THE ADECCO GROUP

AD HOC ANNOUNCEMENT pursuant to Art. 53 Listing Rules of SIX Swiss Exchange
Group press release, Zurich, Switzerland, February 26, 2025

Q4 & FULL YEAR 2024 RESULTS

Market share gains; strong cash generation; above target G&A savings driving resilient profitability

Q4 HIGHLIGHTS

- Revenues -5%[1], and -3% organic. By GBU, Adecco -5%[1], Akkodis -6%[1], LHH -3%[1]
- Resilient 19.2% gross margin; pricing firm, volume and mix effects
- Resilient 3.2% EBITA margin[2]; negative operating leverage partly offset by strong G&A savings
- Operating income €144 million; Net income €73 million[4]
- Basic EPS €0.43; Adjusted EPS €0.63[5]
- Strong operating cash flow +€491 million, +174 million yoy; free cash flow €446 million, +211 million yoy

FULL-YEAR HIGHLIGHTS

- Revenues -3%[1], and -2% organic. Strong market share gain of +200 basis points
- Resilient 19.4% gross margin; pricing firm, volume and mix effects
- Resilient 3.1% EBITA margin[2]; strong G&A savings, agile capacity management
- Operating income €541 million; Net income €303 million[4]
- Basic EPS €1.81; Adjusted EPS €2.55[5]
- Strong cash generation: operating cash flow +€707 million; free cash flow +€563 million; 109% conversion ratio
- Net debt €2.5 billion, ahead of management expectations
- Above target FY24 G&A savings of €174 million delivered (net of inflation versus 2022 baseline)
- Updated dividend policy leading to proposed DPS of CHF 1.00
- End-24 net debt/EBITDA ratio 2.8x; targeting ≤ 1.5x net debt/EBITDA ratio by end-27

Denis Machuel, Adecco Group CEO, commented: "We are rigorously executing against our Future@Work Reloaded strategy. We have consistently gained market share in challenging markets, streamlined the business model and reduced G&A costs by over 20 percent, ahead of target, and delivered strong cash generation. We are accelerating the roll-out of AI-powered technologies and the expansion of our advanced digital delivery engine. Today, the Group is taking necessary action to accelerate deleveraging and increase financial flexibility with an updated dividend policy. We are increasingly confident that markets will improve, driving growth; and our continued rigorous execution will drive further market share gains, profitability and cash in future periods, supported by the excellent positioning of the Group's portfolio in talent and technology solutions."

KEY FIGURES

EUR millions, unless otherwise stated	Q4 24	Q4 23	CHANGE Reported	CHANGE Organic	FY 24	FY 23	CHANGE Reported	CHANGE Organic
Revenues	5,873	6,109	-4%	-5%[1]	23,138	23,957	-3%	-3%[1]
Gross profit	1,129	1,200	-6%	-5%	4,496	4,840	-7%	-6%
EBITA excl. one-offs[6]	187	264	-29%	-28%	709	867	-18%	-17%
Operating income	144	187	-22%	-20%[3]	541	632	-14%	-12%[3]
Net income/(loss)[4]	73	68	+6%	+24%[3]	303	325	-7%	-2%[3]
Basic EPS	0.43	0.41	+6%	+24%[3]	1.81	1.94	-7%	-2%[3]
Adjusted EPS[5]	0.63	0.75	-16%		2.55	2.99	-15%	
Gross profit margin	19.2%	19.6%	(40) bps	(40) bps	19.4%	20.2%	(80) bps	(80) bps
EBITA margin excl. one-offs	3.2%	4.3%	(110) bps		3.1%	3.6%	(50) bps	
Cash flow from operating activities	491	317	+174		707	563	+144	
Cash conversion ratio[6]					109%	63%		
Net debt/EBITDA excl. one-offs[6]					2.8x	2.5x		

Unless otherwise noted, all growth rates in this release refer to the same period in the prior year. 1 On an organic and trading days adjusted basis. 2 Excluding one-offs. 3 In constant currency terms. 4 Net income attributable to Adecco Group shareholders. 5 Please see page 14 for the description of this non-GAAP measure. 6 For further details on the use of non-GAAP measures in this release, please refer to the 2023 Annual Report.

Q4 FINANCIAL PERFORMANCE

Revenues

Fourth quarter revenues of EUR 5,873 million were 5 percent lower on an organic, TDA basis (3 percent organic, 4 percent reported). Currency translation had a net negative impact of approximately 100 basis points, and working days had a net positive impact of approximately 200 basis points.

At the Global Business Unit ("GBU") level, on an organic TDA basis, Adecco revenues were 5 percent lower (4 percent reported), Akkodis revenues were 6 percent lower (6 percent reported), and LHH revenues were 3 percent lower (2 percent reported).

By service line, organic growth was led by Outsourcing, Consulting & Other Services, with revenues up 5 percent (3 percent reported), Career Transition, up 2 percent (0 percent reported), and Training, Up-skilling & Re-skilling, up 1 percent (2 percent reported). Flexible Placement was 5 percent lower (5 percent reported), and Permanent Placement was 7 percent lower (9 percent reported).

Q4 Revenues (change year-on-year)

Group, by growth driver		Group, by Global Business Unit	Reported	Organic, TDA	Group, by Service Line	Reported	Organic
Organic, TDA	**-5%**	Adecco	-4%	-5%	Flexible Placement	-5%	-5%
TDA	+2%	Akkodis	-6%	-6%	Permanent Placement	-9%	-7%
Currency	-1%	LHH	-2%	-3%	Career Transition	0%	+2%
M&A	0%				Outsourcing, Consulting & Other Services	+3%	+5%
					Training, Upskilling & Reskilling	+2%	+1%
Group	**-4%**	**Group**	**-4%**	**-5%**	**Group**	**-4%**	**-3%**

Gross profit

In the fourth quarter, gross profit was EUR 1,129 million, 5 percent lower organically (6 percent reported). At 19.2 percent, the gross margin was 40 basis points lower on an organic and reported basis, mainly reflecting lower volumes and current business mix. Pricing was firm, supported by the Group's dynamic pricing strategy.

