Investor Presentation

Sidoti Conference

March 2021

NON-GAAP MEASURES

Management believes that the non-GAAP (Generally Accepted Accounting Principles) information excluding the 2020 goodwill impairment charge, the 2020 and 2019 gains and losses on the investment in Persol Holdings, the 2020 and 2019 gains on sale of assets, the 2020 customer dispute, the 2020 and 2019 restructuring charges and the 2019 asset impairment charge are useful to understand the Company's fiscal 2020 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. 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. These factors 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 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, 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 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 undertake no duty to update any forward-looking statement to conform the statement to actual results or changes in the company's expectations.

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 **$43b**	**US OUTSOURCING** MARKET SIZE **$23b**	Kelly Science, Engineering, Technology & Telecom
Professional & Industrial	**US STAFFING** MARKET SIZE **$52b**	**US OUTSOURCING** MARKET SIZE **$51b**	Kelly Professional & Industrial
Education	**US K-12** MARKET SIZE **$6.1b**	**U.S. Education Adjacencies (Early Childhood, K-12, Higher Education, Special Needs)** MARKET SIZE **$13.8b**	Kelly Education
MSP/RPO	**GLOBAL MSP** MARKET SIZE **$5b**	**GLOBAL RPO** MARKET SIZE **$7b**	KellyOCG

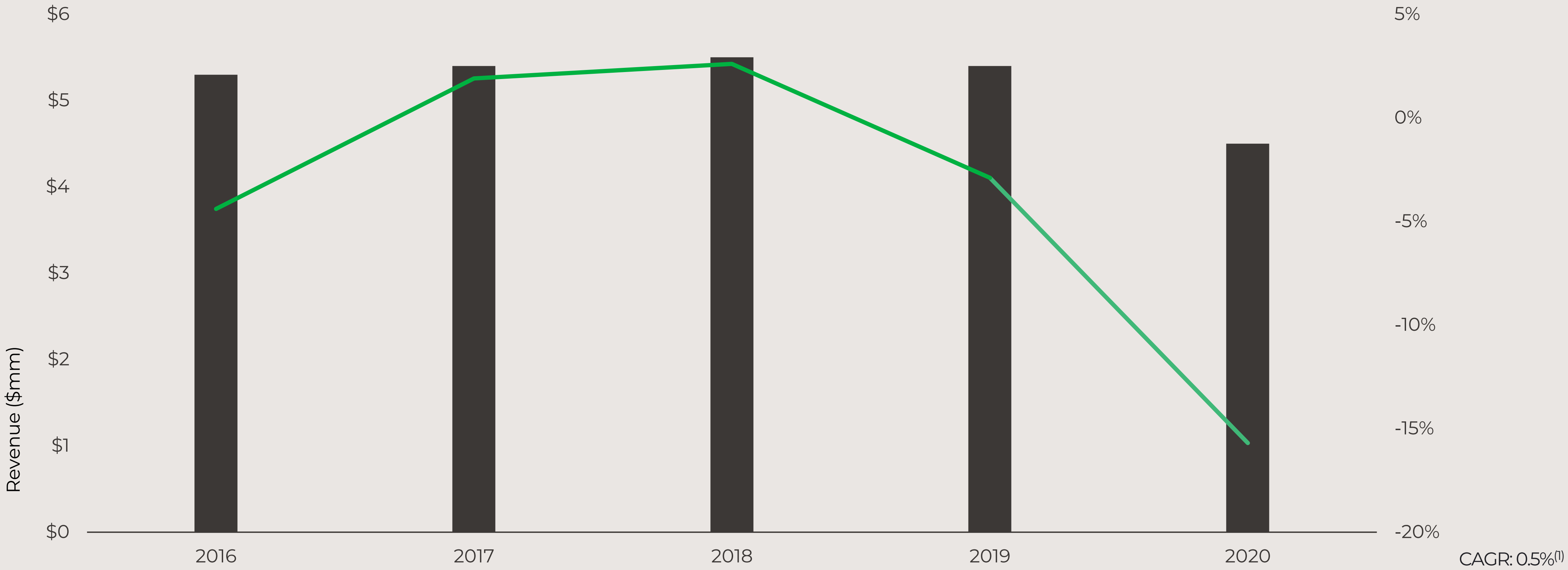
Market size data is 2019e in USD, except Global Staffing (2018).
STEM and Professional & Industrial Outsourcing includes BPO or BPS.
STEM outsourcing includes only Science and Engineering.
OCG includes MSP, RPO and PPO
Data sources: SIA, Nelson Hall, Kelly Education

