

# EMPOWERING THE WORLD OF WORK

ManpowerGroup

4<sup>th</sup> Quarter

February 1, 2012



ManpowerGroup™

## Forward-Looking Statement

This presentation includes forward-looking statements, including earnings projections which are subject to risks and uncertainties. Actual results might differ materially from those projected in the forward-looking statements. Additional information concerning factors that could cause actual results to materially differ from those in the forward-looking statements is contained in the Manpower Inc. Annual Report on Form 10-K dated December 31, 2010, which information is incorporated herein by reference, and such other factors as may be described from time to time in the Company's SEC filings.



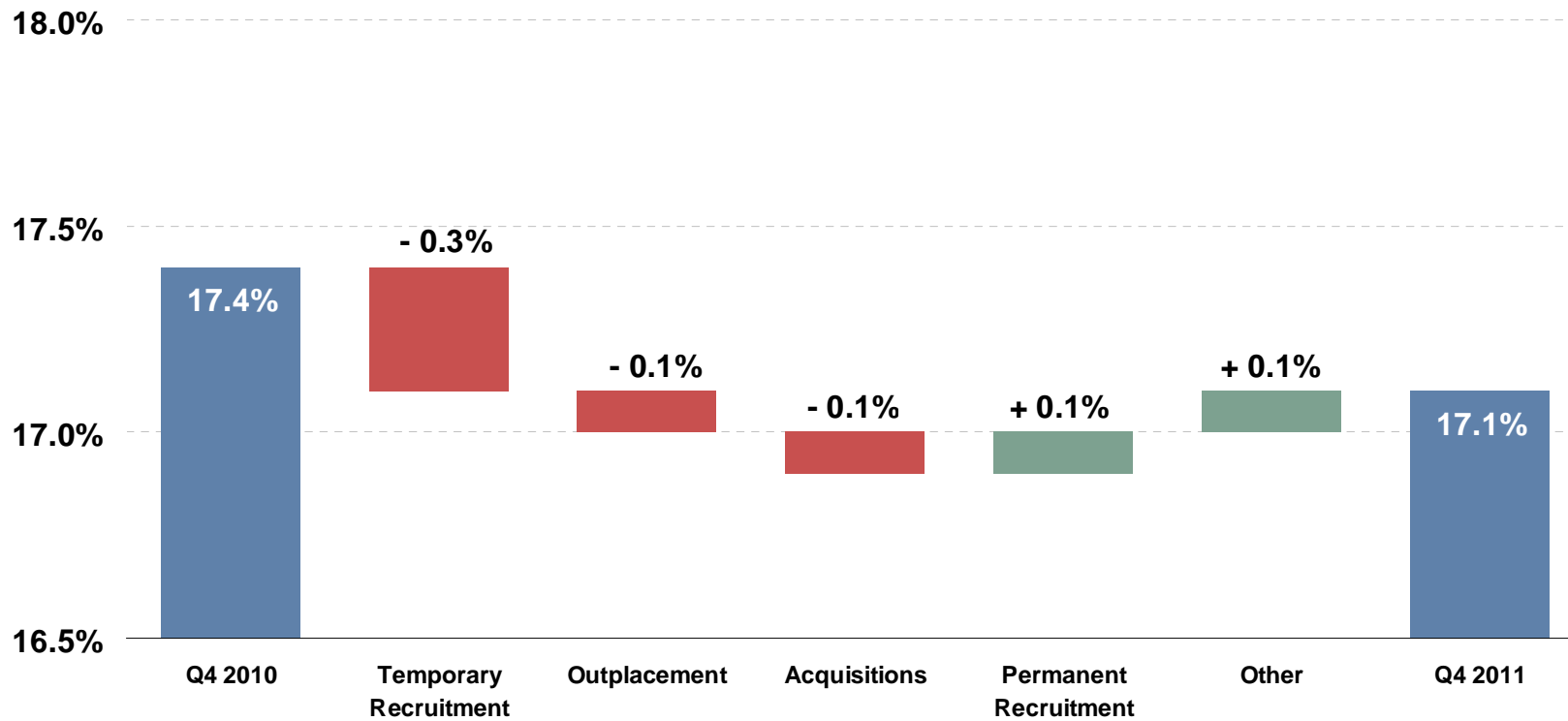
# Consolidated Financial Highlights

As Reported	Excluding Non-recurring Items <sup>(1)</sup>	Q4 Financial Highlights
↑ 5%	↑ 5%	<b>Revenue \$5.5B</b>
↑ 6% CC	↑ 6% CC	
↓ 30 bps	↓ 30 bps	<b>Gross Margin 17.1%</b>
↑ N/A	↑ 29%	<b>Operating Profit \$130M</b>
↑ N/A	↑ 29% CC	
↑ 900 bps	↑ 50 bps	<b>OP Margin 2.4%</b>
↑ N/A	↑ 48%	<b>EPS \$.78</b>
↑ N/A	↑ 48% CC	

(1) Excludes reorganization charges for 2011 and 2010, and goodwill and intangible asset impairment in 2010.