By service line, on an organic basis, the gross margin was 30 basis points lower in Flexible Placement, 10 basis points lower in Permanent Placement, 10 basis points lower in Outsourcing, Consulting & Other Services, and 10 basis points higher in Training, Up-skilling & Re-skilling. Career Transition had a neutral impact.

Selling, General & Administrative expenses (SG&A)

SG&A expenses excluding one-offs was EUR 949 million, 2 percent higher organically (1 percent reported). As a percentage of revenues, SG&A excluding one-offs was 16.1 percent, 80 basis points above the prior year period, which was flattered by one-time items, and 10 basis points improved sequentially.

Full-time Employees ("FTEs") reduced by 6 percent to 33,845 versus the prior year period and 2 percent sequentially. Group productivity, in terms of gross profit per FTE, rose 1 percent. On a sequential basis, Group productivity was 4 percent higher.

The Group continues to manage its costs with rigour. In the fourth quarter, G&A costs were 14 percent lower year-on-year, at 3.4 percent of revenues, with G&A FTEs 8 percent lower versus the prior year period.

EBITA

EBITA excluding one-offs was EUR 187 million, compared to EUR 264 million in the prior year period. The FESCO JV delivered EUR 7 million income, from a EUR 1 million loss in the prior year period. The EBITA margin excluding one-offs was 3.2 percent, 110 basis points below the prior year period, which was flattered by one-time items.

One-off costs were EUR 26 million, down from EUR 55 million in the prior year period, mainly reflecting restructuring charges taken to secure G&A savings. Reflecting this, EBITA was EUR 161 million, 21 percent lower year-on-year in constant currency terms.

Amortisation of Intangibles

The quarter's amortisation of intangible assets was EUR 17 million, down from EUR 22 million in the prior year period.

Operating income

Due to the aforementioned items, the Group generated an operating income of EUR 144 million, 20 percent lower in constant currency terms.

Net income and EPS

Net income attributable to Adecco Group shareholders was EUR 73 million, up 7 percent year-on-year in constant currency terms. The result also reflects:

- Interest expense of EUR 19 million, compared to EUR 23 million in the prior year period.
- Other income/(expenses), net, of negative EUR 11 million, compared to negative EUR 32 million in the prior year period.
- Income taxes of EUR 41 million, compared to EUR 63 million in the prior year period.

The Group's effective tax rate, including discrete events, was 36 percent in the fourth quarter, compared to 48 percent in the prior year period.

Basic EPS was EUR 0.43, up 6 percent reported and up 24 percent in constant currency terms year-on-year. Adjusted EPS, which is the Group's net income excluding a total of EUR 32 million, net, for amortisation of intangibles, one-off costs, and associated tax effects, divided by basic weighted-average shares outstanding, was EUR 0.63, 16 percent lower.

Cash flow and net debt

Cash flow from operating activities was EUR 491 million in the quarter, compared to EUR 317 million in the prior year period. Net working capital benefited from favourable payables balances, while DSO was 52.2 days, representing a 0.4-day improvement versus the prior year period.

In Net Debt to EBITDA terms (excluding one-offs), the Group's leverage was 2.8x at year-end. End Q4 net debt was EUR 2,476 million, EUR 114 million lower year-on-year and ahead of management expectations. Gross debts were reduced by EUR 188 million in 2024, supported by the repayment of Adecco International Finance BV Bond EUR 500 million, maturing in 2024, amounting to EUR 430 million.

GLOBAL BUSINESS UNIT RESULTS

Unless otherwise noted, all growth rates in this section refer to the same period in the prior year, with revenues stated on an organic and trading days adjusted (TDA) basis, and EBITA or EBITA margins stated excluding one-offs.

ADECCO

EUR millions, unless otherwise stated	Revenues				EBITA margin excl. one-offs	
	Q4 24	Q4 23	CHANGE (yoy)		Q4 24	CHANGE
			Reported	Organic, TDA		(bps, yoy)
Adecco	**4,586**	**4,766**	**-4%**	**-5%**	**3.6%**	**(20)**
France	1,133	1,236	-8%	-10%	4.2%	(50)
Northern Europe	531	581	-9%	-11%	-0.4%	(220)
DACH	417	454	-8%	-11%	1.2%	+200
Southern Europe & EEMENA	1,232	1,170	+5%	+3%	5.8%	+40
Americas	640	729	-12%	-5%	1.6%	(140)
APAC	634	597	+6%	+5%	5.3%	+20

Quarterly revenue and EBITA margin excl. one-offs for 2023 reflect new Company reporting policies, effective January 1, 2024

Adecco delivered a good performance given continued market headwinds. Revenues were 5 percent lower and 3 percent lower on an organic basis (4 percent reported). France, Northern Europe, and DACH regions were challenged, while the Americas were soft. The business delivered solid growth in Southern Europe & EEMENA and APAC.

On an organic basis, Flexible Placement was 3.5 percent lower, Permanent Placement 1 percent lower, while Outsourcing was up 5 percent. Weak demand from enterprise clients was partly offset by robust demand from SMEs, where revenues were up 2 percent organically. In sector terms, autos and IT Tech were subdued, while manufacturing and logistics were soft. In contrast, growth was solid in retail and strong in food & beverages.

The 3.6 percent EBITA margin mainly reflects lower volumes and the current business mix, with support from firm pricing, good cost mitigation efforts, and higher FESCO income. Productivity improved, with gross profit per Selling FTE up 2 percent and selling FTEs reduced 5 percent.

SEGMENT RESULTS

ADECCO FRANCE

- Revenues were 10 percent lower in a tougher market, weighed by economic and political uncertainties and lower demand from a handful of key accounts. In sector terms, logistics and healthcare were notably pressured.
- The EBITA margin of 4.2 percent mainly reflects unfavourable operating leverage. Given the market backdrop, management implemented a restructuring plan, reducing headcount in high single-digit terms.
- Under new leadership, Adecco France has implemented clear plans to drive top-line growth and protect profitability. These include deploying the digital delivery engine to key accounts and modernising the middle office function.