Kelly

OUR FINANCIAL JOURNEY

OUR FINANCIAL JOURNEY: REVENUE

REVENUE

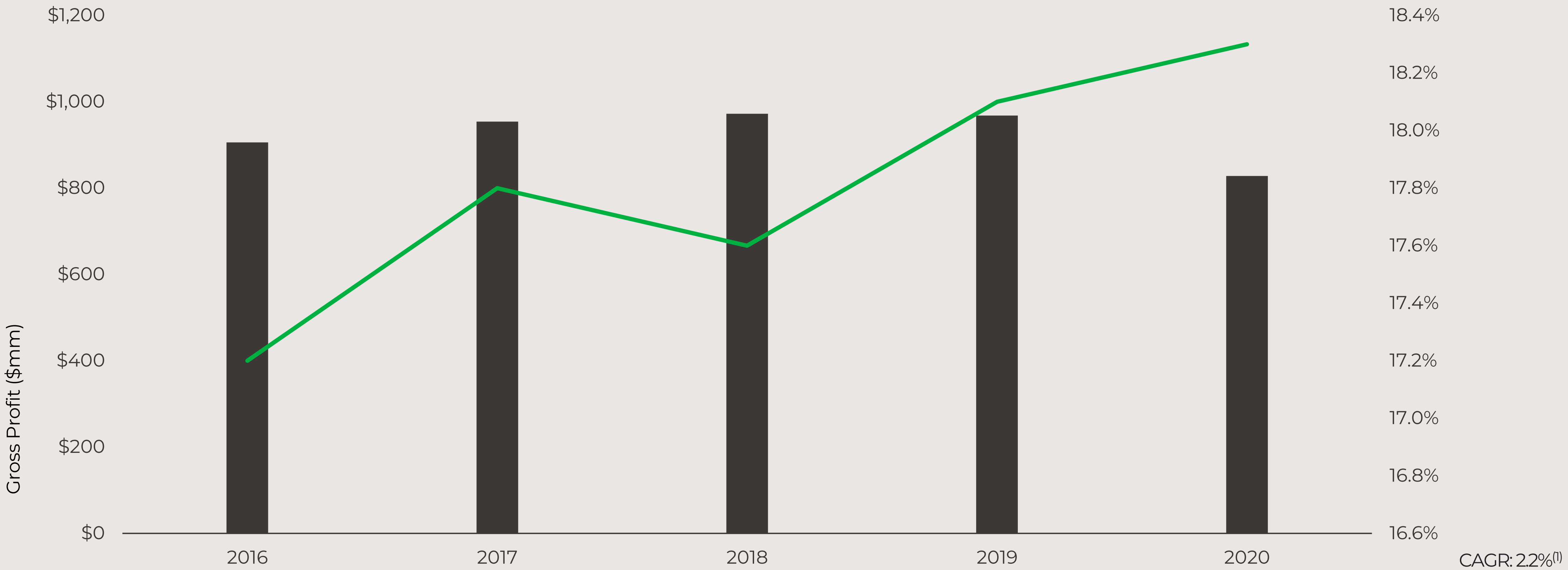


	2016	2017	2018	2019	2020
Revenue ($mm)	$5.3	$5.4	$5.5	$5.4	$4.5
YoY Revenue Growth %	(4.4%)	1.9%	2.6%	(2.9%)	(15.7%)

[1]CAGR is for 2016-2019.

OUR FINANCIAL JOURNEY: GROSS PROFIT

GROSS PROFIT

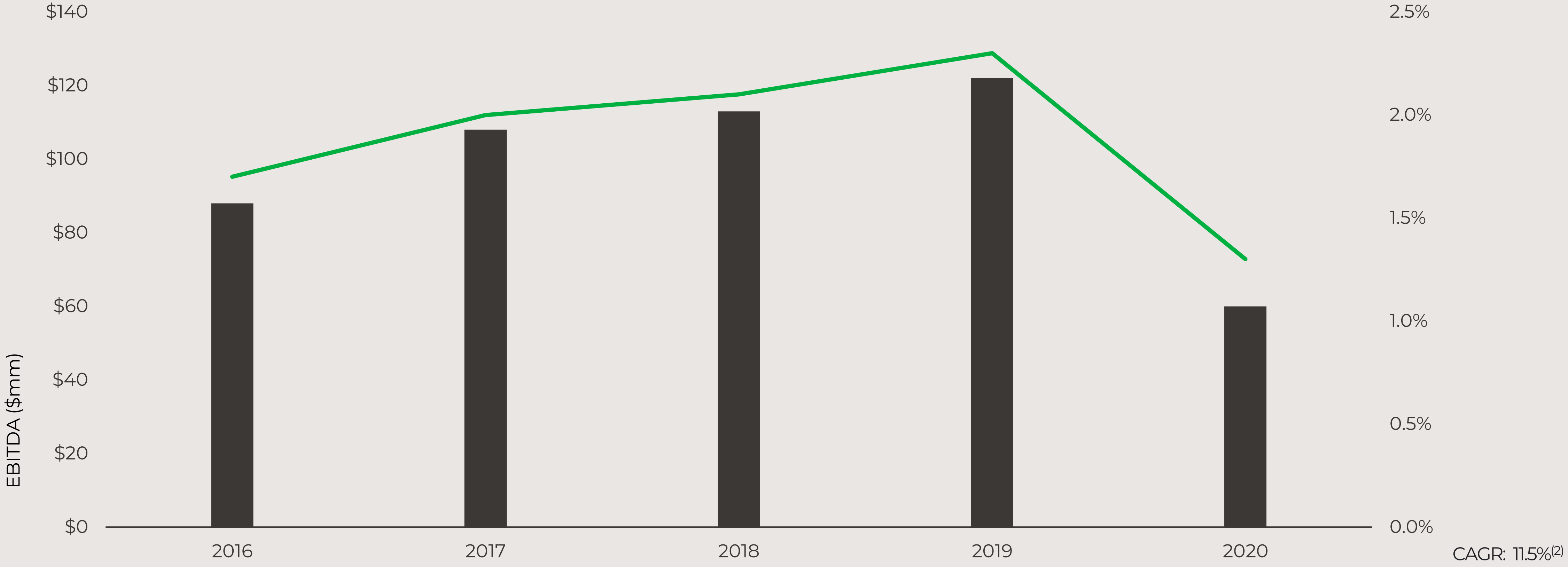


	2016	2017	2018	2019	2020
Gross Profit ($mm)	$906	$954	$972	$968	$828
Gross Profit %	17.2%	17.8%	17.6%	18.1%	18.3%

[1]CAGR is for 2016-2019.

OUR FINANCIAL JOURNEY: ADJUSTED EBITDA

ADJUSTED EBITDA[1]



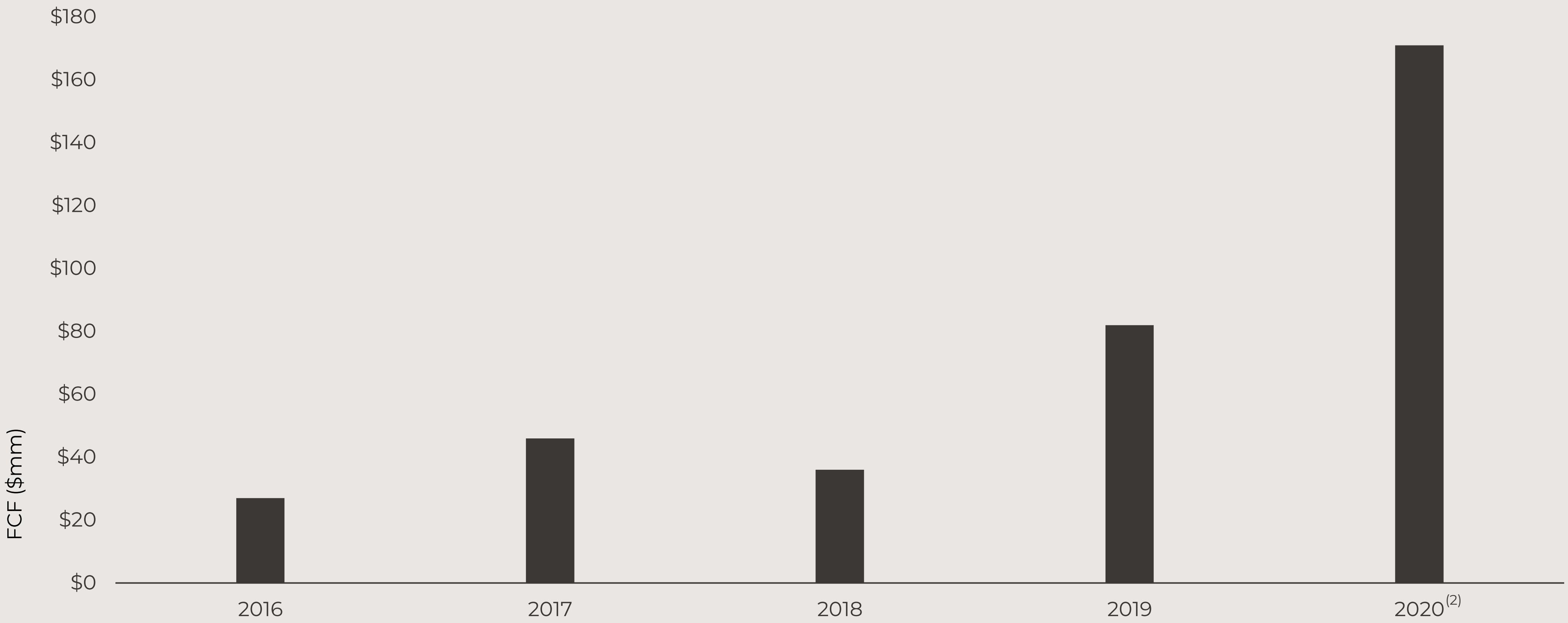
	2016	2017	2018	2019	2020
EBITDA ($mm)	$88	$108	$113	$122	$60
EBITDA Margin %	1.7%	2.0%	2.1%	2.3%	1.3%

