

## Payout Ratio, As Adjusted

Payout Ratio represents our annual dividends per share divided by earnings per share. We consider Payout Ratio to be important because it indicates the percentage of our earnings returned to our shareholders in the form of dividends. The calculation of the Payout Ratio provided below is as adjusted to exclude certain items.

## Year Ended December 31 (in millions, except per share data)

	2024		2	2023	2022	1	2021	2	2020
Dividends per Share	\$	3.08	\$	2.94	\$ 2.72	\$	2.52	\$	2.26
EPS - Diluted, As Adjusted	\$	4.55	\$	6.04	\$ 8.52	\$	7.24	\$	3.67
Payout Ratio, As Adjusted		68%		49%	32%		35%		62%

	2024					2023						2021						2020							
•	Pre-tax Ne		Net	EPS -		Pre-tax	Net		EPS -	Pre-tax		Net		PS -	Pre-tax	Net		EPS -		Pre-tax		Net		EPS -	
	Earn	ings	Earnings	Dilut	ted	Earnings	Earn	nings	Diluted	Ea	rnings	Earnings	Dil	uted	Earnings	Earn	ings	Dil	luted	_Ea	arnings	Earnin	gs	Diluted	
Earnings, As Reported	\$ 2	56.8	\$ 145.1	\$ :	3.01	\$ 205.9	\$	88.8	\$ 1.76	\$	557.1	\$ 373.8	\$	7.08	\$ 568.1	\$ 3	82.4	\$	6.91	\$	147.7	\$ 23	3.8	\$ 0.41	
Restructuring Costs		53.6	58.2		1.21	149.2	:	137.9	2.74		3.6	2.7		0.05	5.3		4.0		0.07		106.7	9:	0	1.56	
Proservia Germany		9.2	9.2	(	0.19																				
Disposition of Subsidiaries		8.1	8.1	(	0.16	1.3		1.4	0.03		10.0	10.0		0.19							5.8	!	5.2	0.09	
Pension Settlement Charge		4.6	3.8	(	0.08	7.0		5.8	0.12		3.2	2.7		0.05							10.2	(	5.3	0.11	
Argentina Hyperinflation Translation Loss		0.3	0.3		-	13.2		13.2	0.26																
Discrete Valuation Allowance		-	(5.1)	(	0.10)																-	12	2.4	0.21	
Goodwill Impairment and Other Related Charges		-	-		-	55.1		54.7	1.09		50.0	49.0		0.93							66.8	70	).5	1.21	
Software Impairment Charge		-	-		-	2.2		2.2	0.04												6.0	4	1.5	0.08	
U.S. Experis Acquisition Integration Costs											14.7	11.3		0.22	18.8		14.5		0.26						
Earnings, As Adjusted	\$ 3	32.6	\$ 219.6	\$ 4	4.55	\$ 433.9	\$ 3	304.0	\$ 6.04	\$	638.6	\$ 449.5	\$	8.52	\$ 592.2	\$ 4	100.9	\$	7.24	\$	343.2	\$ 213	3.7	\$ 3.67	

Posted on 19 February 2025