Throughout this presentation, the difference between reported variances and Constant Currency (CC) variances represents the impact of currency on our financial results. Constant Currency is further explained on our Web site.

# Consolidated Gross Margin Change



# SG&A Expense Bridge – Q4 YOY

(in millions of USD)



## Q4 Non-Recurring Items

(\$ in millions, except per share amounts)

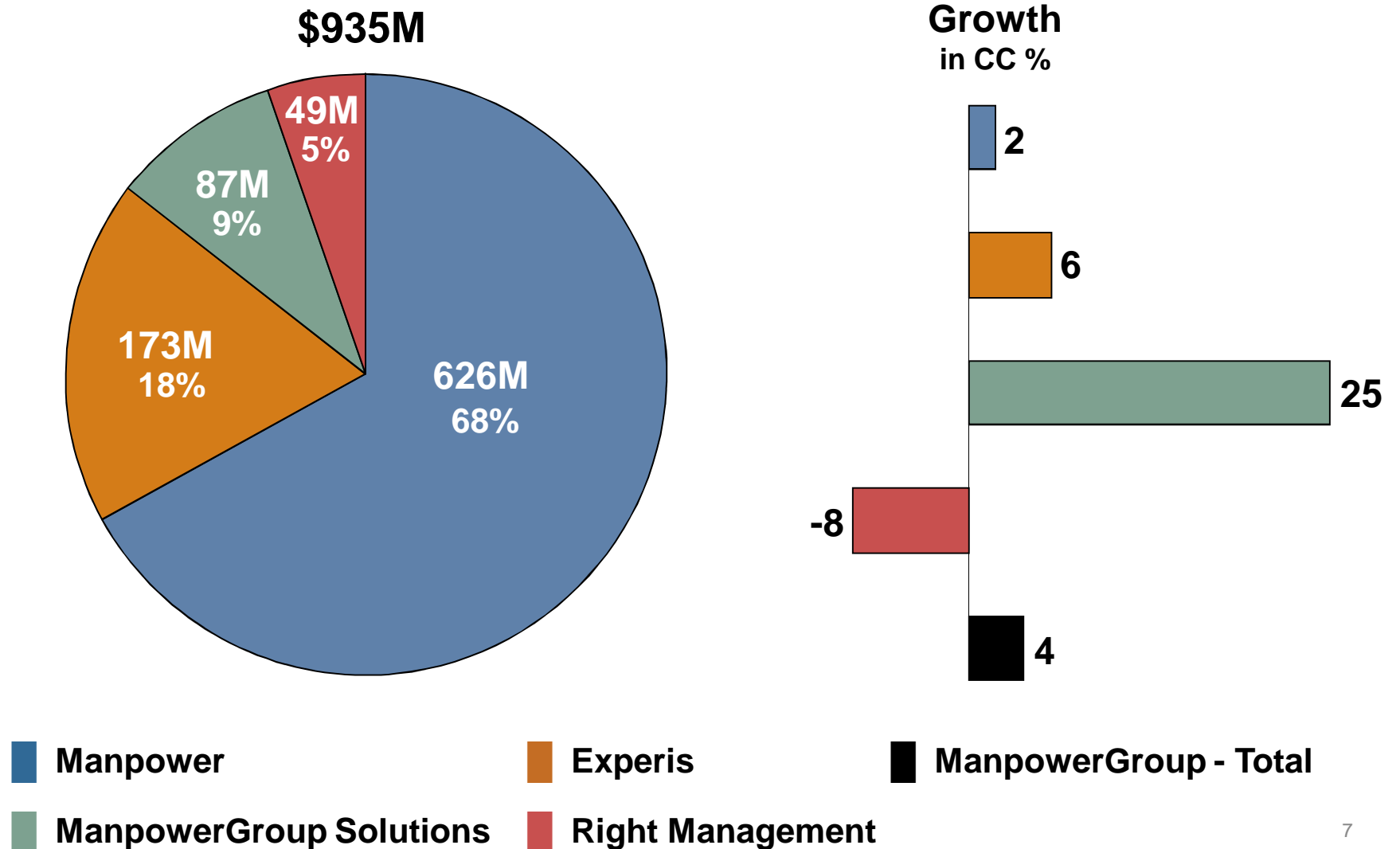
	2011			2010		
	Pre-tax Earnings	Net Earnings	EPS – Diluted	Pre-tax Earnings	Net Earnings	EPS – Diluted
<b>Earnings, As Reported</b>	<b>\$ 119.4</b>	<b>\$ 63.6</b>	<b>\$ 0.78</b>	<b>\$ (352.6)</b>	<b>\$ (350.4)</b>	<b>\$ (4.29)</b>
<b>Reorganization Charge<sup>(1)(2)</sup></b>	<b>20.5</b>	<b>16.3</b>	<b>0.20</b>	<b>30.5</b>	<b>20.6</b>	<b>0.25</b>
<b>Goodwill and Intangible Asset impairment<sup>(3)</sup></b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>428.8</b>	<b>384.3</b>	<b>4.70</b>
<b>Earnings, Excluding non-recurring items</b>	<b>\$ 139.9</b>	<b>\$ 79.9</b>	<b>\$ 0.98</b>	<b>\$ 106.7</b>	<b>\$ 54.5</b>	<b>\$ 0.66</b>