[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]CAGR is for 2016-2019.

OUR FINANCIAL JOURNEY: FREE CASH FLOW

FREE CASH FLOW[1]



FCF ($mm)	$27	$46	$36	$82	$171

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

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

PORTFOLIO PROGRESS

We are using strategic asset management to increase our focus on specialization

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

2017
- Kelly acquires Teachers On Call
- Kelly sells Kelly Healthcare Resources to InGenesis

2018
- Kelly Innovation Fund invests in Kenzie Academy
- Kelly invests in BTG
- Kelly sells Kelly Legal Managed Services to Trustpoint.One

2019
- Kelly acquires Global Technology Associates
- Kelly acquires NextGen Global Resources
- Kelly announces sale/leaseback of HQ real estate

2020
- Kelly acquires Insight
- Kelly sells Brazil staffing operations
- Kelly acquires Greenwood/Asher & Associates

OUR NEW OPERATING MODEL IS DESIGNED FOR SPECIALTY GROWTH.

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

	1 Professional & Industrial (P&I)	2 Science, Engineering & Technology (SET)	3 Education	4 Outsourcing & Consulting (OCG)	5 International
Revenue	$1.9B	$1.0B	$0.3B[1]	$0.4B	$1.0B
GP Rate	17.8%	20.5%	14.7%	33.0%	12.7%
Geographic Span	North America	North America	U.S.	Global	EMEA & Mexico
Specialties	– Industrial – Contact Center – Office – Professional	– Engineering – Science & Clinical – IT – Telecom	– Early Childhood – K-12 – Higher Ed – Special Needs	– MSP[2] – RPO[2] – PPO[2] – Consulting	– EMEA Regional Life Sciences – Local Niches

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

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

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

WE CONTINUE TO INVEST FOR ORGANIC GROWTH.

We are institutionalizing a robust and rapid pipeline of opportunities. Acting based on growth potential and ease of execution.

Tutoring	Paraprofessional	Higher Education	Helix	High-Volume RPO
Virtual and in-person tutoring services to help schools address student learning loss	Outsourcing of a school district's paraprofessional business	Placements in academia, administration, and adjunct faculty positions; MSP solutions	Tech stack that enables clients to launch different talent solutions from a single point of entry	Powered by an integrated tech stack that automates the hiring process for faster time to hire and improved talent experience

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

CAPITAL DEPLOYMENT

Cash priorities

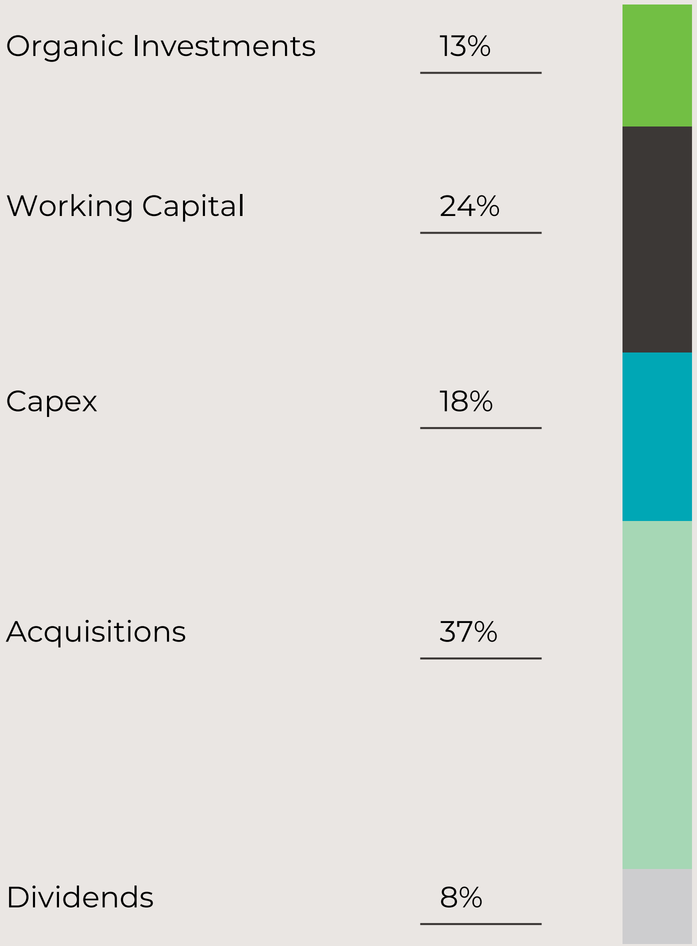
Discipline and focused investment to drive organic growth

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

OUR PATH TO PROFITABLE GROWTH IS ORGANIC AND ACQUISITIVE.

Drive revenue growth and significantly improve profitability by accelerating organic growth and investing in strategic acquisitions

	2016-2019[1][2]	Accelerators
Revenue Growth (CAGR%)	0.5%	Organic: Growth initiatives Inorganic: Accelerating acquisitions
Gross Profit Margin %	2019 GP Margin: 18.1% 3 year improvement: +90bps	Organic: Continued momentum of structural improvements Inorganic: Continued progress through M&A
Adjusted EBITDA Margin %[2]	2019 EBITDA Margin: 2.3% 3 year improvement: +60bps	Ramp up growth through inorganic leverage

Note:
(1) 3-year revenue growth and improvement between year end 2016 and year end 2019
(2) Adjusted EBIDTA 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.

TECHNOLOGY & TALENT

OUR DIGITAL STRATEGY: OPTIMIZE TODAY, TRANSFORM TOMORROW.

