# Third Quarter 2019 Investor Presentation

WHAT'S **NEXT.**

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# NON-GAAP MEASURES

Management believes that the non-GAAP (Generally Accepted Accounting Principles) information excluding the 2019 and 2018 gains and losses on the investment in Persol Holdings, the 2019 restructuring charges, and the 2019 acquisitions are useful to understand the Company's fiscal 2019 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. Additionally, the Company does not acquire businesses on a predictable cycle and the terms of each acquisition are unique and may vary significantly. 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. 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. A reconciliation to the most comparable GAAP measures is included with our earnings release dated November 6, 2019 and is available on our Investor Relations website.

# Safe Harbor Statement

This release contains statements that are forward looking in nature and, accordingly, are subject to risks and uncertainties. These factors include, but are not limited to, competitive market pressures including pricing and technology introductions and disruptions, changing market and economic conditions, our ability to achieve our business strategy, the risk of damage to our brand, the risk our intellectual property assets could be infringed upon or compromised, our ability to successfully develop new service offerings, our exposure to risks associated with services outside traditional staffing, including business process outsourcing, our increasing dependency on third parties for the execution of critical functions, the risks associated with past and future acquisitions, exposure to risks associated with investments in equity affiliates including PersolKelly Asia Pacific, 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 the government or government contractors, 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 anti-corruption, 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, 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 cyber attacks or other breaches of network or information technology security, our ability to sustain critical business applications through our key data centers, our ability to effectively implement and manage our information technology projects, our ability to maintain adequate financial and management processes and controls, risk of potential impairment charges triggered by adverse industry developments or operational circumstances, unexpected changes in claim trends on workers' compensation, unemployment, disability and medical benefit plans, the impact of changes in laws and regulations (including federal, state and international tax laws), competition law risks, the risk of additional tax or unclaimed property liabilities in excess of our estimates, 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 the Company's filings with the Securities and Exchange Commission. Actual results may differ materially from any forward-looking statements contained herein, and we have no intention to update these statements.

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# Kelly at a Glance: 73 Years of Industry Leadership

## REVENUES OF $5.5 BILLION

| LEADING STAFFING PROVIDER IN TARGETED U.S. SPECIALTIES | LEADING MANAGED SERVICES PROVIDER WITH $8.3 BILLION SPEND UNDER MANAGEMENT | GLOBAL WORKFORCE SOLUTIONS NETWORK | SERVING 91% OF FORTUNE 100 COMPANIES |
| --- | --- | --- | --- |
| #1 provider of K-12 educational staffing; Top 5 scientific, engineering and office/clerical workforce solutions provider in the U.S. | $4+ billion across all diverse supplier categories over 5 years | Staffing, outsourcing and advisory services delivered across Americas, EMEA and APAC, supported by 4,600+ supplier partners | Expertise spans wide array of industries and numerous talent management strategies |

At Kelly, we're always thinking about ***what's next*** in the evolving world of work.
We help people adopt new ways of thinking and embrace the value of all work styles in the workplace.

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Note: Data as of 12/31/2018

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# A PROVEN PLATFORM FOR GROWTH

Focus on value-added service offerings within attractive, high-growth segments where Kelly specializes

Healthy balance sheet driven by focus on free cash flow enhancement provides flexibility for investment

Globally recognized brand built upon decades of service excellence and innovation

Leadership with deep industry expertise and commitment to driving value for shareholders

Demonstrated focus on growth and operational efficiency

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# KELLY PLACES TEMPORARY EMPLOYEES WORLDWIDE

**Kelly provides market coverage through company-owned operations, joint ventures, and a global network of 4,600 suppliers.**

Kelly provides workforce solutions to a diversified group of customers in three regions: the **Americas**; Europe, the Middle East and Africa (“**EMEA**”); and Asia Pacific* (“**APAC**”).

*In 2016, Kelly and Persol created a Joint Venture to service our clients’ staffing needs throughout Asia-Pacific. The JV created one of the largest workforce solutions companies in the region with over $700M in revenue across 13 countries and 50 offices.

# Kelly's Noble Purpose Drives Our Business Strategy

## NOBLE PURPOSE

We connect people to work in ways that enrich their lives.

## DIFFERENTIATORS

- Brand Strength
- Talent Experience
- Niche U.S. Leadership

## STRATEGIC PILLARS

- Leadership Positions via scale or specialty
- Embracing the Future of Work
- Being the Destination for Top Talent
- Investing in Technology for Innovation and Efficiency

## FOCUS AREAS

- Commercial
- Education
- Engineering
- Science
- MSP

## KELLY BUSINESS SEGMENTS

- AMERICAS STAFFING
- INTERNATIONAL
- GLOBAL TALENT SOLUTIONS

# Americas Staffing Journey

**TARGETED RECRUITMENT AND SALES PLANS**

Strong sales and talent pipelines aligned with chosen niches

**AGILE TEAMS READY FOR GROWTH**

U.S. operations that can quickly respond to shifts in supply & demand

**HIGHLY EFFICIENT OPERATIONS**

Tools, technologies, and team structures that support high efficiency

**MARKET LEADER IN U.S. EDUCATIONAL STAFFING**

#1 provider of K-12 educational staffing, including largest school districts

**Our Focus:**

- Continue executing strategic plan to optimize U.S. Commercial business for efficiency and growth.
- Refining education delivery model to grow the business, and expanding into high-opportunity educational adjacencies.
- Optimizing the value vs. volume equation, effectively managing costs while advancing our specialty talent solutions strategy.
- Monitoring the competitive landscape for investments that further accelerate our specialty growth strategy.

