Investor Presentation

Q2 2021

Kelly

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 and the 2020 restructuring charges, 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.

Recognized
as National Minority Supplier Development Council Class 1 Company of the Year.

OUR CHOSEN MARKETS SHOW STRONG DEMAND.

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

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	– K-12 – Early Childhood – Higher Ed – Special Needs	– 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 Our Chosen Specialties

- Organic Investments
- Bold Acquisitions

Transform the Customer Experience

- Clients
- Talent

Optimize Operations

- 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	Para-professional	Higher Education	P&I Professional	Science, Engineering & Technology
Virtual and in-person tutoring services to help schools address student learning loss	Outsourcing of a school district's paraprofessional business	Workforce solutions for academia and administration, including adjunct professor placement, executive search, PPO, MSP, and more	Provides career P&I professionals to bridge the gap between temporary and perm hiring on client projects	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

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

SOFTWORLD IS KELLY'S LARGEST ACQUISITION TO DATE.

SOFTWORLD

- Leading technology staffing and workforce solutions firm serving clients across a wide array of end-markets, including financial services, life sciences, aerospace, defense, insurance, retail, and IT consulting
- On Staffing Industry Analysts' list of the fastest growing staffing firms in the U.S. for each of the past five years
- 2021 market for temporary IT staffing in the U.S. is projected to reach $31.7 billion, making it the largest professional staffing segment[1]

[1]Staffing Industry Analysts U.S. Staffing Industry Forecast | September 10, 2020

PERFORMANCE UPDATE

- Integration is on track
- Already meeting expectations in Q2:
  - Accretive to earnings
  - Added 310 basis points to our revenue growth rate
- Full-year expectations include:
  - Add 210 - 230 bps to revenue growth rate
  - Improve total company GP rate by an additional 30 bps
- Accelerated organic investments to boost further growth

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

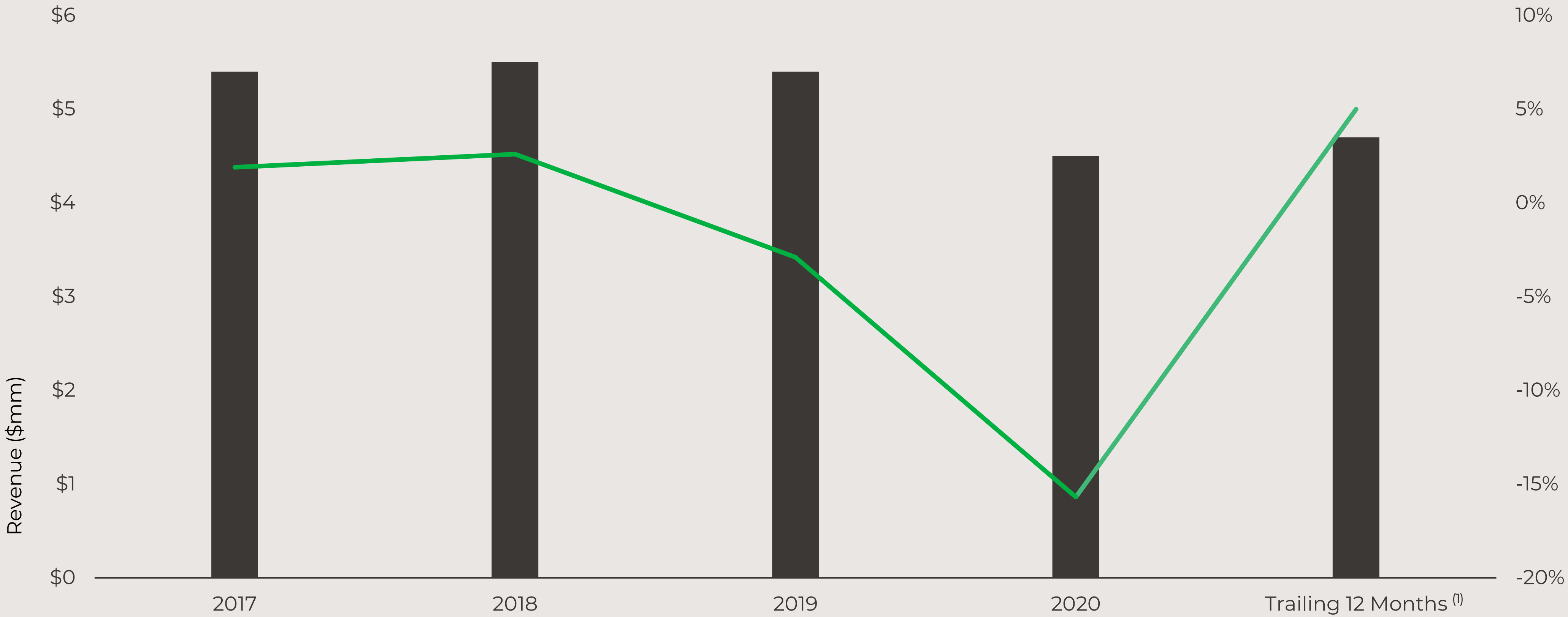
2021

Kelly acquires Softworld

Our Financial Journey

OUR FINANCIAL JOURNEY: REVENUE

REVENUE



CAGR: (5.6%)[2]