- Digital strategy
  - Optimize Today's Processes
    - Improved Productivity & Existing Revenue
    - Better Customer/Talent Experience
  - Enable the Work of the Future
    - Net New Revenue Products & Services
    - New Business Models

WE ARE ENTERING THE ERA OF INTELLIGENT STAFFING.

- Being driven by advances in robotics and AI
- As machines take over repetitive and dangerous tasks, people take on uniquely human work.
- Talent gains more personalized career experiences, and clients gain more powerful workforce management options.
- The work of the future demands greater preparation and participation across the human workforce – no room for exclusion or barriers.

KELLY IS READY FOR THIS NEW ERA.

Helix

The tech stack that powers a full suite of staffing and management solutions, from temp hiring to robotics.

Human Cloud

Aggregation streamlines client access to 50M gig workers.

High-Volume RPO

AI enables rapid high-volume hiring.

Full suite of automation

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

Kelly Fit Assessment

Lets talent clarify work/life priorities and connect with work that fits current preferences

myKelly Coach

Helps talent prioritize their career goals and personalize each step of the job search

Digital Branch

Tech-enabled, remote Kelly teams connect seamlessly wherever talent and clients need them.

Intelligent staffing requires challenging barriers.

Kelly is a catalyst for change: Kelly's new platform – Equity@Work – is a powerful extension of our Noble Purpose and sets a course for Kelly to play a role in upending systemic barriers to employment and making the labor market more equitable and accessible for more people.

Unjust barriers stand in the way.

Examining biases and questioning barriers:

- _Education/ Alternative Credentialing
- _Criminal History
- _Outdated Regulatory Requirements

Our commitment is clear

- _Changing full-time hiring practices
- _Leaning on technology
- _More equitable and inclusive job posting language
- _Partnerships with like-minded organizations and leaders

Together, let's create Equity@Work.

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

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

CLIENTS HAVE TURNED TO KELLY AS A TRUSTED PARTNER.

Kelly®

Years of
Building Better
Futures Together

APPENDIX

75 YEARS
OF INDUSTRY LEADERSHIP

Largest
provider of K-12 educational staffing in U.S.

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.

90%
of Fortune 100 companies use our services.

Top 3
on Forbes' 2020 list of America's Best Professional Recruiting.

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

KELLY IS THE MOST RECOGNIZED TALENT BRAND IN THE U.S.*

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

1. Segmentation based on deep understanding of people and work
2. Ground-breaking insights into the talent engagement journey

And by knowing how to reach and engage with talent.

3. Industry-leading analytics and acquisition engine
4. Compelling content and storytelling that inspires and engages

*2019 3rd party research among 1000 US jobseekers. Awareness of Kelly at 73% (5-25 % points ahead of competition)

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.

FOURTH QUARTER 2020 TAKEWAYS

Recovery from the impact of the COVID-19 pandemic on demand for our services continues

- Q4 revenue down 7.2% on a reported basis, down 12.1% in constant currency and excluding the impact of additional week[(1),(2)]
  - December exit rate down 8.1%[(1),(2)], reflecting gradual improvement over the quarter
- Demand increased in all operating segments and reflects a broad-based improvement from customers of all sizes

Near-term COVID-19 pandemic response

- Nearly all full-time employees continue to work remotely with an increasing focus on initiatives designed to bolster employee wellness
- Continuing robust return to work protocols, including assessing the impact of vaccine distribution, to protect the health and safety of all talent
- Began execution of restructuring actions designed for sustainable cost reductions replacing short-term expense mitigation actions

Continued focus on our future

- Advancing the Equity@Work initiative, we launched the Kelly Discover solution, an all-in-one engagement platform that connects organizations with neurodiverse, opportunity talent, and under-represented talent channels for full-time and contingent roles
- Acquired Greenwood/Asher & Associates, a specialty education executive search firm, to formally extend the reach of our Education solutions into the higher education space

[(1)]Constant Currency represents year-over-year changes resulting from translating 2020 financial data into USD using 2019 exchange rates.

[(2)]2020 is a 53 week fiscal year, resulting in an additional week of operating results in our reported results for the month of December, the quarter and the year. The additional week is excluded from the notated Q4 2020 trends and December exit rates.

RECENT ACQUISITIONS

INSIGHT — AN EDUCATION SERVICE PARTNER

Education service staffing company with experience in partnering with school districts in Illinois, Massachusetts, New Jersey and Pennsylvania

Greenwood/Asher & ASSOCIATES

An executive search firm specializing primarily in higher education

FOURTH QUARTER 2020 FINANCIAL SUMMARY

	Actual Results	Change	Constant Currency Change[1]
Revenue	$1.2B	(7.2%)	(7.8%)
Gross Profit %	18.1%	(20) bps	
Earnings from Operations	$9.5M	(27.2%)	(24.4%)
Earnings Per Share	$0.59	$0.16	

- Revenue declined from the decrease in demand related to the COVID-19 pandemic. Temporary staffing declined 11%, which was partially offset by a 9% increase in outcome-based services. Permanent placement revenue also declined 19%
- GP rate declined on higher employee-related costs, unfavorable customer mix as the recovery of demand from large accounts with lower margins outpaced the recovery of small and medium-sized customers, lower permanent placement revenue partially offset by structural improvement in product mix
- The decline in earnings from operations is a result of the effect of lower revenues and gross profit, partially offset by reduced expenses from efforts to align costs with GP trends. 2020 results include a $4.4 million restructuring charge, and 2019 results included a $15.8 million asset impairment charge related to a technology development project
- Q4 2020 EPS reflects earnings that include a $0.26 non-cash gain from the investment in Persol Holdings common stock, net of tax, partially offset by a $0.08 restructuring charge. Q4 2019 EPS includes an after-tax asset impairment charge of $0.30 related to a technology development project

[1]Constant Currency represents year-over-year changes resulting from translating 2020 financial data into USD using 2019 exchange rates.

FOURTH QUARTER 2020 FINANCIAL SUMMARY

(Excluding Gain/Loss on Investment in Persol Holdings, Restructuring and Asset Impairment Charge)

	Actual Results	Change	Constant Currency Change[3]
Revenue	$1.2B	(7.2%)	(7.8%)
Gross Profit %	18.1%	(20) bps	
Earnings from Operations[1]	$13.9M	(51.7%)	(50.4%)
Earnings Per Share[1],[2]	$0.41	($0.30)	

- Revenue declined from the decrease in demand related to the COVID-19 pandemic. Temporary staffing declined 11%, which was partially offset by a 9% increase in outcome-based services. Permanent placement revenue also declined 19%
- GP rate declined on higher employee-related costs, unfavorable customer mix as the recovery of demand from large accounts with lower margins outpaced the recovery of small and medium-sized customers, lower permanent placement revenue partially offset by structural improvement in product mix
- Earnings from operations declined as the effect of weakening revenues and gross profit was only partially offset by reduced expenses from efforts to align costs with GP trends
- EPS declined on lower earnings

[1]Change excludes:

- Restructuring charges of $4.4 million, $3.4 million net of tax or $0.08 per share in Q4 2020.
- Restructuring accrual adjustments of $0.1 million, $0.0 million net of tax or $0.00 per share in Q4 2019.
- Asset impairment charge of $15.8 million, $11.8 million net of tax or $0.30 per share in Q4 2019.