# INTERNATIONAL STAFFING JOURNEY

| | | | | |
|---|---|---|---|---|
| Profitable recruitment and delivery platforms in countries with the largest staffing markets | Industry leading cross-country sourcing expertise | Brand recognition in chosen industry verticals and specialties | Employer of choice for consultants and recruiters | Large global sales accounts presence in large markets |

**Our Focus:**

- Implementing revitalization plan to drive greater efficiencies (based on U.S. Ops approach), bolstered by role discipline and an increased focus on individual performance metrics.
- Reduce SG&A expenses and continue to monitor and make additional adjustments as needed.
- Work to improve productivity and the speed-to-productivity of new hires through onboarding improvement initiatives.

# Global Talent Solutions (GTS) Journey

| Leading Provider of Talent Supply Chain Management | High-Performing Sales and Delivery Teams | Trusted Talent Advisor to World's Top Firms | High-Performing Outcome-Based Solutions | Efficient, Effective Delivery Teams |
|---|---|---|---|---|
| Hired to design holistic solutions across all talent categories | Working seamlessly to deliver client-centered, profitable solutions | Viewed as a strategic partner by senior stakeholders in our clients' business | Continued growth of higher-margin specialties | Leveraging innovative technology and tools |

**Our Focus:**

- Continue optimizing our customer portfolio, investing where we can win and exiting where we cannot.
- Retain our large, key accounts upon completion of their protracted RFP processes.
- Aggressively pursue higher margin specialty business.
- Focus on growing profitable staffing within existing accounts.

# Kelly Strategic M&A Actions: 2016 - Present

**July 2016**
Kelly and Persol form a JV combining the staffing operations in APAC

**Sept. 2017**
Kelly acquires Teachers On Call

**April 2018**
Kelly sells Kelly Healthcare Resources to InGenesis

**July 2018**
Kelly Innovation Fund invests in Kenzie Academy

**Aug. 2018**
Kelly invests in BTG

**Dec. 2018**
Kelly sells Kelly Legal Managed Services to Trustpoint.One

**Jan. 2019**
Kelly acquires Global Technology Associates, LLC (GTA)

**Jan. 2019**
Kelly acquires NextGen Global Resources, LLC (NextGen)

# INVESTING IN TECHNOLOGY FOR GROWTH AND EFFICIENCY

## Robotic Process Automation

- 45+ process automation bots, including an internal virtual assistant and an external talent chatbot, automate 50+ processes our employees, candidates, and customers use every day.
- We continue to automate business processes, create and deploy new bots, and build complementary offerings around business process management and optimization.

**Internal**

**Ava**

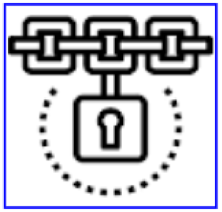
**External**

**Kelly**

## Blockchain Technology

- Kelly and Moonlighting, Inc. recently partnered to explore the future of work through the application of blockchain technology in human capital environments.
- This partnership is working with three of our business units to evaluate the feasibility of using this technology to attract and more efficiently access top talent.

**BLOCK**



**CHAIN**

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# What's Next for Kelly

**What to Expect**

- New CEO evaluating operations and structure to ensure it optimizes and accelerates growth.
- Kelly's strategic direction – to become a specialty talent solutions provider – will remain the same.
- Focus is on execution, with increased attention paid to urgency, agility, and growth.
- More insights to be shared after Q4/FY reporting.

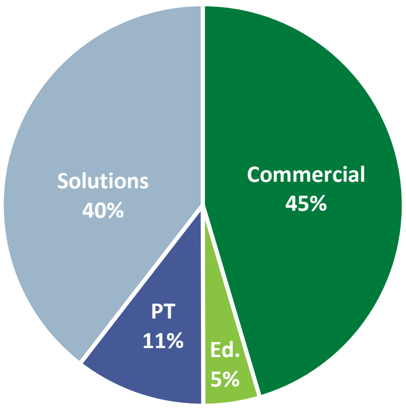
# CFO Perspectives

Olivier Thirot, CFO

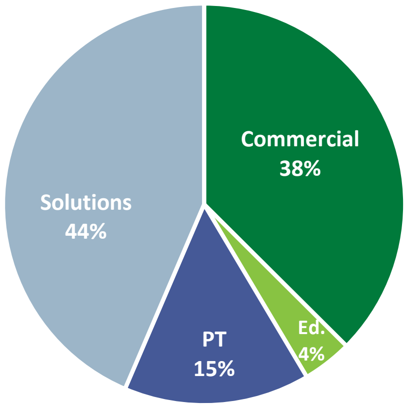
WHAT'S NEXT.

# VALUE-ADDED SERVICE OFFERINGS BY PRODUCT MIX

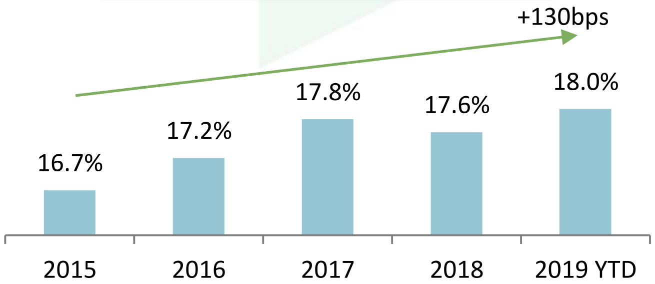
Q3 2019
Revenue Breakdown [(1)]



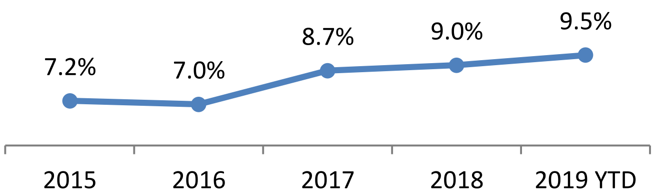

Q3 2019
GP Breakdown [(1)]




2015-2019
GP Rate




2015-2019
Conversion Rate




- Focused investment in high-growth and high-value solutions over the last several years has led to accelerated growth in our GP Rate
- Effective cost management compounded with our accelerated GP growth have positively impacted our conversion rate

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[(1)] All segment results are global except Education, which is US only.