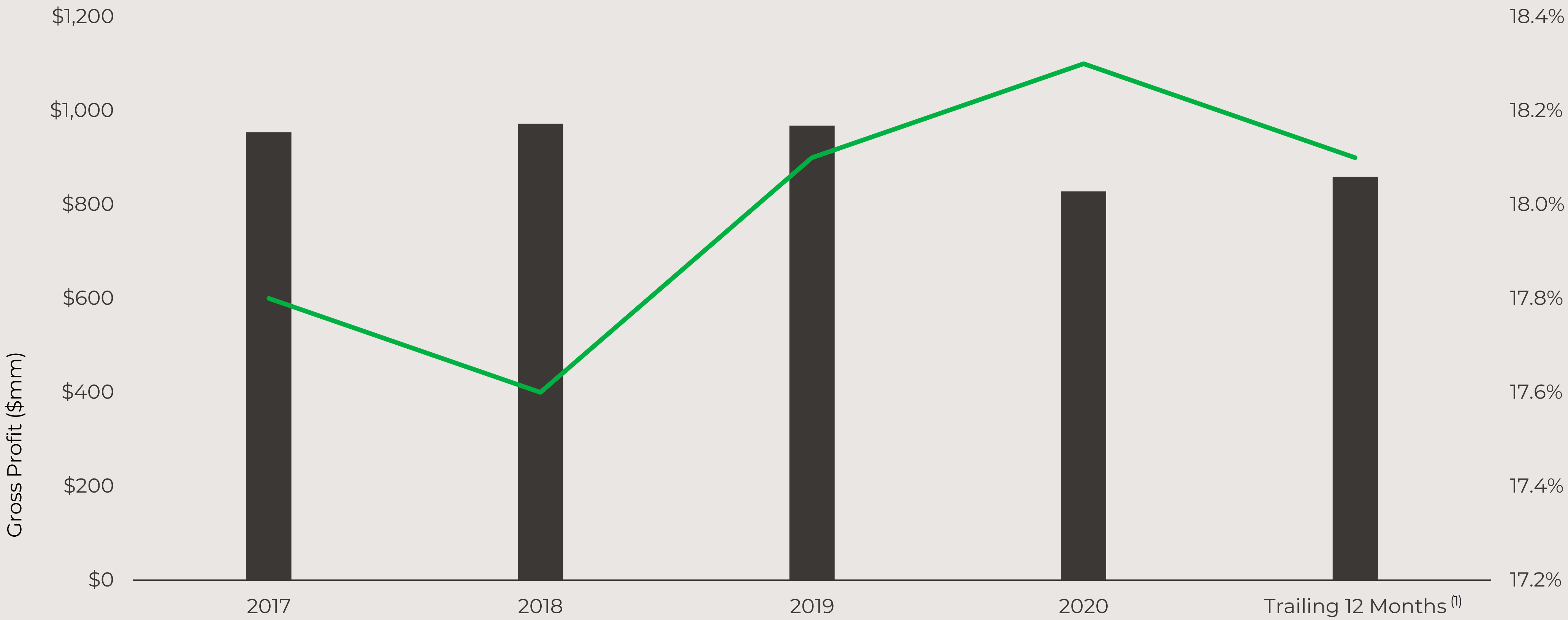
	2017	2018	2019	2020	Trailing 12 Months [1]
Revenue ($mm)	$5.4	$5.5	$5.4	$4.5	$4.7
YoY Revenue Growth %	1.9%	2.6%	(2.9%)	(15.7%)	5.0%

[1] Trailing 12 months includes Q3 2020 though Q2 2021.

[2] CAGR is for 2017-2020.

OUR FINANCIAL JOURNEY: GROSS PROFIT

GROSS PROFIT



CAGR: (4.6%)[2]

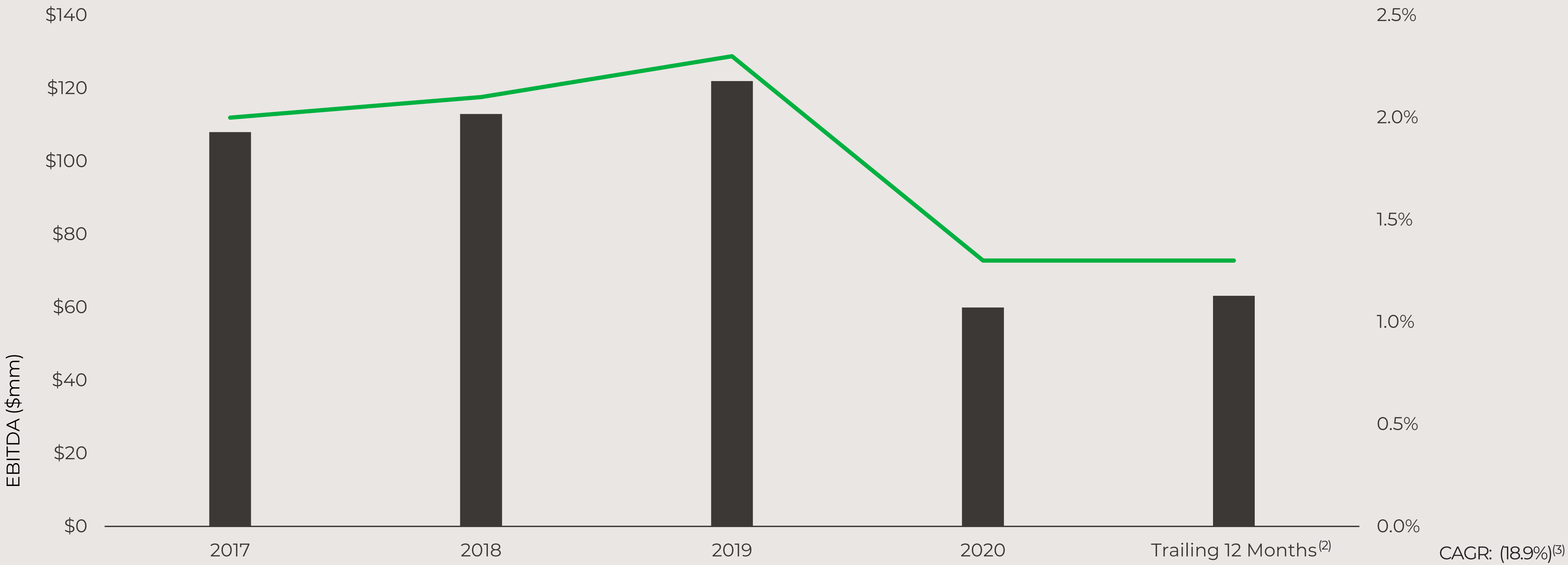
	2017	2018	2019	2020	Trailing 12 Months[1]
Gross Profit ($mm)	$954	$972	$968	$828	$859
Gross Profit %	17.8%	17.6%	18.1%	18.3%	18.1%

[1]Trailing 12 months includes Q3 2020 though Q2 2021.

[2]CAGR is for 2017-2020.

