



Northcoast Research Investor Meetings  
Boston/New York  
March 2-3, 2017



# 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, changing market and economic conditions, our ability to achieve our business strategy, the risk of damage to our brand, the risk our intellectual 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, material changes in demand from or loss of large corporate customers, risks associated with conducting business in foreign countries, including foreign currency fluctuations, availability of full-time employees to lead complex talent supply chain sales and operations, availability of temporary workers with appropriate skills required by customers, liabilities for employment-related claims and losses, including class action lawsuits and collective actions, the risk of cyber attacks or other breaches of network or information technology security as well as risks associated with compliance on data privacy, our ability to sustain critical business applications through our key data centers, our ability to effectively implement and manage our information technology programs, our ability to maintain adequate financial and management processes and controls, impairment charges triggered by adverse industry developments or operational circumstances, unexpected changes in claim trends on workers' compensation, disability and medical benefit plans, the impact of the Patient Protection and Affordable Care Act on our business, the impact of changes in laws and regulations (including federal, state and international tax laws), the risk of additional tax or unclaimed property liabilities in excess of our estimates, 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 release and 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.



# SNAPSHOT 2016

Nasdaq: KELYA, KELYB



SERVING **95%**  
of the Fortune 100™



**\$7** BILLION  
2015 spend under management



2016 revenue:  
**\$5.3** BILLION



Nearly  
**500,000**  
directly employed  
around the world

**4,600**  
supplier partners  
across the globe

*Global network*

**Industry focus**

- Life Sciences & Healthcare
- Energy
- Financial & Business Services
- Industrial & Manufacturing
- Retail & Consumer Goods



## STAFFING Kelly Girl®

William Russell Kelly pioneers the modern staffing industry by founding the Russell Kelly Office Service in 1946

## GLOBAL WORKFORCE SOLUTIONS

### Strategic Customer Partnerships

KellyOCG® pioneers applying supply chain strategies to talent

Talent  
Supply Chain  
Management

CELEBRATING

# 70 Years

1946 • 2016



Kelly Educational Staffing®

**3** MILLION+  
assignments filled in 2016

2016 record-setting revenue:

**\$314** MILLION+



The world's leading scientific workforce solutions provider—

**11,000+**  
professionals placed each year



**5 years in a row** on the Global Outsourcing

100® list! 2016 honors include recognition for sustained excellence, customer references, and programs for innovation.

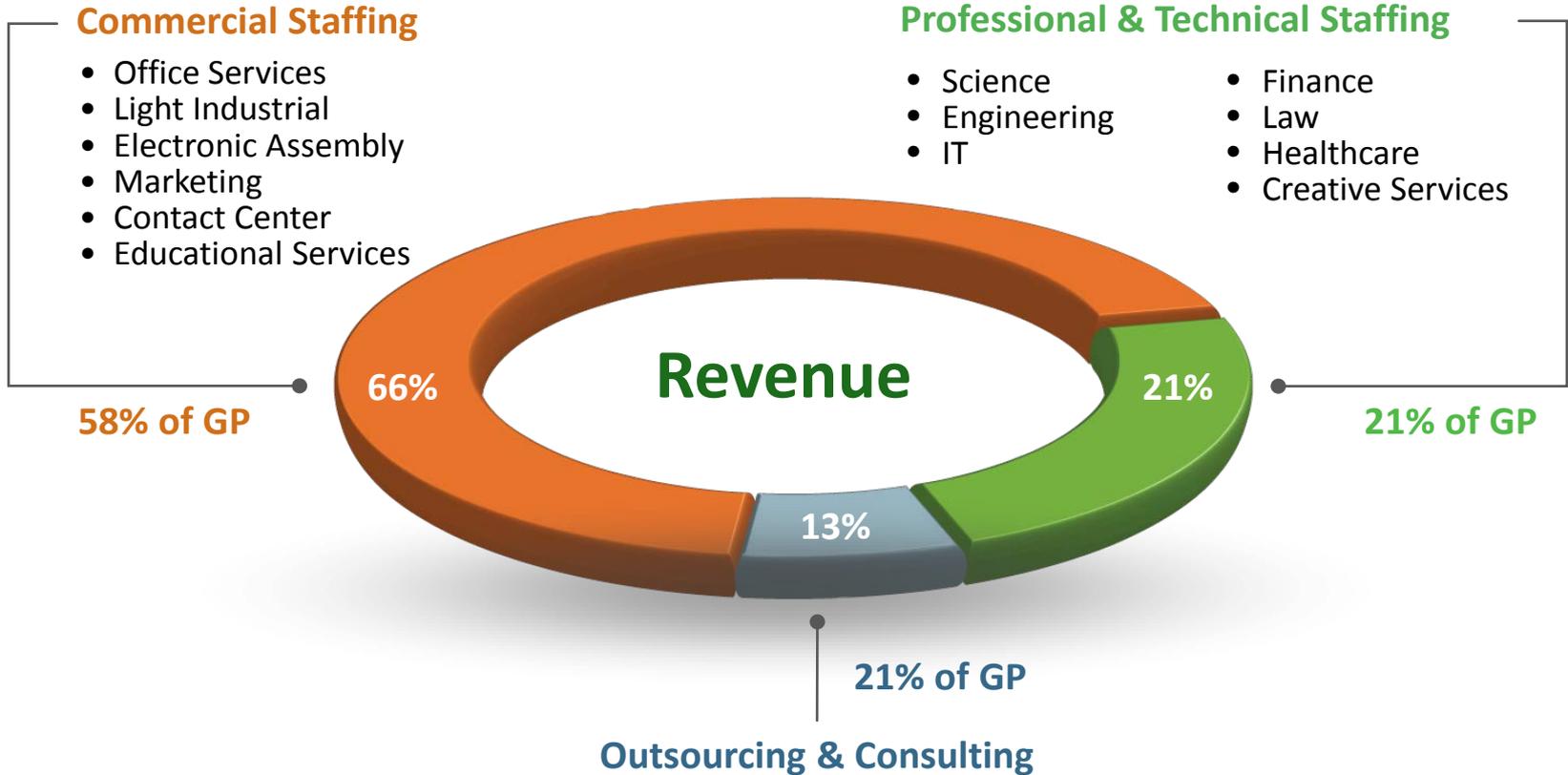


Kelly ranks **#8** out of 47,000 companies in the FlexJobs database that offer

telecommuting opportunities on a full-time, part-time, and freelance basis.



# Portfolio of Solutions



• **Recruitment Process Outsourcing (RPO)**

• **Contingent Workforce Outsourcing (CWO)**

• **Business Process Outsourcing (BPO)**

# The Kelly<sup>®</sup> Journey: Our Strategy in Action



Kelly's vision is to become the world's best workforce solutions provider. As we strive toward achieving that vision, we are transforming how our company works. We are becoming a faster, smarter, more market-focused organization. We are investing in the areas where Kelly is the very best, and forming new supply chains and partnerships where we aren't the best or can't grow quickly enough.

Together, we are reimagining the solutions company of the future while staying true to our core strengths.

Here's a look at our journey, where we plan to be in the future, and how we plan to get there.

## CHANGING THE SHAPE OF OUR COMPANY



The free agent population is on the rise, causing customers to re-evaluate their workforce strategies. Demand for specialized talent continues to grow, and companies are increasingly turning to project work and vendor-neutral arrangements to access that talent. We expect PT and OCG solutions to continue their steady growth...shifting the balance of Kelly's business mix even as we hold firm to our position as a Commercial staffing leader.

## WHERE WE WERE

2015

2015 was a year of focused execution and return on our investments. With our new operating models in place, we delivered full-year revenue growth of 4.7%; drove operating earnings up to \$67 million, nearly doubling the \$34 million in adjusted earnings we reported in 2014; and dropped nearly 70% of our GP dollar growth to the bottom.

2016

2016 was a year of progress. Even in the face of lower revenue, Kelly improved its GP rate 50 basis points and increased EPS by 122%. Kelly maintained a strong balance sheet, improved free cash flow, and ended the year debt free. In addition, APAC staffing operations transferred into a newly expanded APAC JV, forming one of the largest workforce solutions companies in the Asia Pacific region. This progress confirms that Kelly's growth strategy is yielding results.

