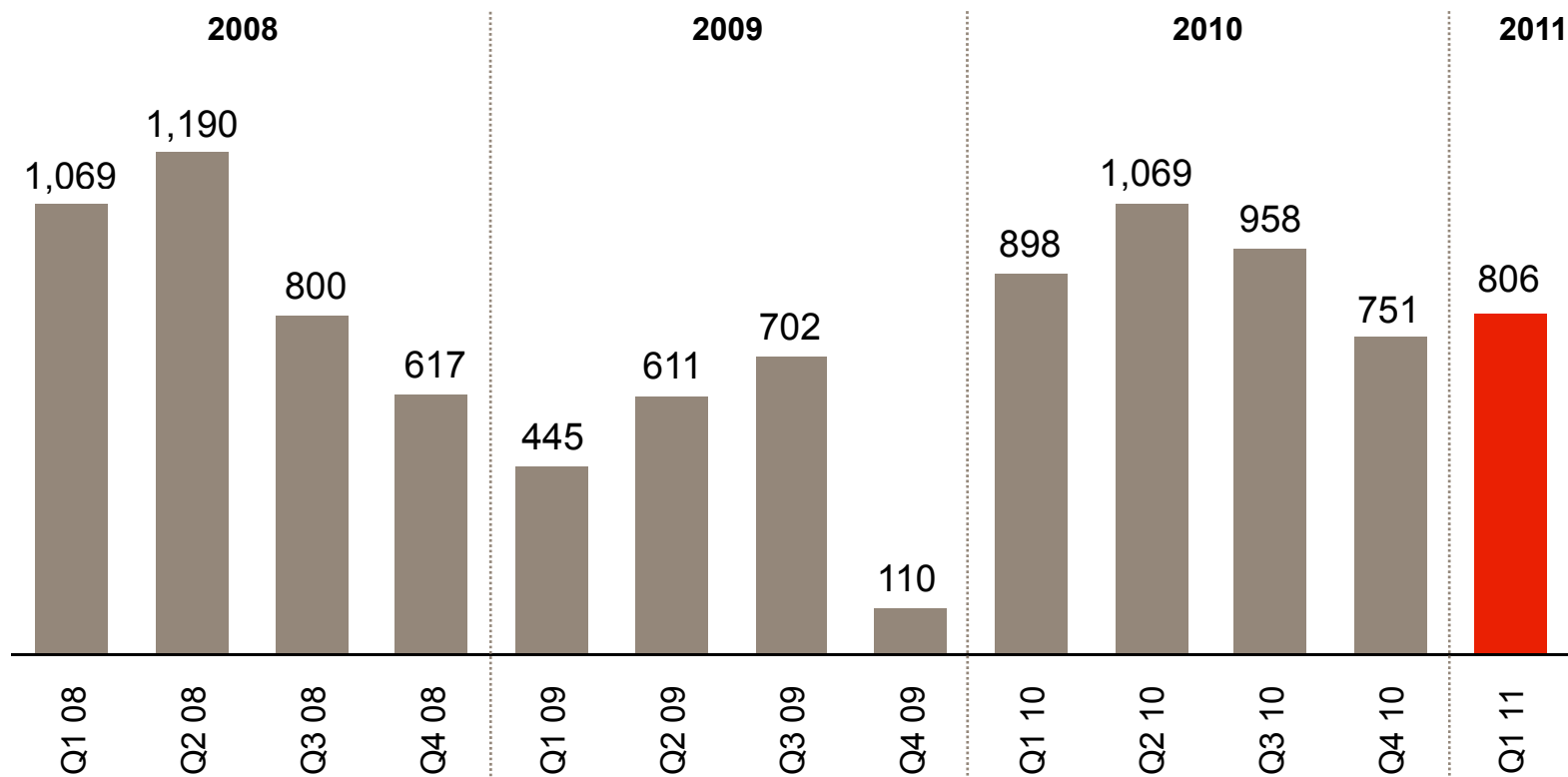
Cash-flow statement

In EUR millions

	Q1	
	2011	2010
Net income	101	57
Adjustments to reconcile net income to cash flows from operating activities:		
– Depreciation and amortisation	37	33
– Other charges	(3)	3
Changes in operating assets and liabilities, net of acquisitions:		
– Trade accounts receivable	(153)	(102)
– Accounts payable and accrued expenses	62	78
– Other assets and liabilities	(22)	(3)
Cash flows from operating activities	22	66
Cash flows from/(used in) investing activities	(43)	(845)
Cash flows from/(used in) financing activities	22	(59)
Effect of exchange rate changes on cash	(9)	22
Net decrease in cash and cash equivalents	(8)	(816)

Net debt* development since Q1 2008

In EUR millions



* 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.