OUR FINANCIAL JOURNEY: ADJUSTED EBITDA

ADJUSTED EBITDA[1]



	2017	2018	2019	2020	Trailing 12 Months[2]
EBITDA ($mm)	$108	$113	$122	$60	$63
EBITDA Margin %	2.0%	2.1%	2.3%	1.3%	1.3%

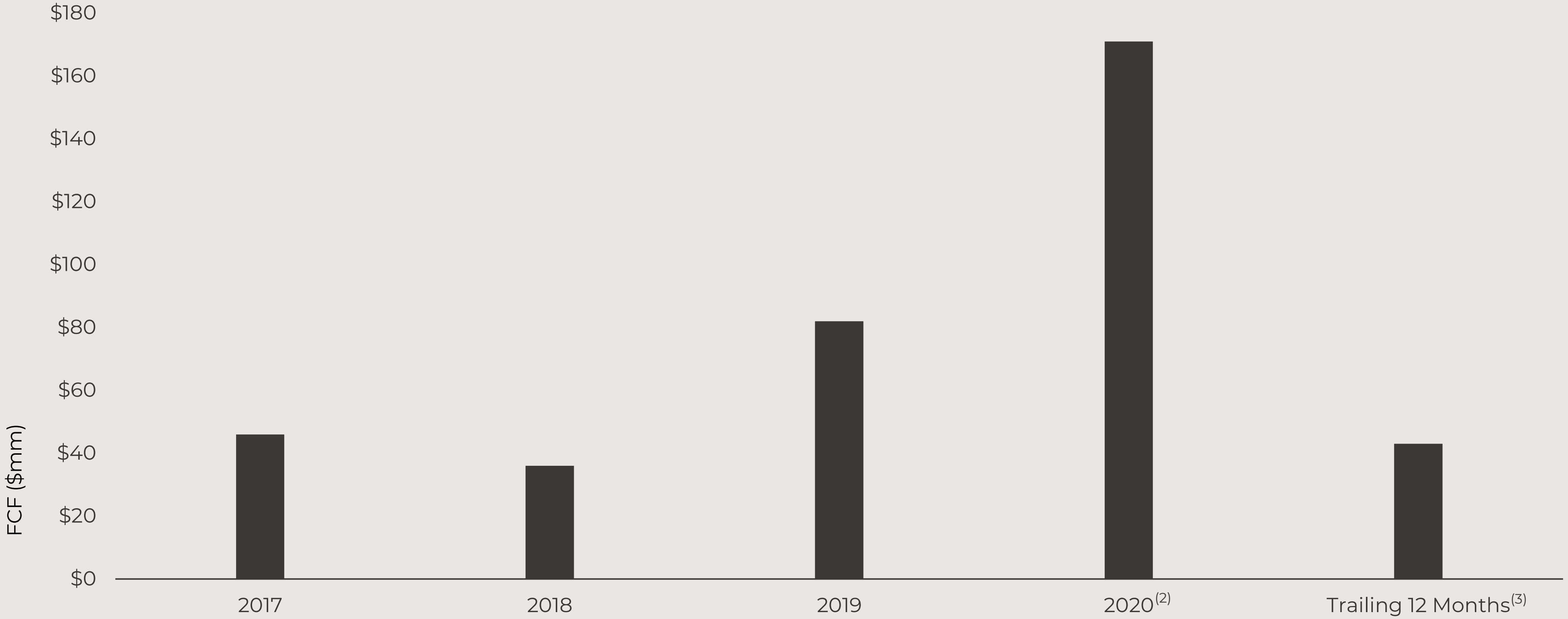
[1]Adjusted EBITDA excludes from Net Income: (1) equity in earnings of affiliate, (2) income taxes, (3) other income or expenses net, (4) Persol related gains or losses, (5) gains or losses on asset sales, (6) asset impairment charges, (7) restructuring expenses and (8) depreciation & amortization.

[2]Trailing 12 months includes Q3 2020 though Q2 2021.

[3]CAGR is for 2017-2020.

OUR FINANCIAL JOURNEY: FREE CASH FLOW

FREE CASH FLOW[1]



FCF ($mm)	$46	$36	$82	$171	$43

[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 Q3 2020 through Q2 2021.

CAPITAL DEPLOYMENT

Cash priorities

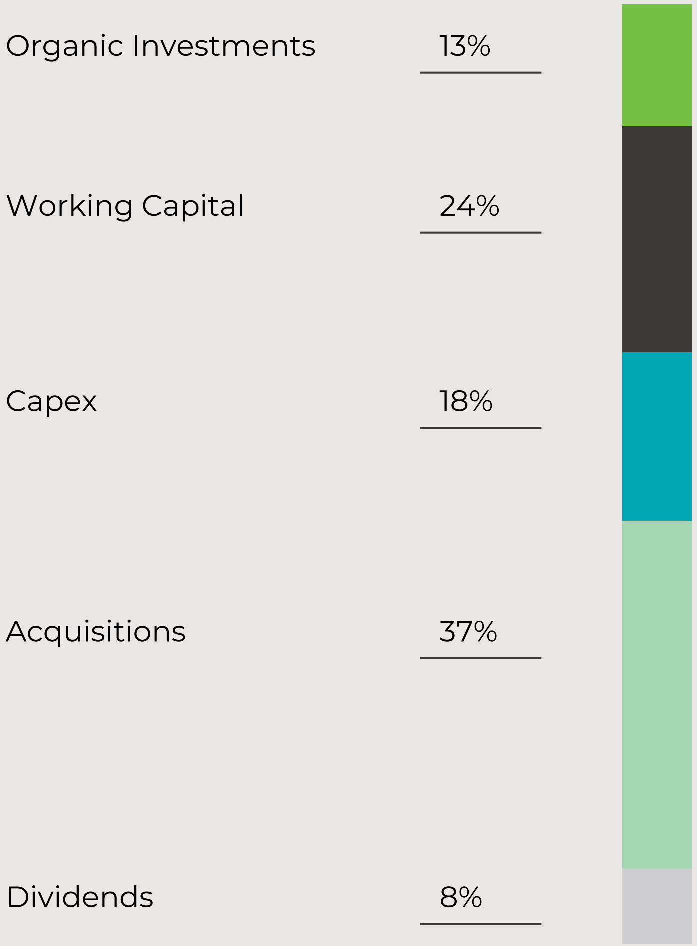
Discipline and focused investment to drive organic growth

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)
	$800M	$500M
LTM Adjusted EBITDA	$63M	$63M
Implied EBITDA multiple	**12.7**	**7.9**
2022 Adjusted EBITDA - Analysts estimate	$130M	$130M
Implied EBITDA multiple	**6.2**	**3.8**

- 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 $188 million at the end of Q2 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 $120 million at the end of Q2 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 $800 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 $500 million
  - Our implied 2022 EBITDA multiple utilizing current analyst estimates of EBITDA and Enterprise Value, net of APAC assets at 3.8 represents a discount to market multiples

OUTLOOK – FULL YEAR 2021

Revenue

- Up 11% to 12% YOY
  - Includes 210 to 230 from Softworld acquisition
  - Includes 140 bps favorable impact of FX

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 9% to 10%
  - Includes costs savings from 2020 restructuring actions
  - Reflects organic investment in SET and Education specialty growth

Tax Rate

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

Leading in a New World

WE'RE USING TECHNOLOGY TO ACCELERATE OUR STRATEGY.

