Investor Presentation

Kelly

Q3 2021

NON-GAAP MEASURES

Management believes that the non-GAAP (Generally Accepted Accounting Principles) information excluding the 2021 and 2020 gains and losses on the investment in Persol Holdings, the 2020 loss on sale of assets, the 2020 customer dispute and the 2021 and 2020 restructuring accrual adjustments, are useful to understand the Company's fiscal 2021 financial performance and increases comparability. Specifically, Management believes that removing the impact of these items allows for a meaningful comparison of current period operating performance with the operating results of prior periods. Management also believes that such measures are used by those analyzing performance of companies in the staffing industry to compare current performance to prior periods and to assess future performance.

Management uses Adjusted EBITDA (adjusted earnings before interest, taxes, depreciation and amortization) and Adjusted EBITDA Margin (percent of total GAAP revenue) which Management believes is useful to compare operating performance compared to prior periods and uses it in conjunction with GAAP measures to assess performance. Our calculation of Adjusted EBITDA may not be consistent with similarly titled measures of other companies and should be used in conjunction with GAAP measurements.

These non-GAAP measures may have limitations as analytical tools because they exclude items which can have a material impact on cash flow and earnings per share. As a result, Management considers these measures, along with reported results, when it reviews and evaluates the Company's financial performance. Management believes that these measures provide greater transparency to investors and provide insight into how Management is evaluating the Company's financial performance. Non-GAAP measures should not be considered a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP.

SAFE HARBOR STATEMENT

This release contains statements that are forward looking in nature and, accordingly, are subject to risks and uncertainties. The principal important risk factors that could cause our actual performance and future events and actions to differ materially from such forward-looking statements include, but are not limited to, changing market and economic conditions, the recent novel coronavirus (COVID-19) outbreak, competitive market pressures including pricing and technology introductions and disruptions, disruption in the labor market and weakened demand for human capital resulting from technological advances, competition law risks, the impact of changes in laws and regulations (including federal, state and international tax laws), unexpected changes in claim trends on workers' compensation, unemployment, disability and medical benefit plans, or the risk of additional tax liabilities in excess of our estimates, our ability to achieve our business strategy, our ability to successfully develop new service offerings, material changes in demand from or loss of large corporate customers as well as changes in their buying practices, risks particular to doing business with government or government contractors, the risk of damage to our brand, our exposure to risks associated with services outside traditional staffing, including business process outsourcing, services of licensed professionals and services connecting talent to independent work, our increasing dependency on third parties for the execution of critical functions, our ability to effectively implement and manage our information technology strategy, the risks associated with past and future acquisitions, including risk of related impairment of goodwill and intangible assets, exposure to risks associated with investments in equity affiliates including PersolKelly Pte. Ltd., risks associated with conducting business in foreign countries, including foreign currency fluctuations, the exposure to potential market and currency exchange risks relating to our investment in Persol Holdings, risks associated with violations of anticorruption, trade protection and other laws and regulations, availability of qualified full-time employees, availability of temporary workers with appropriate skills required by customers, liabilities for employment-related claims and losses, including class action lawsuits and collective actions, our ability to sustain critical business applications through our key data centers, risks arising from failure to preserve the privacy of information entrusted to us or to meet our obligations under global privacy laws, the risk of cyberattacks or other breaches of network or information technology security, our ability to realize value from our tax credit and net operating loss carryforwards, our ability to maintain specified financial covenants in our bank facilities to continue to access credit markets, and other risks, uncertainties and factors discussed in this report and in our other filings with the Securities and Exchange Commission. Actual results may differ materially from any forward-looking statements contained herein, and we undertake no duty to update any forward-looking statement to conform the statement to actual results or changes in the Company's expectations.

MEET TODAY'S KELLY.

We're building on 75 years of industry leadership.

Largest
and only workforce solutions company serving every level of U.S. education, from pre-K to higher ed.

Top 5
science, engineering, and office talent provider in the U.S.

Leading
managed services provider with $9.4 billion spend under management.

Delivering
staffing, outsourcing and consulting across Americas, EMEA, and APAC.

Supported
by 4,600+ supplier partners globally.

Powering
the Fortune 500 with workforce solutions.

#2 out of 250
on Forbes' 2021 list of America's Best Professional Recruiting Firms.

#2 Globally
on list of Top Ten Global Champions for Supplier Diversity & Inclusion

OUR CHOSEN MARKETS SHOW STRONG DEMAND.

Kelly's addressable staffing and outsourcing market generates over $650 billion* of revenue worldwide.

Market		
Science, Engineering & Technology	**US STAFFING** MARKET SIZE **$41b**	**US OUTSOURCING** MARKET SIZE **$25b**
Professional & Industrial	**US STAFFING** MARKET SIZE **$52b**	**US OUTSOURCING** MARKET SIZE **$50b**
Education	**US K-12** MARKET SIZE **$6.1b**	**U.S. Education Adjacencies (Early Childhood, K-12, Higher Education, Special Needs)** MARKET SIZE **$13.8b**
MSP/RPO	**GLOBAL MSP** MARKET SIZE **$5b**	**GLOBAL RPO** MARKET SIZE **$6b**

Market size data is 2020e in USD except MSP, global staffing, engineering outsourcing (2019)
SET outsourcing includes Science, Engineering, and Telecom
MSP revenue based on ~3.5% of global spend under management
Data sources: SIA, Nelson Hall, Kelly Education

OUR OPERATING MODEL ALIGNS TO THESE SPECIALTIES.

We have redesigned our operating model to drive profitable growth in our chosen specialties.

	Kelly Professional & Industrial	Kelly Science, Engineering, Technology & Telecom	Kelly Education	Kelly OCG	Kelly International
Revenue	$1.9B	$1.0B[1]	$0.3B[2]	$0.4B	$1.0B
GP Rate	17.8%	20.5%[1]	14.7%	33.0%	12.7%
Geographic Span	North America	North America	U.S.	Global	EMEA & Mexico
Specialties	– Industrial – Contact Center – Office – Professional	– Engineering – Science & Clinical – IT – Telecom	– Early Childhood – K-12 – Special Ed/Needs – Tutoring – Higher Education – Executive Search	– MSP[3] – RPO[3] – PPO[3] – Consulting	– EMEA Regional Life Sciences – Local Niches

Kelly size and margin profiles are based on 2020 full year results.