Note: All results include impact from acquisitions and exclude restructuring and the Q2 '19 land sale.

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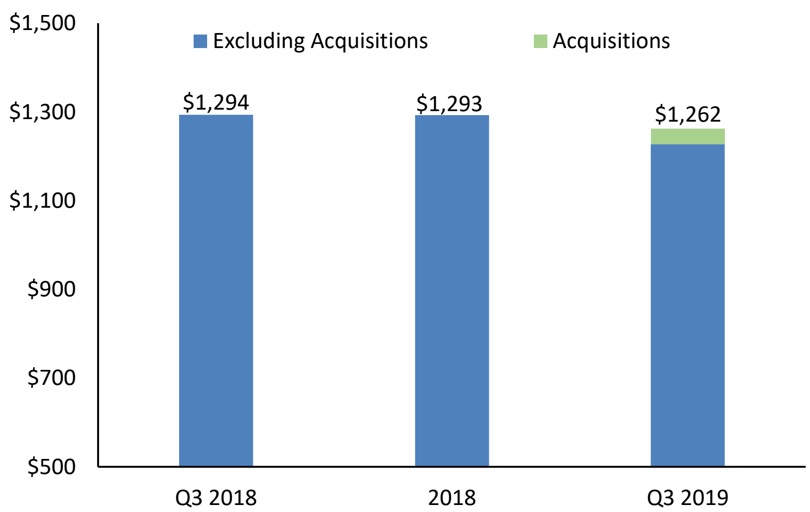
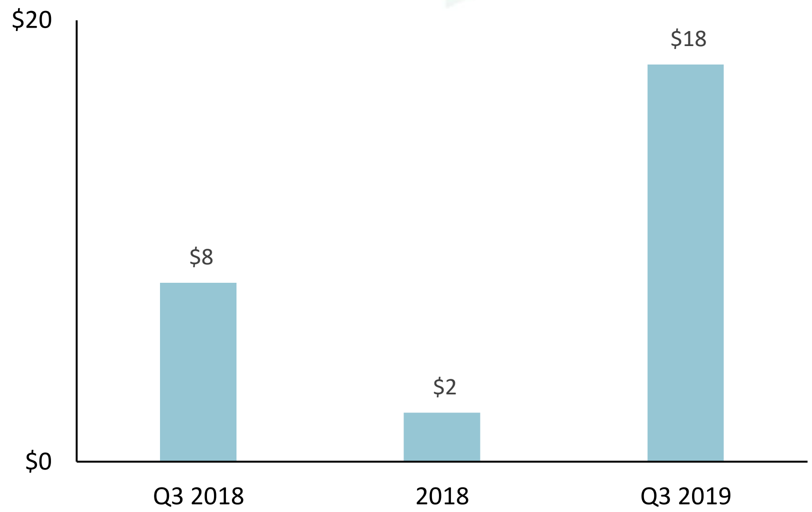
# THIRD QUARTER 2019 BALANCE SHEET DATA

*$ in millions*

## Accounts Receivable




## Debt




- Accounts Receivable reflects the impact of recent acquisitions. Including acquisitions, DSO is 59 days, up 1 day from a year ago and up 4 days from year end 2018
- Debt reflects borrowing on the Securitization Facility, which was used to fund the January 2019 NextGen and GTA acquisitions

# Capital Allocation Priorities

- Focusing investments in attractive areas of business to accelerate growth and generate efficiencies.
  - Targeting acquisitions in education, engineering, IT and life sciences specialties.
  - Investing in technology solutions to support and accelerate growth.
- Maintaining dividend and focusing on future increases based on sustained operating performance.
- Evaluating share repurchases on an ongoing basis.

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# OUTLOOK – FOURTH QUARTER 2019

- Reported Revenue down 4% to 5% YOY
  - 30 basis point unfavorable impact due to currency
  - Includes inorganic growth from recent acquisitions
- Gross profit rate on par with last year, resulting in a gross profit dollars down 4% to 5% YOY
- SG&A down 4% to 5% YOY
  - Includes recent acquisitions and the impact of additional amortization of purchased intangible assets
- Full Year Effective Tax Rate in the mid-teens
  - Excluding the impact of Persol stock gains and losses

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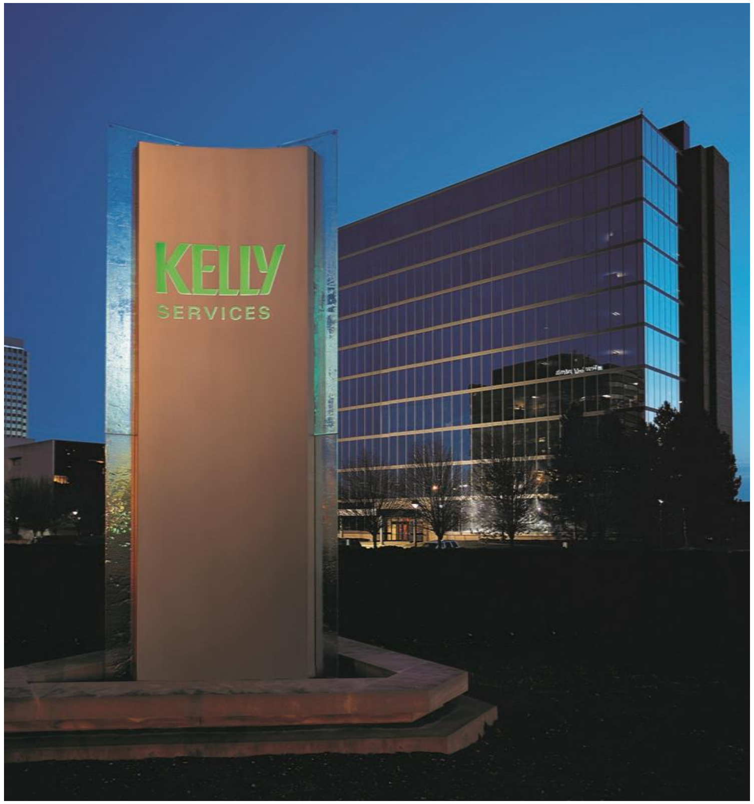
# Kelly Services: Company Contacts




