

SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

FORM 10-Q

Quarterly Report pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934 for the quarterly period ended:

September 30, 1997

or

Transition Report pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934 for the transition period from: _____ to _____

Commission file number: 1-10686

MANPOWER INC.

(Exact name of registrant as specified in its charter)

Wisconsin 39-1672779
(State or other jurisdiction (IRS Employer
of incorporation) Identification No.)

5301 N. Ironwood Road
Milwaukee, Wisconsin 53217
(Address of principal executive offices) (Zip Code)

Registrant's telephone number,
Including area code: (414) 961-1000

Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Yes No

Indicate the number of shares outstanding of each of the issuer's classes of common stock, as of the latest practicable date.

| Class | Shares Outstanding |
|-----------------|-----------------------|
| Common Stock | at September 30, 1997 |
| \$.01 par value | 81,143,932 |

MANPOWER INC. AND SUBSIDIARIES

INDEX

Page
Number

PART I - FINANCIAL INFORMATION

| | |
|--|-------|
| Item 1 - Financial Statements (unaudited) | |
| - Consolidated Balance Sheets | 3 - 4 |
| - Consolidated Statements of Operations | 5 |
| - Consolidated Statements of Cash Flows | 6 |
| - Notes to Consolidated Financial Statements | 7 - 8 |

Item 2 - Management's Discussion and Analysis of
Financial Condition and Results of
Operations

9 - 11

PART II - OTHER INFORMATION AND SIGNATURES

Item 5 - Other Information

12

Item 6 - Exhibits and Reports on Form 8-K

12

Signatures

13

PART I - FINANCIAL INFORMATION

Item 1 - Financial Statements

MANPOWER INC. AND SUBSIDIARIES

Consolidated Balance Sheets (Unaudited)
(in thousands)

ASSETS

| | Sept. 30, 1997 | Dec. 31, 1996 |
|--|-------------------|------------------|
| CURRENT ASSETS: | | |
| Cash and cash equivalents | \$ 157,035 | \$ 180,553 |
| Accounts receivable, less allowance for doubtful accounts of \$38,120 and \$33,526, respectively | 1,484,207 | 1,167,468 |
| Prepaid expenses and other assets | 62,950 | 42,913 |
| Future income tax benefits | 55,234 | 48,151 |
| Total current assets | 1,759,426 | 1,439,085 |
| OTHER ASSETS: | | |
| Investments in licensees | 31,408 | 29,409 |
| Other assets | 165,754 | 162,390 |
| Total other assets | 197,162 | 191,799 |
| PROPERTY AND EQUIPMENT: | | |
| Land, buildings, leasehold improvements and equipment | 311,291 | 302,547 |
| Less: accumulated depreciation and amortization | 190,795 | 181,168 |
| Net property and equipment | 120,496 | 121,379 |
| Total assets | \$2,077,084 | \$1,752,263 |

The accompanying notes to consolidated financial
statements
are an integral part of these balance sheets.

MANPOWER INC. AND SUBSIDIARIES

Consolidated Balance Sheets (Unaudited)
(in thousands, except share data)

LIABILITIES AND STOCKHOLDERS' EQUITY

| | Sept. 30, 1997 | Dec. 31, 1996 |
|--|-------------------|------------------|
| CURRENT LIABILITIES: | | |
| Payable to banks | \$ 85,555 | \$ 24,375 |
| Accounts payable | 280,652 | 235,466 |
| Employee compensation payable | 64,934 | 60,222 |
| Accrued liabilities | 126,742 | 87,444 |
| Accrued payroll taxes and insurance | 230,424 | 195,194 |
| Value added taxes payable | 241,964 | 174,624 |
| Income taxes payable | 15,748 | 30,945 |
| Current maturities of long-term debt | 1,597 | 2,986 |
| Total current liabilities | 1,047,616 | 811,256 |
| OTHER LIABILITIES: | | |
| Long-term debt | 171,399 | 100,848 |
| Other long-term liabilities | 239,251 | 239,453 |
| Total other liabilities | 410,650 | 340,301 |
| STOCKHOLDERS' EQUITY: | | |
| Preferred stock, \$.01 par value, authorized 25,000,000 shares, none issued | -- | -- |
| Common stock, \$.01 par value, authorized 125,000,000 shares, issued 82,759,932 and 82,206,446 shares, respectively | 828 | 822 |
| Capital in excess of par value | 1,590,502 | 1,579,868 |
| Accumulated deficit | (884,597) | (998,230) |
| Cumulative translation adjustments | (30,687) | 21,476 |
| Treasury stock at cost, 1,616,000 and 101,700 shares, respectively | (57,228) | (3,230) |
| Total stockholders' equity | 618,818 | 600,706 |
| Total liabilities and stockholders' equity | \$2,077,084 | \$1,752,263 |

The accompanying notes to consolidated financial
statements
are an integral part of these balance sheets.