[1] Kelly SET revenue and GP rate was $1.1B and 22.0%, respectively, including the results of Softworld on a pro forma basis.

[2] Kelly Education revenue was $0.5B prior to COVID-19 pandemic disruption in 2019, including the results of Insight on a pro forma basis.

[3] Managed Service Provider ("MSP"); Recruitment Process Outsourcing ("RPO"); Professional Payroll Outsourcing ("PPO").

OUR STRATEGY IS DESIGNED FOR PROFITABLE GROWTH.

Scale Chosen Specialties

- Organic investments
- Bold acquisitions

Transform Customer Experiences

- Clients
- Talent

Optimize Operations

- Smart technology
- New delivery models

WE INVEST ORGANICALLY.

We are institutionalizing a robust and rapid pipeline of high-growth opportunities that align with our new operating model.

Tutoring

Virtual and in-person tutoring services to help schools address student learning loss

Para-professional

Outsourcing of a school district's paraprofessional business

Higher Education

Workforce solutions for academia and administration, including adjunct professor placement, executive search, PPO, MSP, and more

P&I Professional

Provides career P&I professionals to bridge the gap between temporary and perm hiring on client projects

Science, Engineering & Technology

Softworld acquisition unlocks significant opportunity for organic growth in Kelly's specialties

WE HAVE CLEAR INORGANIC GROWTH PRIORITIES.

How we assess potential acquisitions.

Current target areas

- Specialties within Science, Engineering & Technology (SET)
- Education adjacencies
- Properties that augment our fast growing OCG business

Market dynamics and growth potential

- Greater penetration into fast-growing, high-margin specialty markets
- Platform for additional acquisition growth opportunities, accelerating our organic growth potential

Profitability and returns

- Robust top-line growth
- EBITDA profile
- Deal pricing discipline and execution focus to ensure attractive ROI

Culture and capabilities

- Brings additional talent and expertise to Kelly
- Potential to thrive in a culture of agility, performance and innovation
- High ethics, integrity and sense of teamwork

OUR M&A ACTIVITIES ARE SHIFTING OUR PORTFOLIO.

2017

Kelly acquires Teachers On Call

Kelly sells Kelly Healthcare Resources to InGenesis

2018

Kelly sells Kelly Legal Managed Services to Trustpoint.One

Kelly acquires Global Technology Associates

2019

Kelly acquires NextGen Global Resources

Kelly announces sale/leaseback of HQ real estate

Kelly acquires Insight

2020

Kelly sells Brazil staffing operations

Kelly acquires Greenwood/ Asher & Associates

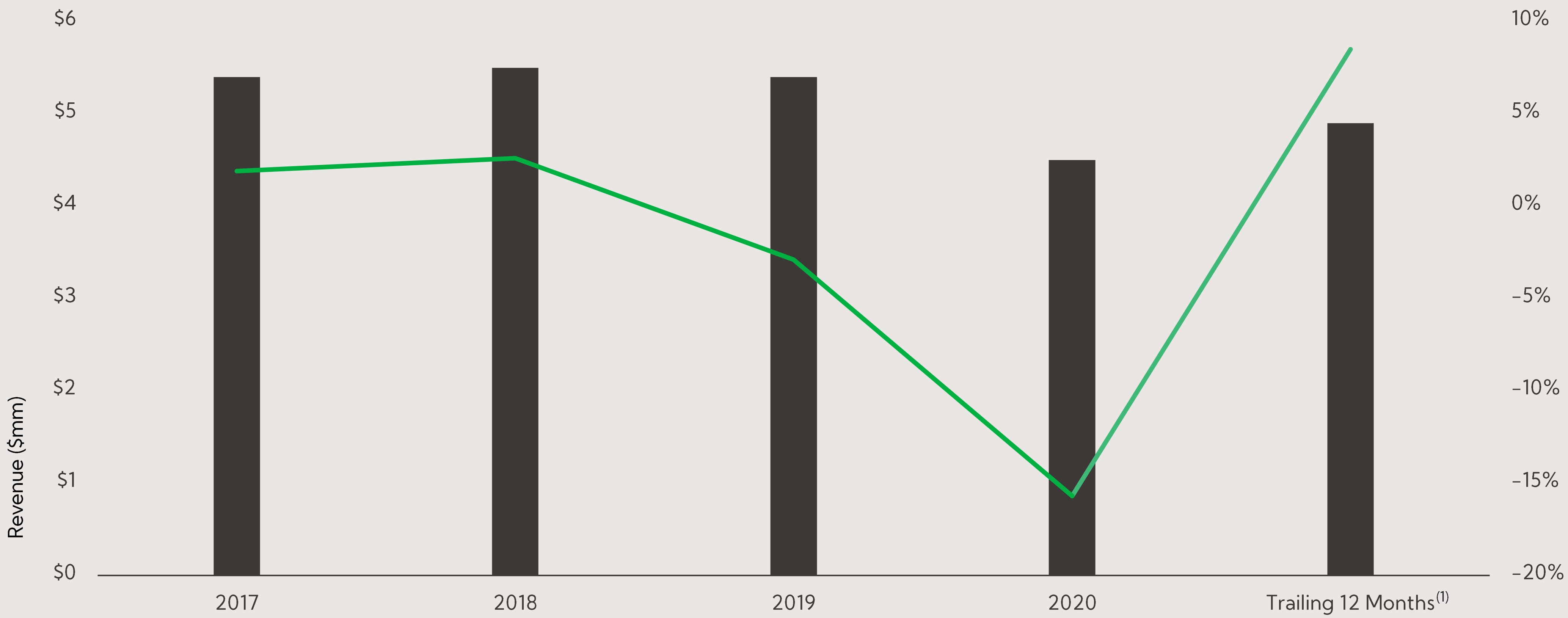
Kelly acquires Softworld

2021

Our Financial Journey

OUR FINANCIAL JOURNEY: REVENUE

REVENUE



CAGR: (5.6%)[2]