Financial Guidance

Full year 2011

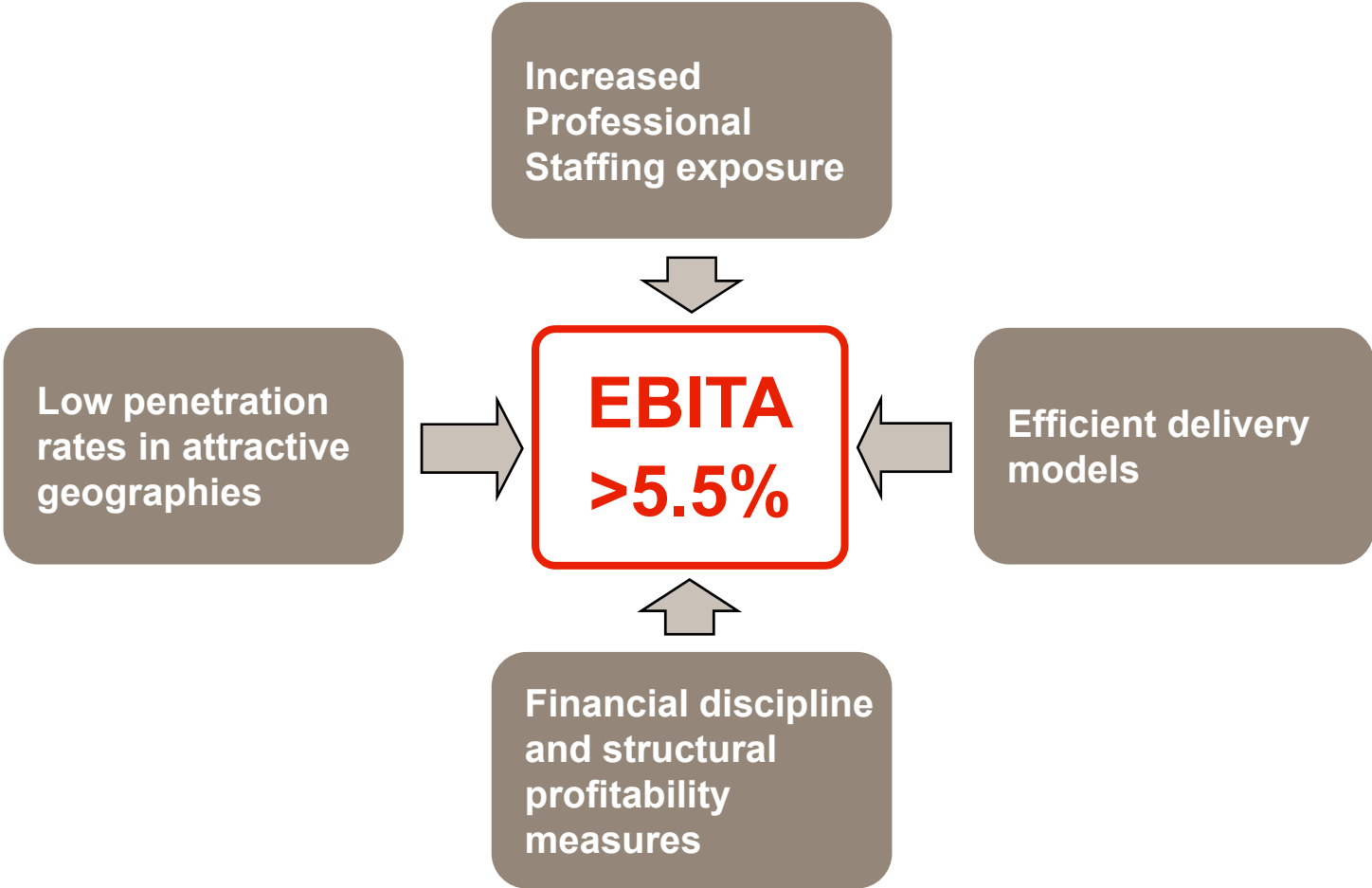
Capex	Approximately EUR 100 million
Interest expense	Approximately EUR 70 million
Corporate costs	Approximately EUR 85 million
Amortisation	Approximately EUR 55 million