[2]Change excludes:

- Gain on investment in Persol Holdings of $14.8 million, $10.3 million net of tax or $0.26 per share in Q4 2020 and gain on investment in Persol Holdings of $0.7 million, $0.4 million net of tax or $0.01 per share in Q4 2019.

[3]Constant Currency represents year-over-year changes resulting from translating 2020 financial data into USD using 2019 exchange rates.

FULL YEAR 2020 FINANCIAL SUMMARY

	Actual Results	Change	Constant Currency Change[1]
Revenue	$4.5B	(15.7%)	(15.5%)
Gross Profit %	18.3%	20 bps	
Earnings from Operations	($93.6M)	NM	NM
Earnings Per Share	($1.83)	($4.67)	

- Revenue declined in all segments from decrease in demand related to the COVID-19 pandemic. Temporary staffing declined 20%, which was partially offset by a 9% increase in outcome-based services. Permanent placement revenue also declined 34%
- GP rate includes 20 bps favorable impact from COVID-related wage subsidies. GP rate also impacted by lower employee-related costs and structural improvement in product mix which offset the impact of lower permanent placement revenue and unfavorable customer mix as the recovery of demand from large accounts with lower margins outpaced the recovery of small and medium-sized customers
- Loss from operations is a result of the effect of weakening revenues and gross profit, partially offset by reduced expenses from efforts to align costs with GP trends. 2020 results also included a $147.7 million goodwill impairment charge, $12.8 million of restructuring charges, and a $9.5 million charge related to a customer dispute in Mexico that resulted in additional uncollectible accounts receivable charges, partially offset by a $32.1 million gain on sale of assets
- 2020 EPS reflects lower earnings and includes $3.17 goodwill impairment charge, net of tax, $0.29 non-cash loss from the investment in Persol Holdings common stock, net of tax, $0.24 of restructuring charges, net of tax, a $0.17 non-cash charge related to a customer dispute in Mexico, net of tax, partially offset by $0.61 gain on sale of assets, net of tax. 2019 EPS includes an after-tax gain of $0.63 from the investment in Persol Holdings common stock and $0.23 gain on sale of assets, net of tax, partially offset by $0.30 of asset impairment charges, net of tax, and $0.10 of restructuring charges, net of tax

[1] Constant Currency represents year-over-year changes resulting from translating 2020 financial data into USD using 2019 exchange rates.

FULL YEAR 2020 FINANCIAL SUMMARY

(Excluding Goodwill Impairment, Gain/Loss on Investment in Persol Holdings, Gain on Sale of Assets, Customer Dispute Charge, Restructuring and Asset Impairment Charge)

	Actual Results	Change	Constant Currency Change[3]
Revenue	$4.5B	(15.7%)	(15.5%)
Gross Profit %	18.3%	20 bps	
Earnings from Operations[1]	$44.3M	(51.2%)	(49.6%)
Earnings Per Share[1],[2]	$1.44	($0.94)	

- Revenue declined in all segments from decrease in demand related to the COVID-19 pandemic. Temporary staffing declined 20%, which was partially offset by a 9% increase in outcome-based services. Permanent placement revenue also declined 34%
- GP rate includes 20 bps favorable impact from COVID-related wage subsidies. GP rate also impacted by lower employee-related costs and structural improvement in product mix which offset the impact of lower permanent placement revenue and unfavorable customer mix as the recovery of demand from large accounts with lower margins outpaced the recovery of small and medium-sized customers
- Earnings from operations declined as the effect of weakening revenues and gross profit was only partially offset by reduced expenses from efforts to align costs with GP trends
- EPS declined on lower earnings

[1]Change excludes:

- Goodwill impairment charge of $147.7 million, $124.7 million net of tax or $3.17 per share in Q1 2020.
- Gain on sale of assets of $32.1 million, $23.9 million net of tax or $0.61 per share in Q1 2020.
- Customer dispute charge related to Mexico of $9.5 million, $6.7 million net of tax or $0.17 per share in Q3 2020.
- Restructuring charges of $12.8 million, $9.6 million net of tax or $0.24 per share in 2020.
- Gain on sale of assets of $12.3 million, $9.0 million net of tax or $0.23 per share in 2019.
- Restructuring charges of $5.5 million, $4.1 million net of tax or $0.10 per share in 2019.
- Asset impairment charge of $15.8 million, $11.8 million net of tax or $0.30 per share in Q4 2019.

[2]Change excludes:

- Loss on investment in Persol Holdings of $16.6 million, $11.5 million net of tax or $0.29 per share in 2020 and gain on investment in Persol Holdings of $35.8 million, $24.8 million net of tax or $0.63 per share in 2019.

[3]Constant Currency represents year-over-year changes resulting from translating 2020 financial data into USD using 2019 exchange rates.

FOURTH QUARTER 2020 EPS SUMMARY

$ in millions except per share data

	Fourth Quarter			
	2020		2019	
	Amount	Per Share	Amount	Per Share
Net earnings	$23.4	$0.59	$17.0	$0.43
Gain on investment in Persol Holdings, net of taxes[1]	(10.3)	(0.26)	(0.4)	(0.01)
Restructuring charges, net of taxes[2]	3.4	0.08	-	-
Asset impairment charge, net of taxes[3]	-	-	11.8	0.30
Adjusted net earnings	$16.5	$0.41	$28.4	$0.71

- As adjusted, both net earnings and EPS declined by 42% on lower earnings from operations as a result of the COVID-19 pandemic and the resulting decline in demand for our services

[1]Gain on investment in Persol Holdings of $14.8 million, $10.3 million net of tax or $0.26 per share in Q4 2020 and gain on investment in Persol Holdings of $0.7 million, $0.4 million net of tax or $0.01 per share in Q4 2019.

[2]Restructuring charges of $4.4 million, $3.4 million net of tax or $0.08 per share in Q4 2020 and restructuring accrual adjustments of $0.1 million, $0.0 million net of tax or $0.00 per share in Q4 2019.

[3]Asset impairment charge of $15.8 million, $11.8 million net of tax or $0.30 per share in Q4 2019.

