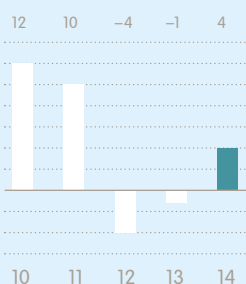
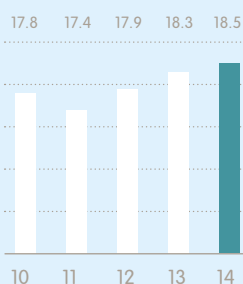


Key figures

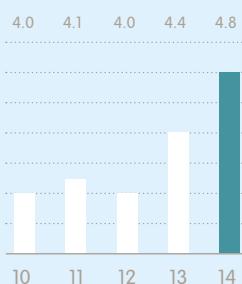
Organic¹ revenue growth
in %



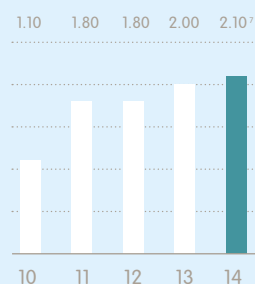
Gross margin
in EUR million



EBITA margin excluding restructuring and integration costs^{2,3}
in %



Dividend per share⁸
in CHF



Historical data

for the fiscal years in EUR millions (except share and per share information)

	2014	2013	2012	2011	2010
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Statement of operations data

Revenues	20,000	19,503	20,536	20,545	18,656
Gross profit	3,703	3,560	3,674	3,566	3,329
EBITA excluding restructuring and integration costs ^{2,3}	965	854	813	834	755
EBITA	928	821	725	814	722
Net income attributable to Adecco shareholders	638	557	377	519	423

Other financial indicators

Cash flow from operating activities	785	520	579	524	455
Free cash flow ⁴	705	439	491	415	350
Net debt (year end) ⁵	975	1,096	972	892	751

Key ratios (as % of revenues)

Gross margin	18.5%	18.3%	17.9%	17.4%	17.8%
SG&A ratio ⁶	13.9%	14.0%	14.4%	13.4%	14.0%
EBITA margin excluding restructuring and integration costs	4.8%	4.4%	4.0%	4.1%	4.0%
EBITA margin	4.6%	4.2%	3.5%	4.0%	3.9%

Per share figures

Basic EPS in EUR	3.62	3.09	2.00	2.72	2.20
Diluted EPS in EUR	3.61	3.08	2.00	2.72	2.17
Cash dividend in CHF ⁸	2.10 ⁷	2.00	1.80	1.80	1.10

Number of shares

Basic weighted-average shares	176,267,821	180,511,706	188,393,511	190,671,723	192,113,079
Diluted weighted-average shares	176,589,179	180,781,433	188,555,377	190,805,080	195,596,325
Outstanding (year end)	173,448,569	178,138,000	184,609,768	170,448,401	174,702,026

¹ Organic growth is a non-U.S. GAAP measure and excludes the impact of currency, acquisition, and divestitures.

² EBITA is a non-U.S. GAAP measure and is defined herein as operating income before amortisation of intangible assets.

³ Excluding restructuring and integration costs: EUR 37 million in 2014, EUR 33 million in 2013, EUR 88 million in 2012, EUR 20 million in 2011, and EUR 33 million in 2010.

⁴ Free cash flow is a non-U.S. GAAP measure and is defined herein as cash flow from operating activities minus capital expenditures.

⁵ Net debt is a non-U.S. GAAP measure and comprises short- and long-term debt, less cash and cash equivalents and short-term investments.

⁶ Excluding amortisation of intangible assets.

⁷ Proposed by the Board of Directors.

⁸ Paid in the following year.