**Peter Quigley**
President & Chief Executive Officer
248 244-5462

**Olivier Thirot**
Executive Vice President & Chief Financial Officer
248 244-4727

**James Polehna**
Senior Vice President and Corporate Secretary
248 244-4586

in [kellyservices.com](kellyservices.com)

# Appendix
# Key Financial Information
## Third Quarter 2019

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# THIRD QUARTER 2019 SEGMENT FINANCIALS

*($ in millions)*

| Kelly Services | |
|---|---|
| Sales | $1,267.7 |
| GP | $228 |
| Expenses | $211 |
| Earnings from Operations | $17 |
| Conversion Rate | 7.5% |

| Americas Staffing | |
|---|---|
| Sales | $516 |
| GP | $94 |
| Expenses | $90 |
| Earnings from Operations | $4 |
| Conversion Rate | 4.3% |

| Global Talent Solutions | |
|---|---|
| Sales | $503 |
| GP | $100 |
| Expenses | $71 |
| Earnings from Operations | $28 |
| Conversion Rate | 28.5% |

| International Staffing | |
|---|---|
| Sales | $253 |
| GP | $35 |
| Expenses | $31 |
| Earnings from Operations | $4 |
| Conversion Rate | 9.9% |

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# Third Quarter 2019 Financial Summary

| | Actual Results | Change | Constant Currency Change[1] |
|---|---|---|---|
| Revenue | $1.3B | (5.6%) | (4.8%) |
| GP % | 18.0% | 20 bps | |
| Earnings from Operations | $17.1M | (22.2%) | (20.8%) |
| ROS % | 1.3% | (30) bps | |
| EPS | ($0.27) | ($1.11) | |

- Revenue declined in all three segments in the face of a weakening manufacturing sector in the U.S. and softening demand in Europe
- GP rate improved from the impact of higher margin acquisitions, structural improvement in product mix in GTS, partially offset by higher employee related costs in Americas Staffing
- Earnings from Operations declined compared to last year as a higher GP rate on lower revenue resulted in lower gross profit. The decline was partially offset by lower performance-based incentive expenses and expense control efforts
- EPS includes $0.70 non-cash impact from the loss on equity investment compared to a $0.28 gain in Q3 2018

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[1]Constant Currency represents year-over-year changes resulting from translating 2019 financial data into USD using 2018 exchange rates.

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# THIRD QUARTER 2019 FINANCIAL SUMMARY

**(Excluding Loss on investment in Persol Holdings, Acquisitions and Restructuring)**

| | Actual Results | Change | Constant Currency Change[4] |
|---|---|---|---|
| Revenue[1] | $1.2B | (8.2%) | (7.5%) |
| GP % [1] | 17.7% | (10) bps | |
| Earnings from Operations[1],[2] | $14.0M | (35.9%) | (34.4%) |
| ROS %[1],[2] | 1.1% | (50) bps | |
| EPS[1],[2],[3] | $0.37 | ($0.19) | |

- Revenue declined in all three segments in the face of a weakening manufacturing sector in the U.S. and softening demand in Europe
- GP rate declined due to employee related costs and lower staffing placement fees in Americas Staffing, partially offset by structural improvement in product mix in GTS
- Earnings from Operations declined as the effect of declining revenues and GP rate was only partially offset by reduced expenses from lower performance-based incentive expenses and efforts to align costs with GP trends
- EPS declines on lower earnings

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[1]Excludes 2019 results from the NextGen and GTA acquisitions, which were acquired on January 2, 2019, and were included in the reported results of operations in Americas Staffing and GTS, respectively.

[2]Excludes $0.1 million of restructuring accrual credit adjustment, $0.1 million net of tax or $0.00 per share in Q3 2019.

[3]Excludes $39.3 million loss on investment in Persol Holdings, $27.2 million net of tax or $0.70 per share in Q3 2019 and $15.8 million gain on investment in Persol Holdings, $10.9 million net of tax or $0.28 per share in Q3 2018.

[4]Constant Currency represents year-over-year changes resulting from translating 2019 financial data into USD using 2018 exchange rates.