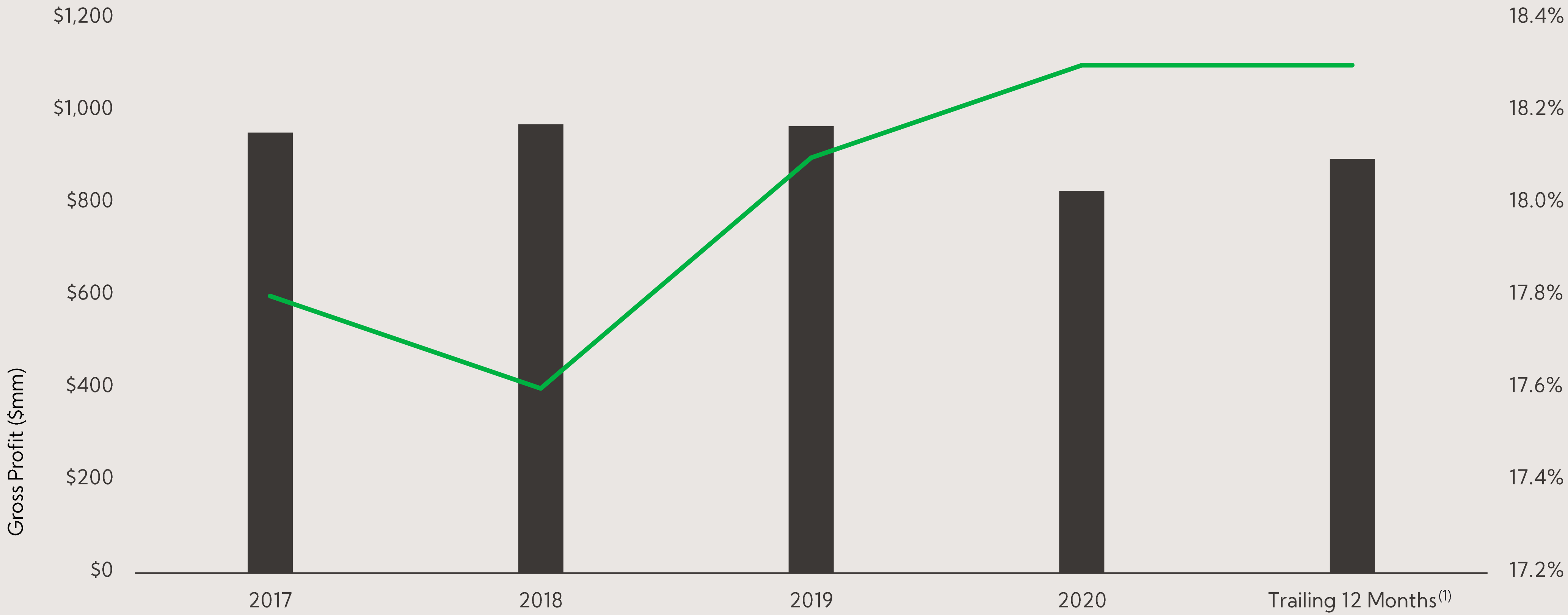
	2017	2018	2019	2020	Trailing 12 Months[1]
Revenue ($mm)	$5.4	$5.5	$5.4	$4.5	$4.9
YoY Revenue Growth %	1.9%	2.6%	(2.9%)	(15.7%)	8.5%

(1)Trailing 12 months includes Q4 2020 though Q3 2021.

(2)CAGR is for 2017–2020.

OUR FINANCIAL JOURNEY: GROSS PROFIT

GROSS PROFIT



CAGR: (4.6%)[2]

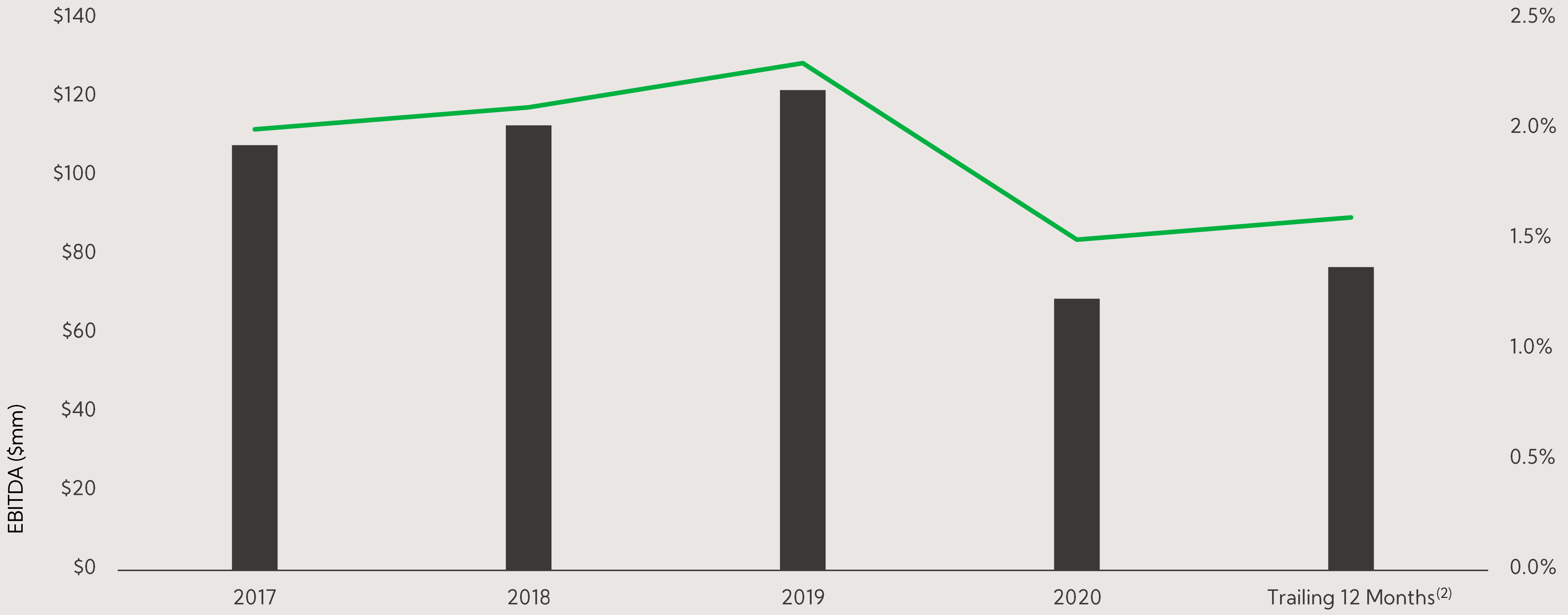
	2017	2018	2019	2020	Trailing 12 Months[1]
Gross Profit ($mm)	$954	$972	$968	$828	$897
Gross Profit %	17.8%	17.6%	18.1%	18.3%	18.3%

[1] Trailing 12 months includes Q4 2020 though Q3 2021.

