

FINANCIAL Highlights

STOCK INFORMATION

Shares Outstanding
(as of Dec 31, 2015)

73.0 million

2015 Share Price High/Low

\$96.56/\$63.79

Fiscal Year End Date

December 31

Avg. Daily Volume
(shares per day in 2015)

700,000+

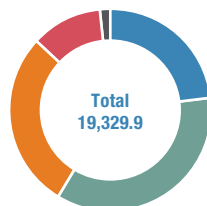
Market Capitalization
(as of Dec 31, 2015)

\$6.2 billion

Stock Exchange

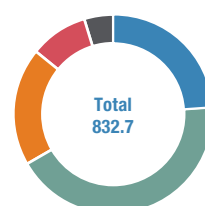
NYSE: MAN

2015 Segment Revenues
(\$ in millions)



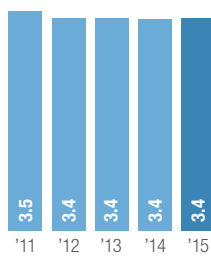
Americas	4,492.0
Southern Europe	6,871.9
Northern Europe	5,453.3
APME	2,239.1
Right Management	273.6

2015 Segment Operating Unit Profit
(\$ in millions)

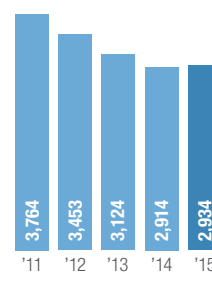


Americas	200.8
Southern Europe	354.8
Northern Europe	159.5
APME	79.3
Right Management	38.3

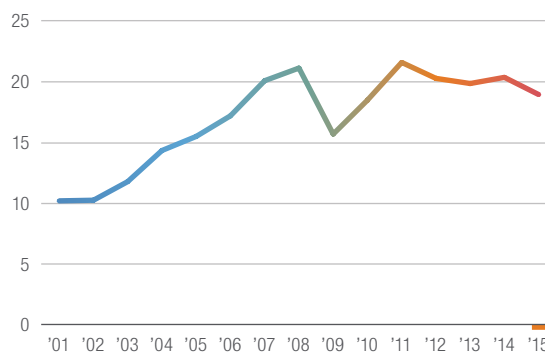
People Placed in Permanent, Temporary and Contract Positions
(in millions)



Systemwide Offices

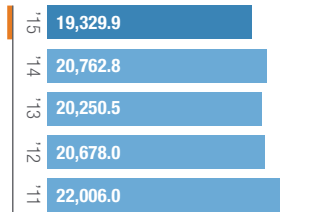


Strong Record of Long-Term Revenue Growth
(\$ in billions)



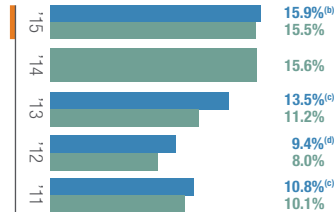
DELIVERED STRONG RESULTS IN 2015

Revenues from Services^(a)
(\$ in millions)



In 2015, we experienced revenue growth in most of our markets. Revenues were \$19.3 billion, up 6.6% in constant currency.

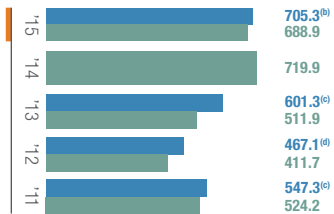
Return on Invested Capital (ROIC)



Return on Invested Capital is defined as operating profit after tax divided by the average monthly total of net debt and equity for the year. Net debt is defined as total debt less cash and cash equivalents.

■ Excluding Non-Recurring Items ■ As Reported

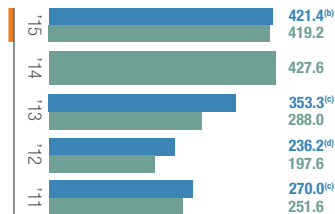
Operating Profit
(\$ in millions)



Operating profit was \$688.9 million, up 11.2% in constant currency. Excluding non-recurring items, operating profit increased 13.7% in constant currency.

■ Excluding Non-Recurring Items ■ As Reported

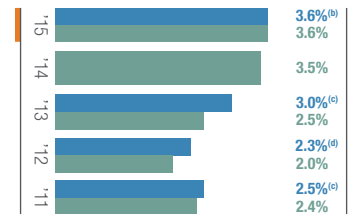
Net Earnings
(\$ in millions)



Net earnings was \$419.2 million, up 12.8% in constant currency. Excluding non-recurring items, net earnings increased 13.5% in constant currency.

■ Excluding Non-Recurring Items ■ As Reported

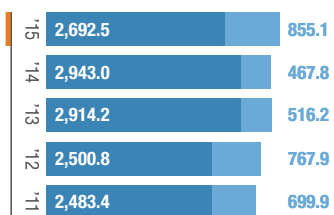
Operating Profit Margin
(in percent)



Operating profit margin increased to 3.6% in 2015 due to a higher gross profit margin and improved operational leverage.

■ Excluding Non-Recurring Items ■ As Reported

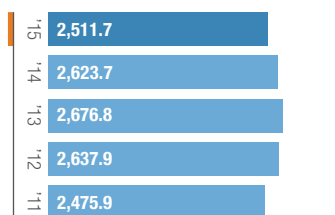
Total Capitalization
(\$ in millions)



Debt as a percentage of total capitalization was 24% in 2015, compared to 14% in 2014 and 15% in 2013.

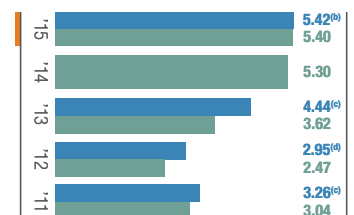
■ Equity ■ Debt

Emerging Markets Revenues
(\$ in millions)



Emerging market revenues grew 11.9% in constant currency. Key expansion markets grew in constant currency: Argentina (+40.8%), Poland (+17.3%), Korea (+14.2%) and Mexico (+14.2%).

Net Earnings Per Share—Diluted
(in dollars)



Net earnings per share—diluted increased to \$5.40, up 17.2% in constant currency. Excluding non-recurring items, it increased 17.5% in constant currency.

■ Excluding Non-Recurring Items ■ As Reported

NOTES

- (a) Revenues from services include fees received from our franchise offices of \$25.2 million, \$23.9 million, \$24.4 million, \$25.4 million and \$24.2 million for 2011, 2012, 2013, 2014 and 2015, respectively. These fees are primarily based on revenues generated by the franchise offices, which were \$1,075.2 million, \$1,051.8 million, \$1,069.1 million, \$1,124.7 million and \$1,082.3 million for 2011, 2012, 2013, 2014 and 2015, respectively. In the United States, where the majority of our franchises operate, revenues from services includes fees received from the related franchise operations of \$13.6 million, \$14.6 million, \$15.2 million, \$16.1 million and \$15.2 million for 2011, 2012, 2013, 2014 and 2015, respectively. These fees are primarily based on revenues generated by the franchise operations, which were \$646.1 million, \$691.7 million, \$695.6 million, \$744.8 million and \$714.1 million for 2011, 2012, 2013, 2014 and 2015, respectively.
- (b) Amounts exclude the impact of global restructuring charges and non-operating gains in other income. (See Note 1 to the Consolidated Financial Statements for further information.)
- (c) Amounts exclude the impact of global restructuring charges. (See Note 1 to the Consolidated Financial Statements for further information.)
- (d) Amounts exclude the impact of legal costs and global restructuring charges. (See Note 1 to the Consolidated Financial Statements for further information.)