



31,000+

FULL-TIME EQUIVALENT EMPLOYEES¹



650,000+

ASSOCIATES ON ASSIGNMENT DAILY²



100,000+

CLIENTS EVERY DAY²



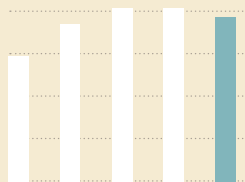
5,100~

BRANCHES IN OVER 60 COUNTRIES & TERRITORIES¹

Key figures

Revenues
in EUR billions

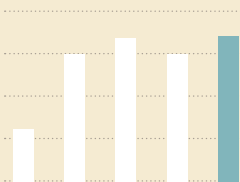
14.8 18.7 20.5 20.5 19.5



09 10 11 12 13

EBITA
in EUR millions

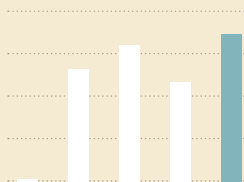
299 722 814 725 821



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Net income attributable to Adecco shareholders
in EUR millions

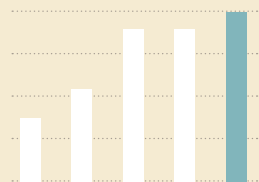
8 423 519 377 557



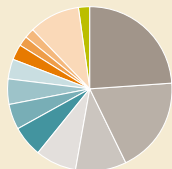
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Cash dividend³
in CHF

0.75 1.10 1.80 1.80 2.00

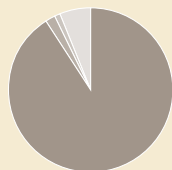


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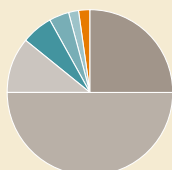
2013 Revenue split by segment in %

- France 24%
- North America 19%
- UK & Ireland 10%
- Germany & Austria 8%
- Japan 6%
- Italy 5%
- Benelux 5%
- Nordics 4%
- Iberia 3%
- Australia & New Zealand 2%
- Switzerland 2%
- Emerging Markets 10%
- LHH 2%



2013 Revenue split by service line in %

- Temporary 91%
- Permanent 2%
- Career Transition 1%
- Outsourcing, Talent Development and other services 6%



2013 Revenue split by business line in %

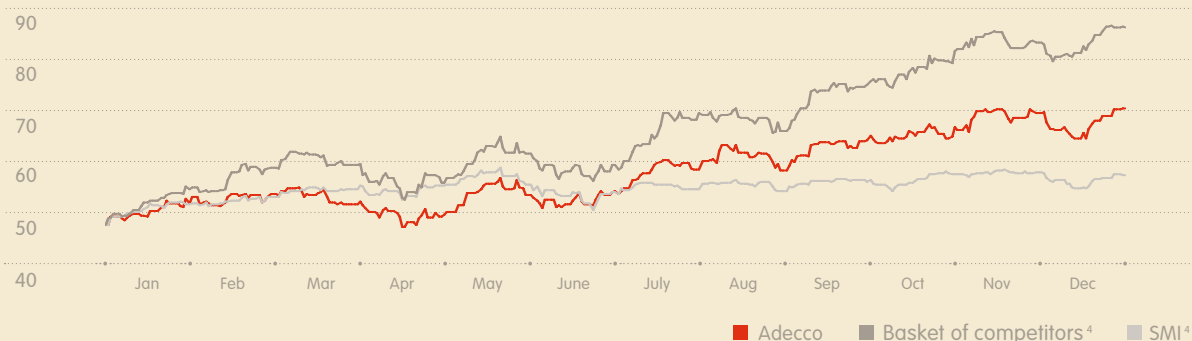
- Office 25%
- Industrial 50%
- Information Technology 11%
- Engineering & Technical 6%
- Finance & Legal 4%
- Medical & Science 2%
- Solutions 2%

¹ Year end 2013.

² Average 2013.

³ Paid in the following year. 2013 dividend proposed by Board of Directors.

Share price performance comparison 2013 in CHF



Share information

Tickers

SIX Swiss Exchange	ADEN
Bloomberg	ADEN.VX
Reuters	ADEN.VX
ISIN	CH0012138605

Share price in CHF

• Year end	70.60
• Average	58.26
• High/low	70.60/47.72

Historical data

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

	2013	2012	2011	2010	2009
Statement of operations data					
Revenues	19,503	20,536	20,545	18,656	14,797
Gross profit	3,560	3,674	3,566	3,329	2,649
EBITA ⁵	821	725	814	722	299
Net income attributable to Adecco shareholders	557	377	519	423	8
Other financial indicators					
Cash flow from operating activities	520	579	524	455	477
Free cash flow ⁶	439	491	415	350	385
Net debt (year end) ⁷	1,096	972	892	751	110
Key ratios (as % of revenues)					
Gross margin	18.3%	17.9%	17.4%	17.8%	17.9%
SG&A ratio ⁸	14.0%	14.4%	13.4%	14.0%	15.9%
EBITA margin	4.2%	3.5%	4.0%	3.9%	2.0%
Per share figures					
Basic EPS in EUR	3.09	2.00	2.72	2.20	0.04
Diluted EPS in EUR	3.08	2.00	2.72	2.17	0.04
Cash dividend in CHF ³	2.00	1.80	1.80	1.10	0.75
Number of shares					
Basic weighted-average shares	180,511,706	188,393,511	190,671,723	192,113,079	177,606,816
Diluted weighted-average shares	180,781,433	188,555,377	190,805,080	195,596,325	177,613,991
Outstanding (year end)	178,138,000	184,609,768	170,448,401	174,702,026	174,079,431

⁴ SMI and basket of competitors (Manpower, Randstad and Kelly Services market capitalisation weighted in CHF) relative to Adecco's share price: 1.1.2013 = CHF 48.04.

⁵ EBITA is a non-U.S. GAAP measure and is defined herein as operating income before amortisation of intangible assets and impairment of goodwill and intangible assets.

⁶ Free cash flow is a non-U.S. GAAP measure and is defined herein as cash flow from operating activities minus capital expenditures.

⁷ Net debt is a non-U.S. GAAP measure and comprises short-term and long-term debt, less cash and cash equivalents and short-term investments.

⁸ Excluding amortisation of intangible assets and impairment of goodwill and intangible assets.