[2] CAGR is for 2017–2020.

OUR FINANCIAL JOURNEY: ADJUSTED EBITDA

ADJUSTED EBITDA(1)



CAGR: (18.9%)(3)

	2017	2018	2019	2020	Trailing 12 Months(2)
EBITDA ($mm)	$108	$113	$122	$69	$77
EBITDA Margin %	2.0%	2.1%	2.3%	1.5%	1.6%

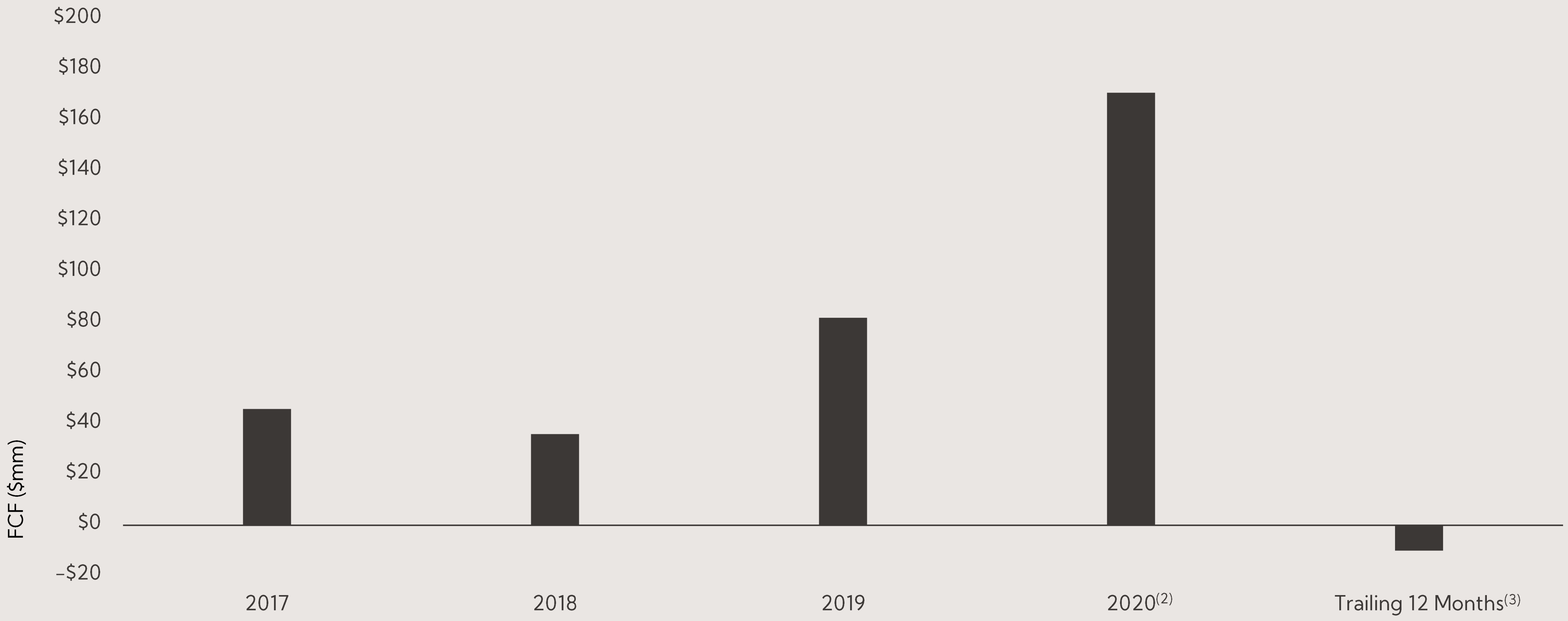
(1)Adjusted EBITDA excludes from Net Income: (1) equity in earnings of affiliate, (2) income taxes, (3) other income or expenses net, (4) Persol related gains or losses, (5) gains or losses on asset sales, (6) asset impairment charges, (7) restructuring expenses and (8) depreciation & amortization.

(2)Trailing 12 months includes Q4 2020 though Q3 2021.

(3)CAGR is for 2017–2020.

OUR FINANCIAL JOURNEY: FREE CASH FLOW

FREE CASH FLOW[1]



FCF ($mm)	$46	$36	$82	$171	$(10)

[1]Free Cash Flow is defined as net cash from operating activities minus capital expenditures.

[2]FCF includes the Q2 2020 benefit of $117M of payroll tax deferrals under the CARES Act.

[3]Trailing 12 months includes Q4 2020 through Q3 2021.

CAPITAL DEPLOYMENT

Cash priorities

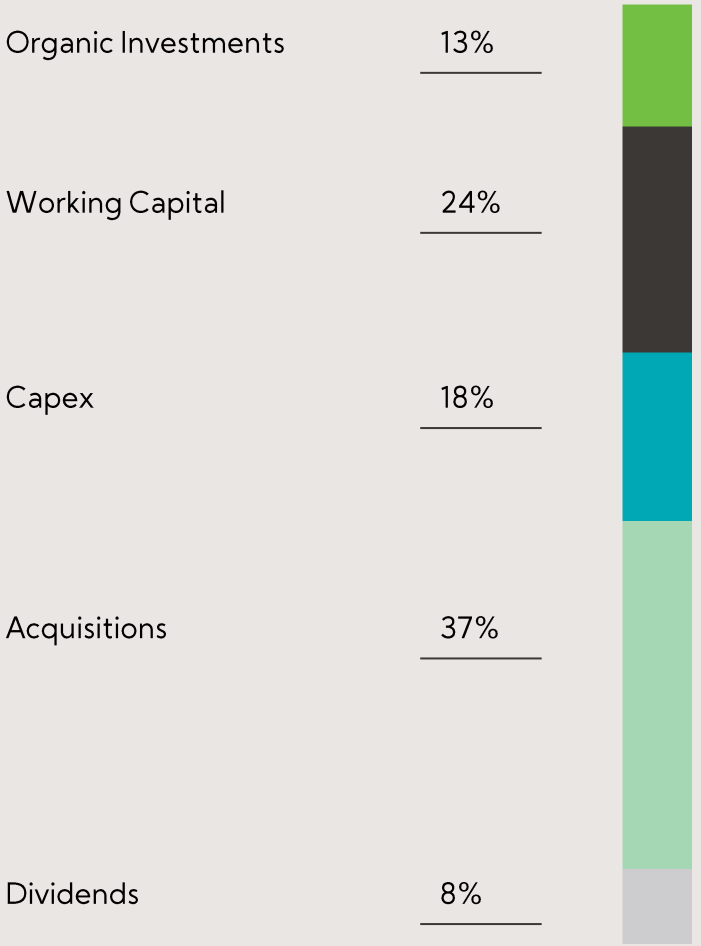
Discipline and focused investment to drive organic growth

Acquisitions and investments that align with strategy and financial targets

Reestablish dividend based on economic and business conditions

Cash Flow Deployment

2018–2020



Total Deployed
$343M

CAPITAL STRUCTURE

We have clear Board-approved M&A and investment strategy goals.

