

Adecco S.A. (Holding Company) – Proposed appropriation of available earnings

in millions, except share and per share information

| <i>in CHF</i> | 2015 | 2014 |
|--|--------------------|--------------|
| Voluntary retained earnings | | |
| Voluntary retained earnings of previous years | 4,357 | 4,959 |
| Net loss | (604) | (95) |
| Share cancellation | (307) | (507) |
| Total available voluntary retained earnings | 3,446 | 4,357 |
| Proposed dividend distribution of CHF 1.50 per share for 2015 | (256) ¹ | |
| Total voluntary retained earnings to be carried forward | 3,190 | 4,357 |

| <i>in CHF</i> | 2015 | 2014 |
|--|--------------------|------------|
| Statutory reserves from capital contribution | | |
| Statutory reserves from capital contribution of previous years | 155 | 519 |
| Allocation from statutory reserves from capital contribution to free reserves for dividend distribution of CHF 2.10 per share for 2014 | | (364) |
| Proposed allocation from statutory reserves from capital contribution to free reserves and proposed dividend distribution of CHF 0.90 per share for 2015 | (153) ¹ | |
| Balance to be carried forward | 2 | 155 |

¹ This represents the amount of dividends payable based on the total number of outstanding shares (excluding treasury shares) of 170,314,225 as of December 31, 2015.