(1) 2011 includes reorganization charges for the Americas (\$2.4M), Northern Europe (\$12.0M) and Right Management (\$6.1M).

(2) 2010 includes reorganization charges for the Americas (\$6.1M), Southern Europe (\$7.6M) and Right Management (\$16.8M).

(3) 2010 includes goodwill and intangible asset impairment charges for the Americas (\$32.9M) and Right Management (\$395.9M).

# Business Line Gross Profit – Q4 2011



# Americas Segment

(21% of Revenue)

As Reported	Excluding Non-recurring Items <sup>(2)</sup>	Q4 Financial Highlights <sup>(1)</sup>
↑ 3%	↑ 3%	<b>Revenue \$1.2B</b>
↑ 5% CC	↑ 5% CC	
↑ 59%	↑ 35%	<b>OUP \$38M</b>
↑ 62% CC	↑ 37% CC	
↑ 120 bps	↑ 80 bps	<b>OUP Margin 3.3%</b>

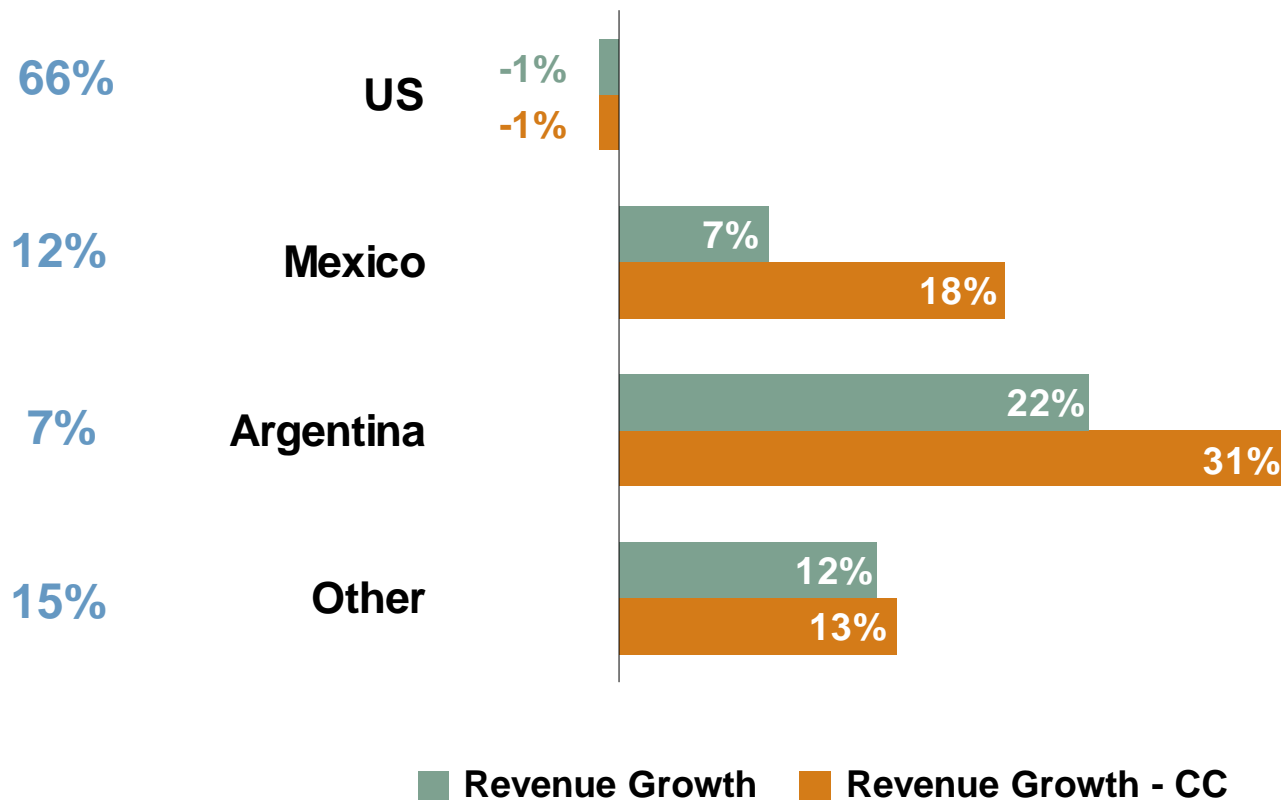
(1) Included in these amounts is the US, which had revenue of \$766M (-1%) and OUP of \$26M (+84%), including \$1.7M of reorganization charges.