Debt Capacity

Adequate capacity to execute strategy

Total capacity of $350M

Potential to increase capacity due to our healthy balance sheet

Free Cash Flow (FCF)

Solid FCF from operations

FCF largely funding M&A activity

Assume the DEBT/ LTM EBITDA leverage is not higher than 2.0 on a long-term basis

Additional Accelerators

Kelly has potential additional sources of capital, which if monetized, have the ability to provide greater than $200M in additional funding should the right inorganic properties become available

Our APAC JV and Persol Holdings equity assets, while creating value, do not generate EBITDA

VALUATION CONSIDERATIONS

	Enterprise Value	Enterprise Value (Net of APAC assets)
	$720M	$420M
LTM Adjusted EBITDA	$77M	$77M
Implied EBITDA multiple	**9.4**	**5.6**
2022 Adjusted EBITDA – Analysts estimate	$126M	$126M
Implied EBITDA multiple	**5.7**	**3.4**

- Kelly has about $300 million of APAC Assets:
  - Cross shareholding of 3.9% with Persol Holdings, a leading Staffing Publicly Traded Company in Japan, for a value of $223 million at the end of Q3 2021 – unrealized non-cash gains and losses recognized below earnings from operations
  - Joint Venture with Persol Holdings in APAC with a 49% Kelly ownership for a value of $122 million at the end of Q3 2021 – an equity method of investment with our 49% share of net income or loss recorded as a non-cash item below earnings from operations
- Although Kelly values these partnerships strategically and financially, these investments do not generate EBITDA
- We believe that these assets are not fully recognized in Kelly market valuation:
  - Current Enterprise Value is approximately $720 million – as Kelly has no debt and minimum cash, Market Capitalization is almost equal to Enterprise Value
  - Kelly Enterprise Value net of APAC assets is about $420 million
  - Our implied 2022 EBITDA multiple utilizing current analyst estimates of EBITDA and Enterprise Value, net of APAC assets at 3.4 represents a discount to market multiples

OUTLOOK – FULL YEAR 2021

Revenue

- Up 9.5% to 10.5% YOY
  - Includes 210 to 230 from Softworld acquisition
  - In nominal currency

GP Rate

- 18.5% rate expected to be favorable to pre-COVID margins
  - Includes 30 bps impact from Softworld acquisition
  - Favorable impact of higher fee-based business and slower recovery of lower margin specialties
  - 2020 results include favorable impact of 20 bps from COVID related wage subsidies

SG&A

- Up 10% to 11%
  - Includes costs savings from 2020 restructuring actions
  - Reflects organic investment in SET, Education and OCG specialty growth

Tax Rate

- Effective rate in the mid-teens
  - Includes impact of Work Opportunity Credit which has been extended through 2025

Leading in a New World

WE'RE ACCELERATING OUR STRATEGY THROUGH SMART TECHNOLOGY.

Optimizing Our Business

Full suite of automation

Integrated tools include Robotic Process Automation, Smart Workflows, Business Process Management, Machine Learning, Virtual Cognitive Agents, Natural Language Processing, and more.

Personalizing the Talent Experience

AI-powered tools

Guided online experiences help talent prioritize their career goals and personalize each step of their job search.

Improving the Client Experience

Helix UX

An industry leading talent management platform enabling MSP clients to request all talent categories (full-time, contingent, and cloud-based) through a single KellyOCG portal.

WE'RE BUILDING A BETTER FUTURE BY ADVANCING EQUITY@WORK.

Biases and barriers that constrain the talent supply:

- Unnecessary 4-year degree requirements
- Punitive background screen policies
- Outdated regulatory practices

Kelly's response is breaking down barriers:

- Kelly33 program: Opens doors for non-violent offenders
- Kelly Certification Institute: Helps talent reskill/upskill/gain alternative credentials
- New Kelly full-time hiring practices
- Partnerships with like-minded organizations
- CEO Action for Diversity & Inclusion pledge
- Second Chance Business Coalition member

WE ARE POSITIONED FOR SUCCESS.

Strong foundation to build upon

Industry innovator with track record of being first to market

Most recognized talent brand in the U.S.

Leading talent solutions provider in targeted U.S. specialties (education, STEM, talent supply chain)

New operating model designed for top line growth

Five new operating segments sharpen our focus on talent and customer needs in each specialization

Strong financial position to enable inorganic growth

High-quality balance sheet

Significant free cash flow generation

Available debt financing

Kelly®

75 Years of Building Better Futures Together

Appendix

KELLY IS THE MOST RECOGNIZED TALENT BRAND IN THE U.S.[1]

In 2021 we are the most-recognized brand in Light Industrial, MSP, Science, Engineering, Telecom, K-12, and Higher Education.[2]

We have achieved this with a relentless focus on understanding what talent is looking for.

And by knowing how to reach and engage with talent.

1. Segmentation based on deep understanding of people and work
2. Ground-breaking insights into the talent engagement journey
3. Industry-leading analytics and acquisition engine
4. Compelling content and storytelling that inspires and engages

[1]2019 3rd party research among 1000 US jobseekers
[2]2021 3rd party research conducted by B2B International

OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION IS THRIVING.