Optimizing Our Business

Full suite of automation

Integrated tools include RPA, Smart Workflows, Business Process Management, Machine Learning, Virtual Cognitive Agents, Natural Language Tools, etc.

Personalizing the Talent Experience

Virtual Career Fairs

Enables talent to explore Kelly opportunities remotely.

myKelly Coach

AI-powered tool helps talent prioritize career goals and personalize each step of the job search.

Improving the Client Experience

Helix UX

A platform enabling MSP clients to request all talent categories – full-time and contingent – through a single KellyOCG portal.

WE'RE BUILDING A BETTER FUTURE BY CHALLENGING BARRIERS.

Together, let's create Equity@Work.

Examining biases & questioning barriers:

- Education/ Alternative credentialing
- Criminal history
- Outdated regulatory requirements

Making our commitment clear:

- Changing full-time hiring practices
- More equitable and inclusive job posting language
- Partnerships with like-minded organizations

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

- 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.

SECOND QUARTER 2021 FINANCIAL SUMMARY

	Actual Results	Change	Constant Currency Change[1]
Revenue	$1.3B	29.0%	26.2%
Gross Profit %	18.4%	(100) bps	
Earnings from Operations	$13.7M	24.1%	16.5%
Earnings Per Share	$0.60	($0.44)	

- Revenue improved as demand for our services increased from the prior year, which was impacted by the COVID-19 pandemic. In addition, the acquisition of Softworld added 310 bps to the revenue growth rate. Temporary staffing revenue improved 32%, outcome-based services revenue improved 8% and permanent placement revenue more than doubled
- GP rate declined year-over-year due to unfavorable product mix as staffing services grew more quickly than outcome-based services and the impact of government wage subsidies in the prior year. The decline was partially offset by higher perm fees and the acquisition of Softworld, which generates higher gross profit rates
- Earnings from operations improved in all operating segments, except Professional & Industrial. Earnings from operations includes $2.3 million of earnings from Softworld
- The year-over-year change in earnings per share is due primarily to a decline in the non-cash gain from the investment in Persol Holdings common stock, net of tax

[1]Constant Currency represents year-over-year changes resulting from translating 2021 financial data into USD using 2020 exchange rates.

SECOND QUARTER 2021 FINANCIAL SUMMARY

(Excluding Gain/loss on investment in Persol Holdings and Restructuring)

	Actual Results	Change	Constant Currency Change[4]
Revenue	$1.3B	29.0%	26.2%
Gross Profit %	18.4%	(100) bps	
Earnings from Operations[1]	$13.7M	26.0%	18.3%
Earnings Per Share[1],[2]	$0.49	($0.02)	
Adjusted EBITDA[1],[2],[3]	$22.2M	31.6%	
Adjusted EBITDA Margin[1],[2],[3]	1.8%	10 bps	

- Revenue improved as demand for our services increased from the prior year, which was impacted by the COVID-19 pandemic. In addition, the acquisition of Softworld added 310 bps to the revenue growth rate. Temporary staffing revenue improved 32%, outcome-based services revenue improved 8% and permanent placement revenue more than doubled
- GP rate declined year-over-year due to unfavorable product mix as staffing services grew more quickly than outcome-based services and the impact of government wage subsidies in the prior year. The decline was partially offset by higher perm fees and the acquisition of Softworld, which generates higher gross profit rates
- Earnings from operations improved in all operating segments, except Professional & Industrial. Earnings from operations includes $2.3 million of earnings from Softworld
- Adjusted EBITDA improved by $5.3 million, $4.5 million from the acquisition of Softworld, and also from higher earnings from operations in four out of five operating segments

[1]Excludes restructuring accrual adjustments of $0.2 million, $0.2 million net of tax or $0.00 per share in Q2 2020.

[2]Excludes gain on investment in Persol Holdings of $6.3 million, $4.4 million net of tax or $0.11 per share in Q2 2021 and gain on investment in Persol Holdings of $29.6 million, $20.6 million net of tax or $0.52 per share in Q2 2020.

[3]Excludes gain from equity investment of $1.7 million in Q2 2021 and loss from equity investment of $1.3 million in Q2 2020.

[4]Constant Currency represents year-over-year changes resulting from translating 2021 financial data into USD using 2020 exchange rates.

SECOND QUARTER 2021 FINANCIAL SUMMARY

(Excluding Gain/loss on investment in Persol Holdings and Restructuring)

	Actual Results	Change	Constant Currency Change[4]
Revenue	$1.3B	29.0%	26.2%
Gross Profit %	18.4%	(100) bps	
Earnings from Operations[1]	$13.7M	26.0%	18.3%
Earnings Per Share[1],[2]	$0.49	($0.02)	
Adjusted EBITDA[1],[2],[3]	$22.2M	31.6%	
Adjusted EBITDA Margin[1],[2],[3]	1.8%	10 bps	

- Revenue improved as demand for our services increased from the prior year, which was impacted by the COVID-19 pandemic. In addition, the acquisition of Softworld added 310 bps to the revenue growth rate. Temporary staffing revenue improved 32%, outcome-based services revenue improved 8% and permanent placement revenue more than doubled
- GP rate declined year-over-year due to unfavorable product mix as staffing services grew more quickly than outcome-based services and the impact of government wage subsidies in the prior year. The decline was partially offset by higher perm fees and the acquisition of Softworld, which generates higher gross profit rates
- Earnings from operations improved in all operating segments, except Professional & Industrial. Earnings from operations includes $2.3 million of earnings from Softworld
- Adjusted EBITDA improved by $5.3 million, $4.5 million from the acquisition of Softworld, and also from higher earnings from operations in four out of five operating segments

[1]Excludes restructuring accrual adjustments of $0.2 million, $0.2 million net of tax or $0.00 per share in Q2 2020.