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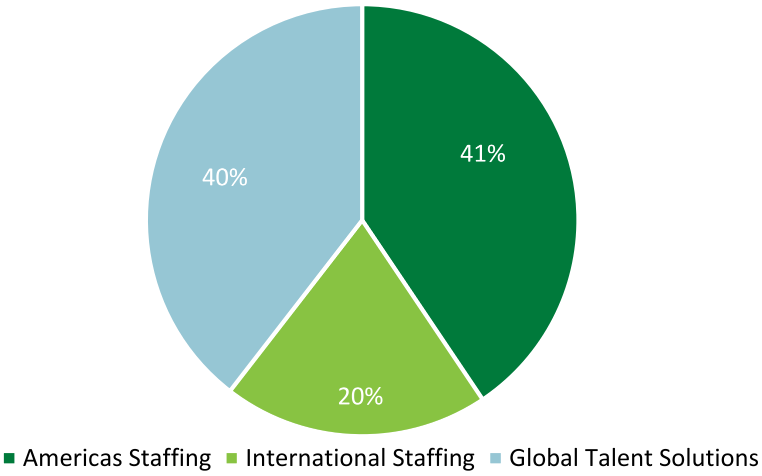
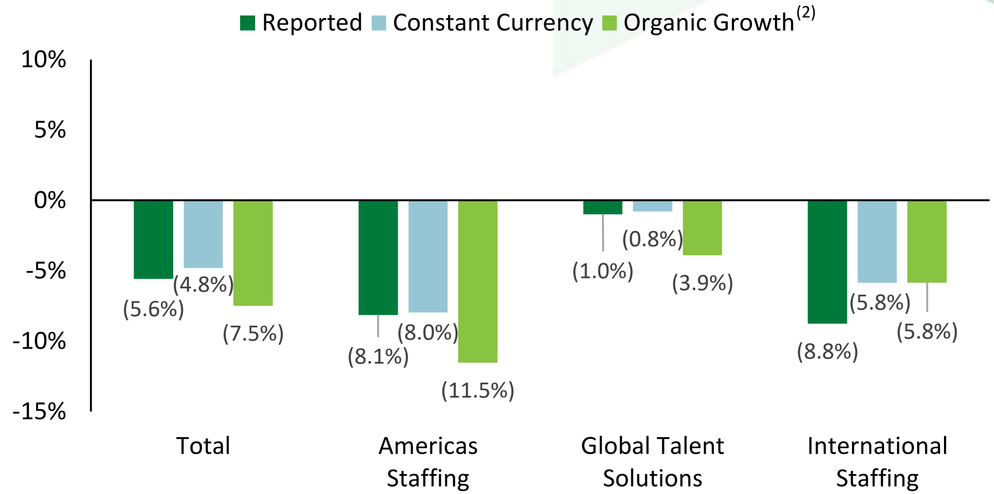
# THIRD QUARTER 2019 REVENUE GROWTH

## Revenue Mix by Segment[1]




## Revenue Growth by Segment




- Americas Staffing revenue declined on lower volume in light industrial, office services, partially offset by increases in professional/technical specialties, which includes the impact of the NextGen acquisition. Education revenue was down slightly
- GTS revenue growth includes the impact of the GTA acquisition in addition to organic growth in outcome-based services, however this was offset by declines in centrally delivered staffing
- International Staffing reflects declines in Western Europe, partially offset by growth in Eastern Europe

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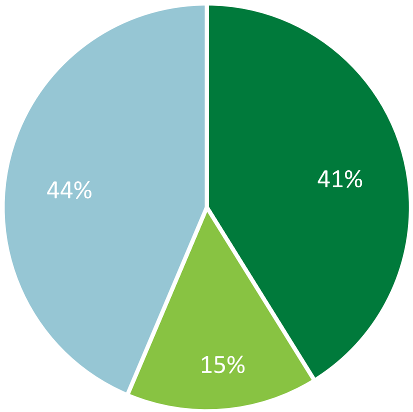
(1) Revenue Mix by Segment includes the results from acquisitions.

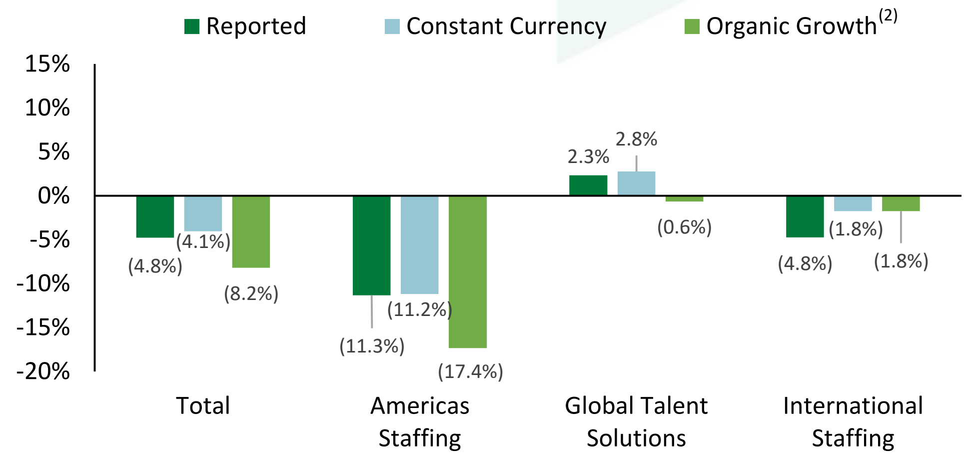
(2) Organic growth represents revenue growth excluding the results of acquisitions on a constant currency basis.

# THIRD QUARTER 2019 GROSS PROFIT GROWTH

## Gross Profit Mix by Segment[1]




## Gross Profit Growth by Segment




- Americas Staffing GP reflects the impact of lower revenue and higher employee related costs, partially offset by the impact of the NextGen acquisition
- GTS GP reflects the impact of the GTA acquisition, structural rate improvement from changes in product mix and lower employee related costs
- International Staffing reflects the impact of lower revenue. GP rate improved, driven by one-time costs in 2018

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(1)Gross Profit Mix by Segment includes the results from acquisitions.

(2)Organic growth represents gross profit growth excluding the results of acquisitions on a constant currency basis.