FULL YEAR 2020 EPS SUMMARY

$ in millions except per share data

	Full Year			
	2020		2019	
	Amount	Per Share	Amount	Per Share
Net earnings (loss)	($72.0)	($1.83)	$112.4	$2.84
Goodwill impairment charge, net of taxes[1]	$124.7	$3.17	-	-
(Gain) loss on investment in Persol Holdings, net of taxes[2]	11.5	0.29	(24.8)	(0.63)
Gain on sale of assets, net of taxes[3]	(23.9)	(0.61)	(9.0)	(0.23)
Customer dispute charge, net of taxes[4]	6.7	0.17	-	-
Restructuring charges, net of taxes[5]	9.6	0.24	4.1	0.10
Asset impairment charge, net of taxes[6]	-	-	11.8	0.30
Adjusted net earnings	$56.6	$1.44	$94.5	$2.38

- As adjusted, both net earnings and EPS declined by 40% on lower earnings from operations as a result of the COVID-19 pandemic and the resulting decline in demand for our services

[1]Goodwill impairment charge of $147.7 million, $124.7 million net of tax or $3.17 per share in Q1 2020.

[2]Loss on investment in Persol Holdings of $16.6 million, $11.5 million net of tax or $0.29 per share in 2020 and gain on investment in Persol Holdings of $35.8 million, $24.8 million net of tax or $0.63 per share in 2019.

[3]Gain on sale of assets of $32.1 million, $23.9 million net of tax or $0.61 per share represents the excess of the proceeds over the cost of the headquarters properties sold during Q1 2020. Gain on sale of assets of $12.3 million, $9.0 million net of tax or $0.23 per share primarily represents the excess of the proceeds over the cost of an unused parcel of land sold in Q2 2019.

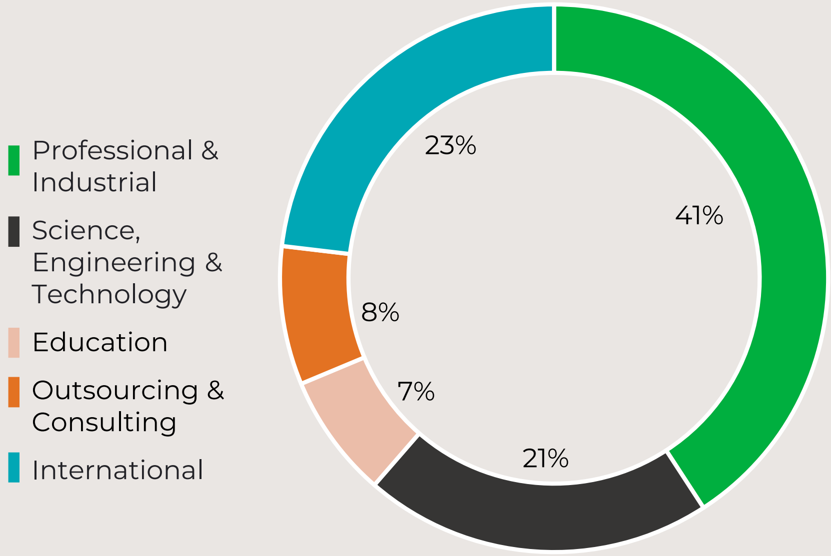
[4]Customer dispute charge related to Mexico of $9.5 million, $6.7 million net of tax or $0.17 per share in Q3 2020.

[5]Restructuring charges of $12.8 million, $9.6 million net of tax or $0.24 per share in 2020 and restructuring charges of $5.5 million, $4.1 million net of tax or $0.10 per share in 2019.

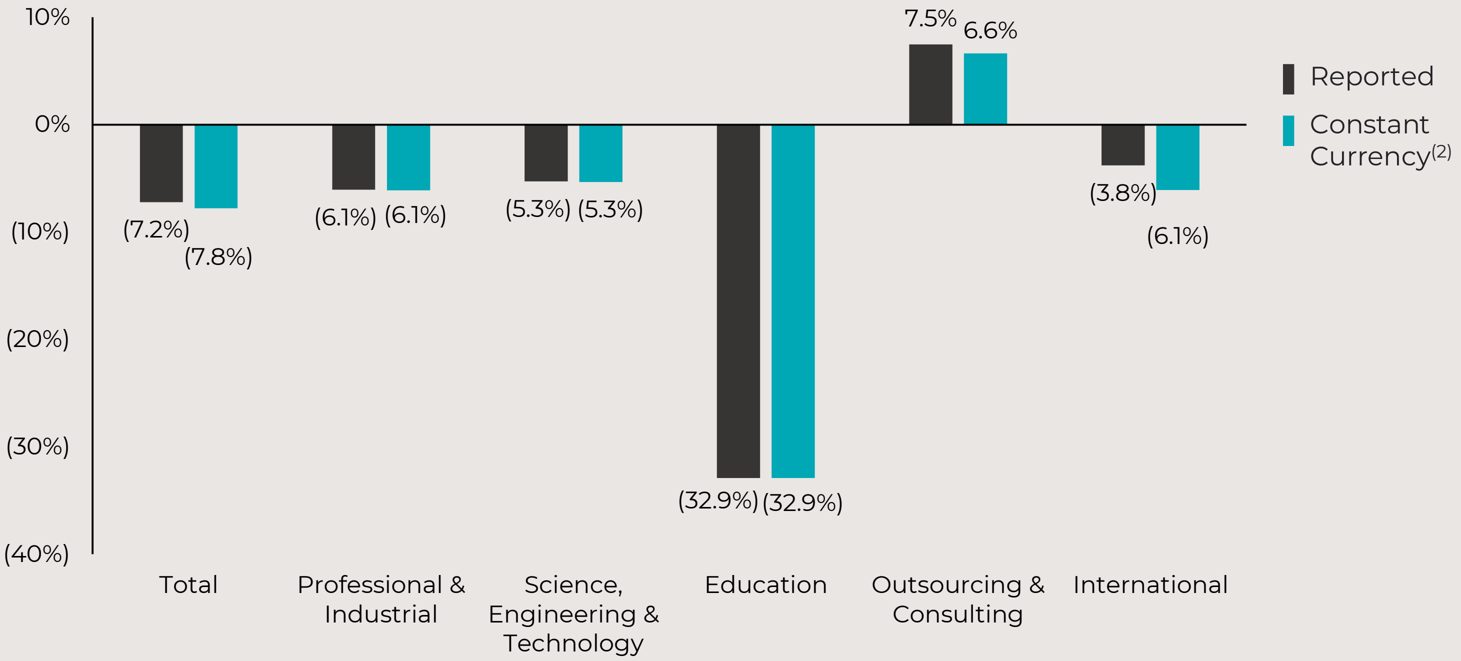
[6]Asset impairment charge of $15.8 million, $11.8 million net of tax or $0.30 per share in Q4 2019.