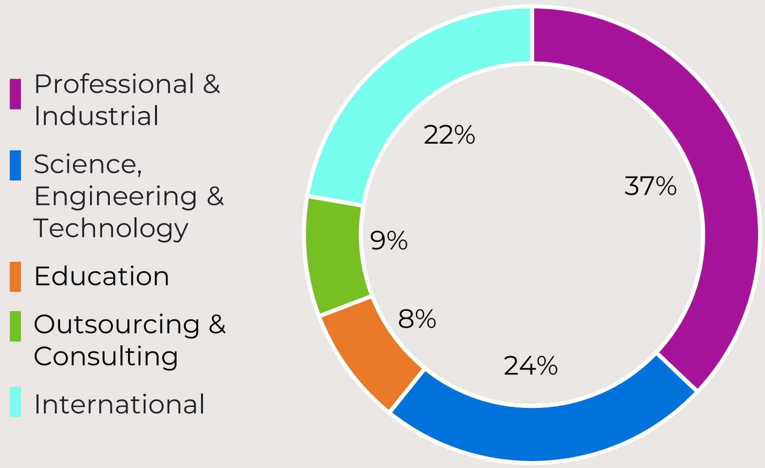
[2]Excludes gain on investment in Persol Holdings of $6.3 million, $4.4 million net of tax or $0.11 per share in Q2 2021 and gain on investment in Persol Holdings of $29.6 million, $20.6 million net of tax or $0.52 per share in Q2 2020.

[3]Excludes gain from equity investment of $1.7 million in Q2 2021 and loss from equity investment of $1.3 million in Q2 2020.

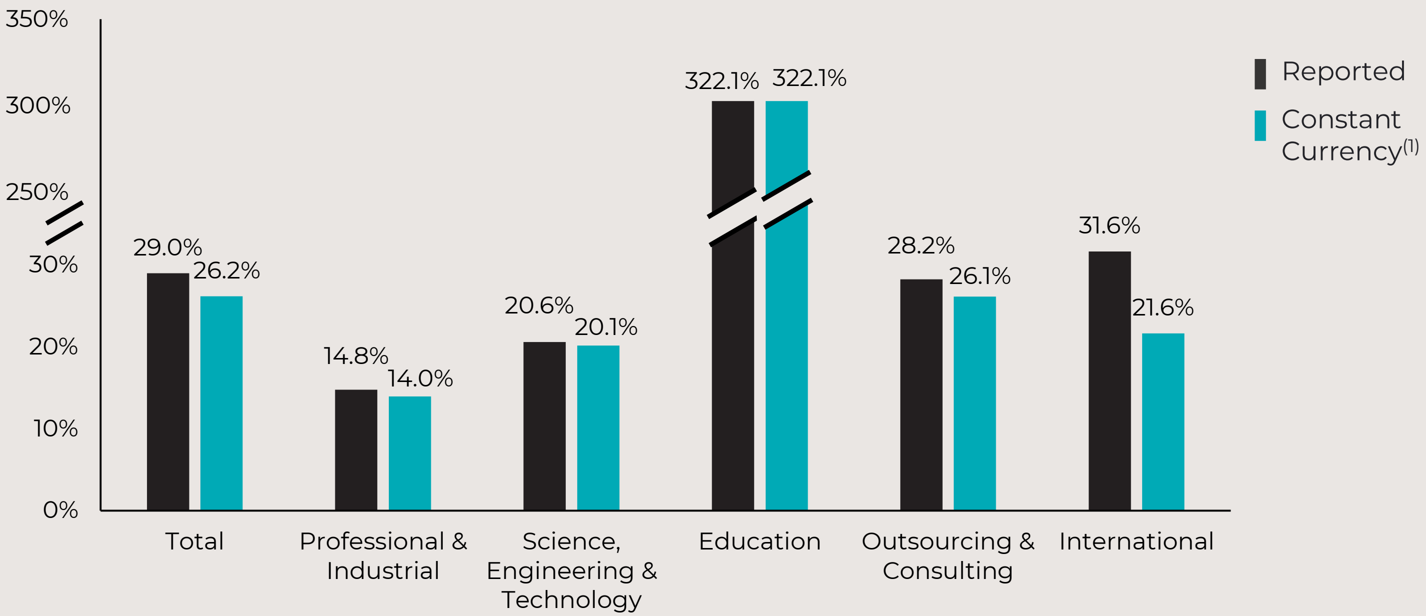
[4]Constant Currency represents year-over-year changes resulting from translating 2021 financial data into USD using 2020 exchange rates.

SECOND QUARTER 2021 REVENUE GROWTH

REVENUE MIX BY SEGMENT



REVENUE GROWTH BY SEGMENT



- Total revenue improved as demand for our services increased from the COVID-19 pandemic-impacted prior year
- Education revenue increased substantially as a greater proportion of the schools we service utilized in-person and hybrid instructional delivery, which increases the demand for our services. Revenues in the prior year reflect most schools utilizing remote instructional delivery, which negatively impacts the demand for our services
- Science, Engineering & Technology includes the results of Softworld, which added 1,230 bps to the SET revenue growth rate

[1] Constant Currency represents year-over-year changes resulting from translating 2021 financial data into USD using 2020 exchange rates.