# HOW WE'RE GOING TO GROW

-  Create a more balanced business mix across PT, OCG, and Commercial.
-  Sell, recruit, and deliver staffing in the specialties and markets where we can win through scale or specialization.
-  Design and deliver higher-margin solutions across our centralized accounts.
-  Expand our talent supply chain management capabilities and our supplier network so we don't have to maintain a physical presence.
-  Implement systems and models that make processes more efficient and people more productive.

## WHAT KELLY WILL LOOK LIKE IN THE FUTURE



A more **productive** workforce

A more **balanced** portfolio

A more **profitable** company

A more **competitive** total shareholder return

## WHAT THIS MEANS TO:

### > OUR CUSTOMERS

We'll have more profit to invest in the best talent solutions for our clients, and we'll be able to connect them with workforces designed around their business strategies.

### > OUR BUSINESS

We will transform Kelly into a leading global workforce solutions company that excels in all of its chosen specialties.

### > OUR EMPLOYEES

Increased profitability will enable us to reward high-performing employees, who can take pride in being part of a company that connects people with work designed around their lives.

### > OUR SHAREHOLDERS

Kelly's shareholders will be rewarded with healthier returns from a more profitable company.

# U.S. Branch Network Journey

## OBJECTIVES/FUTURE STATE



### TARGETED RECRUITMENT AND SALES PLANS

Strong sales and talent pipelines aligned with chosen niches



### CRITICAL MASS IN TARGETED MARKETS

Strong base of PT recruiters and sales resources in top markets



### ENHANCED PT BRAND RECOGNITION

Amplified reputation in the market as PT specialists



### INCREASED ONSITE PRESENCE

Embedded relationships leading to local/regional account growth



### ENGAGED TALENT

Candidates view Kelly as their "talent agent of choice"



### MARKET LEADER IN EDUCATIONAL STAFFING

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

## DELIVERING SPECIALTY STAFFING, PROTECTING THE CORE

BE THE VERY BEST COMMERCIAL AND PT RECRUITMENT COMPANY, IN OUR CHOSEN SPECIALTIES, IN THE MARKETS THAT WE SERVE

Grow profitable local and mid-market accounts.

Continue to grow Kelly Educational Staffing.

Leverage Kelly's shared service models to drive efficiency.

## OUR PROGRESS

Kelly's US staffing operations delivered solid execution in 2016 as a result of increased focus, good cost control, and running the business more tightly and in line with growth expectations. We remain focused on specialization in both sales and recruiting to drive PT growth, and we are well-positioned to adapt to changing market conditions. Kelly Educational Staffing continues to maintain its leading position in the K-12 market, delivering record-setting revenue of \$314 million.



# International Journey

## OBJECTIVES/FUTURE STATE



Profitable recruitment and service delivery platforms in countries with the largest staffing markets



Industry leading cross-country sourcing expertise



Brand recognition in chosen industry verticals and niches



Employer of choice for consultants and recruiters



Large Global Sales accounts presence in large markets

## Asia Pacific JV

In 2016 we expanded our strategic relationship with Temp Holdings and transferred our APAC staffing operations into the TS Kelly Asia Pacific joint venture, forming one of the largest workforce solutions companies in the Asia Pacific region. The new JV provides accelerated growth opportunities, larger workforce solutions presence, and enhanced competitive positioning. OCG remains wholly-owned by Kelly in APAC.

BE THE VERY BEST SPECIALTY RECRUITMENT COMPANY AND RELIABLE STAFFING PARTNER IN THE MARKETS THAT WE SERVE.

- Scale up temp business in Large Accounts.
- Centralize recruitment and sourcing in large markets to boost productivity and collaboration.
- Lead through Strategic Niche & Industry Vertical approach in all markets.
- Improve return on investments and profitability.



## OUR PROGRESS



In EMEA:

Invested in niche recruiters, sales resources, and sourcing talent and expertise



Consolidated branches into the recruitment delivery center in large markets



Recognized as strong science/life sciences leader across Europe



Increased Global Sales accounts presence outside of the U.S. and increased GP\$ and returns from those accounts



# Global Talent Solutions Journey

## OBJECTIVES/FUTURE STATE



### LEADING PROVIDER OF TALENT SUPPLY CHAIN MANAGEMENT

Hired to design holistic solutions across all talent categories



### HIGH-PERFORMING SALES AND DELIVERY TEAMS

Working seamlessly to deliver client-centered, profitable solutions



### TRUSTED TALENT ADVISOR TO WORLD'S TOP FIRMS

Viewed as a strategic partner by senior stakeholders in our clients' business



### HIGH-PERFORMING CENTRALIZED RECRUITING TEAMS

Capable of adapting to all solutions/models



### EFFICIENT, EFFECTIVE DELIVERY TEAMS

Leveraging centralization and technology

## TRANSFORMING TO A WORKFORCE SOLUTIONS LEADER

Use a talent supply chain management framework to solve clients' workforce challenges.

- › Design the best outsourced, recruitment, and integrated solutions.
- › Sell with a consultative, client-first approach.
- › Create efficient service delivery and account management models.
- › Deliver workforce solutions that align with clients' business priorities.

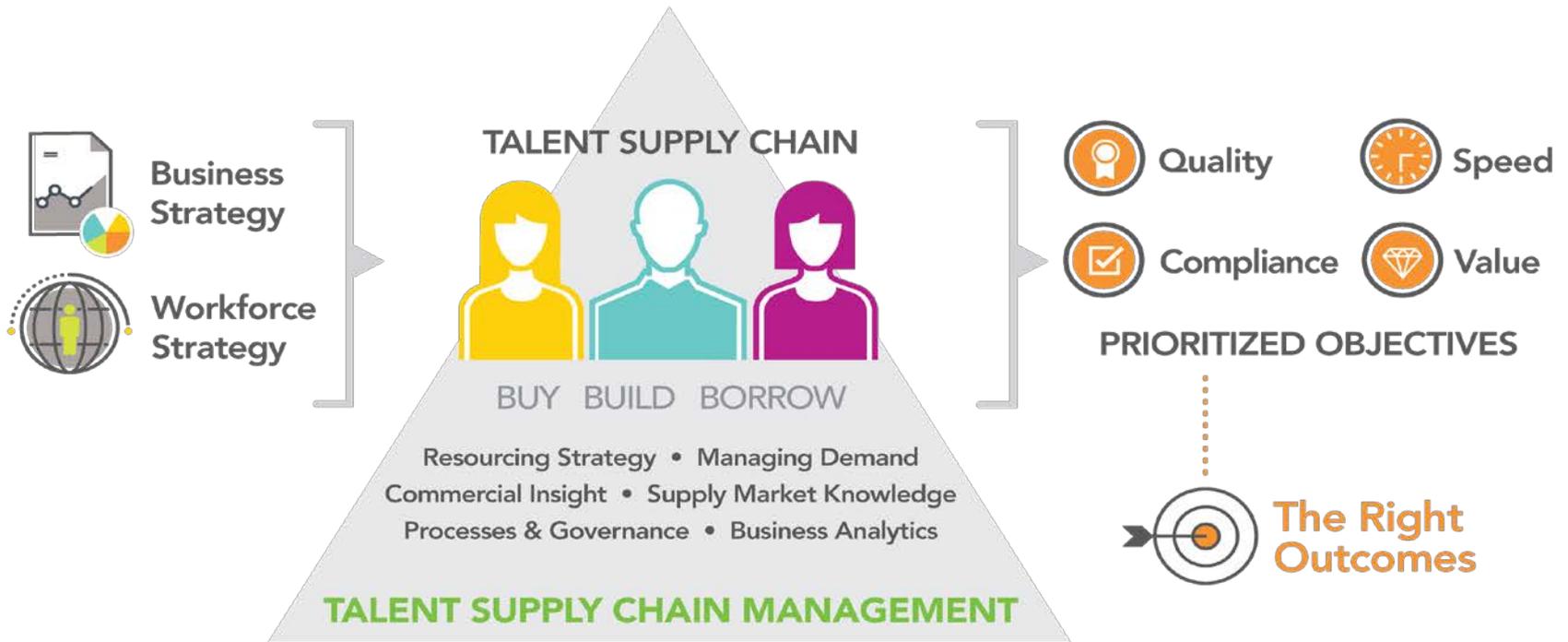
## OUR PROGRESS

The organization is moving quickly to stay ahead of shifting client demands:

- Our centralized recruiting group is outperforming industry benchmarks in vendor-neutral models.
- The Global Sales team is winning profitable new business and growing current large account relationships.
- OCG is responding to increased demand for workforce analytics, workforce planning, and project-based work.
- We continue to make intentional investments in OCG to increase top and bottom line growth.