(2) Excludes the impact of reorganization charges of \$2.4M in 2011 and \$6.1M in 2010.

**Operating Unit Profit (OUP) is the measure that we use to evaluate segment performance. OUP is equal to segment revenues less direct costs and branch and national headquarters operating costs.**

# Americas – Q4 Revenue Growth YoY

% of Segment Revenue



# Southern Europe Segment

(37% of Revenue)

As Reported <sup>(2)</sup>	Excluding Non-recurring Items <sup>(3)</sup>	Q4 Financial Highlights <sup>(1)</sup>
↑ 5%	↑ 5%	<b>Revenue \$2.0B</b>
↑ 6% CC	↑ 6% CC	
↑ 41%	↑ 13%	<b>OUP \$43M</b>
↑ 42% CC	↑ 14% CC	
↑ 50 bps	↑ 10 bps	<b>OUP Margin 2.1%</b>

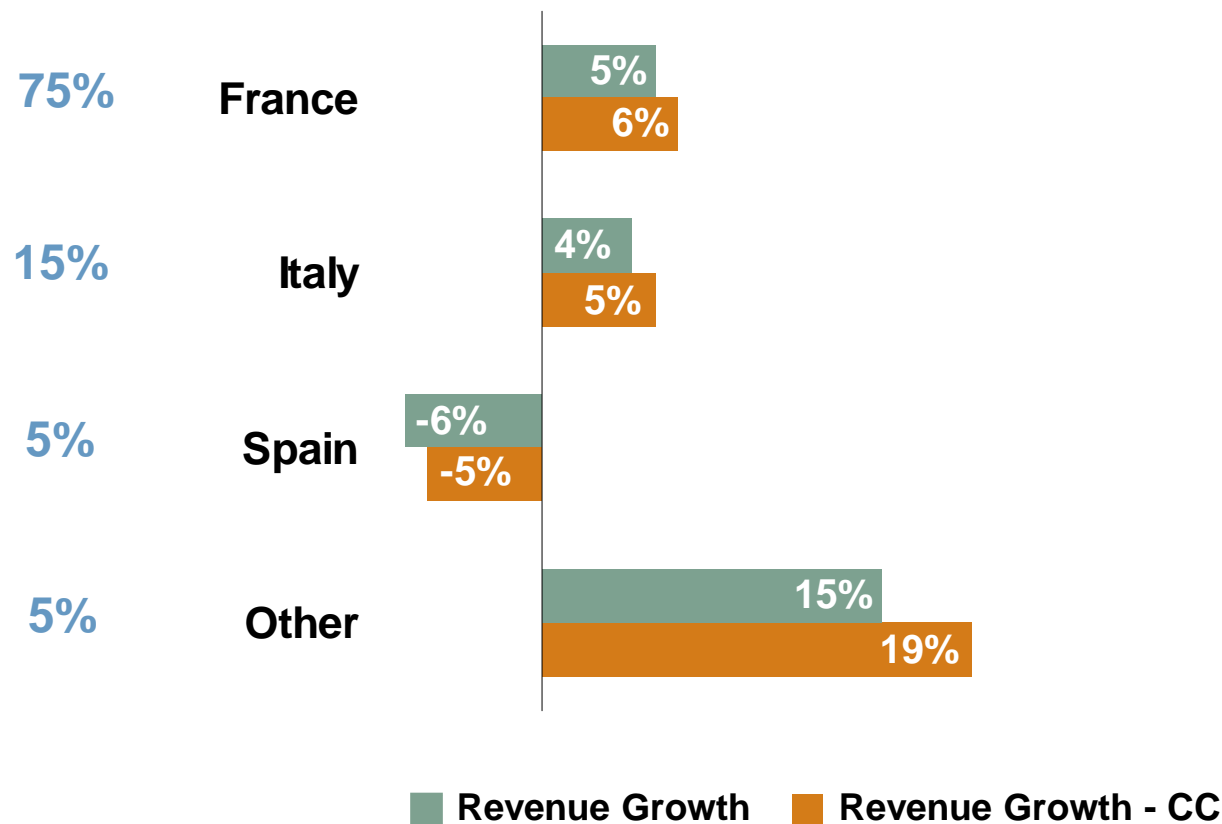
(1) Included in these amounts is France, which had revenue of \$1.5B (+6% CC) and OUP of \$21M (+72% CC).