ADECCO NORTHERN EUROPE

- Revenues from UK & Ireland were 19 percent lower, in the Nordics 10 percent lower, and in Belux up 4 percent, a good result in challenging markets and outperforming competitors. The UK business benefited from stabilisation at low levels in Permanent Placement, while Flexible Placement demand further deteriorated. In sector terms, retail, construction, and consulting services were challenged.

- The EBITA margin of minus 0.4 percent mainly reflects the impact on one-time items and lower volumes, partially offset by strong cost mitigation efforts, including double-digit headcount reductions. Excluding one-time items, the underlying EBITA margin was 0.6 percent.

Adecco DACH

- Revenues in Germany were 14 percent lower, weighed by a generally declining market. In Switzerland & Austria, revenues were 3 percent lower. Manufacturing, logistics, and IT tech were challenged, while autos were weak.
- The EBITA margin of 1.2 percent reflected favourable business mix and right-sizing actions, which boosted productivity and reduced G&A costs.

Adecco Southern Europe & EEMENA

- Revenue growth was solid, with Iberia up 10 percent and EEMENA up 13 percent, outpacing the market, while Italy was 3 percent lower. Flexible Placement was strong, led by logistics, food and beverages, and retail.
- The EBITA margin expanded 40 basis points, reflecting higher volumes, good cost management, and continued growth investment.

Adecco Americas

- Latin America's revenues grew 8 percent, with the majority of countries growing in double-digit terms. Retail, logistics, and food and beverages were strong.
- In North America, revenues were 12 percent lower, sequentially improved while reflecting the continued downturn in flexible placement demand and specific client impacts. Encouragingly, SMEs grew moderately, and the business continued to outperform the ASA index. On a sector basis, retail was strong, while autos, IT Tech, and logistics were challenged.
- The US turnaround plan has firm traction. Looking forward, improvements in branch profitability, MSP acceleration, meaningful new client wins, and a strong pipeline will underpin better financial performance.
- The EBITA margin mainly reflects limited operating leverage, partly offset by ongoing cost mitigation efforts, including near/offshoring of delivery to optimise cost-to-serve and further investment in digital recruiting.

Adecco APAC

- Revenue growth was solid across the region, with Japan up 7 percent, India up 24 percent, and Asia up 8 percent. In Australia & New Zealand, revenues were 10 percent lower, on a strong comparison base. Flexible Placement was strong, led by consulting, retail, and IT tech.
- The EBITA margin of 5.3 percent mainly reflects the current business mix, G&A savings, and a higher FESCO contribution.

AKKODIS

EUR millions, unless otherwise stated	Revenues				EBITA margin excl. one-offs	
	Q4 24	Q4 23	CHANGE (yoy)		Q4 24	CHANGE
			Reported	Organic, TDA		(bps, yoy)
Akkodis	872	930	-6%	-6%	6.1%	(270)
North EMEA				-12%		
South EMEA				-5%		
North America				-9%		
APAC				+4%		

Quarterly revenue and EBITA margin excl. one-offs for 2023 reflect new Company reporting policies, effective January 1, 2024

Akkodis' revenues were 6 percent lower (6 percent reported). Consulting & Solutions revenues were 3 percent lower, while Tech Staffing revenues were 11 percent lower.

By segment:

- North EMEA was 12 percent lower, with Germany 15 percent lower, reflecting strong headwinds in autos and pressure on utilisation rates.
- South EMEA was 5 percent lower, with France 6 percent lower, driven by subdued demand from autos and aerospace clients.
- North America was 9 percent lower, weighed by the ongoing downturn in Tech Staffing, albeit sequentially improved. Consulting & Solutions rose 31 percent.
- APAC was up 4 percent, with Japan and China up 9 percent, reflecting strength in Consulting & Solutions, while Australia was 8 percent lower, reflecting headwinds in Tech Staffing.

The EBITA margin, at 6.1 percent, mainly reflects lower volumes and utilisation rates, partially offset by G&A cost savings. The Consulting & Solutions margin was strong, at 7.6 percent, and excluding Germany over 10 percent. In Germany, management continues to reorient the business in Smart Industry, exiting traditional engineering activities and taking action to right-size its cost base.

LHH

EUR millions, unless otherwise stated	Revenues				EBITA margin excl. one-offs	
	Q4 24	Q4 23	CHANGE (yoy) Reported	Organic, TDA	Q4 24	CHANGE (bps, yoy)
LHH	436	447	-2%	-3%	4.4%	(260)
Recruitment Solutions				-8%		
Career Transition & Mobility				-1%		
Learning & Development				-5%		
Pontoon				+6%		

Quarterly revenue and EBITA margin excl. one-offs for 2023 reflect new Company reporting policies, effective January 1, 2024

Revenues in LHH were 3 percent lower (2 percent reported) in the fourth quarter, sequentially improved from Q3's minus 7 percent result. By segment:

- Recruitment Solutions revenues were 8 percent lower, ahead of the market, albeit reflecting continued headwinds in professional talent markets. Gross profits were 8 percent lower, improved from H1's minus 15 percent and Q3's minus 9 percent.
- Career Transition was strong in the context of a high comparison period, with revenues 1 percent lower than the prior year period. Sequentially, revenues improved, led by favourable performance in the US, France, and UK. The pipeline remains solid.
- Learning & Development revenues were 5 percent lower. EZRA performed well, with revenues up 15 percent on a tough comparison. The business has built a healthy order book. GA made good strategic progress, progressively exiting B2C while growing its B2B business, where revenues were up 48 percent.
- Pontoon's revenues were solid, up 6 percent, led by 17 percent growth in Direct Sourcing. While MSP/RPO revenues remained soft, they have improved quarter-on-quarter through 2024, and the pipeline is healthy.

The EBITA margin of 4.4 percent reflects lower volumes, strong G&A savings, and moderated investment in ventures. Charges relating to the wind down of GA's B2C activities weighed on the margin. Excluding these, the underlying EBITA margin was 7.4 percent.