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# THIRD QUARTER 2019 EPS SUMMARY

*$ in millions except per share data*

| | Third Quarter | | | |
|---|---|---|---|---|
| | 2019 | | 2018 | |
| | Amount | Per Share | Amount | Per Share |
| Net earnings (loss) | $ (10.5) | $ (0.27) | $ 33.1 | $ 0.84 |
| (Gain) loss on investment in Persol Holdings, net of taxes[(1)] | 27.2 | 0.70 | (10.9) | (0.28) |
| Restructuring charges, net of taxes[(2)] | (0.1) | - | - | - |
| Net earnings from acquisitions[(3)] | (2.2) | (0.05) | - | - |
| Adjusted net earnings | $ 14.4 | $ 0.37 | $ 22.2 | $ 0.56 |

- As adjusted, net earnings and EPS declined on lower earnings

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[(1)]Loss on investment in Persol Holdings of $39.3 million, $27.2 million net of tax or $0.70 per share in Q3 2019 and gain on investment in Persol Holdings of $15.8 million, $10.9 million net of tax or $0.28 per share in Q3 2018.

[(2)]Restructuring charges, net of taxes includes a $0.1 million restructuring accrual credit adjustment, $0.1 million net of tax or $0.00 per share in Q3 2019.

[(3)]NextGen and GTA were acquired on January 2, 2019, and were included in the reported results of operations of Americas Staffing and GTS segments, respectively, from the date of acquisition.

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# THIRD QUARTER 2019 ORGANIC REVENUE

*$ in millions*

| | Third Quarter 2019 As Reported | | Third Quarter 2019 Acquisitions [1] | | Third Quarter 2019 Adjusted | | Third Quarter 2018 As Reported | | Change | Constant Currency Change [2] |
|---|---|---|---|---|---|---|---|---|---|---|
| **Americas Staffing** | $ | 516.0 | $ | (20.0) | $ | 496.0 | $ | 561.8 | (11.7%) | (11.5%) |
| **Global Talent Solutions** | | 502.5 | | (15.8) | | 486.7 | | 507.6 | (4.1%) | (3.9%) |
| **International Staffing** | | 252.9 | | - | | 252.9 | | 277.2 | (8.8%) | (5.8%) |
| **Total Company** | $ | 1,267.7 | $ | (35.8) | $ | 1,231.9 | $ | 1,342.4 | (8.2%) | (7.5%) |

- Americas Staffing revenue reflects declines in light industrial, office services and professional/technical specialties. Education was down slightly
- GTS revenue reflects declines in centrally delivered staffing, partially offset by growth in outcome-based services
- International Staffing reflects declines in Western Europe, partially offset by growth in Eastern Europe
- Total Company revenue growth rate was unfavorably impacted by approximately 40 bps from the 2018 divestitures of our legal specialty practices, which is primarily reflected in GTS

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[1]Organic revenue growth in Q3 2019 excludes the impact of the NextGen and GTA acquisitions in the Americas Staffing and GTS segments, respectively.

[2]Constant Currency represents year-over-year changes resulting from translating 2019 financial data into USD using 2018 exchange rates.

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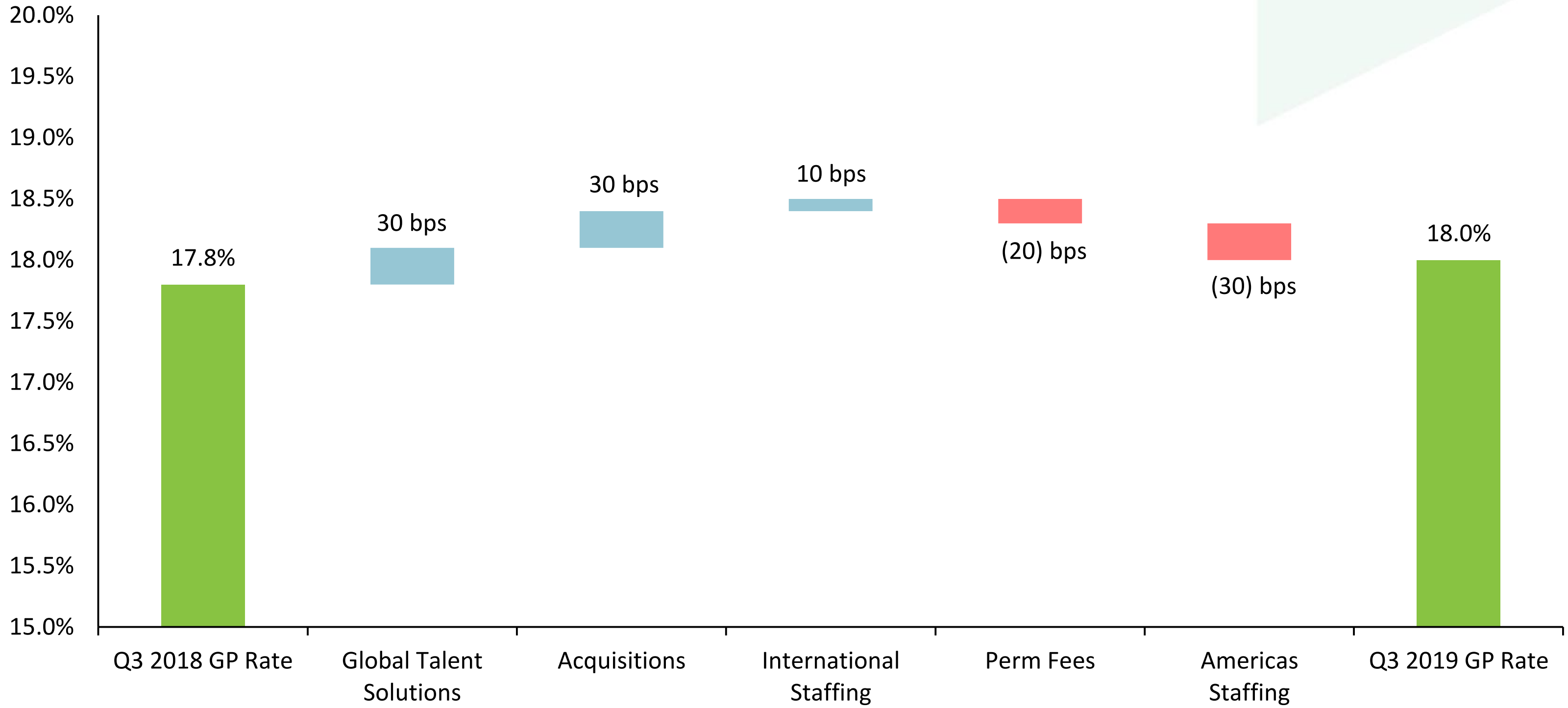
# THIRD QUARTER 2019 GROSS PROFIT RATE GROWTH