Comprehensive, data-driven assessment on inclusion and diversity gathers employee input

Expanded education and training benefits leadership and all employees

Cross-functional, diverse Inclusion Council helps guide our DEI strategy

Affinity Groups unite employees with similar backgrounds/ interests for networking, mentorship, and development

CORPORATE SUSTAINABILITY/ECOVADIS SCORECARD

SILVER
2020
ecovadis
Sustainability Rating

- Recognized as a Silver Supplier for third consecutive year
- Increased our score from 43/100 in 2017 to 63/100 in 2020
- Ranked top 6% and 91st percentile of 400+ companies assessed on environment, labor and human rights, ethics, and sustainable procurement
- Placed in top 7% for ethics and top 5% for sustainable procurement categories

WAYS OUR INDUSTRY MAKES MONEY.

Staffing

Mostly bill rate or markup contracts where we charge on a time and material basis for talent on assignment.

Direct Hire

Charge a fee, normally a percent of annual salary, to place individuals who meet specific job requirements for our customers.

Outcome Based

Typically charge a monthly management fee to outsource a customer's department, group, or function. Some engagements command a fee for an outcome or deliverable, such as a laboratory test or handling a call within a call center environment.

Contingent Workforce Outsourcing

Fee based on percent of spend running through an entire managed service program where a supply chain is used to leverage cost and readily access available talent.

Recruitment Process Outsourcing

Fees are charged for outsourcing the hiring function of an organization to find specific talent. Fees can be in a variety of forms, such as per placement fee, sourcing fee, or monthly management fee.

THIRD QUARTER 2021 FINANCIAL SUMMARY

	Actual Results	Change Increase/(Decrease) As Reported	Change Increase/(Decrease) As Adjusted[1]
Revenue	$1.2B	15.1% 14.5% CC[2]	15.1% 14.5% CC[2]
Gross Profit %	19.2%	80 bps	80 bps
Earnings from Operations	$9.0M	NM NM CC[2]	25.9% 22.2% CC[2]
Adjusted EBITDA[1]	$17.3M		29.9%
Adjusted EBITDA Margin[1]	1.4%		10 bps

(1)See reconciliation of Non-GAAP Measures included in Form 8-K dated November 10, 2021.

(2)Constant Currency ("CC") represents year-over-year changes resulting from translating 2021 financial data into USD using 2020 exchange rates.

REVENUE TRENDS

Percent in Constant Currency[1]

	Q3 2021[2]	Q3 2021 (Recovery Rate[3])	Q2 2021 (Recovery Rate[3])
Total	14.5%	91%	89%
Professional & Industrial	1.0%	84%	83%
Science, Engineering & Technology	25.3%	95%	91%
Education	142.1%	117%	90%
Outsourcing & Consulting	28.6%	119%	111%
International	8.8%	85%	89%

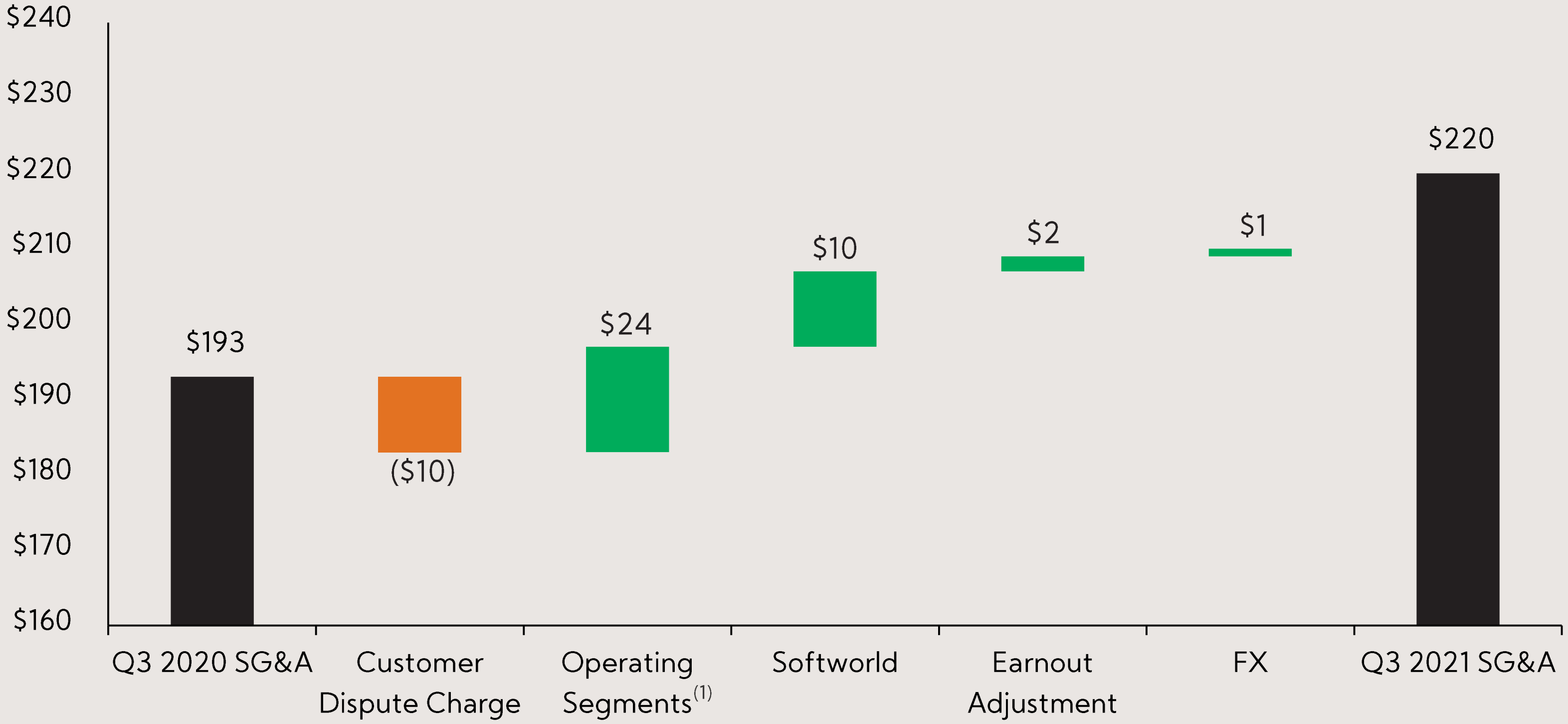
[1]Constant Currency represents year-over-year changes resulting from translating 2021 financial data into USD using 2020 exchange rates.
[2]Includes the 2021 results of Softworld, which was acquired as of April 5, 2021, and was included in the reported results of operations in Science, Engineering & Technology from the date of acquisition.
[3]Recovery rate is defined as 2021 organic revenue on a 2019 constant currency basis divided by 2019 revenue.