FULL-YEAR FINANCIAL PERFORMANCE

Unless otherwise noted, all growth rates in this section refer to the same period in the prior year, with revenues stated on an organic and trading days adjusted (TDA) basis, and EBITA or EBITA margins stated excluding one-offs.

EUR millions, unless otherwise stated	Revenues				EBITA margin excl. one-offs	
	FY 24	FY 23	CHANGE (yoy)		FY 24	CHANGE
			Reported	Organic, TDA		(bps, yoy)
Adecco	17,908	18,448	-3%	-3%	3.4%	(30)
Akkodis	3,565	3,763	-5%	-4%	5.5%	(70)
LHH	1,743	1,828	-5%	-6%	6.3%	(100)
Adecco Group	**23,138**	**23,957**	**-3%**	**-3%**	**3.1%**	**(50)**

Quarterly revenue and EBITA margin excl. one-offs for 2023 reflect new Company reporting policies, effective January 1, 2024

The Adecco Group delivered resilient results, with revenues 3 percent lower (3 percent reported), having grown 3 percent in the prior year, navigating a challenging market environment well. Management successfully prioritised ways to grow market share, and the Group's revenue growth was +200 basis points ahead of key competitors.

Revenues in the Adecco GBU were 3 percent lower (3 percent reported), ahead of competitors. Developments in Europe and the Americas were mixed. Market challenges persisted in France, 8 percent lower, and Northern Europe, 10 percent lower, while growing pressure on Germany's autos sector contributed to a soft full-year result in DACH, 3 percent lower. In contrast, Southern Europe & EEMENA performed well throughout the year, with revenues up 4 percent. Growth was particularly strong in Iberia, up 11 percent, and EEMENA, up 10 percent. In the Americas, revenues were 4 percent lower. North America's performance was held back by subdued markets and specific client pressures, resulting in revenues 13 percent lower. Latin America's track record of strong performance continued, with revenues up 14 percent. The APAC region was also strong, with revenues up 9 percent. Within the region, Japan grew 9 percent, Asia 6 percent, India 16 percent, and Australia & New Zealand 11 percent.

In Akkodis, revenues were 4 percent lower (5 percent reported), with Tech Staffing, particularly in North America, challenged by the continued tech sector downturn. Staffing revenues were 15 percent lower year-on-year. Consulting & Solutions activities were robust, with revenues rising 1 percent, in line with competitors, despite headwinds from autos and aerospace clients. By segment, revenues in North EMEA were 7 percent lower, South EMEA was 1 percent lower, and North America was 13 percent lower. In APAC, revenues were solid, up 8 percent, led by Japan.

In LHH, revenues were 6 percent lower (5 percent reported). Recruitment Solutions' revenues, 12 percent lower, were challenged by the ongoing downturn in professional placement activities, while ahead of competitors. Career Transition achieved its second-best year on record, with revenues down 4 percent on the record result achieved in 2023. The business won over 3,700 new clients during the year. Learning & Development revenues were 6 percent lower, with Ezra growing 36 percent. Pontoon's revenues were up 7 percent, led by Direct Sourcing.

Gross profit was 6 percent lower, and gross margin was 80 basis points lower at 19.4 percent. This was a resilient result, reflecting lower volumes, the current geographic and service business mix, and firm pricing. By service line, Flexible Placement was 40 basis points lower, Permanent Placement was 20 basis points lower, and Outsourcing, Consulting & Other Services was 20 basis points lower.

For the full year, SG&A expenses were 4 percent lower, reflecting rigorous cost management across the Group and improving the ratio of SG&A expenses to revenues by 20 basis points year-on-year to 16.5 percent. The Group adapted its sales and delivery capacity to market dynamics and opportunities. Simultaneously, it has selectively protected its capacity to be optimally positioned for a future market recovery. Productivity, in terms of gross profit per FTE, was stable, with selling FTEs reduced by 5 percent. To protect profitability, management strived to reduce G&A overheads further. The Group delivered EUR 174 million of G&A savings relative to the 2022 baseline, net of inflation, well ahead of the original EUR 150 million target.

EBITA excluding one-offs was EUR 709 million, 17 percent lower. The Group delivered an EBITA margin within its corridor, at 3.1 percent and 50 basis points lower than the prior year, driven by the aforementioned factors. The recovery ratio was strong, at 44 percent.

At the GBU level, Adecco's EBITA margin was 3.4 percent. Akkodis' EBITA margin was 5.5 percent, with Consulting & Solutions at 6.1 percent, and above 8 percent excluding Germany. LHH's EBITA margin was 6.3 percent.

Operating income decreased by 12 percent in constant currency terms to EUR 541 million, reflecting lower business income, partly mitigated by lower one-offs (EUR 87 million) and lower amortisation of intangibles (EUR 81 million) compared to the prior year (EUR 133 million and EUR 102 million respectively).

Net income attributable to Adecco Group shareholders was EUR 303 million, 2 percent lower in constant currency terms. The result mainly reflects:

- Interest expense of EUR 73 million, compared to EUR 77 million in the prior year
- Other income / (expenses), net of negative EUR 25 million, compared to EUR 48 million in the prior year
- Income taxes of EUR 140 million, compared to EUR 180 million in the prior year

The Group's effective tax rate, including discrete events, was 32 percent, compared to 36 percent in the prior year.

Basic EPS was EUR 1.81 for the full year, 2 percent lower in constant currency terms. Adjusted EPS, which is the Group's net income excluding a total EUR 125 million, net, for amortisation of intangibles, one-off costs, and associated tax effects, divided by basic weighted-average shares outstanding, was 15 percent lower at EUR 2.55.

Cash flow from operating activities was strong at EUR 707 million, up from EUR 563 million in the prior year, driven by favourable customer collections and payables balances. Free cash flow was EUR 563 million, up from EUR 347 million in 2023. The cash conversion ratio was 109 percent, a significant improvement from 63 percent in the prior year.