REVENUE TRENDS

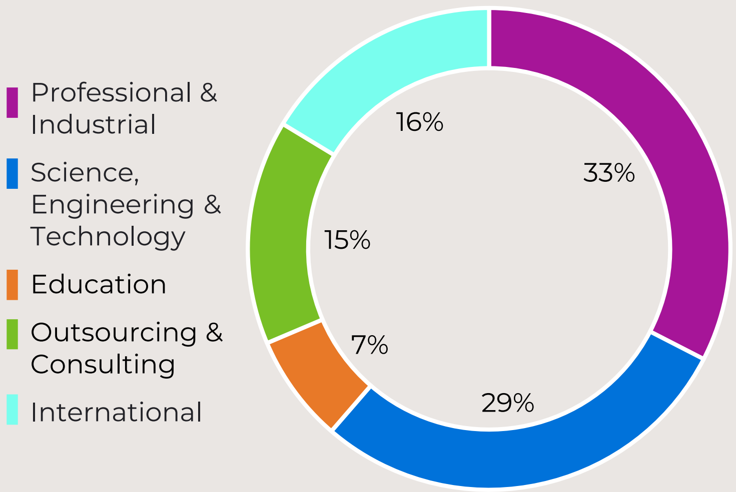
Percent in Constant Currency[1]

	Q2 2021[2]	Q2 2021 (Recovery Rate[3])	Q1 2021 (Recovery Rate[3])
Total	26.2%	89%	87%
Professional & Industrial	14.0%	83%	81%
Science, Engineering & Technology	20.1%	91%	90%
Education	322.1%	90%	80%
Outsourcing & Consulting	26.1%	111%	107%
International	21.6%	89%	90%

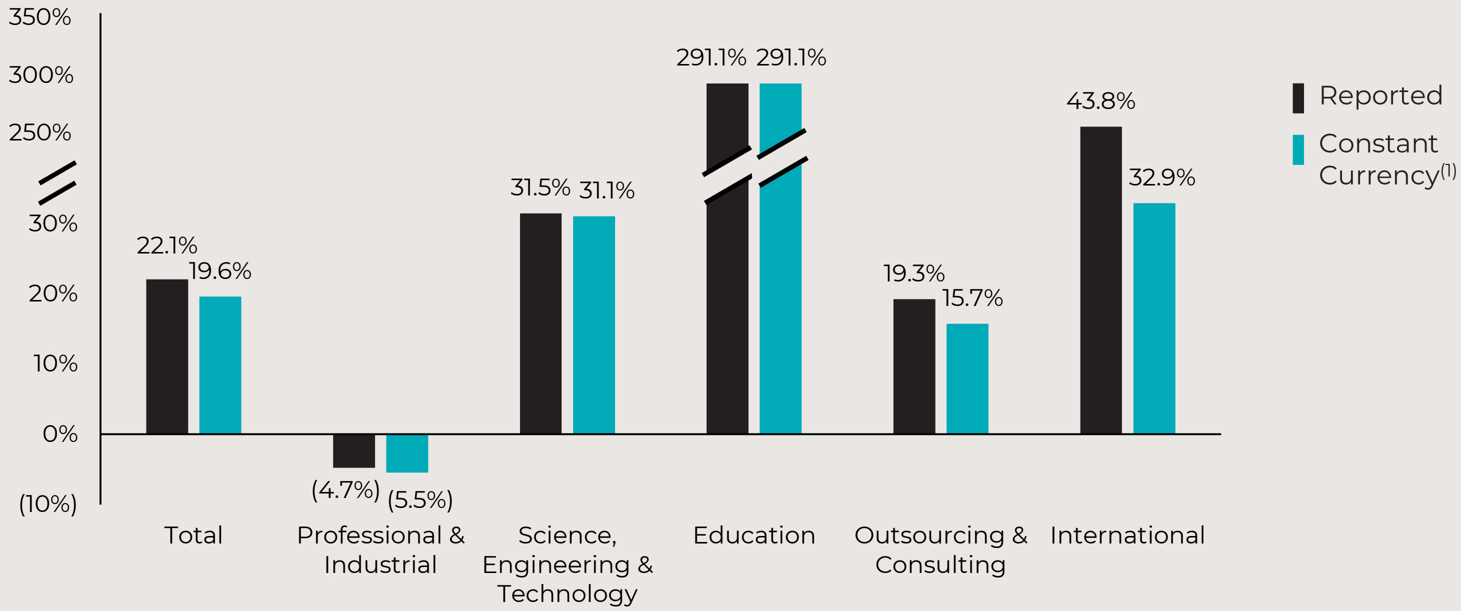
[1]Constant Currency represents year-over-year changes resulting from translating 2021 financial data into USD using 2020 exchange rates.
[2]Includes the 2021 results of Softworld, which was acquired as of April 5, 2021, and was included in the reported results of operations in Science, Engineering & 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.