(2) On an organic basis, revenue increased 4% (5% in CC).

(3) Excludes the impact of reorganization charges of \$7.6M in 2010.

# Southern Europe – Q4 Revenue Growth YoY

% of Segment Revenue



# Northern Europe Segment

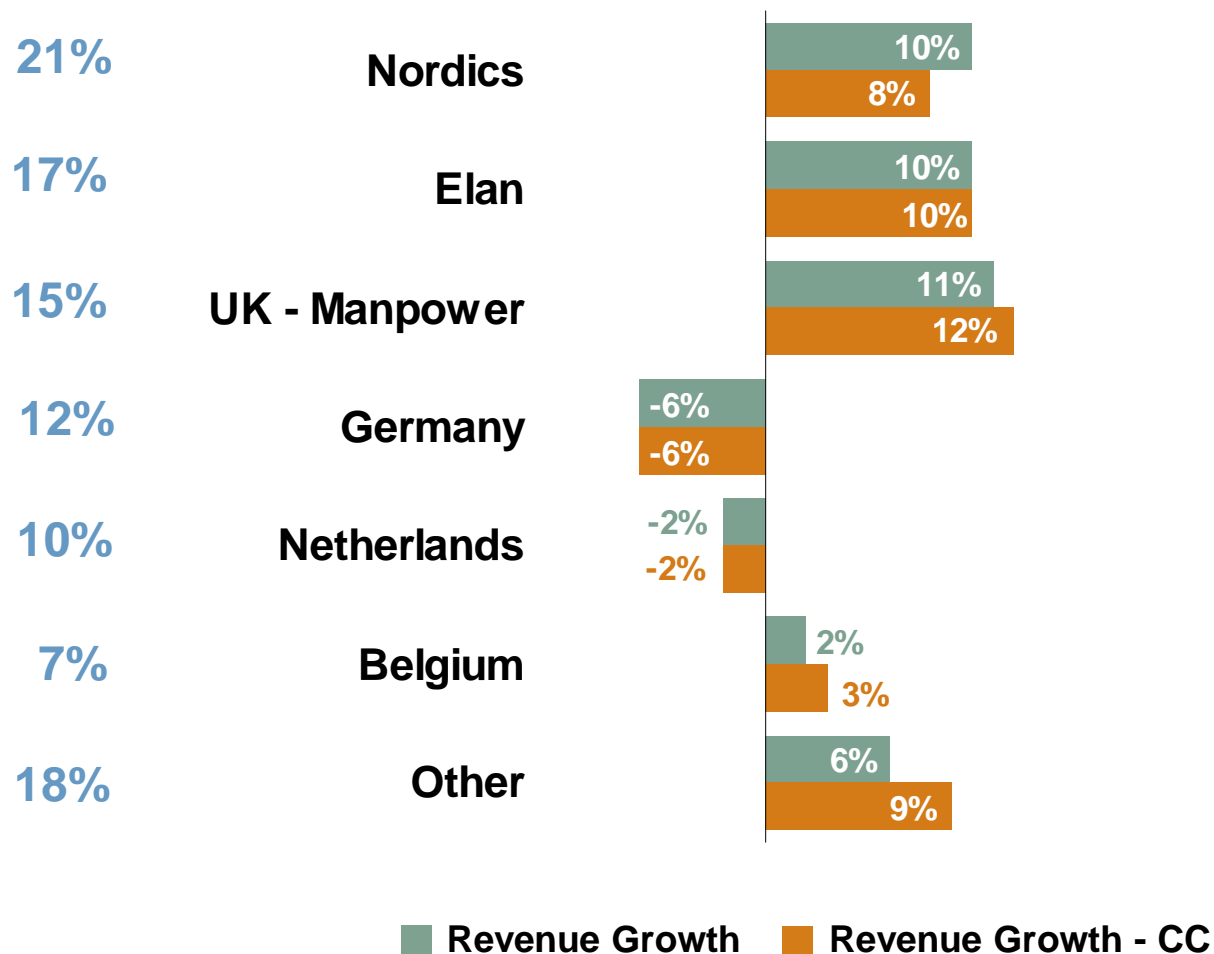
(28% of Revenue)

As Reported	Excluding Non-recurring Items <sup>(1)</sup>	Q4 Financial Highlights
↑ 3%	↑ 3%	<b>Revenue \$1.5B</b>
↑ 4% CC	↑ 4% CC	
↓ 18%	↑ 1%	<b>OUP \$52M</b>
↓ 18% CC	↑ 1% CC	
↓ 80 bps	↓ 10 bps	<b>OUP Margin 3.4%</b>

<sup>(1)</sup> Excludes the impact of reorganization charges of \$12.0M in 2011.