Capital allocation

The Group is successfully executing its Future@Work Reloaded strategy and is committed to delivering on its financial targets. The balance sheet remains sound, and leverage has not constrained the execution of the Group's strategy. Year-end net debt is EUR 114 million lower year-on-year, at EUR 2,476 million, and gross debt is EUR 188 million lower, a robust outcome in challenging markets.

The Group has a solid financial structure, with fixed interest rates on 79 percent of its outstanding debts at attractive levels and strong interest coverage at 7x. Maturities are well spread, with an average duration of 4.5 years and a CHF 225 million bond maturing in 2025. The Group has no financial covenants on any of its outstanding debts and strong liquidity, including access to an undrawn EUR 750 million revolving credit facility.

The macroeconomic and geopolitical environment has been unfavourable for longer than expected, which has prevented the Group from deleveraging under the current dividend policy.

The Group's dividend policy was based on a 40-50 percent payout ratio on adjusted EPS, with a commitment to hold the DPS at least in line with the prior year period (in CHF terms). From today, the Group's updated dividend policy will be based on a 40-50 percent payout ratio on adjusted EPS (in CHF terms), with no floor. The Group reiterates its commitment to distributing excess capital to shareholders.

The Group believes the updated dividend policy is better suited to a strongly cash-generative yet cyclical business. It will help to accelerate deleveraging and increase financial flexibility. The updated policy also better balances growth investment that supports the Group's strategic shift toward higher growth and margin markets with direct distributions to shareholders.

In terms of capital allocation, the immediate priority is for the Group to delever, with a target of being at or below 1.5x Net Debt to EBITDA by end 2027, absent any major macroeconomic or geopolitical disruption.

Accordingly, the Board of Directors proposes to distribute a dividend per share of CHF 1.00, subject to shareholder approval at the 2025 AGM. This represents a payout on adjusted earnings within the Group's 40-50 percent range, at 42 percent.

Outlook

The Group's volumes were stabilising throughout Q4 and have shown improving momentum in early 2025. For Q1, the Group expects gross margin to be higher sequentially, in line with normal seasonality. It further expects SG&A expenses excluding one-offs to be broadly flat sequentially. Management continues to focus on G&A savings while positioning sales and delivery capacity to capture market share and accelerate into recovery.

New reporting structure

The Group has introduced a new reporting structure, effective January 1, 2025, to drive simplification and growth. The Adecco GBU segments have been streamlined to reflect leadership and organisational simplification. The new segments established are Adecco France, Adecco EMEA, Adecco Americas, and Adecco APAC. Further, Pontoon's managed service provider (MSP) and direct sourcing activities will now report to the Adecco GBU President, given the close alignment of services, with a strategic focus on MSP expansion. Pontoon's recruitment process outsourcing services will remain within LHH.

Executive Committee change

The Adecco Group today announces that Dr. Jan Gupta, current President of Akkodis, will be stepping down from his role and the Group's Executive Committee. After six years of dedicated service, including his critical role in the successful integration of AKKA and Modis, Jan has decided to pursue new opportunities. The Group would like to thank Jan for his significant contribution to Akkodis and the Adecco Group. A new leader, with extensive experience of leading global IT and digital businesses as well as large offshoring operations has been selected to guide Akkodis in its next phase of growth. A communication on this appointment will follow shortly.

More information

The Q4 & FY 2024 results press release is available on the Investor Relations website. The Q4 & FY 2024 results presentation will be available at 09:00 a.m. CET.

A live webcast for analysts and investors is scheduled today, February 26, starting at 09:30 CET (08:30 GMT). The webcast can be followed via the Investor Relations section of the Group's website.

Please note that the Group is broadcasting via a new platform that requires registration prior to joining the call. **We strongly recommend registering with this provider at least 10 minutes before the start of the presentation.**

Analysts and investors can also participate by telephone with **conference ID: 1421821**. The **dial-in numbers**:
UK +44 (0)20 3481 4247; USA/International +1 (646) 307 1963; Switzerland +41 (0)43 210 51 63. To ask a question, press *1.

A transcript will be made available after the event.

Financial calendar

- 2024 Annual Report — March 12, 2025
- AGM — April 17, 2025
- Q1 2025 results — May 8, 2025
- Q2 2025 / Half Year 2025 results — August 5, 2025
- Q3 2025 results — November 6, 2025

About The Adecco Group

The Adecco Group is the world's leading talent company. Our purpose is making the future work for everyone. Through our three global business units - Adecco, Akkodis and LHH - across 60 countries, we enable sustainable and lifelong employability for individuals, deliver digital and engineering solutions to power the Smart Industry transformation and empower organisations to optimise their workforces. The Adecco Group leads by example and is committed to an inclusive culture, fostering sustainable employability, and supporting resilient economies and communities. The Adecco Group AG is headquartered in Zurich, Switzerland (ISIN: CH0012138605) and listed on the SIX Swiss Exchange (ADEN).

Important notice about forward-looking information

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 Group AG as 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.

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Revenues by segment

	Q4		Variance % 24 vs 23				% of revenues[2]	FY		Variance % 24 vs 23				% of revenues[2]
EUR millions	**2024**	2023[1]	EUR	Constant currency	Organic	Organic TDA	**Q4 2024**	**2024**	2023[1]	EUR	Constant currency	Organic	Organic TDA	**FY 2024**
Adecco France	1,133	1,236	-8%	-8%	-8%	-10%	19%	4,558	4,935	-8%	-8%	-8%	-8%	20%
Adecco Northern Europe	531	581	-9%	-10%	-10%	-11%	9%	2,158	2,348	-8%	-9%	-9%	-10%	9%
Adecco DACH	417	454	-8%	-9%	-9%	-11%	7%	1,677	1,701	-1%	-2%	-2%	-3%	7%
Adecco Southern Europe & EEMENA	1,232	1,170	5%	6%	5%	3%	21%	4,601	4,397	5%	5%	5%	4%	20%
Adecco Americas	640	729	-12%	-4%	-3%	-5%	11%	2,518	2,772	-9%	-4%	-4%	-4%	11%
Adecco APAC	634	597	6%	6%	6%	5%	11%	2,399	2,298	4%	9%	9%	9%	10%
Elimination	(1)	(1)						(3)	(3)					
Adecco	**4,586**	**4,766**	**-4%**	**-3%**	**-3%**	**-5%**	**78%**	**17,908**	**18,448**	**-3%**	**-2%**	**-2%**	**-3%**	**77%**
Akkodis	**872**	**930**	**-6%**	**-6%**	**-5%**	**-6%**	**15%**	**3,565**	**3,763**	**-5%**	**-4%**	**-4%**	**-4%**	**15%**
LHH	**436**	**447**	**-2%**	**-2%**	**-2%**	**-3%**	**7%**	**1,743**	**1,828**	**-5%**	**-5%**	**-5%**	**-6%**	**8%**
Elimination	***(21)***	***(34)***						***(78)***	***(82)***					
Adecco Group	**5,873**	**6,109**	**-4%**	**-3%**	**-3%**	**-5%**	**100%**	**23,138**	**23,957**	**-3%**	**-2%**	**-2%**	**-3%**	**100%**