## CONNECTING TALENT TO THE WORLD OF WORK™

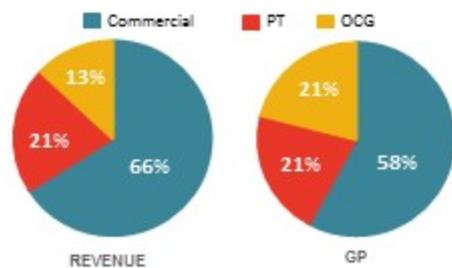


# Q4/2016 FINANCIAL REVIEW

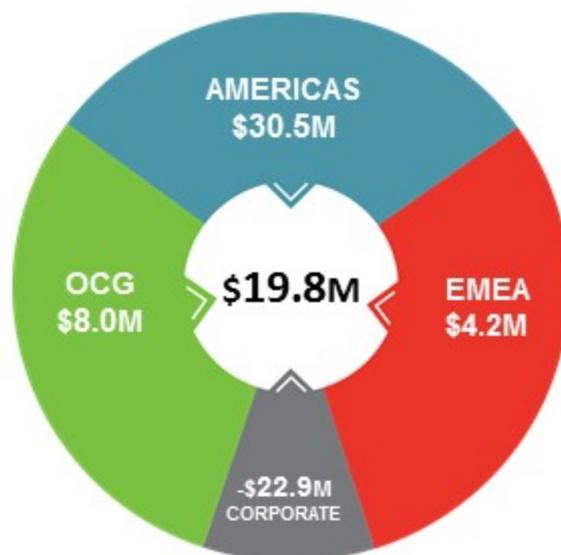
## PROGRESS REPORT ON KELLY'S FOURTH QUARTER\*

Kelly's fourth quarter performance was solid in what seemed to be a softening environment. The company's strong GP rate during the quarter reflects an improving business mix and continued improvement in the outsourcing and consulting segment. Kelly continues to operate as a more focused, agile company committed to becoming an even more competitive and profitable company.

### GLOBAL REVENUE & GP MIX



## Q4 OPERATING EARNINGS



## EXPENSE UPDATE

Q4 RESULT:  
**91.3% OF GP**

Lower Corporate litigation and performance-based compensation expenses contributed to a reduction in expenses during Q4. Excluding the results of the APAC staffing business from 2015 results, expenses were essentially flat YOY.

### GLOBAL COMMERCIAL GP

Q4 GP \$ TOTALED \$133M

- AMER GP \$ DOWN 3%
- EMEA GP \$ DOWN 2%

### GLOBAL PT GP

Q4 PT GP \$ TOTALED \$47M

- AMER GP \$ DOWN 11%
- EMEA GP \$ DOWN 7%

### GLOBAL OCG GP

Q4 OCG GP \$ TOTALED \$49M

Despite flat revenue YOY in Q4, OCG's gross profit increased 3% during the quarter. Performance was driven by growth in RPO (GP up 26%) and BPO (GP up 7%).

GP RATE UP  
**80**  
BASIS PTS

### GLOBAL PERM STAFFING FEES

Q4 FEES TOTALED \$12M

EMEA PT perm staffing fees were in the spotlight in Q4, increasing 4% YOY.

### REVENUE

**\$1.3B**

▼ 10%  
▼ 4%<sup>†</sup>

### GROSS PROFIT

**17.5%**

▲ 40 BASIS PTS  
▲ 20 BASIS PTS<sup>†</sup>

### EARNINGS FROM OPS

**\$19.8M**

▼ \$6.7M  
▼ \$4.9M<sup>†</sup>

### RETURN ON GP "CONVERSION RATE"

**8.7%**

▼ 190 BASIS PTS  
▼ 170 BASIS PTS<sup>†</sup>

### EPS

**\$0.51**

▼ 42%  
▼ 39%<sup>†</sup>

### ROS (FROM OPERATIONS)

**1.5%**

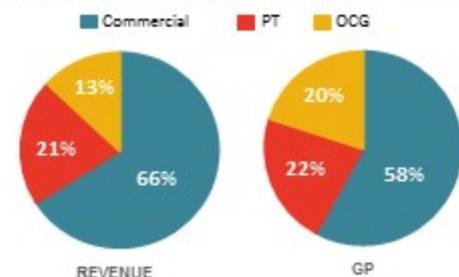
▼ 30 BASIS PTS  
▼ 30 BASIS PTS<sup>†</sup>

# 2016 YEAR IN REVIEW

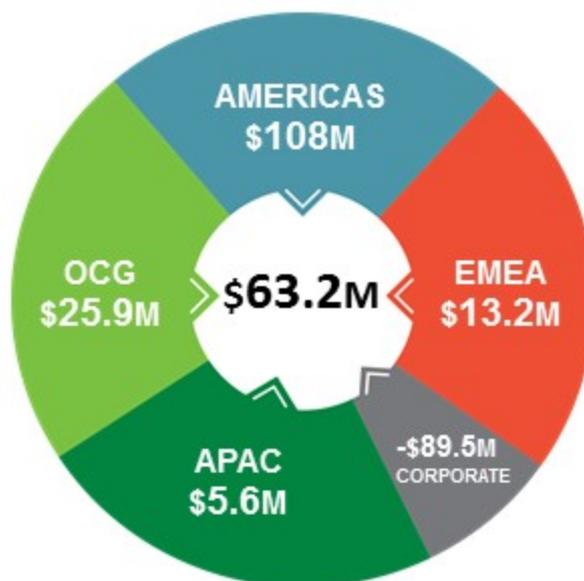
## PROGRESS REPORT ON KELLY'S STRATEGIC PERFORMANCE\*

Kelly entered 2016 with a firm commitment to increasing growth and profitability, and exited the year having made progress on both of those fronts. Even in the face of lower revenue, Kelly improved its GP rate and demonstrated good cost control. This progress confirms that Kelly is operating as a more focused, adaptable, growth-oriented organization that is aligned with market trends and well-positioned as a leader in the workforce solutions industry.

### GLOBAL REVENUE & GP MIX



## OPERATING EARNINGS



## EXPENSE UPDATE

RESULT:  
**93.0% OF GP**

Factors affecting 2016 expenses include continued investments in new and expanding OCG programs, targeted investments in the EMEA branch network, and Q2 restructuring charges.

### GLOBAL COMMERCIAL GP

GP \$ TOTALED **\$530M**

↑ AMER GP \$ UP 1%

↔ EMEA GP \$ FLAT

↓ APAC GP \$ DOWN 46%\*

### GLOBAL PT GP

PT GP \$ TOTALED **\$202M**

↓ AMER GP \$ DOWN 1%

↓ EMEA GP \$ DOWN 4%

↓ APAC GP \$ DOWN 49%\*

### GLOBAL OCG GP

OCG GP \$ TOTALED **\$179M**

OCG delivered a full-year operating profit of \$25.9M, and the YOY GP rate was up 160 basis points. GP dollars were up 22% in RPO, 17% in BPO, up and up 7% in CWO for the year.

REVENUE UP  
**5.3%**

### GLOBAL PERM STAFFING FEES

FEES TOTALED **\$59M**

In 2016, Americas placement fees increased 2% and EMEA placement fees increased 3%, offset by the impact of the APAC JV.