# Northern Europe – Q4 Revenue Growth YoY

% of Segment Revenue



# APME Segment

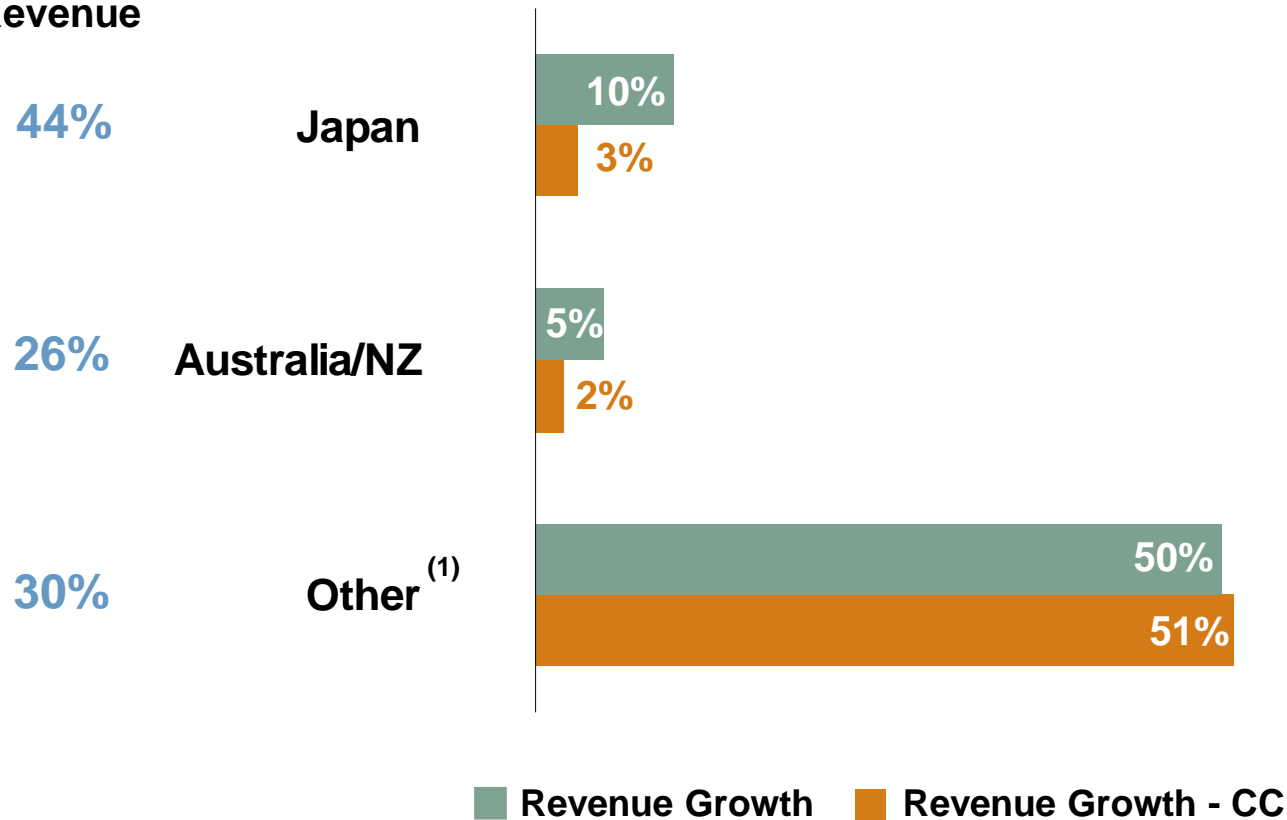
(13% of Revenue)

As Reported <sup>(1)</sup>	Q4 Financial Highlights
↑ 18%	<b>Revenue \$695M</b>
↑ 14% CC	
↑ 121%	<b>OUP \$22M</b>
↑ 115% CC	
↑ 140 bps	<b>OUP Margin 3.1%</b>

(1) On an organic basis, revenue increased 9% (5% in CC).

# APME – Q4 Revenue Growth YoY

% of Segment Revenue



(1) On an organic basis, Other revenue growth was 11% (+13% CC).