1) Comparative period restated to conform to current year presentation of certain intercompany transactions in the determination of Revenues by segment.
2) % of revenues before Elimination.

Revenues by service line

	Q4		Variance % 24 vs 23			FY		Variance % 24 vs 23		
EUR millions	**2024**	2023[1]	EUR	Constant currency	Organic	**2024**	2023[1]	EUR	Constant currency	Organic
Flexible Placement	4,401	4,655	-5%	-5%	-5%	17,209	18,087	-5%	-4%	-4%
Permanent Placement	133	146	-9%	-8%	-7%	606	673	-10%	-9%	-9%
Career Transition	125	125	0%	2%	2%	489	498	-2%	-1%	-1%
Outsourcing, Consulting & Other Services	1,133	1,103	3%	4%	5%	4,530	4,401	3%	5%	5%
Training, Up-skilling & Re-skilling	81	80	2%	3%	1%	304	298	2%	2%	2%
Adecco Group	**5,873**	**6,109**	**-4%**	**-3%**	**-3%**	**23,138**	**23,957**	**-3%**	**-2%**	**-2%**

1) Restated to conform to the current year presentation.

EBITA[1] and EBITA margin excluding one-offs by segment

EBITA EUR millions	Q4 2024	Q4 2023	Q4 Variance % 24 vs 23 EUR	Q4 Variance % 24 vs 23 Constant currency	% of EBITA[2] Q4 2024	FY 2024	FY 2023	FY Variance % 24 vs 23 EUR	FY Variance % 24 vs 23 Constant currency	% of EBITA[2] FY 2024
Adecco France	49	58	-17%	-17%	20%	146	218	-33%	-33%	16%
Adecco Northern Europe	(1)	10	n.m.	n.m.	-1%	22	41	-48%	-49%	2%
Adecco DACH	4	(4)	n.m.	n.m.	2%	29	22	34%	33%	3%
Adecco Southern Europe & EEMENA	71	64	13%	13%	30%	260	246	6%	6%	29%
Adecco Americas	10	22	-53%	-48%	5%	20	38	-47%	-42%	2%
Adecco APAC	33	30	11%	11%	14%	127	120	6%	11%	14%
Adecco	**166**	**180**	**-8%**	**-7%**	**70%**	**604**	**685**	**-12%**	**-11%**	**66%**
Akkodis	**53**	**82**	**-36%**	**-35%**	**22%**	**195**	**234**	**-17%**	**-16%**	**22%**
LHH	**19**	**31**	**-38%**	**-35%**	**8%**	**110**	**134**	**-18%**	**-17%**	**12%**
Corporate and Other	**(51)**	**(29)**	**72%**	**62%**		**(200)**	**(186)**	**7%**	**4%**	
Adecco Group	**187**	**264**	**-29%**	**-27%**	**100%**	**709**	**867**	**-18%**	**-16%**	**100%**

EBITA margin	Q4 2024	Q4 2023[3]	Q4 Variance bps	FY 2024	FY 2023[3]	FY Variance bps
Adecco France	4.2%	4.7%	(50)	3.2%	4.4%	(120)
Adecco Northern Europe	-0.4%	1.8%	(220)	1.0%	1.8%	(80)
Adecco DACH	1.2%	-0.8%	200	1.8%	1.3%	50
Adecco Southern Europe & EEMENA	5.8%	5.4%	40	5.7%	5.6%	10
Adecco Americas	1.6%	3.0%	(140)	0.8%	1.4%	(60)
Adecco APAC	5.3%	5.1%	20	5.3%	5.2%	10
Adecco	**3.6%**	**3.8%**	**(20)**	**3.4%**	**3.7%**	**(30)**
Akkodis	**6.1%**	**8.8%**	**(270)**	**5.5%**	**6.2%**	**(70)**
LHH	**4.4%**	**7.0%**	**(260)**	**6.3%**	**7.3%**	**(100)**
Adecco Group	**3.2%**	**4.3%**	**(110)**	**3.1%**	**3.6%**	**(50)**

1) EBITA is a non-US GAAP measure and refers to operating income before amortisation and impairment of goodwill and intangible assets.
2) % of EBITA before Corporate and Other.
3) Recalculated considering the restatement of Revenues by segment.