MANPOWER INC. AND SUBSIDIARIES

Consolidated Statements of Operations (Unaudited)
(in thousands, except per share data)

| | 3 Months Ended September 30, | | 9 Months Ended September 30, | |
|---|---------------------------------|-------------|---------------------------------|-------------|
| | 1997 | 1996 | 1997 | 1996 |
| Revenues from services | \$1,973,020 | \$1,694,523 | \$5,286,238 | \$4,464,314 |
| Cost of services | 1,622,090 | 1,379,199 | 4,339,503 | 3,635,091 |
| Gross profit | 350,930 | 315,324 | 946,735 | 829,223 |
| Selling and administrative expenses | 267,018 | 238,218 | 760,347 | 665,991 |
| Operating profit | 83,912 | 77,106 | 186,388 | 163,232 |
| Interest and other (income) expenses | 1,119 | 603 | 2,875 | (8,381) |
| Earnings before income taxes | 82,793 | 76,503 | 183,513 | 171,613 |
| Provision for income taxes | 30,102 | 24,087 | 63,331 | 57,400 |
| Net earnings | \$ 52,691 | \$ 52,416 | \$ 120,182 | \$ 114,213 |
| Net earnings per share | \$.63 | \$.63 | \$ 1.44 | \$ 1.37 |
| Dividends declared per share | -- | -- | \$.08 | \$.07 |
| Weighted average common shares | 83,173 | 83,356 | 83,178 | 83,084 |

The accompanying notes to consolidated financial
statements
are an integral part of these statements.

MANPOWER INC. AND SUBSIDIARIES

Supplemental Systemwide Information (Unaudited)
(in thousands)

| | 3 Months Ended September 30, | | 9 Months Ended September 30, | |
|------------------|---------------------------------|-------------|---------------------------------|-------------|
| | 1997 | 1996 | 1997 | 1996 |
| Systemwide Sales | \$2,420,387 | \$2,060,113 | \$6,461,083 | \$5,481,353 |

Systemwide information represents the total of Company-
owned branches and franchises.

MANPOWER INC. AND SUBSIDIARIES

Consolidated Statements of Cash Flows (Unaudited)
(in thousands)

| | 9 Months Ended September 30, | |
|--|---------------------------------|------------|
| | 1997 | 1996 |
| CASH FLOWS FROM OPERATING ACTIVITIES: | | |
| Net earnings | 120,182 | 114,213 |
| Adjustments to reconcile net earnings to net cash by operating activities: | | |
| Depreciation | 27,787 | 23,848 |
| Amortization of intangible assets | 2,357 | 2,695 |
| Deferred income taxes | (7,083) | 1,159 |
| Provision for doubtful accounts | 10,661 | 9,777 |
| Gain on sale of securities | -- | (8,452) |
| Changes in operating assets and liabilities: | | |
| Accounts receivable | (427,108) | (233,054) |
| Other assets | (10,276) | 12,431 |
| Other liabilities | 253,417 | 119,967 |
| Cash (used) provided by operating activities | (30,063) | 42,584 |
| CASH FLOWS FROM INVESTING ACTIVITIES: | | |
| Capital expenditures | (62,573) | (49,773) |
| Purchases of businesses | -- | (32,200) |
| Proceeds from the sale of property and equipment | 1,351 | 977 |
| Proceeds from sale of securities | -- | 8,452 |
| Cash used in investing activities | (61,222) | (72,544) |
| CASH FLOWS FROM FINANCING ACTIVITIES: | | |
| Net change in payable to banks | 65,307 | (8,087) |
| Proceeds from long-term debt | 71,903 | 13,663 |
| Repayment of long-term debt | (2,085) | (1,501) |
| Dividends paid | (6,549) | (5,739) |
| Repurchase of common stock | (53,998) | -- |
| Cash provided (used) by financing activities | 74,578 | (1,664) |
| Effect of exchange rate changes on cash | (6,811) | (4,558) |
| Net change in cash and cash equivalents | (23,518) | (36,182) |
| Cash and cash equivalents, beginning of period | 180,553 | 142,773 |
| Cash and cash equivalents, end of period | \$ 157,035 | \$ 106,591 |
| SUPPLEMENTAL CASH FLOW INFORMATION: | | |
| Interest paid | \$ 7,389 | \$ 5,437 |
| Income taxes paid | \$ 60,082 | \$ 57,700 |

The accompanying notes to consolidated financial statements are an integral part of these statements.