# Right Management Segment

(1% of Revenue)

As Reported	Excluding Non-recurring Items <sup>(1)</sup>	Q4 Financial Highlights
↓ 8%	↓ 8%	<b>Revenue \$80M</b>
↓ 9% CC	↓ 9% CC	
N/A	N/A	<b>OUP (\$6M)</b>
N/A	N/A	
↑ 1240 bps	↑ 70 bps	<b>OUP Margin (7.0%)</b>

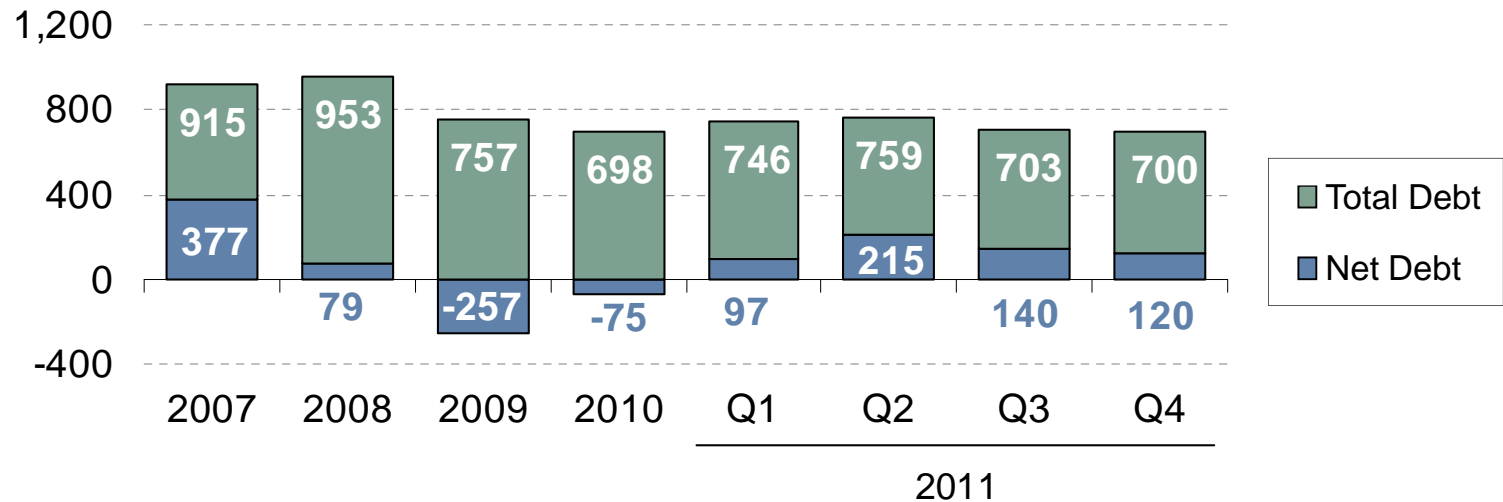
(1) Excludes the impact of reorganization charges of \$6.1M in 2011 and \$16.8M in 2010.

## Cash Flow Summary – Full Year

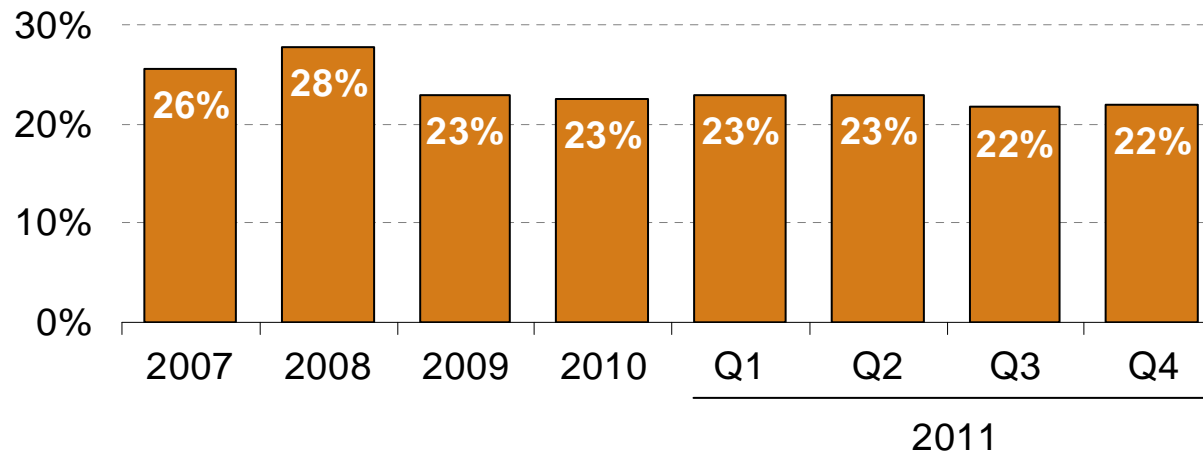
(\$ in millions)	2011	2010
<b>Cash from Operations</b>	<b>69</b>	<b>182</b>
<b>Capital Expenditures</b>	<b>(65)</b>	<b>(58)</b>
<b>Free Cash Flow</b>	<b>4</b>	<b>124</b>
<b>Change in Debt</b>	<b>15</b>	<b>(15)</b>
<b>Share Repurchases</b>	<b>(105)</b>	<b>(35)</b>
<b>Acquisitions of Businesses net of cash acquired</b>	<b>(49)</b>	<b>(270)</b>
<b>Effect of Exchange Rate Changes</b>	<b>(28)</b>	<b>(18)</b>
<b>Other</b>	<b>(29)</b>	<b>(28)</b>
<b>Change in Cash</b>	<b>(192)</b>	<b>(242)</b>