EBITA[1] and EBITA margin by segment

EBITA EUR millions	Q4 2024	Q4 2023	Variance % 24 vs 23 EUR	Variance % 24 vs 23 Constant currency	% of EBITA[2] Q4 2024	FY 2024	FY 2023	Variance % 24 vs 23 EUR	Variance % 24 vs 23 Constant currency	% of EBITA[2] FY 2024
Adecco France	37	52	-29%	-29%	17%	130	209	-38%	-38%	16%
Adecco Northern Europe	(1)	9	n.m.	n.m.	-1%	20	35	-44%	-45%	2%
Adecco DACH	4	(5)	n.m.	n.m.	2%	18	20	-7%	-7%	2%
Adecco Southern Europe & EEMENA	70	62	14%	14%	32%	255	240	6%	7%	31%
Adecco Americas	10	19	-47%	-41%	5%	18	23	-22%	-10%	2%
Adecco APAC	33	28	16%	16%	15%	127	117	8%	13%	15%
Adecco	**153**	**165**	**-7%**	**-6%**	**70%**	**568**	**644**	**-12%**	**-11%**	**68%**
Akkodis	**48**	**54**	**-9%**	**-8%**	**22%**	**179**	**179**	**0%**	**1%**	**21%**
LHH	**17**	**25**	**-32%**	**-29%**	**8%**	**91**	**112**	**-19%**	**-18%**	**11%**
Corporate and Other	**(57)**	**(35)**	**63%**	**55%**		**(216)**	**(201)**	**7%**	**4%**	
Adecco Group	**161**	**209**	**-23%**	**-21%**	**100%**	**622**	**734**	**-15%**	**-13%**	**100%**

EBITA margin	Q4 2024	Q4 2023[3]	Q4 Variance bps	FY 2024	FY 2023[3]	FY Variance bps
Adecco France	3.2%	4.2%	(100)	2.9%	4.2%	(130)
Adecco Northern Europe	-0.4%	1.6%	(200)	0.9%	1.5%	(60)
Adecco DACH	1.2%	-1.1%	230	1.1%	1.2%	(10)
Adecco Southern Europe & EEMENA	5.7%	5.3%	40	5.6%	5.5%	10
Adecco Americas	1.6%	2.6%	(100)	0.7%	0.8%	(10)
Adecco APAC	5.3%	4.9%	40	5.3%	5.1%	20
Adecco	**3.3%**	**3.5%**	**(20)**	**3.2%**	**3.5%**	**(30)**
Akkodis	**5.5%**	**5.7%**	**(20)**	**5.0%**	**4.8%**	**20**
LHH	**3.9%**	**5.6%**	**(170)**	**5.2%**	**6.1%**	**(90)**
Adecco Group	**2.8%**	**3.4%**	**(60)**	**2.7%**	**3.1%**	**(40)**

1) EBITA is a non-US GAAP measure and refers to operating income before amortisation and impairment of goodwill and intangible assets.
2) % of EBITA before Corporate and Other.
3) Recalculated considering the restatement of Revenues by segment.

Reconciliation of EBITA to EBITA excluding one-offs

EBITA EUR millions	EBITA excluding one-offs Q4 2024	EBITA excluding one-offs Q4 2023	One-offs Q4 2024	One-offs Q4 2023	EBITA Q4 2024	EBITA Q4 2023	EBITA excluding one-offs FY 2024	EBITA excluding one-offs FY 2023	One-offs FY 2024	One-offs FY 2023	EBITA FY 2024	EBITA FY 2023
Adecco France	49	58	(12)	(6)	37	52	146	218	(16)	(9)	130	209
Adecco Northern Europe	(1)	10	-	(1)	(1)	9	22	41	(2)	(6)	20	35
Adecco DACH	4	(4)	-	(1)	4	(5)	29	22	(11)	(2)	18	20
Adecco Southern Europe & EEMENA	71	64	(1)	(2)	70	62	260	246	(5)	(6)	255	240
Adecco Americas	10	22	-	(3)	10	19	20	38	(2)	(15)	18	23
Adecco APAC	33	30	-	(2)	33	28	127	120	-	(3)	127	117
Adecco	**166**	**180**	**(13)**	**(15)**	**153**	**165**	**604**	**685**	**(36)**	**(41)**	**568**	**644**
Akkodis	**53**	**82**	**(5)**	**(28)**	**48**	**54**	**195**	**234**	**(16)**	**(55)**	**179**	**179**
LHH	**19**	**31**	**(2)**	**(6)**	**17**	**25**	**110**	**134**	**(19)**	**(22)**	**91**	**112**
Corporate and Other	**(51)**	**(29)**	**(6)**	**(6)**	**(57)**	**(35)**	**(200)**	**(186)**	**(16)**	**(15)**	**(216)**	**(201)**
Adecco Group	**187**	**264**	**(26)**	**(55)**	**161**	**209**	**709**	**867**	**(87)**	**(133)**	**622**	**734**

Consolidated statements of operations

EUR millions except share and per share information	Q4 2024	Q4 2023	Variance % EUR	Variance % Constant currency	YTD 2024	YTD 2023	Variance % EUR	Variance % Constant currency
Revenues	**5,873**	6,109	**-4%**	**-3%**	**23,138**	23,957	**-3%**	**-2%**
Direct costs of services[1]	(4,744)	(4,909)			(18,642)	(19,117)		
Gross profit	**1,129**	**1,200**	**-6%**	**-5%**	**4,496**	**4,840**	**-7%**	**-6%**
Selling, general, and administrative expenses[1]	(975)	(990)	-2%	-1%	(3,908)	(4,130)	-5%	-5%
Proportionate net income of equity method investment FESCO Adecco	7	(1)	n.m.	n.m.	34	24	40%	42%
EBITA[2]	**161**	**209**	**-23%**	**-21%**	**622**	**734**	**-15%**	**-13%**
Amortisation of intangible assets	(17)	(22)			(81)	(102)		
Operating income	**144**	**187**	**-22%**	**-20%**	**541**	**632**	**-14%**	**-12%**
Interest expense	(19)	(23)			(73)	(77)		
Other income/(expenses), net	(11)	(32)			(25)	(48)		
Income before income taxes	**114**	**131**	**-13%**	**-8%**	**443**	**507**	**-13%**	**-10%**
Provision for income taxes	(41)	(63)			(140)	(180)		
Net income	**73**	**68**	**7%**	**24%**	**303**	**327**	**-7%**	**-2%**
Net income attributable to noncontrolling interests	-	-			-	(2)		
Net income attributable to Adecco Group shareholders	**73**	**68**	**6%**	**24%**	**303**	**325**	**-7%**	**-2%**
Basic earnings per share[3]	0.43	0.41	6%	24%	1.81	1.94	-7%	-2%
Diluted earnings per share[4]	0.43	0.40	7%	24%	1.80	1.94	-7%	-2%
Gross margin	*19.2%*	*19.6%*			*19.4%*	*20.2%*		
SG&A as a percentage of revenues	*16.6%*	*16.2%*			*16.9%*	*17.2%*		
EBITA margin	*2.8%*	*3.4%*			*2.7%*	*3.1%*		
Operating income margin	*2.5%*	*3.1%*			*2.3%*	*2.6%*		
Net income margin attributable to Adecco Group shareholders	*1.2%*	*1.1%*			*1.3%*	*1.4%*		