### REVENUE

**\$5.3B**  
▼ 3%

### GROSS PROFIT

**17.2%**  
▲ 50 BASIS PTS

### EARNINGS FROM OPS

**\$63.2M**  
▼ 5%

### RETURN ON GP "CONVERSION RATE"

**7.0%**  
▼ 20 BASIS PTS

### EPS

**\$3.08**  
▲ 122%

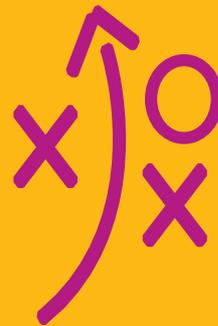
### ROS (FROM OPERATIONS)

**1.2%**  
FLAT



## strategy yielding results

- Improved GP Rate
- Good Cost Control
- Strengthened Financial Position
- Increased Dividend



## US staffing delivers solid execution

- Good Cost Control
- Adapted Resources
- Performance Aligned with Market

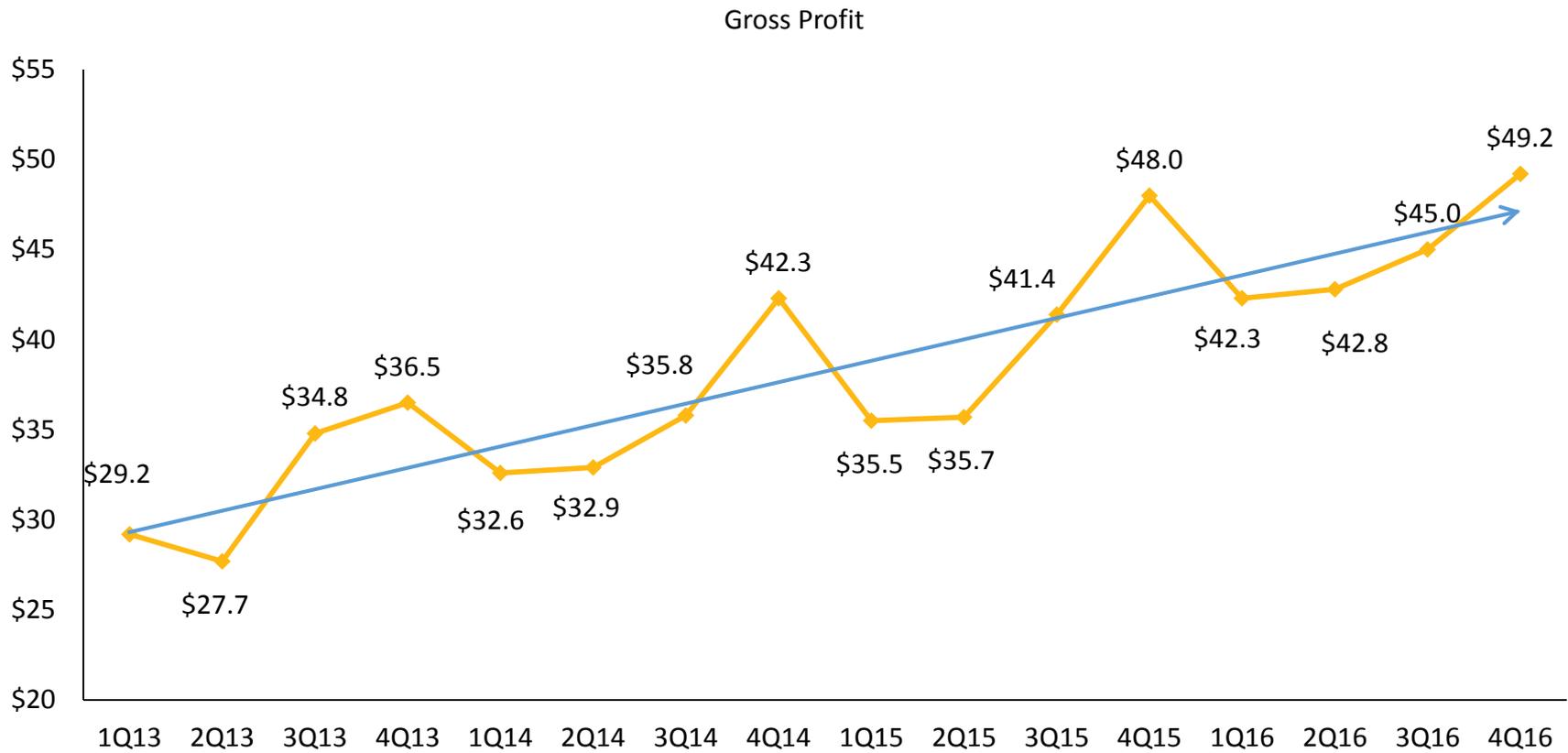


## expanded APAC joint venture complete

- Established Dominant Presence in Dynamic Growth Market

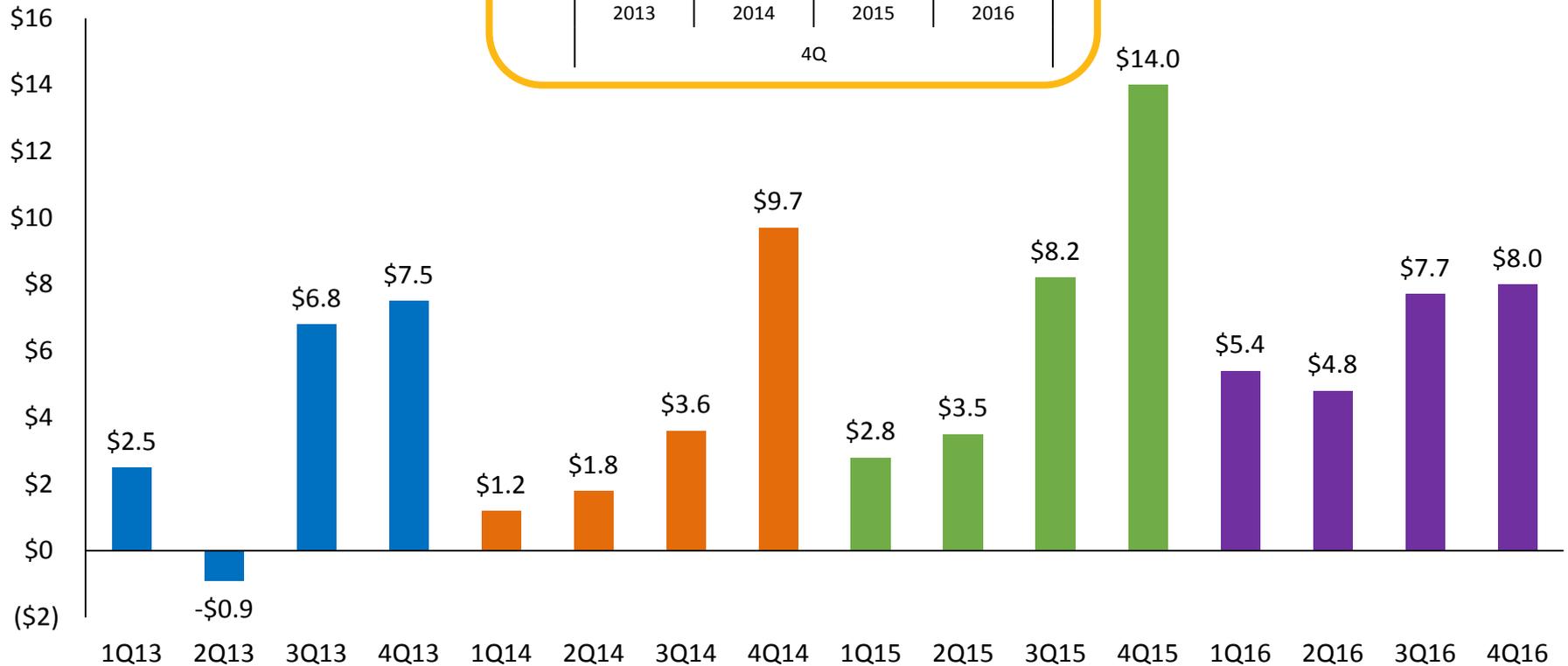
# OCG Growth

(\$ in millions)



# OCG Growth – Operating Profit

(\$ in millions)



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Excluding Restructuring & Impairment Charges

# Key Financial Performance Metrics



(\$ in millions)

	2014	2015	2016 YTD
<b>GP \$ Growth</b> ( <i>in constant currency</i> )	3.2%	6.4%	<sup>(1)</sup> (0.5)%
<b>GP Rate</b>	16.3%	16.7%	17.2%
<b>Conversion Rate</b> ( <i>return on GP</i> )	<sup>(2)</sup> 3.7%	7.2%	<sup>(2)</sup> 7.4%
<b>EPS Growth</b>	<sup>(2)</sup> -50%	<sup>(2)</sup> 72%	<sup>(3)</sup> 16.0%
<b>Average DSO</b>	57	56	54
<b>\$ Free Cash Flows</b>	(\$91.7)	\$6.6	\$24.7

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<sup>(1)</sup>Excluding APAC staffing operations for second half of 2015.

<sup>(2)</sup>Excluding 2013, 2014 and 2016 restructuring charges and 2013 impairment charges, as applicable.

<sup>(3)</sup>Excluding 2016 gain from the Joint Venture transaction and APAC staffing operations for second half of 2015.