MANPOWER INC. AND SUBSIDIARIES

Notes to Consolidated Financial Statements (Unaudited)

For the Nine Months Ended September 30, 1997 and 1996

(1)Basis of Presentation

Certain information and footnote disclosures normally included in financial statements prepared in accordance with generally accepted accounting principles have been condensed or omitted pursuant to the rules and regulations of the Securities and Exchange Commission, although the Company believes that the disclosures are adequate to make the information presented not misleading. These consolidated financial statements should be read in conjunction with the consolidated financial statements included in the Company's latest annual report on Form 10-K for the year ended December 31, 1996.

(2)Accounting Policies

In February of 1997, the Financial Accounting Standards Board issued SFAS No. 128, "Earnings per Share." This Statement revises the computation and presentation of earnings per share and will be adopted by the Company in the fourth quarter of 1997. Had the Company adopted this Statement for the nine months ended September 30, 1997 and 1996, basic and diluted earnings per share would have been as follows:

| | 3 Months Ended September 30, 1997 | | 9 Months Ended September 30, 1996 | |
|---|---|--------|---|--------|
| As reported on Statements of Operations | \$.63 | \$.63 | \$1.44 | \$1.37 |
| As calculated under SFAS No. 128 - | | | | |
| Basic earnings per share | \$.64 | \$.64 | \$1.46 | \$1.40 |
| Diluted earnings per share | \$.63 | \$.63 | \$1.44 | \$1.37 |

(3)Operational Results

The information furnished reflects all adjustments which, in the opinion of management, are necessary for a fair statement of the results of operations for the periods presented. Such adjustments are of a normal recurring nature.

(4)Income Taxes

The Company has provided income taxes for the nine month period ended September 30, 1997 at a rate of 34.5%, which is equal to the estimated annual effective tax rate based on the currently available information. During the third quarter, the corporate income tax rate in France was increased from 36.6% to 41.6%, retroactive to January 1, 1997. The impact of this retroactive increase is fully reflected in the third quarter, resulting in a 36.4% tax rate for the quarter.

(5) Business Segment Data by Geographical Segment

Geographical Segment information is as follows:

| | 3 Months Ended | | 9 Months Ended | |
|-------------------------|----------------|-------------|----------------|-------------|
| | September 30, | | September 30, | |
| | 1997 | 1996 | 1997 | 1996 |
| Revenues from Services: | | | | |
| United States (a) | \$ 523,023 | \$ 468,397 | \$1,470,829 | \$1,303,514 |
| France | 773,947 | 690,073 | 1,951,744 | 1,703,031 |
| United Kingdom | 254,149 | 226,341 | 728,137 | 632,381 |
| Other Europe | 221,447 | 182,014 | 607,630 | 478,839 |
| Other Countries | 200,454 | 127,698 | 527,898 | 346,549 |
| | \$1,973,020 | \$1,694,523 | \$5,286,238 | \$4,464,314 |

Earnings Before Income

Taxes:

| | | | | |
|------------------|-----------|-----------|------------|------------|
| United States | \$ 26,064 | \$ 25,877 | \$ 67,846 | \$ 63,855 |
| France | 32,611 | 29,441 | 63,629 | 54,535 |
| United Kingdom | 13,088 | 11,354 | 27,844 | 23,809 |
| Other Europe | 11,082 | 13,305 | 27,611 | 24,091 |
| Other Countries | 10,699 | 4,963 | 25,476 | 15,919 |
| Other Corporate | (9,632) | (7,834) | (26,018) | (18,977) |
| Expenses | | | | |
| Operating Profit | 83,912 | 77,106 | 186,388 | 163,232 |
| Interest & Other | (1,119) | (603) | (2,875) | 8,381 |
| Income (Expense) | \$ 82,793 | \$ 76,503 | \$ 183,513 | \$ 171,613 |

(a) Total systemwide sales in the United States, which include sales of Company-owned branches and franchises, were \$874,744 and \$776,585 for the three months ended September 30, 1997 and 1996, respectively, and \$2,457,301 and \$2,155,583 for the nine months ended September 30, 1997 and 1996, respectively.

Item 2 - Management's Discussion and Analysis of Financial Condition and Results of Operations

Operating Results - Three Months Ended September 30, 1997 and 1996

Revenues increased 16.4% to \$1,973.0 million for the third quarter of 1997. Revenues were unfavorably impacted by changes in currency exchange rates during the quarter due to the strengthening of the U.S. Dollar relative to the currencies in most of the Company's non-U.S. markets. At constant exchange rates, the increase in revenues would have been 26.7%. Volume, as measured by billable hours of branch operations, increased 23.7% in the quarter. All of the Company's major markets experienced revenue increases, including the United States (11.7 %), France (34.1% in French Francs) and Manpower-United Kingdom (9.7% in Pound Sterling).