1) Comparative figures are restated to reflect the Company's change in accounting principle concerning the allocation of certain employee and client program costs between Selling, general and administrative expenses and Direct costs of services.
2) EBITA is a non-US GAAP measure and refers to operating income before amortisation and impairment of goodwill and intangible assets.
3) Basic weighted-average shares were 167,421,495 in Q4 2024 and 167,707,420 in FY 2024 (167,547,425 in Q4 2023 and 167,427,593 in FY 2023).
4) Diluted weighted-average shares were 167,947,977 in Q4 2024 and 168,337,869 in FY2024 (168,354,003 in Q4 2023 and 168,014,727 in FY2023).

Reconciliation for Adjusted EPS[1)]

EUR millions except share and per share information	Q4 2024	Q4 2023	Variance % EUR	YTD 2024	YTD 2023	Variance % EUR
Net income attributable to Adecco Group shareholders	**73**	**68**	**6%**	**303**	**325**	**-7%**
Amortisation and impairment of goodwill and intangible assets	17	22		81	102	
One-offs in EBITA	26	55		87	133	
One-offs in Other income/(expenses), net	-	1		1	(1)	
Tax effects, other exceptional tax items	(11)	(21)		(44)	(59)	
Adjusted Net income attributable to Adecco Group shareholders[2)]	**105**	**125**	**-16%**	**428**	**500**	**-14%**
Basic earnings per share[3)]	0.43	0.41	6%	1.81	1.94	-7%
Adjusted earnings per share[1), 3)]	0.63	0.75	-16%	2.55	2.99	-15%

1) Adjusted EPS is a non-US GAAP measure and refers to Net income attributable to Adecco Group shareholders before amortisation and impairment of goodwill and intangible assets, excluding one-off costs and exceptional tax items, divided by basic weighted-average shares outstanding.

2) Adjusted Net income attributable to Adecco Group shareholders is a non-US GAAP measure and refers to Net income attributable to Adecco Group shareholders before amortisation and impairment of goodwill and intangible assets, excluding one-off costs and exceptional tax items.

3) Basic weighted-average shares were 167,421,495 in Q4 2024 and 167,707,420 in FY 2024 (167,547,425 in Q4 2023 and 167,427,593 in FY 2023).

Consolidated balance sheets

EUR millions	31 December 2024	31 December 2023
Assets		
Current assets:		
– Cash and cash equivalents	482	556
– Trade accounts receivable, net	4,118	4,466
– Other current assets	480	466
Total current assets	**5,080**	**5,488**
Property, equipment, and leasehold improvements, net	498	560
Operating lease right-of-use assets	482	476
Equity method investments	224	184
Other assets	765	681
Intangible assets, net	854	927
Goodwill	4,196	4,114
Total assets	**12,099**	**12,430**
Liabilities and shareholders' equity		
Liabilities		
Current liabilities:		
– Accounts payable and accrued expenses	4,291	4,395
– Current operating lease liabilities	197	202
– Short-term debt and current maturities of long-term debt	290	521
Total current liabilities	**4,778**	**5,118**
Operating lease liabilities	322	323
Long-term debt, less current maturities	2,668	2,625
Other liabilities	745	763
Total liabilities	**8,513**	**8,829**
Shareholders' equity		
Adecco Group shareholders' equity:		
– Common shares	11	11
– Additional paid-in capital	552	557
– Treasury shares, at cost	(36)	(39)
– Retained earnings	3,269	3,398
– Accumulated other comprehensive income/(loss), net	(220)	(332)
Total Adecco Group shareholders' equity	**3,576**	**3,595**
Noncontrolling interests	10	6
Total shareholders' equity	**3,586**	**3,601**
Total liabilities and shareholders' equity	**12,099**	**12,430**

Consolidated statements of cash flows

EUR millions	Q4		FY	
	2024	2023	**2024**	2023
Cash flows from operating activities				
Net income	73	68	303	327
Adjustments to reconcile net income to cash flows from operating activities:				
- Depreciation and amortisation	55	64	244	257
- Other charges	52	13	(15)	42
Changes in operating assets and liabilities, net of acquisitions and divestitures:				
- Trade accounts receivable	59	188	340	184
- Accounts payable and accrued expenses	229	(67)	(94)	(235)
- Other assets and liabilities	23	51	(71)	(12)
Cash flows from operating activities	**491**	**317**	**707**	**563**
Cash flows from investing activities				
Capital expenditures	(45)	(82)	(144)	(216)
Cash settlements on derivative instruments	(20)	(1)	(22)	(41)
Other acquisition, divestiture and investing activities, net	14	48	9	48
Cash flows used in investing activities	**(51)**	**(35)**	**(157)**	**(209)**
Cash flows from financing activities				
Net decrease in short-term debt	(117)	(7)	(35)	(83)
Borrowings of long-term debt, net of issuance costs	296		296	
Repayment of long-term debt	(431)	(31)	(433)	(35)
Buyback of long-term debt		(68)		(68)
Dividends paid to shareholders			(432)	(422)
Purchase of treasury shares			(20)	
Other financing activities, net	(5)	(6)	(10)	(12)
Cash flows used in financing activities	**(257)**	**(112)**	**(634)**	**(620)**
Effect of exchange rate changes on cash, cash equivalents and restricted cash	**48**		**31**	**3**
Net increase/(decrease) in cash, cash equivalents and restricted cash	**231**	**170**	**(53)**	**(263)**
Cash, cash equivalents and restricted cash:				
- Beginning of period	**362**	**476**	**646**	**909**
- End of period	**593**	**646**	**593**	**646**