Strategy & Outlook

Patrick De Maeseneire, Group CEO

We strive to reach an EBITA margin above 5.5%

In the mid-term

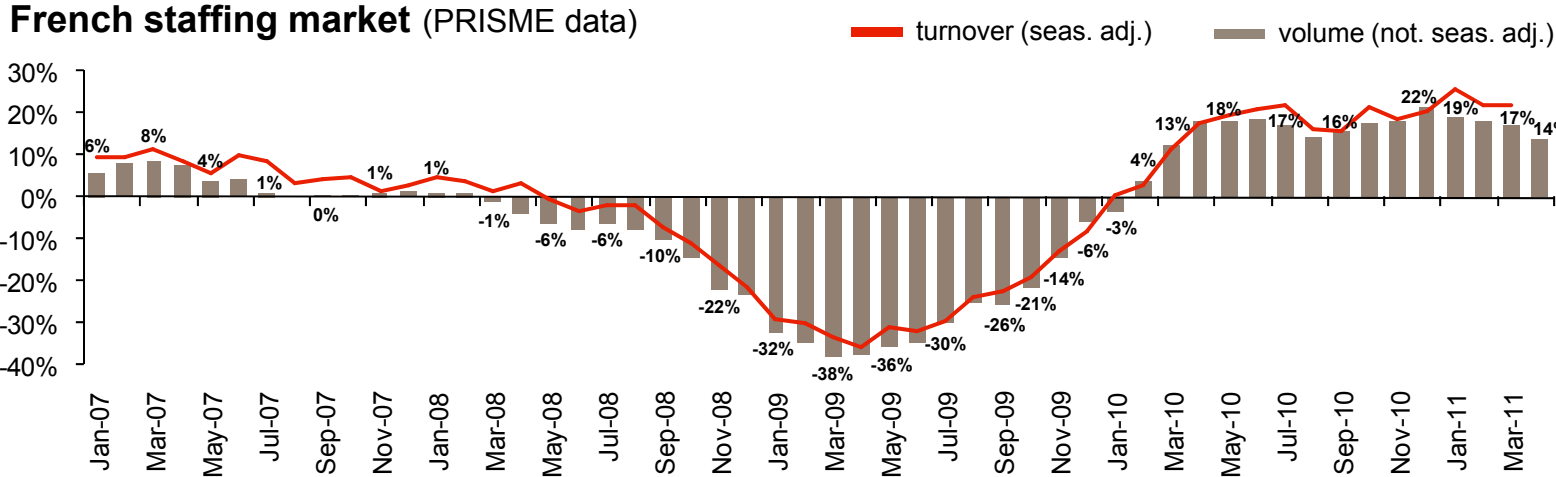
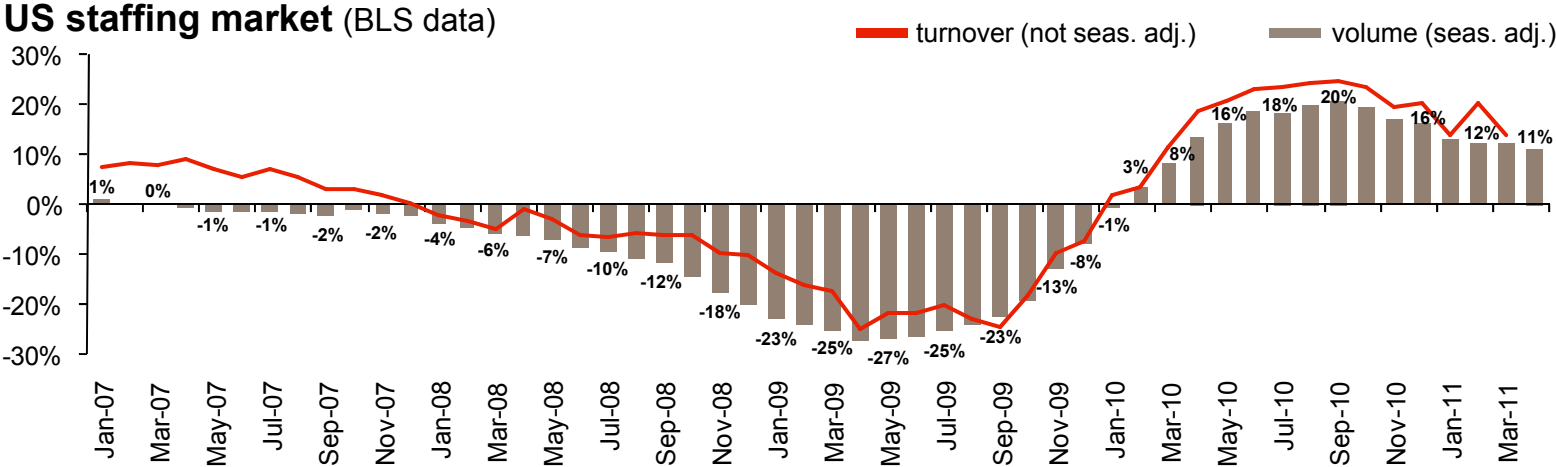