THIRD QUARTER 2021 GROSS PROFIT RATE GROWTH

- Overall GP rate improved as a result of higher perm fees and the acquisition of Softworld, which generates higher gross profit rates. This was partially offset by unfavorable product mix and the impact of higher employee-related costs in the U.S.
- Softworld added 50 bps to the total company GP rate as it delivers higher margins from specialty services
- Permanent placement fees increased as customers accelerated permanent hiring activity and due to the Q4 2020 acquisition of Greenwood/Asher & Associates
- Professional & Industrial was impacted by unfavorable product mix as staffing services grew more quickly than outcome-based services, higher costs in outcome-based services and the impact of higher employee-related costs

THIRD QUARTER 2021 SG&A

$ in millions

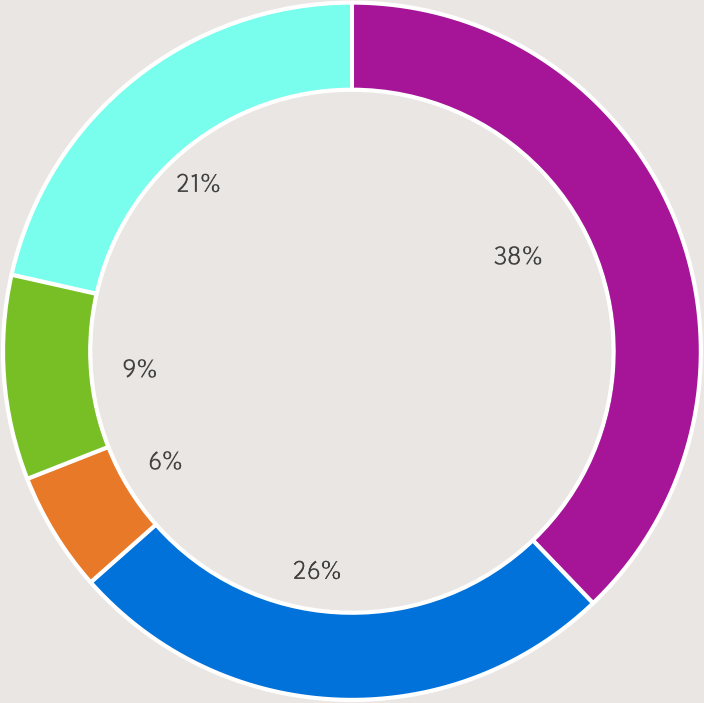


- Customer dispute charge was a Q3 2020 charge related to a former customer in Mexico
- Expenses in the Operating Segments, excluding Softworld, increased primarily as a result of the cessation of temporary expense mitigation actions that were enacted at the onset of COVID-19 in 2020 and from higher performance-based incentive compensation expenses
- Softworld expenses include amortization expense related to acquired intangible assets
- Earnout Adjustment relates to contingent consideration due to the former owners of Greenwood/Asher & Associates, which was acquired in Q4 2020

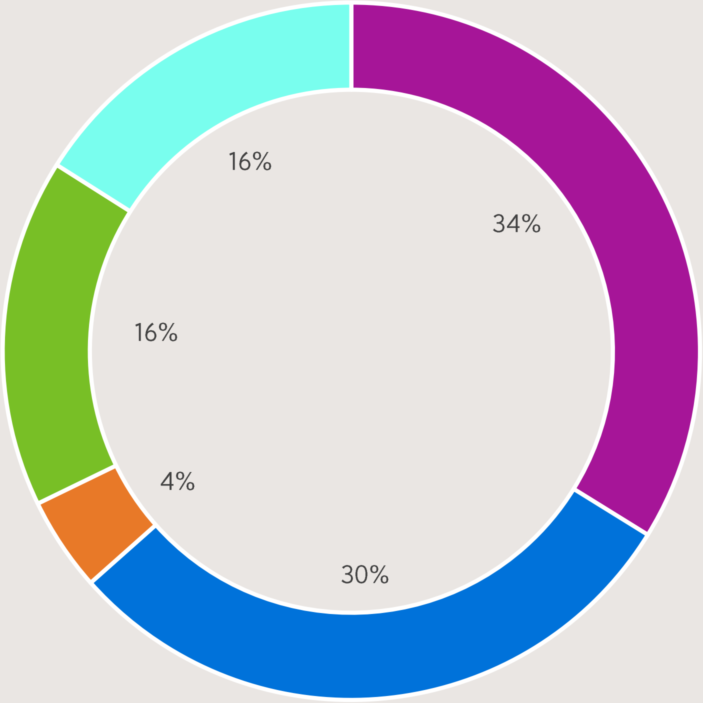
[(1)] Excludes 2021 results of Softworld, which was acquired as of April 5, 2021, and was included in the reported results of operations in Science, Engineering & Technology from the date of acquisition.

THIRD QUARTER 2021 REVENUE & GROSS PROFIT MIX

REVENUE MIX BY SEGMENT



GROSS PROFIT MIX BY SEGMENT

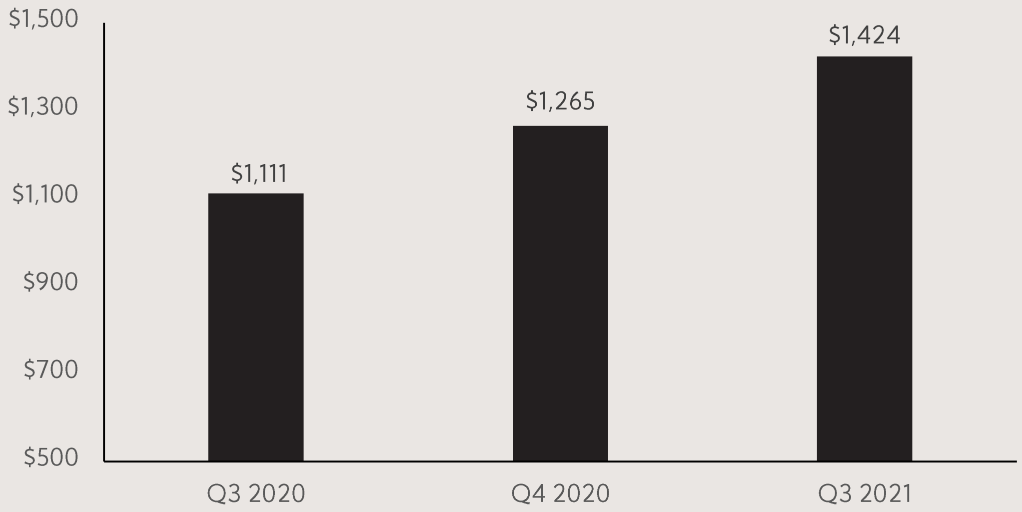


Professional & Industrial
Science, Engineering & Technology
Education
Outsourcing & Consulting
International