FOURTH QUARTER 2020 REVENUE GROWTH

REVENUE MIX BY SEGMENT[1]



REVENUE GROWTH BY SEGMENT [1]



- Total revenue declines reflect the impact of COVID-19 on the global economy and a decrease in demand for our services
- Education revenue declined as schools use a variety of instructional delivery models in response to the COVID-19 pandemic, including online and hybrid, which reduces the demand for our services
- Outsourcing & Consulting revenue reflects resiliency of the industries serviced by this segment, including Life Sciences, as well as new customer wins in the Payroll Process Outsourcing product

[1]2020 is a 53 week fiscal year, resulting in an additional week of operating result in our reported results for the month of December, the quarter and the year.
[2]Constant Currency represents year-over-year changes resulting from translating 2020 financial data into USD using 2019 exchange rates.

REVENUE TRENDS

Percent in Constant Currency[1]

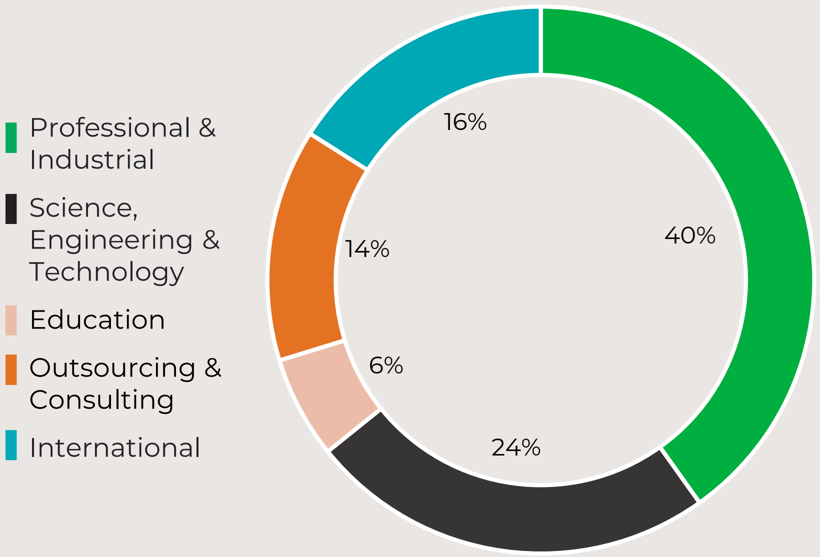
	Q4 2020	Adjusted Q4 2020[2]	December 2020[2] (Exit Rates)
Total	**(7.8%)**	**(12.0%)**	**(7.9%)**
Professional & Industrial	(6.1%)	(11.0%)	(5.5%)
Science, Engineering & Technology	(5.3%)	(10.4%)	(8.0%)
Education	(32.9%)	(33.1%)	(27.8%)
Outsourcing & Consulting	6.6%	0.7%	1.4%
International	(6.1%)	(9.8%)	(6.9%)

[1]Constant Currency represents year-over-year changes resulting from translating 2020 financial data into USD using 2019 exchange rates.

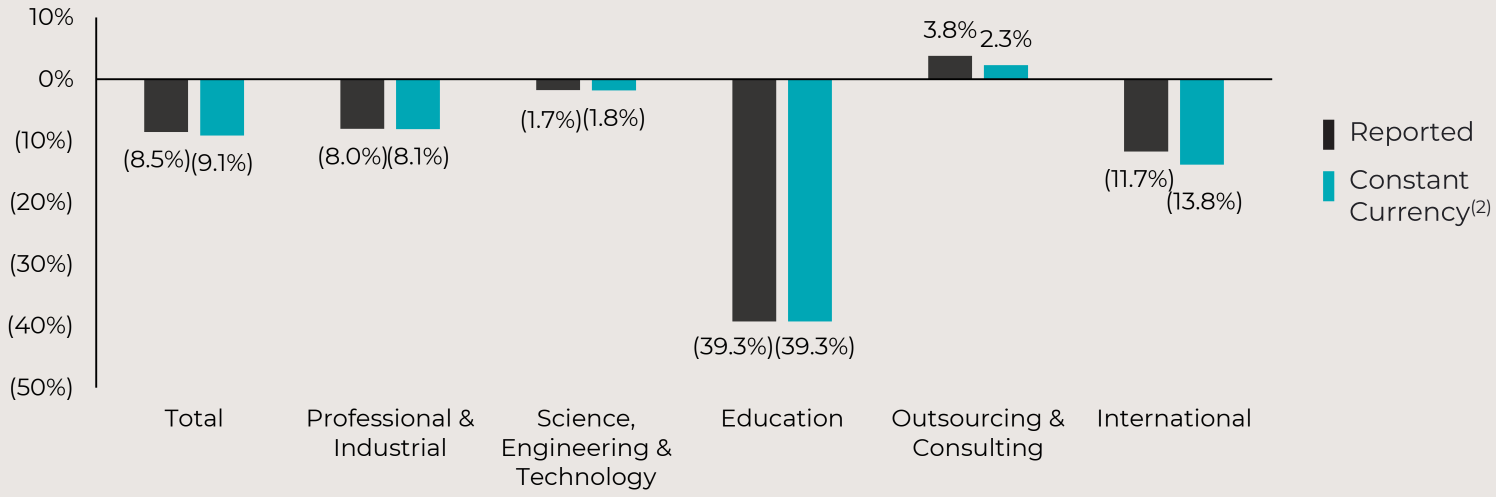
[2]2020 is a 53 week fiscal year, resulting in an additional week of operating result in our reported results for the month of December, the quarter and the year. The additional week is excluded from the notated Q4 2020 trends and December exit rates.

FOURTH QUARTER 2020 GROSS PROFIT GROWTH

GROSS PROFIT MIX BY SEGMENT[1]



