



Return on Invested Capital

Return on Invested Capital (“ROIC”) 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.

(in millions)	Year Ended December 31									
	2023 As Reported	2023 As Adjusted ⁽¹⁾	2022 As Reported	2022 As Adjusted ⁽¹⁾	2021 As Reported	2021 As Adjusted ⁽¹⁾	2020 As Reported	2020 As Adjusted ⁽¹⁾	2019 As Reported	2019 As Adjusted ⁽¹⁾
Operating profit	\$ 255.8	\$ 462.4	\$ 581.7	\$ 660.5	\$ 585.4	\$ 609.5	\$ 187.6	\$ 376.9	\$ 644.9	\$ 719.9
Effective tax rate	56.9%	29.9%	32.9%	29.6%	32.7%	32.3%	83.9%	37.7%	32.1%	32.0%
Operating profit after tax	110.2	324.0	390.3	465.0	394.0	412.6	30.2	234.8	438.1	489.5
Average total of net debt and equity	2,873.8	2,917.8	2,891.7	2,909.1	2,227.4	2,233.2	2,278.7	2,386.3	2,940.8	2,944.6
Return on invested capital ⁽²⁾	3.8%	11.1%	13.5%	16.0%	17.7%	18.5%	1.3%	9.8%	14.9%	16.6%

- (1) The As Adjusted amounts exclude the U.S. Experis acquisition integration costs, loss from disposition of subsidiaries, goodwill and other impairment charges, global restructuring costs and gain from deconsolidation of ManpowerGroup Greater China Limited. We believe that these adjusted amounts provide useful information to investors because they better reflect the operating performance of the company. Management also uses these adjusted results when analyzing our performance internally and against that of our competitors, and we believe that many of our shareholders and other interested parties will exclude these charges as they analyze our operating results.
- (2) For our executive compensation programs, the ROIC calculation uses operating profit as shown above and additionally includes foreign currency gains/losses and net miscellaneous income/expense. The calculation also adjusts the average total of net debt and equity to spread the impact of acquisitions (including goodwill and other intangible assets) over a three-year period, and excludes non-cash accumulated other comprehensive loss as the amount does not represent additional investments in the business. On this basis, as disclosed in our Proxy Statement, As Reported ROIC equals 9.0%, 12.8%, 14.2%, 13.2% and 15.4% for 2023, 2022, 2021, 2020 and 2019, respectively.