SECOND QUARTER 2021 GROSS PROFIT GROWTH

GROSS PROFIT MIX BY SEGMENT



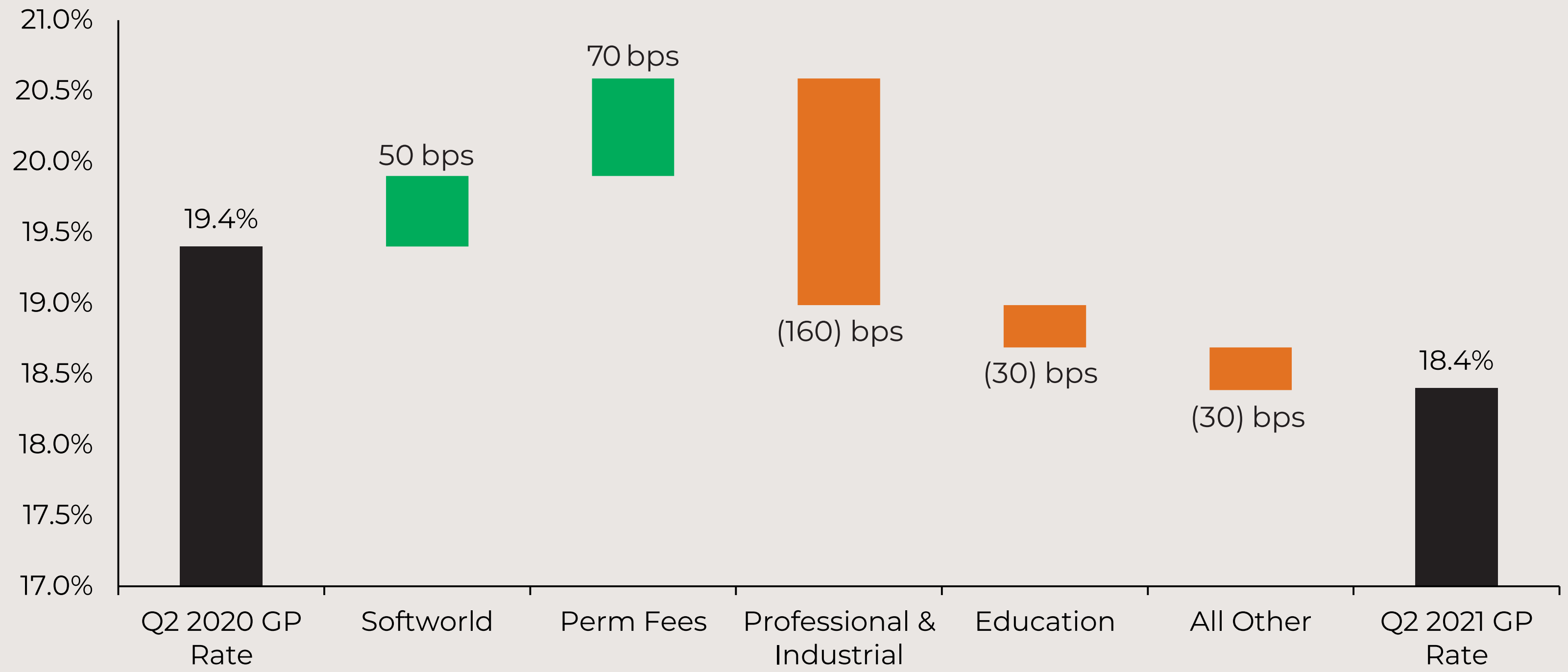
GROSS PROFIT GROWTH BY SEGMENT



- Total gross profit improved on higher revenue, partially offset by a decline in the GP rate compared with prior year
- Professional & Industrial's 4.7% decline in gross profit reflects a 14.8% improvement in revenue and a 330 bps decline in GP rate. The GP rate decline was impacted by prior year government wage subsidies and the impact of unfavorable product mix as staffing revenue growth, which has lower margins, exceeded revenue growth from outcome-based services partially offset by the impact of higher perm fees
- Included in Science, Engineering & Technology's increase is a 21% increase in gross profit as a result of the Softworld acquisition. In addition, organic gross profit increased as organic revenue increased 8.3% and the organic gross profit rate improved 40 bps due to growth in fee business and specialty mix
- Education's substantial improvement in gross profit reflects the increases in revenue, partially offset by a 130 bps decrease in GP rate driven primarily by the prior year government wage subsidies
- Outsourcing & Consulting's 19.3% improvement reflects a 28.2% increase in revenue, partially offset by a 240 bps decline in GP rate due to product mix

[1] Constant Currency represents year-over-year changes resulting from translating 2021 financial data into USD using 2020 exchange rates.

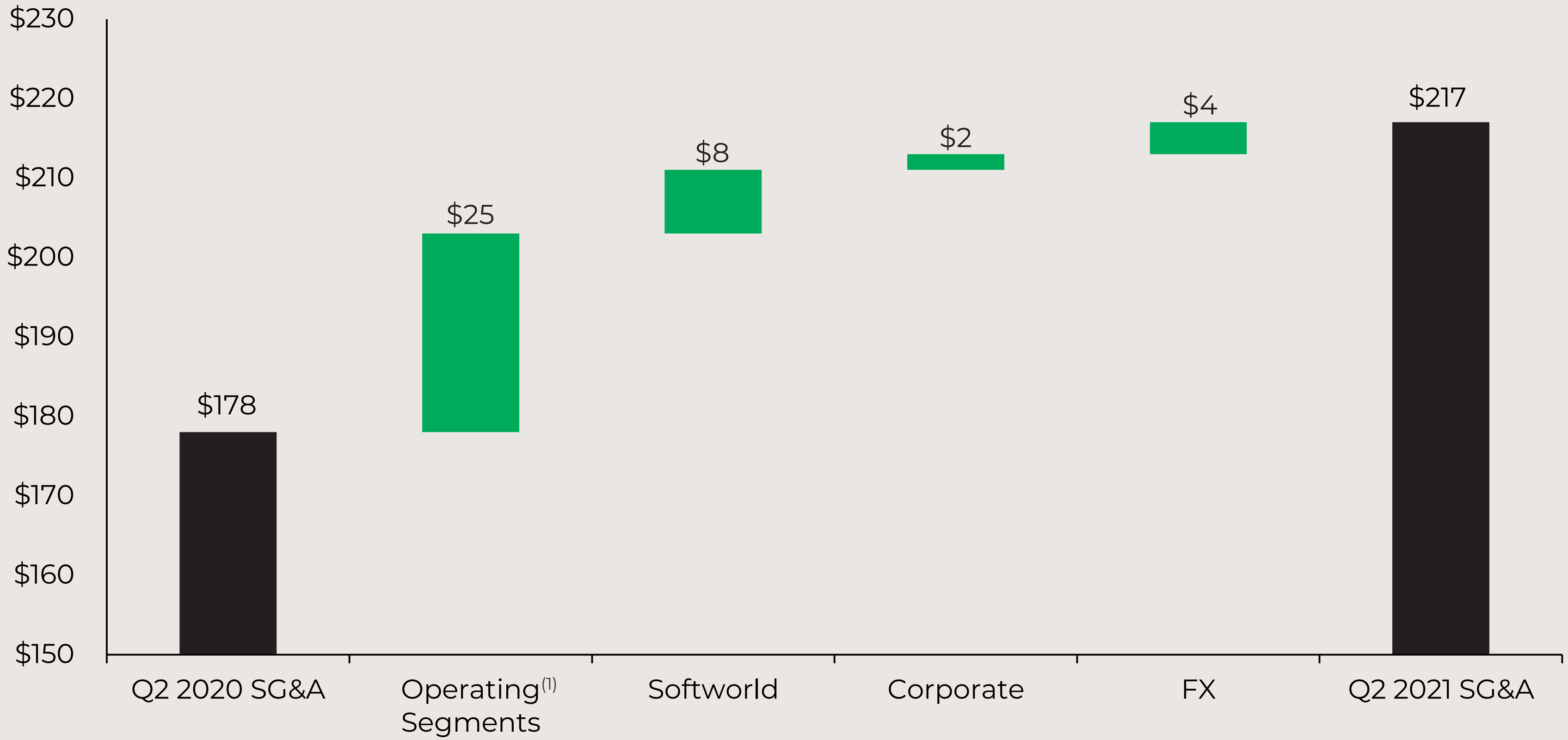
SECOND QUARTER 2021 GROSS PROFIT RATE GROWTH



- Overall GP rate declined due to unfavorable product mix as staffing services grew more quickly than outcome-based services and the impact of government wage subsidies in the prior year. The decline was partially offset by higher perm fees and the acquisition of Softworld, which generates higher gross profit rates
- 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 government wage subsidies in the prior year
- Education GP rate declined due to government wage subsidies in the prior year