Cost of services, which consists of payroll and related expenses of temporary workers, increased as a percentage of revenues to 82.2% in the third quarter of 1997 from 81.4% in the third quarter of 1996. During 1996, government employment incentive programs in certain of the Company's European markets reduced payroll taxes, resulting in the lower cost of services. Without the impact of these programs, cost of services as a percentage of revenues in 1996 is comparable to the 1997 amount.

Selling and administrative expenses increased 12.1% for the quarter, but decreased as a percentage of revenue to 13.5% in the third quarter of 1997 from 14.1% in the third quarter of 1996. This decrease reflects the improved leveraging of overhead costs with volume growth in most of the Company's markets.

Net interest and other expense was \$1.1 million in the third quarter of 1997 compared to \$603,000 in the third quarter of 1996. This increase is due to a higher net interest expense, offset by a decrease in translation losses. Net interest expense was \$914,000 in the third quarter of 1997 compared to \$181,000 in the third quarter of 1996, due primarily to higher worldwide borrowing levels. Translation losses were \$81,000 in the third quarter of 1997 compared to \$458,000 in the third quarter of 1996.

The Company provided income taxes at a rate of 36.4% during the third quarter of 1997. This rate is higher than the estimated annual effective tax rate for 1997 because it includes the year-to-date impact of the corporate income tax rate increase in France. This tax increase was announced during the third quarter and is retroactive to January 1, 1997. (See Note 4 to Consolidated Financial Statements.)

Net earnings per share was \$.63 in the third quarter of 1997, equal to the net earnings per share in the third quarter of 1996. The 1997 earnings were negatively impacted \$.10 per share due to the lower currency exchange rates and the increase in corporate income taxes in France. In addition, the 1996 earnings include \$.05 per share of non-recurring income from European employment initiative credits. Without these items, earnings per share would have increased by more than 25%.

Operating Results - Nine Months Ended September 30, 1997 and 1996

Revenues for the first nine months of 1997 increased 18.4% to \$5,286.2 million. Revenues were unfavorably impacted by changes in currency exchange rates during the nine month period due to the strengthening of the U.S. Dollar relative to the currencies in most of the Company's non-U.S. markets. At constant exchange rates, the increase in revenues would have been 25.7%.

Volume, as measured by billable hours of branch operations, increased 24.5% for the nine month period. All of the Company's major markets experienced revenue increases, including the United States (12.8%), France (31.6% in French Francs) and Manpower-United Kingdom (12.1% in Pound Sterling).

Cost of services, which consists of payroll and related expenses of temporary workers, increased as a percentage of revenues to 82.1% in the first nine months of 1997 from 81.4% in the first nine months of 1996. As discussed above, government employment incentive programs in certain of the Company's European markets reduced payroll taxes in 1996. Without the impact of these programs, cost of services as a percentage of revenues in 1996 is comparable to the 1997 amount.

Selling and administrative expenses increased 14.2%, but decreased as a percentage of revenues to 14.4% in the first nine months of 1997 from 14.9% in the first nine months of 1996. This decrease reflects the improved leveraging of overhead costs with volume growth in most of the Company's markets.

Net interest and other totaled \$2.9 million of expense in the first nine months of 1997 compared to \$8.4 million of income in the first nine months of 1996. During the second quarter of 1996, the Company recorded a non-recurring gain of \$8.5 million from the sale of an equity interest. The remaining change is primarily due to changes in net interest, which was \$1.6 million of expense in the first nine months of 1997 compared to \$1.0 million of income in the first nine months of 1996. This change in net interest is primarily the result of higher worldwide borrowing levels.

The Company provided income taxes at a rate of 34.5% which is equal to the expected annual effective rate for 1997, based on currently available information. This rate is higher than the annual effective rate in 1996 due to the increase in the corporate income tax rate in France. (See Note 4 to Consolidated Financial Statements.)

Net earnings per share was \$1.44 for the first nine months of 1997 compared to net earnings per share of \$1.37 for the first nine months of 1996. The 1997 earnings were negatively impacted \$.16 per share due to the lower currency exchange rates and the increase in the French corporate income tax rate. In addition, the 1996 earnings included non-recurring gains, net of taxes, of \$.06 per share on the sale of the Company's equity interest discussed above, and \$.13 per share for the European employment initiative credits. Without these items, earnings per share for the nine month period would have increased by more than 30%.