Thank you

Appendix

Development of US and French staffing market

Year-on-year growth



Q1 2011 Results in detail – P&L

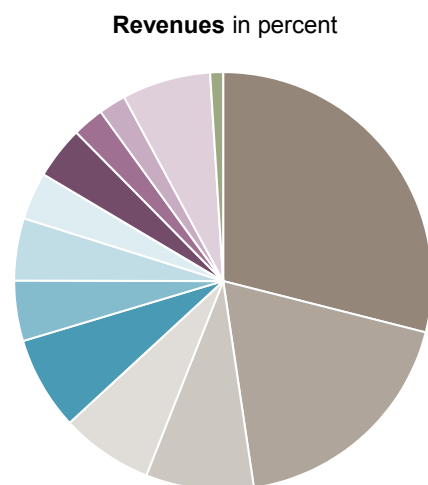
In EUR millions

	Q1 2011	Q1 2010	Variance %	
			EUR	Constant Currency
Revenues	4,915	3,962	24%	20%
Direct costs of services	(4,061)	(3,250)		
Gross profit	854	712	20%	17%
<i>Gross margin</i>	<i>17.4%</i>	<i>18.0%</i>		
Selling, general and administrative expenses	(682)	(599)	14%	10%
<i>As a percentage of revenues</i>	<i>13.9%</i>	<i>15.1%</i>		
EBITA¹⁾	172	113	53%	52%
<i>EBITA¹⁾ margin</i>	<i>3.5%</i>	<i>2.8%</i>		
Amortisation of intangible assets	(14)	(13)		
Operating income	158	100	57%	56%
<i>Operating income margin</i>	<i>3.2%</i>	<i>2.5%</i>		
Interest expense	(15)	(15)		
Other income / (expenses), net	(1)	(1)		
Income before income taxes	142	84	69%	
Provision for income taxes	(41)	(27)		
Net income	101	57	77%	
Net income attributable to noncontrolling interests	(1)			
Net income attributable to Adecco shareholders	100	57	77%	
<i>Net income margin attributable to Adecco shareholders</i>	<i>2.0%</i>	<i>1.4%</i>		

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

Revenues and EBITA by segment

Q1 2011 vs. Q1 2010



	Revenues		EBITA ²⁾	
	EUR m	organic ¹⁾ yoy growth	EUR m	margin
29% ■ France	1,408	23%	37	2.6%
19% ■ North America	921	17%	34	3.7%
8% ■ UK & Ireland	411	3%	8	1.8%
7% ■ Japan	352	1%	19	5.5%
7% ■ Germany & Austria	356	38%	29	8.1%
5% ■ Benelux	230	17%	11	4.7%
5% ■ Italy	237	38%	13	5.3%
4% ■ Nordics	200	23%	3	1.2%
4% ■ Iberia	181	11%	5	2.8%
2% ■ Australia & New Zealand	120	15%	3	2.7%
2% ■ Switzerland	104	26%	9	9.0%
7% ■ Emerging Markets	338	19%	9	2.7%
1% ■ LHH	57	-23%	11	19.8%
Corporate			(19)	
Adecco Group	4,915	18%	172	3.5%

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

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

Developments in the Emerging Markets

Q1 2011 revenues by geography