# Balance Sheet Highlights

**Total Debt**  
(\$ in millions)



**Total Debt to  
Total Capitalization**



# Credit Facilities

(\$ in millions)

	Interest Rate	Maturity Date	Total Outstanding at 12/31/11	Remaining Available at 12/31/11
<b>Euro Notes:</b>				
- Euro 200M	4.86%	Jun 2013	259	-
- Euro 300M	4.58%	Jun 2012	389	-
Revolving Credit Agreement <sup>(1)</sup>	1.57%	Oct 2016	-	798
Uncommitted lines and Other <sup>(2)</sup>	Various	Various	52	347
<b>Total Debt</b>			<b>700</b>	<b>1,145</b>

(1) We completed a new \$800M five year revolving credit agreement on October 5, 2011 with a syndicate of commercial banks. This new agreement replaces the previous \$400M agreement. This agreement, which expires in October 2016, allows for borrowings in various currencies and up to \$150M may be used for the issuance of stand-by letters of credit. Under this agreement, a debt ratings-based pricing grid determines the credit spread that we add to the applicable interbank borrowing rate on all borrowings as well as the facility and issuance fees. At our current credit ratings, our facility fee is 0.225% and our credit spread for borrowings is 1.275%. This agreement requires that we comply with a Leverage Ratio (Debt-to-EBITDA) of not greater than 3.5 to 1 and a Fixed Charge Coverage Ratio of not less than 1.5 to 1, in addition to other customary restrictive covenants. As defined in the agreement, we had a Debt-to-EBITDA ratio of 0.80 and a fixed charge coverage ratio of 3.13 as of December 31, 2011. As of December 31, there were \$1.6M of standby letters of credit issued under the agreement.

(2) Represents subsidiary uncommitted lines of credit & overdraft facilities, which total \$399.2M. Total subsidiary borrowing are limited to \$300M due to restrictions in our Revolving Credit Facility, with the exception of Q3 when subsidiary borrowings are limited to \$600M.

## First Quarter Outlook

<b>Revenue</b>	<b>Total</b>	Down 1-3% (Up 0-2% CC)
	<b>Americas</b>	Down 1-3% (Up 0-2% CC)
	<b>Southern Europe</b>	Down 5-7% (Down 0-2% CC)
	<b>Northern Europe</b>	Down 2-4% (Up 0-2% CC)
	<b>APME</b>	Up 11-13% (Up 7-9% CC)
	<b>Right Management</b>	Down 9-11% (Down 7-9% CC)
<b>Gross Profit Margin</b>		16.6 – 16.8%
<b>Operating Profit Margin</b>		1.4 – 1.6%
<b>Tax Rate</b>		56%
<b>EPS</b>		\$0.30 – \$0.38 (Neg. \$.02 Currency)

## Last year at this time, we didn't have...

- ... Introduction of Human Age
- ... Launch of our new parent brand – ManpowerGroup
- ... Launch of our new professional resourcing brand – Experis
- ... Launch of our solutions offering – ManpowerGroup Solutions
- ... Reposition of our Right Management brand to be aligned with our new branding
- ... Introduction of new organizational structure – Southern and Northern Europe
- ... Registered more than 9 million resumes on Direct Talent, our internet recruitment tool, and implemented in 31 countries
- ... The largest global RPO business in the industry
- ... The largest Vender Neutral MSP business in the industry

# Strategic Drivers



## DIFFERENTIATION

Articulating the unique value we bring to our clients, building our brand and capabilities to do more while improving gross margins



## DIVERSIFICATION

Broadening our portfolio of solutions and services to provide more value to our clients while improving our gross margins



## EFFICIENCY/ PRODUCTIVITY

Re-evaluating our systems and processes to increase our speed and cost effectiveness



**Driving Results Through Our Organization & People**

A dark gray background featuring a faint world map. Two horizontal bands of three parallel lines each, in a slightly lighter shade of gray, cross the map. The word "Questions" is centered in white text between these bands.

# Questions