Liquidity and Capital Resources

Cash used by operating activities was \$30.1 million in the first nine months of 1997 compared to cash provided by operating activities of \$42.6 million in the first nine months of 1996. The change reflects the increase in working capital requirements of \$184.0 million in the first nine months of 1997 compared to \$100.7 million in the first nine months of 1996. The significant revenue growth in France, where DSO is in excess of 70 days, is the primary reason for this increase. Cash provided by operating activities before the changes in working capital requirements was \$153.9 million in the first nine months of 1997 compared to \$143.3 million in the first nine months of 1996, due primarily to the increased earnings level in 1997.

Capital expenditures were \$62.6 million in the first nine months of 1997 compared to \$49.8 million during the first nine months of 1996. These expenditures primarily consist of computer software and equipment and office furniture to be used in the branch office network.

During the first nine months of 1996, the Company acquired A Teamwork Sverige AB (subsequently renamed Manpower Teamwork Sverige AB), the largest employment services organization in Sweden, and several United States franchises. Total cash paid for these acquisitions, net of cash acquired, was \$32.2 million. There were no significant acquisitions during the first nine months of 1997. During 1996, the Company had cash proceeds of \$8.5 million from the sale of its equity interests, as previously discussed.

Net cash from additional borrowings was \$135.1 million in the first nine months of 1997 compared to \$4.1 million in the first nine months of 1996. The

additional borrowings were primarily used to support the working capital growth in both years, and the repurchase of the Company's common stock in 1997. The Company repurchased 1.5 million shares of common stock during the first nine months of 1997, at a cost of \$54.0 million. These shares were purchased under the 1996 Board of Directors' authorization which allows for the repurchase of up to 5 million shares of common stock.

The Company paid cash dividends of \$6.5 million during the first nine months of 1997 compared to cash dividends of \$5.7 million during the first nine months of 1996.

Accounts receivable increased to \$1,484.2 million at September 30, 1997 from \$1,167.5 million at December 31, 1996. This change is due to the increased sales level in all of the Company's major markets, offset by the impact of currency exchange rates during the first nine months which reduced receivables by \$93.3 million.

As of September 30, 1997, the Company had borrowings of \$122.8 million and letters of credit of \$59.0 million outstanding under its \$275 million U.S. revolving credit facility, and borrowings of \$45.0 million outstanding under its U.S. commercial paper program. The commercial paper borrowings have been classified as long-term debt due to the availability to refinance them on a long-term basis under the revolving credit facility.

The Company and some of its foreign subsidiaries maintain separate lines of credit with foreign financial institutions to meet short-term working capital needs. As of September 30, 1997, such lines totaled \$151.3 million, of which \$65.7 million was unused.

Item 3 - Quantitative and Qualitative Disclosures About Market Risk

Not applicable

PART II - OTHER INFORMATION

Item 5 - Other Information

None

Item 6 - Exhibits and Reports on Form 8-K

(a) Exhibits

27 Financial Data Schedule

(b) Reports on Form 8-K - None

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

MANPOWER INC.
(Registrant)

Date: November 13, 1997

/s/ Michael J. Van Handel

Michael J. Van Handel
Vice President
Chief Accounting Officer & Treasurer
(Signing on behalf of the Registrant
and as Principal Accounting Officer)

5

THIS SCHEDULE CONTAINS
SUMMARY FINANCIAL INFORMATION
EXTRACTED FROM THE FINANCIAL
STATEMENTS OF THE REGISTRANT
FOR THE NINE MONTHS ENDED
SEPTEMBER 30, 1997 AND IS
QUALIFIED IN ITS ENTIRETY BY
REFERENCE TO SUCH FINANCIAL
STATEMENTS.

| | |
|-------------|---------|
| 1,000 | |
| 9-MOS. | |
| DEC-31-1997 | |
| SEP-30-1997 | |
| | 157,035 |
| 0 | |
| 1,484,207 | |
| 38,120 | |
| 0 | |
| 1,759,426 | |
| | 311,291 |
| 190,795 | |
| 2,077,084 | |
| 1,047,616 | |
| | 171,399 |
| 0 | |
| | 0 |
| | 828 |
| 2,077,084 | 617,990 |
| | 0 |
| 5,286,238 | |
| | 0 |
| 4,339,503 | |
| 0 | |
| 10,661 | |
| 7,358 | |
| 183,513 | |
| 63,331 | |
| 120,182 | |
| 0 | |
| 0 | |
| | 0 |
| 120,182 | |
| 1.44 | |
| 0 | |