- Revenue down 1% to flat YOY
  - No significant foreign exchange impact expected
  - Excluding the impact of the APAC results in the first half of 2016, revenue up 3.0% to 4.0%
- Gross profit rate up YOY
- SG&A down 1% to flat YOY
  - Excluding APAC results in the first half of 2016, SG&A up 3.0% to 4.0%
- Annual tax rate in low- to mid-20% range, including impact of Work Opportunity Credits

# Fourth Quarter 2016 Financial Summary



	<u>Actual Results</u>	<u>Change</u>	<u>Constant Currency Change<sup>(1)</sup></u>
Revenue	\$1.3B	(10.8)%	(10.1)%
GP %	17.5%	40 bps	
Earnings from Operations	\$19.8M	(25.2)%	(24.5)%
ROS %	1.5%	(30) bps	
EPS	\$0.51	(\$0.37)	

- Results reflect the deconsolidation of APAC and the impact of an extra week in 2015 due to the 53-week fiscal year
- Continued GP rate improvement
- Earnings from operations declined by 25% on a nominal and constant currency basis, primarily due to an extra week in our 2015 results
- EPS also impacted by the reinstatement of the Work Opportunity Credits (WOC) in late 2015. Q4 2015 results reflect a full year of WOC, 2016 reflects WOC impact each quarter

<sup>(1)</sup>Constant Currency represent year-over-year changes resulting from translating 2016 financial data into USD using 2015 exchange rates.

# Fourth Quarter 2016 Financial Summary (Excluding APAC 2015 Results)



	<u>Actual Results</u>	<u>Change<sup>(1)</sup></u>	<u>Constant Currency Change<sup>(2)</sup></u>
Revenue	\$1.3B	(4.3)%	(3.6)%
GP %	17.5%	20 bps	
Earnings from Operations	\$19.8M	(19.6)%	(18.8)%
ROS %	1.5%	(30) bps	
EPS	\$ 0.51	\$ (0.33)	

- Declining revenue growth reflects the impact of an extra week in 2015 due to the 53-week fiscal year. Excluding the extra week of revenue in 2015, revenue is essentially flat year-over-year in constant currency.
- Earnings from operations declines primarily due to an extra week in our 2015 results.
- EPS also impacted by the reinstatement of the Work Opportunity Credits (WOC) in late 2015. Q4 2015 results reflect a full year of WOC, 2016 reflects WOC impact each quarter.

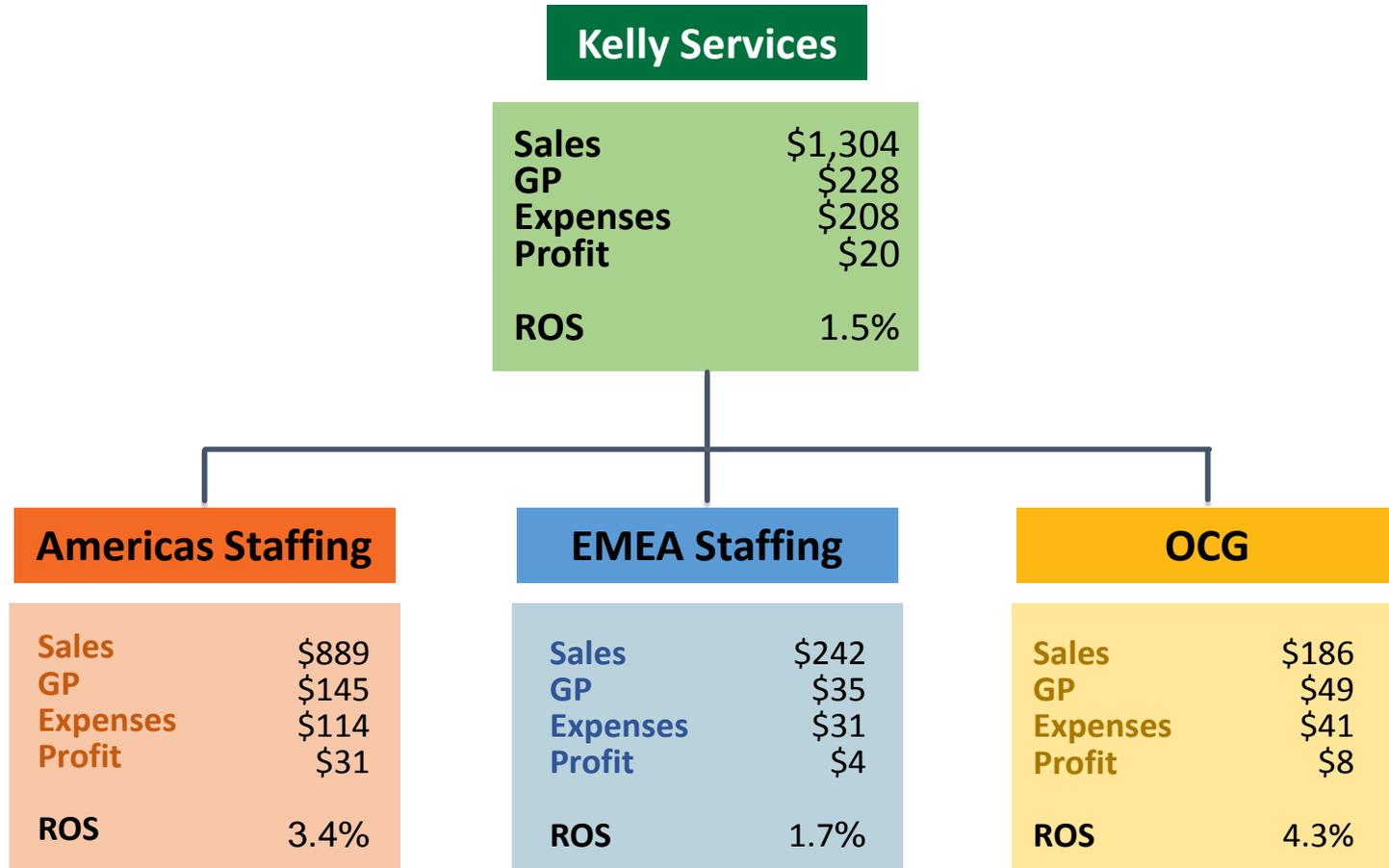
<sup>(1)</sup> Excludes 2015 results from APAC and OCG business related to the deconsolidation.

<sup>(2)</sup> Constant Currency represent year-over-year changes resulting from translating 2016 financial data into USD using 2015 exchange rates.

# Fourth Quarter 2016 Operations Summary

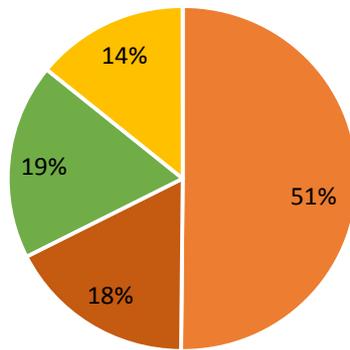


(\$ in millions)



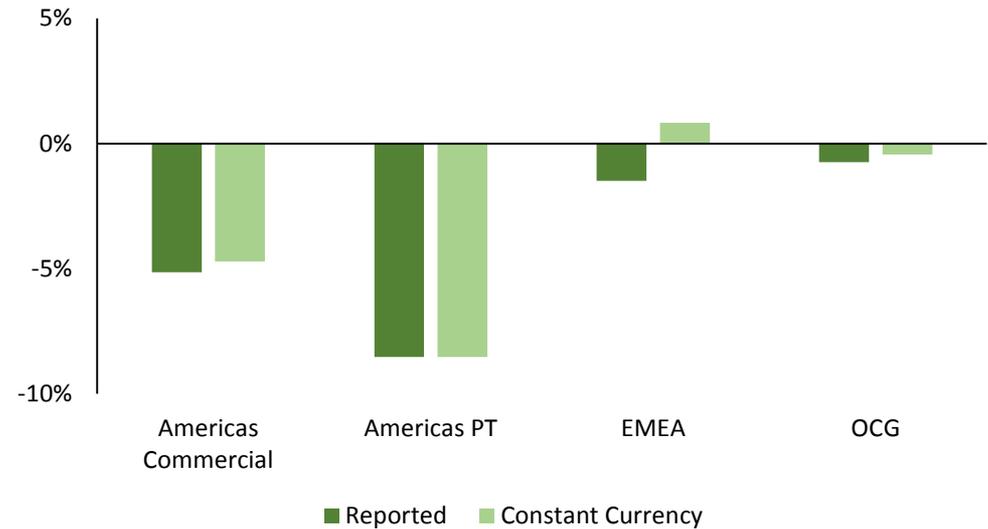
# Fourth Quarter 2016 Revenue Growth

Business Mix



■ Americas Commercial ■ Americas PT ■ EMEA ■ OCG

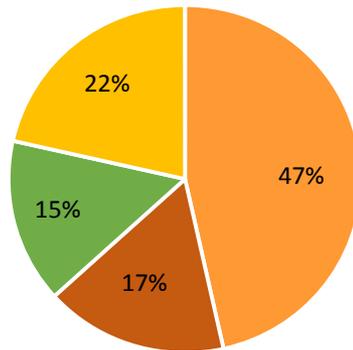
YoY Growth



- Americas and EMEA staffing revenues impacted by extra week in Q4 2015 results
- Americas PT was also impacted by slowing demand