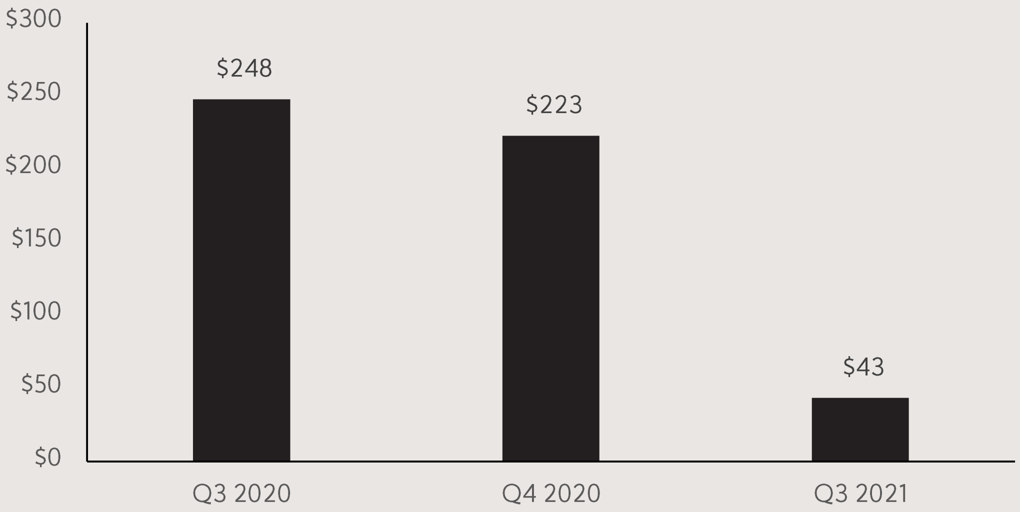
THIRD QUARTER 2021 BALANCE SHEET DATA

$ in millions

ACCOUNTS RECEIVABLE



CASH, NET OF SHORT-TERM BORROWINGS



- Accounts Receivable reflects DSO of 63 days, up 2 days from a year ago and down 1 day from Q4 2020
- Cash of $43 million net of $0 short-term borrowings decreased from Q4 2020 as a result of cash paid upon the acquisition of Softworld during the second quarter of 2021
  - U.S. credit facilities include a $200 million revolving credit facility and a $150 million securitization facility

ADJUSTED EBITDA NON-GAAP RECONCILIATION

$ in millions

	2017	2018	2019	2020	Trailing 12 Months[7]
Net Earnings (loss)	$71.6	$22.9	$112.4	($72.0)	$107.8
Other (income) expense, net	1.6	0.6	1.2	(3.4)	4.2
Income tax expense (benefit)	12.8	(27.1)	0.4	(34.0)	21.5
Depreciation & amortization	22.8	25.9	31.2	24.7	29.7
EBITDA	$108.8	$22.3	$145.2	($84.7)	$163.2
Equity in net (earnings) loss of affiliate	(2.7)	(5.2)	3.6	(0.8)	(4.1)
Goodwill impairment charge[1]	–	–	–	147.7	–
Asset impairment charge[2]	–	–	15.8	–	–
(Gain) loss on investment in Persol Holdings[3]	–	96.2	(35.8)	16.6	(86.6)
Gain on sale of assets[4]	–	–	(12.3)	(32.1)	–
Customer dispute[5]	–	–	–	9.5	–
Restructuring[6]	2.4	–	5.5	12.8	4.3
Adjusted EBITDA	**$108.5**	**$113.3**	**$122.0**	**$69.0**	**$76.8**
Adjusted EBITDA Margin	**2.0%**	**2.1%**	**2.3%**	**1.5%**	**1.6%**

- Management uses Adjusted EBITDA and Adjusted EBITDA margin which Management believes is useful to compare operating performance compared to prior periods and uses it in conjunction with GAAP measures to assess performance. Our calculation of Adjusted EBITDA may not be consistent with similarly titled measures of other companies and should be used in conjunction with GAAP measurements.

[1]The goodwill impairment charge in Q1 2020 was caused by a decline in the Company's common stock price.

[2]2019 asset impairment charge of $15.8 million represents the write-off related to a technology development project.

[3]Trailing 12 months gain on investment in Persol Holdings of $86.6 million, loss on investment in Persol Holdings of $16.6 million in 2020, gain on investment in Persol Holdings of $35.8 million in 2019 and loss on investment in Persol Holdings of $96.2 million in 2018 represents the changes in fair value of the investment.

[4]2020 gain on sale of assets represents $32.1 million for the sale of three of the four headquarters buildings. 2019 gain on sale of assets of $12.3 million primarily represents the gain on sale of land. 2016 gain on sale of assets of $87.2 million represents the fair value of the Company's retained investment in the JV, less the carrying value of net assets transferred to the JV.

[5]Customer dispute represents a non-cash charge in Mexico to increase the reserve against a long-term receivable from a former customer based on an updated probability of loss assessment.

[6]2020 restructuring charges of $12.8 million represent severance costs and lease terminations in the first quarter of 2020 in preparation for the new operating model adopted in the third quarter of 2020 and additional severance costs in the fourth quarter of 2020 to provide sustainable cost reductions as a result of the continuing COVID-19 demand disruption. 2019 restructuring charges of $5.5 million related to U.S. branch-based staffing operations, $2.4 million in 2017 related to GTS service delivery models and $3.4 million in 2016 related to Americas and International staffing operations.

[7]Trailing 12 months includes Q4 2020 through Q3 2021.

Peter Quigley
President & CEO

quiglpe@kellyservices.com

Olivier Thirot
EVP & CFO

Olivier.Thirot@kellyservices.com

James Polehna
Investor Relations & Corporate Secretary

polehjm@kellyservices.com