SECOND QUARTER 2021 SG&A

$ in millions



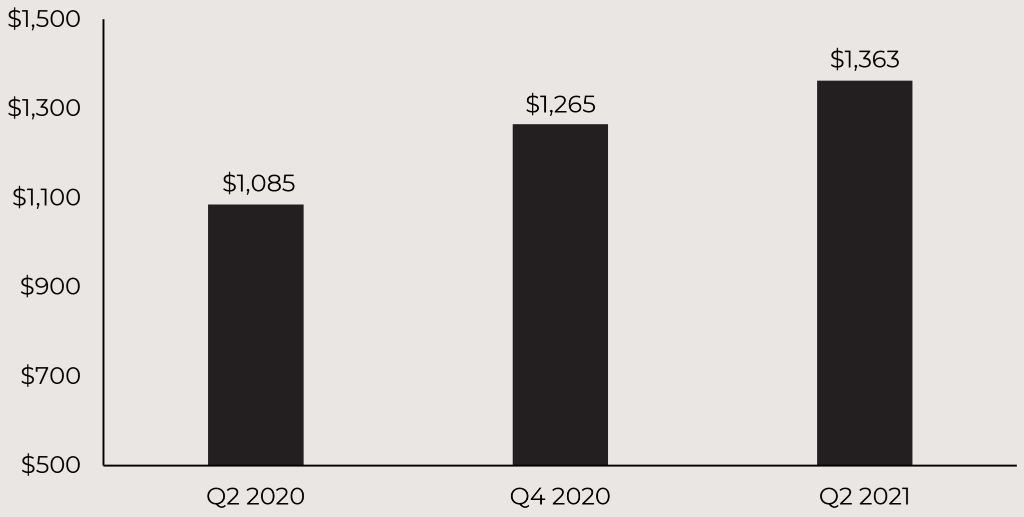
- Expenses in the Operating Segments, excluding Softworld, increased primarily as a result of the cessation of temporary expense mitigation actions that were enacted at the onset of COVID-19 in 2020 and from higher performance-based incentive compensation expenses
- Softworld expenses include amortization expense related to acquired intangible assets
- Corporate expenses increased primarily due to performance-based incentive compensation expenses

[(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.

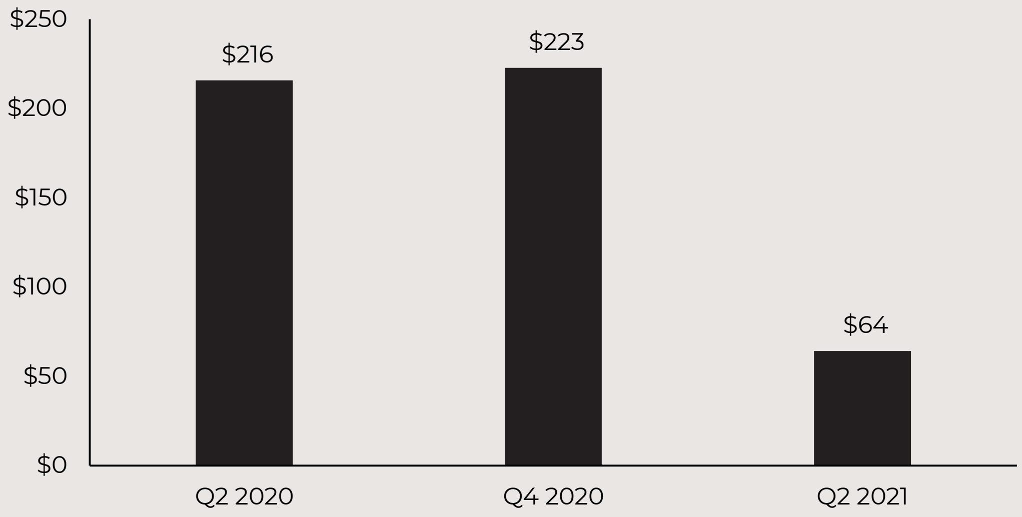
SECOND QUARTER 2021 BALANCE SHEET DATA

$ in millions

ACCOUNTS RECEIVABLE



CASH, NET OF SHORT-TERM BORROWINGS



- Accounts Receivable reflects DSO of 60 days, down 1 day from a year ago and down 4 days from Q4 2020. The decrease from Q4 2020 reflects collections of receivables from several large customers who were carrying higher receivable balances due to customer-driven administrative issues at the end of the year
- Cash of $64 million net of short-term borrowing 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 EBIDTA NON-GAAP RECONCILIATION

$ in millions

	2017	2018	2019	2020	Trailing 12 Months[1]
Net Earnings	$71.6	$22.9	$112.4	($72.0)	$89.7
Equity in net (earnings)/loss of affiliate	(2.7)	(5.2)	3.6	(0.8)	(4.2)
Income tax expense (benefit)	12.8	(27.1)	0.4	(34.0)	9.2
Other expense, net	1.6	0.6	1.2	(3.4)	4.6
(Gain)/Loss on investment in Persol Holdings[1]	-	96.2	(35.8)	16.6	(67.9)
Gain on sale of assets[2]	-	-	(12.3)	(32.1)	-
Asset impairment charge[3]	-	-	15.8	147.7	-
Restructuring[4]	2.4	-	5.5	12.8	4.3
Hosted software implementation amortization	-	-	-	0.9	1.7
Depreciation & amortization	22.8	25.9	31.2	23.8	25.8
Adjusted EBITDA	**$108.5**	**$113.3**	**$122.0**	**$59.5**	**$63.2**
Adjusted EBITDA Margin	**2.0%**	**2.1%**	**2.3%**	**1.3%**	**1.3%**

- 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]Trailing 12 months gain on investment in Persol Holdings of $67.9 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.

[2]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.

[3]2020 asset impairment charge of $147.7 million represents the goodwill impairment charge in Q1 2020 caused by a decline in the Company's common stock price. 2019 asset impairment charge of $15.8 million represents the write-off related to a technology development project.

[4]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.

[5]Trailing 12 months includes Q3 2020 through Q2 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