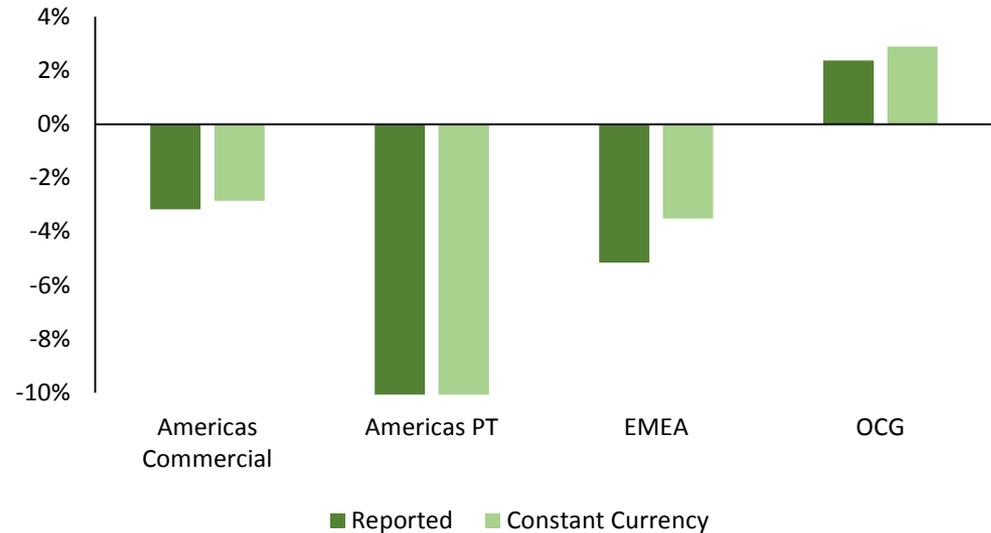
# Fourth Quarter 2016 Gross Profit Growth

Business Mix



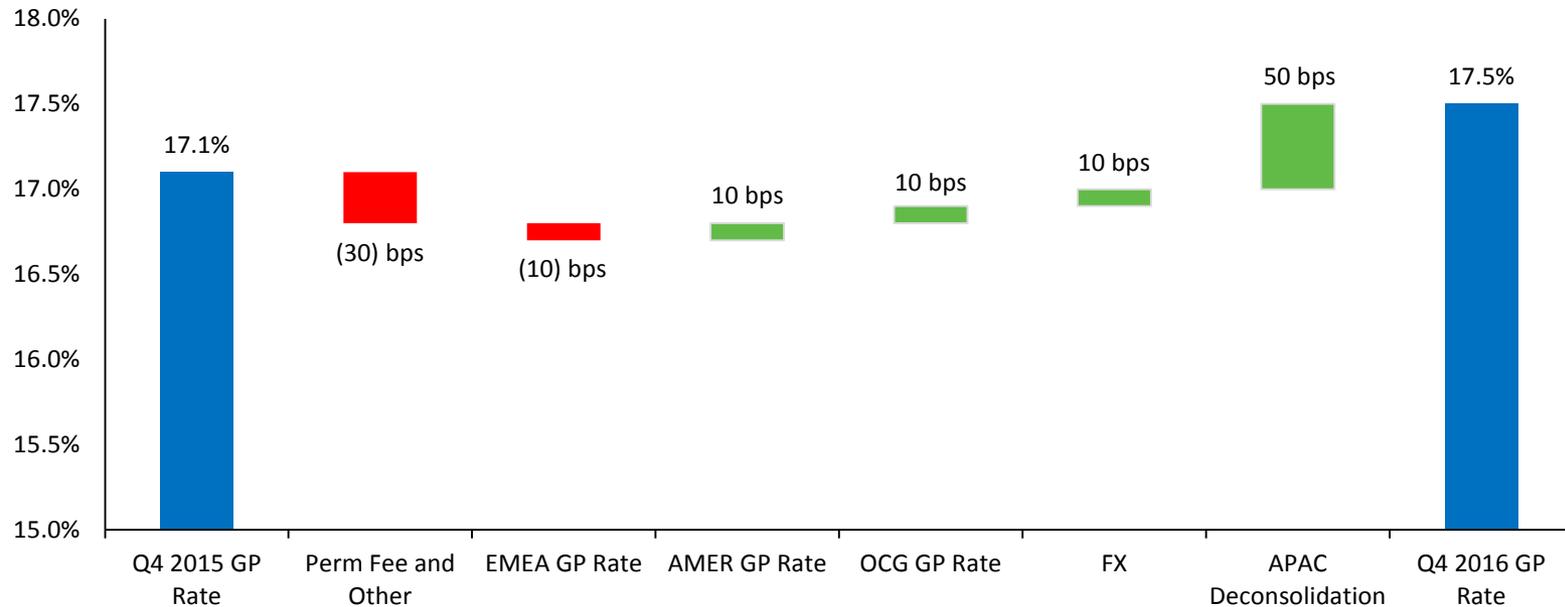
■ Americas Commercial ■ Americas PT ■ EMEA ■ OCG

YoY Growth



- Americas Commercial and PT staffing, and OCG comprise 86% of total company GP
- Americas and EMEA staffing impacted by extra week in Q4 2015 results
- Americas PT GP was impacted by slowing demand in Q4 2016
- OCG GP growth reflects strong GP rate improvement on flat revenue
- EMEA GP reflects unfavorable customer and country mix as well as staffing fee-based income declines

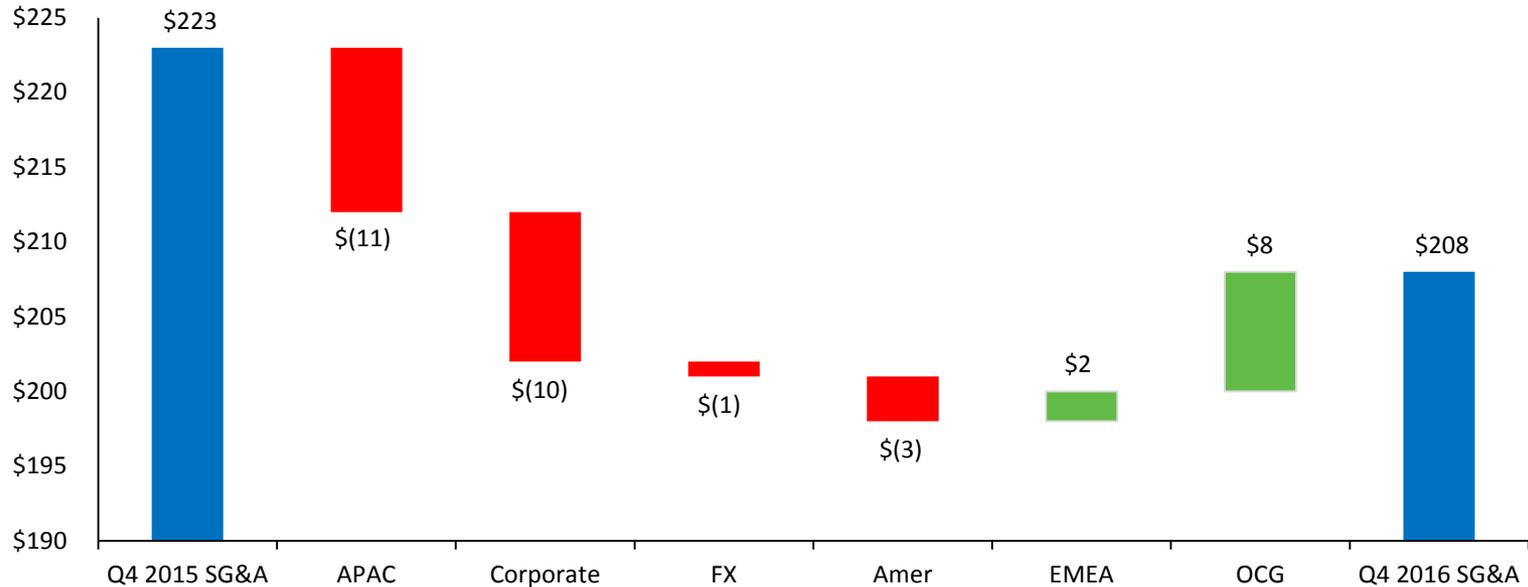
# Fourth Quarter 2016 Gross Profit Rate



- Overall GP rate up due to the favorable impact related to the APAC deconsolidation, as APAC had lower GP rates than the Company average, and improving GP rates in the Americas Staffing and global OCG businesses, partially offset by lower perm fees
- Americas GP rate reflects continued management of temporary employee tax expense, partially offset by increased benefits costs
- OCG GP rate improvement due to a favorable customer mix