- GTS GP reflects structural GP rate improvement from product mix and lower employee related costs
- Overall GP rate improved due to the acquisitions of NextGen and GTA, which are higher margin specialty businesses
- Americas Staffing year-over-year comparisons reflect higher employee related costs

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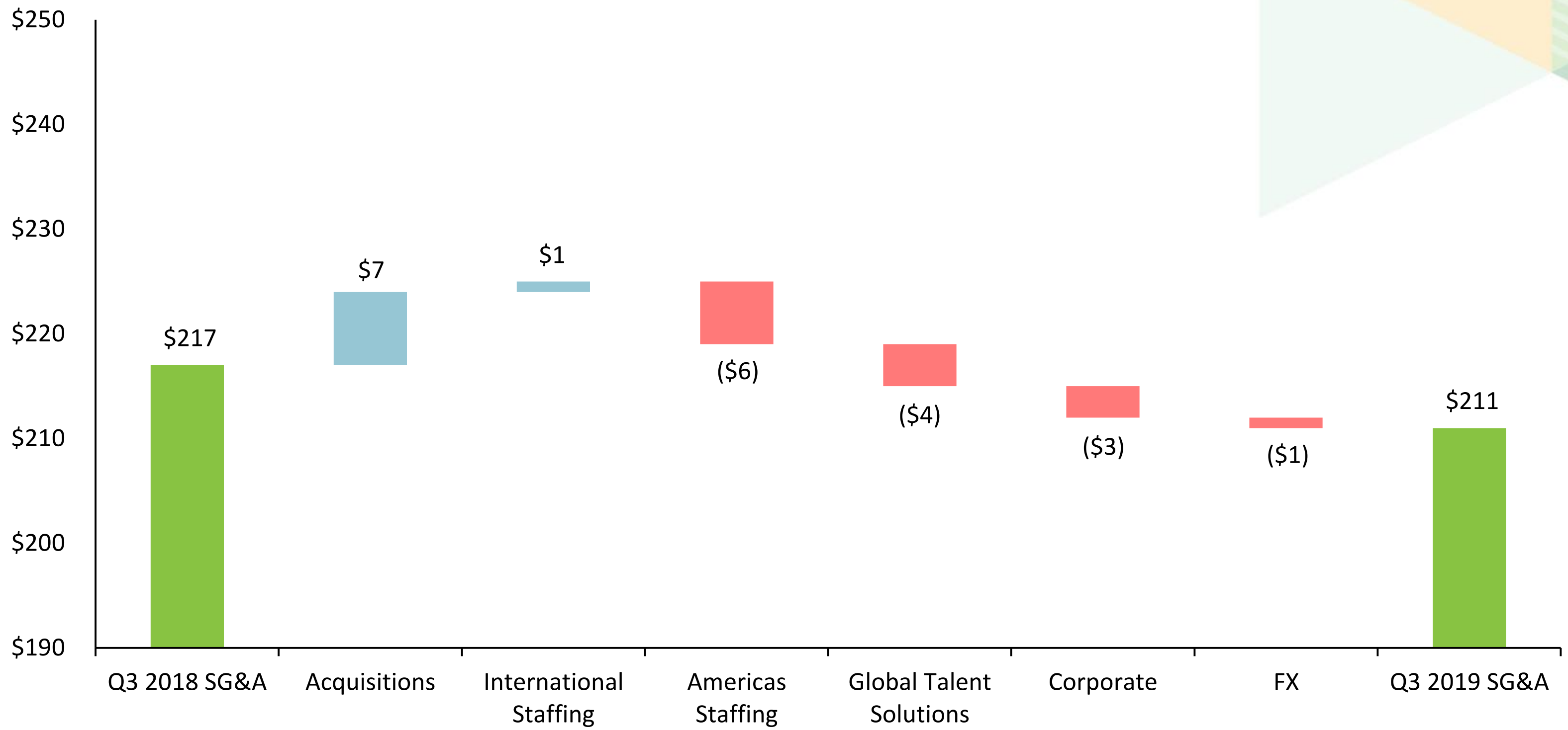
# THIRD QUARTER 2019 SG&A

*$ in millions*




- Acquisitions reflect the SG&A expenses of NextGen and GTA, acquired in January 2019
- International Staffing expenses were up due to one-time costs to improve efficiencies
- Americas Staffing expenses were down due to lower performance-based compensation and lower salary expense as a result of the Q1 2019 restructuring actions in U.S. Operations
- GTS expense reflects continued cost management
- Corporate expenses are down on lower performance-based incentive compensation expense

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# THIRD QUARTER 2019 CONVERSION RATE