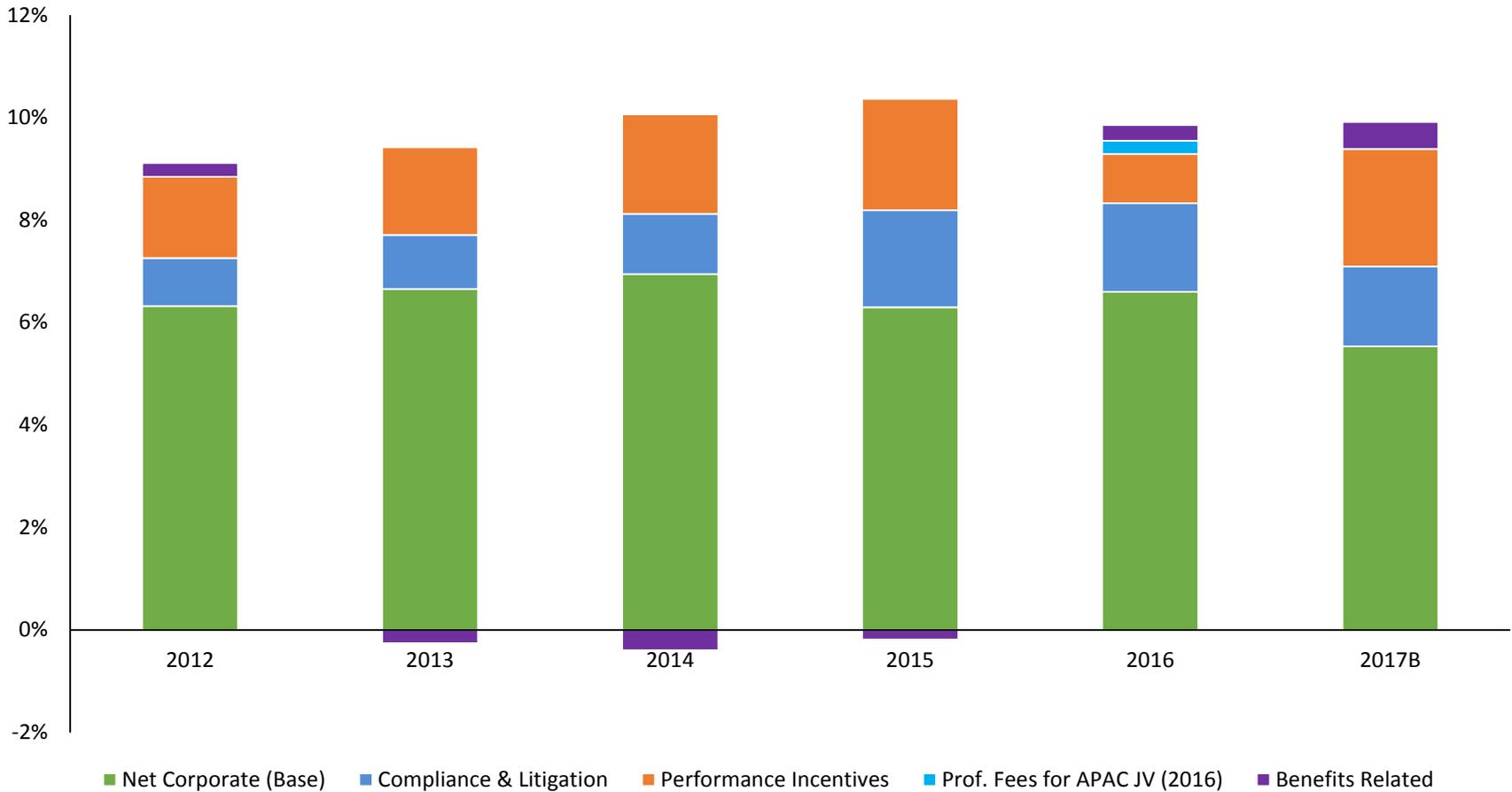
# Fourth Quarter 2016 SG&A

\$ in Millions



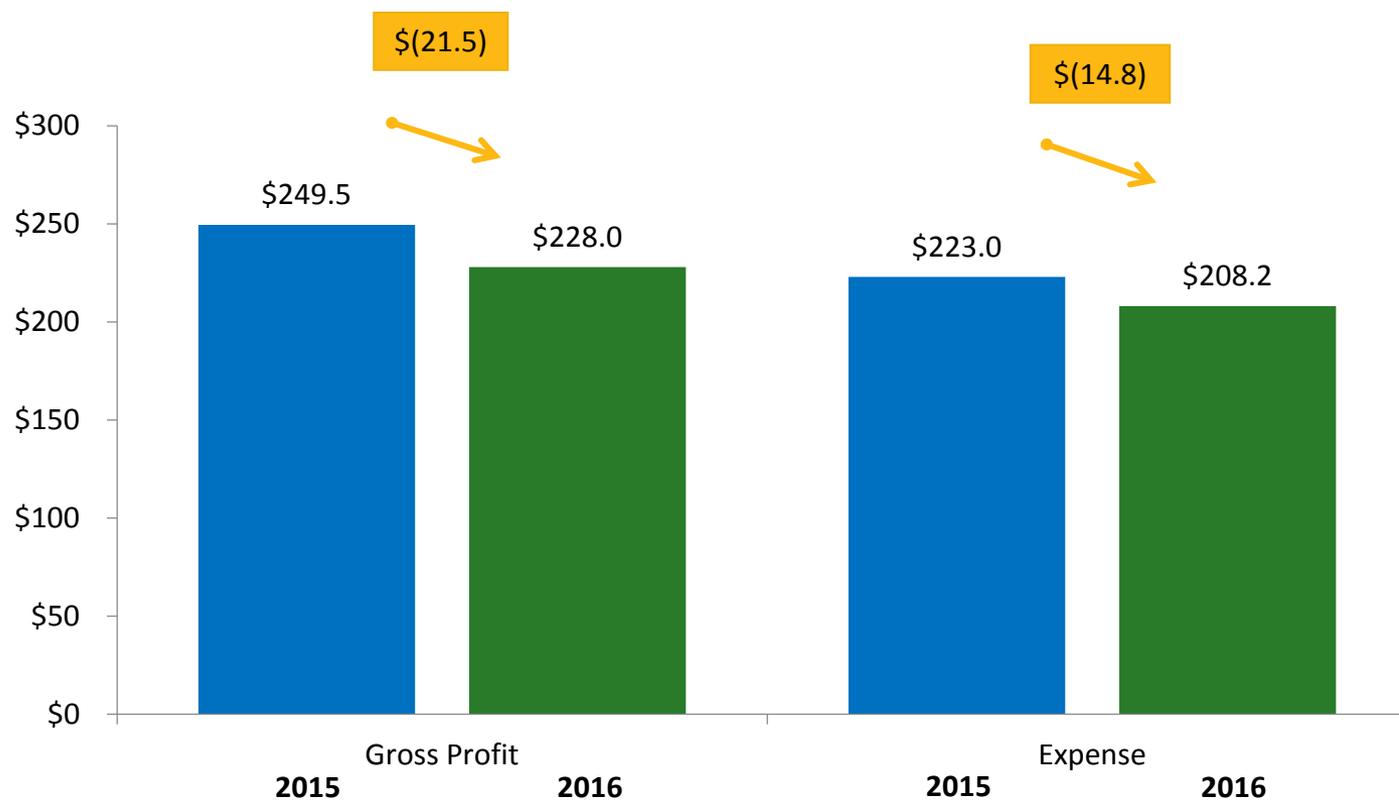
- APAC reflects the deconsolidation of our APAC business upon closing the APAC JV transaction in the third quarter
- Corporate expenses reflect savings related to lower performance-based compensation (\$5.1 million) and lower litigation related expenses
- OCG expense growth results from increasing salaries as well as costs related to additional sales resources and higher bad debt expense
- Lower Americas expense reflects management of expenses in line with GP
- EMEA expenses reflect targeted investment in recruiters in the branch network

# Total Corporate as a % of Gross Profit



# Fourth Quarter 2016 vs. 2015 - Gross Profit & Expense

(\$ in millions)



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in nominal currency

# Fourth Quarter 2016 Conversion Rate



\$ in Millions

	2016			2015			Change (bps)
	Gross Profit	Earnings from Ops	Conversion Rate <sup>(1)</sup>	Gross Profit	Earnings from Ops	Conversion Rate <sup>(1)</sup>	
Americas	\$ 144.9	\$ 30.5	21.0%	\$ 153.0	\$ 36.2	23.7%	(270)
EMEA	35.0	4.2	12.0%	36.9	7.2	19.4%	(740)
APAC	-	-	0.0%	12.8	1.6	12.2%	NM
OCG	49.2	8.0	16.2%	48.0	14.0	29.3%	(1,310)
<b>Total Company</b>	<b>\$ 228.0</b>	<b>\$ 19.8</b>	<b>8.7%</b>	<b>\$ 249.5</b>	<b>\$ 26.5</b>	<b>10.6%</b>	<b>(190)</b>

- APAC results are no longer included in the Company's earnings from operations upon closing of the APAC JV transaction at the beginning of the third quarter

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<sup>(1)</sup>Conversion rate represents earnings from operations as a percent of gross profit, or return on gross profit.

# Fourth Quarter 2016 Conversion Rate (Excluding APAC 2015 Results)



\$ in Millions

	2016			2015			Change (bps)
	Gross Profit	Earnings from Ops	Conversion Rate <sup>(2)</sup>	Gross Profit <sup>(1)</sup>	Earnings from Ops <sup>(1)</sup>	Conversion Rate <sup>(2)</sup>	
Americas	\$ 144.9	\$ 30.5	21.0%	\$ 153.0	\$ 36.2	23.7%	(270)
EMEA	35.0	4.2	12.0%	36.9	7.2	19.4%	(740)
APAC	-	-	0.0%	-	-	0.0%	-
OCG	49.2	8.0	16.2%	47.2	13.8	29.2%	(1,300)
<b>Total Company</b>	<b>\$ 228.0</b>	<b>\$ 19.8</b>	<b>8.7%</b>	<b>\$ 236.0</b>	<b>\$ 24.7</b>	<b>10.4%</b>	<b>(170)</b>

- Although Q4 conversion rate declined year-over-year, full year conversion rate of 7.4% (excluding restructuring expenses) was up 20 bps from the prior year.

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<sup>(1)</sup> Excludes 2015 results from APAC and OCG business related to the deconsolidation.

<sup>(2)</sup> Conversion rate represents earnings from operations as a percent of gross profit, or return on gross profit.

# Cash Flows: as of January 1, 2017



(\$ in millions)

	2016	2015
Net income	\$ 120.8	\$ 53.8
Other cash used in operating activities	(83.4)	(30.3)
Capital expenditures	(12.7)	(16.9)
Free cash flow	\$ 24.7	\$ 6.6
Borrowing	(55.9)	(34.7)
Available cash flow	\$ (31.2)	\$ (28.1)
Dividends	(10.7)	(7.7)
Net cash proceeds from investment in TS Kelly Asia Pacific	23.3	-
Other	(0.6)	(0.5)
Cash used	\$ (19.2)	\$ (36.3)
Effect of exchange rates	6.6	(4.6)
Net change in cash	\$ (12.6)	\$ (40.9)
Cash at period end	\$ 29.6	\$ 42.2

# Balance Sheet: as of January 1, 2017



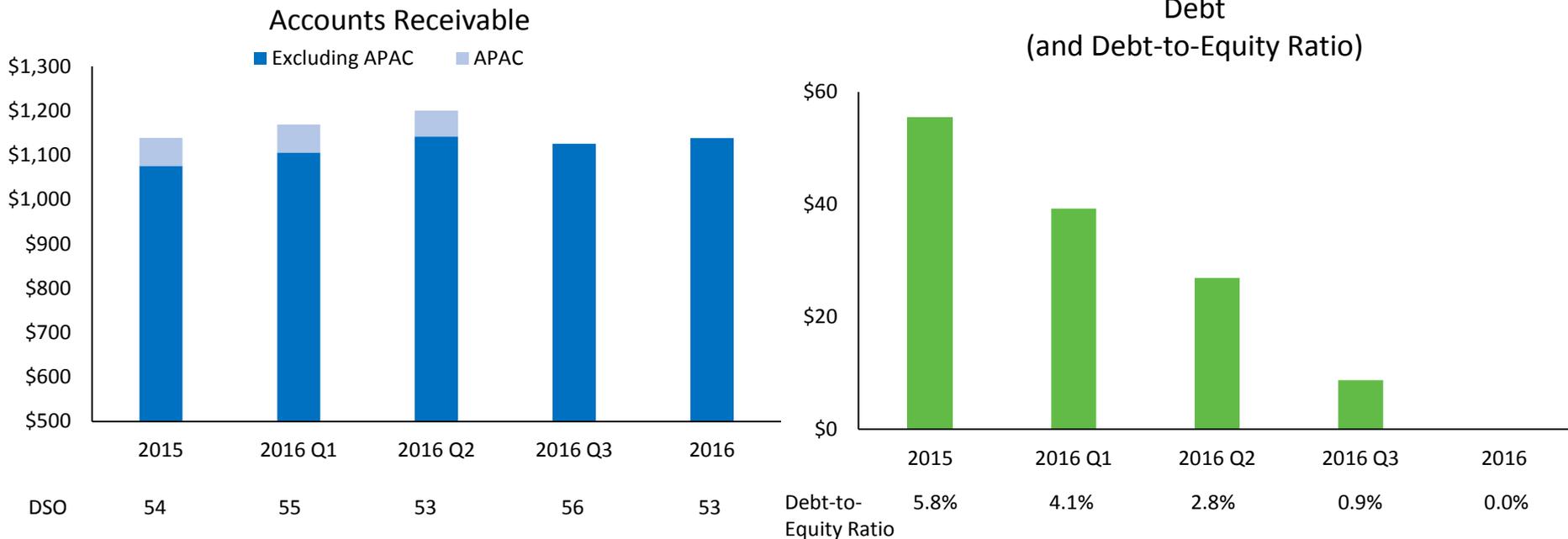
(\$ in millions)

	2016	2015
Cash	\$ 29.6	\$ 42.2
Accounts Receivable	1,138.3	1,139.1
Other Current Assets	46.7	45.8
<b>Total Current Assets</b>	<b>\$1,214.6</b>	<b>\$1,227.1</b>
Long Term Assets	813.5	712.5
<b>Total Assets</b>	<b>\$2,028.1</b>	<b>\$1,939.6</b>
Short-Term Debt	\$ -	\$ 55.5
Other Current Liabilities	771.1	760.3
<b>Total Current Liabilities</b>	<b>\$ 771.1</b>	<b>\$ 815.8</b>
Other Long Term Liabilities	245.0	228.4
Equity	1,012.0	895.4
<b>Total Liabilities and Equity</b>	<b>\$2,028.1</b>	<b>\$1,939.6</b>
Working Capital	\$ 443.5	\$ 411.3
Net Cash	\$ 29.6	\$ (13.3)
Debt-to-Total Capital	-%	5.8%

# Fourth Quarter 2016 Balance Sheet Data



\$ in Millions



- DSO improved one day versus the same period last year
- Debt free as of the end of the year as a result of cash proceeds from the APAC transaction and improving free cash flows

# Kelly Services: Company Contacts



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## **Olivier Thiot**

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