*$ in millions*

| | 2019 | | | 2018 | | | |
|---|---|---|---|---|---|---|---|
| | Gross Profit | Earnings from Ops | Conversion Rate[1] | Gross Profit | Earnings from Ops | Conversion Rate[1] | Change (bps) |
| **Americas Staffing** | $ 93.9 | $ 4.1 | 4.3% | $ 106.0 | $ 14.8 | 14.0% | (970) |
| **Global Talent Solutions** | 99.6 | 28.4 | 28.5% | 97.3 | 24.1 | 24.7% | 380 |
| **International Staffing** | 34.7 | 3.5 | 9.9% | 36.4 | 4.8 | 13.5% | (360) |
| **Total Company** | $ 227.7 | $ 17.1 | 7.5% | $ 239.1 | $ 21.9 | 9.2% | (170) |

- Americas Staffing conversion rate reflects the impact of lower revenue on gross profit, partially offset by lower expenses as a result of lower performance-based incentive expense and Q1 restructuring actions
- GTS conversion rate reflects improving GP rate and effective cost management
- International Staffing conversion rate reflects declining GP, partially offset by effective cost management
- Total Company conversion rate improvement reflects the impact of challenging revenue trends which was partially offset by improving GP rate and expense containment

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(1)Conversion rate represents earnings from operations as a percentage of gross profit, or return on gross profit.

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# Third Quarter 2019 Conversion Rate

**(Excluding Acquisitions and Restructuring)**

*$ in millions*

| | 2019 | | | 2018 | | | |
|---|---|---|---|---|---|---|---|
| | Gross Profit[1] | Earnings from Ops[1][2] | Conversion Rate[3] | Gross Profit | Earnings from Ops | Conversion Rate[3] | Change (bps) |
| **Americas Staffing** | $ 87.3 | $ 2.3 | 2.7% | $ 106.0 | $ 14.8 | 14.0% | (1,130) |
| **Global Talent Solutions** | 96.3 | 27.1 | 28.2% | 97.3 | 24.1 | 24.7% | 350 |
| **International Staffing** | 34.7 | 3.5 | 9.9% | 36.4 | 4.8 | 13.5% | (360) |
| **Total Company** | $ 217.8 | $ 14.0 | 6.5% | $ 239.1 | $ 21.9 | 9.2% | (270) |

- Americas Staffing conversion rate reflects the impact of lower revenue on gross profit, partially offset by lower expenses as a result of lower performance-based incentive expense and Q1 restructuring actions
- GTS conversion rate reflects improving GP rate and effective cost management
- International Staffing conversion rate reflects declining GP, partially offset by effective cost management
- Total Company conversion rate improvement reflects the impact of challenging revenue trends which were partially offset by expense containment

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[1]Excludes 2019 results related to the NextGen and GTA acquisitions in Americas Staffing and GTS, respectively.

[2]Excludes $0.1 million of restructuring accrual credit adjustment, $0.1 million net of tax or $0.00 per share in Q3 2019 in Americas Staffing.

[3]Conversion rate represents earnings from operations as a percentage of gross profit, or return on gross profit.

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# Cash Flows: as of September 29, 2019

*$ in millions*

| | 2019 | 2018 |
|---|---|---|
| **Net Income** | **$ 95.4** | **$ 46.8** |
| (Gain) loss on investment in Persol Holdings | (35.1) | 13.0 |
| (Gain) loss on sale of assets | (12.3) | - |
| Operating lease asset amortization | 16.9 | - |
| Depreciation and amortization | 23.8 | 19.5 |
| Other cash used in operating activities | (14.5) | (46.0) |
| Capital expenditures | (13.8) | (17.9) |
| **Free cash flow** | **$ 60.4** | **$ 15.4** |
| | | |
| Borrowing | 15.2 | (1.9) |
| **Available cash flow** | **$ 75.6** | **$ 13.5** |
| | | |
| Dividends | (8.9) | (8.8) |
| Acquisition of company, net of cash received | (86.4) | - |
| Proceeds from sale of assets | 13.8 | - |
| Payments of tax withholding for stock awards | (2.3) | (6.3) |
| Other | (2.8) | (8.7) |
| **Cash used** | **$ (11.0)** | **$ (10.3)** |
| | | |
| Effect of exchange rates | (0.5) | (0.7) |
| **Net change in cash** | **$ (11.5)** | **$ (11.0)** |
| | | |
| **Cash at period end** | **$ 28.6** | **$ 25.9** |

KELLY® WHAT'S NEXT.

# BALANCE SHEET: AS OF SEPTEMBER 29, 2019

*$ in millions*

| | 2019 | 2018 |
|---|---|---|
| Cash | 22.8 | 20.8 |
| Accounts Receivable, net | 1,262.3 | 1,294.0 |
| Other Current Assets | 80.7 | 68.0 |
| **Total Current Assets** | **$ 1,365.8** | **$ 1,382.8** |
| | | |
| Long Term Assets | 1,110.5 | 1,010.3 |
| **Total Assets** | **$ 2,476.3** | **$ 2,393.1** |
| | | |
| Short-Term Debt | 17.5 | 8.1 |
| Other Current Liabilities | 882.5 | 894.1 |
| **Total Current Liabilities** | **$ 900.0** | **$ 902.2** |
| | | |
| Other Long Term Liabilities | 328.5 | 305.1 |
| Equity | 1,247.8 | 1,185.8 |
| **Total Liabilities and Equity** | **$ 2,476.3** | **$ 2,393.1** |
| | | |
| **Working Capital** | **$ 465.8** | **$ 480.6** |
| **Net Cash** | **5.3** | **12.7** |
| **Debt-to-Total Capital** | **1.4%** | **0.7%** |

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