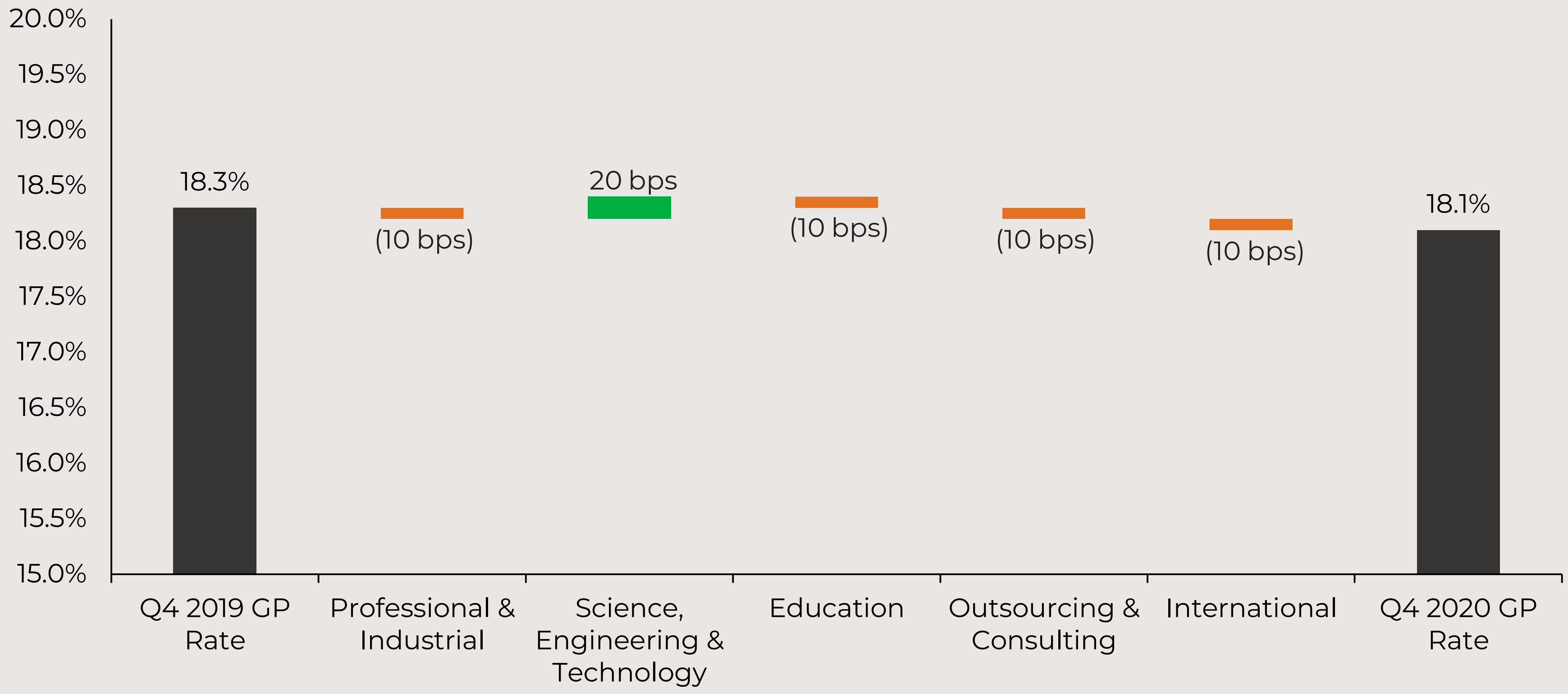
GROSS PROFIT GROWTH BY SEGMENT[1]



- Total gross profit declined on lower revenues and a 20 bps decline in GP rate
  - GP rate declined on higher employee-related costs, unfavorable customer mix as the recovery of demand from large accounts with lower margins outpaced the recovery of small and medium-sized customers, lower permanent placement revenue partially offset by structural improvement in product mix
- Science, Engineering & Technology's 1.7% decline in gross profit reflects a 5.3% decrease in revenue and a 70 bps improvement in GP rate
- Education's 39.3% decline in gross profit reflects the 32.9% decrease in revenue and a 150 bps decrease in GP rate
- Outsourcing & Consulting's 3.8% improvement reflects a 7.5% increase in revenue, partially offset by a 120 bps decline in GP rate

[1] 2020 is a 53 week fiscal year, resulting in an additional week of operating result in our reported results for the month of December, the quarter and the year.
[2] Constant Currency represents year-over-year changes resulting from translating 2020 financial data into USD using 2019 exchange rates.

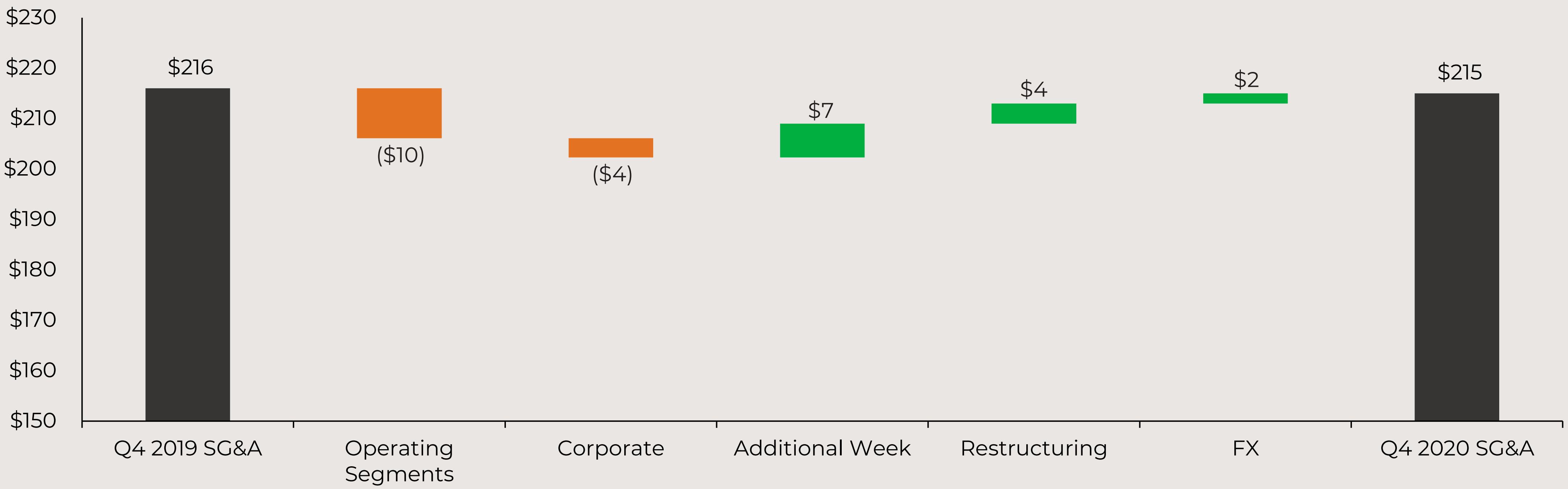
FOURTH QUARTER 2020 GROSS PROFIT RATE GROWTH



- GP rate declined in all segments, except Science, Engineering & Technology, resulting in a lower total company GP rate
  - Lower GP rates in Professional & Industrial and International resulted from shifts in customer mix as demand in large accounts with lower margins has recovered more quickly, as well as higher employee related costs and lower perm fees
  - OCG GP rate was negatively impacted by product mix
  - Education GP rate was negatively impacted by pricing pressure and higher employee related costs
- Science, Engineering & Technology GP was favorably impacted by lower employee related costs and improved customer mix

FOURTH QUARTER 2020 SG&A

$ in millions

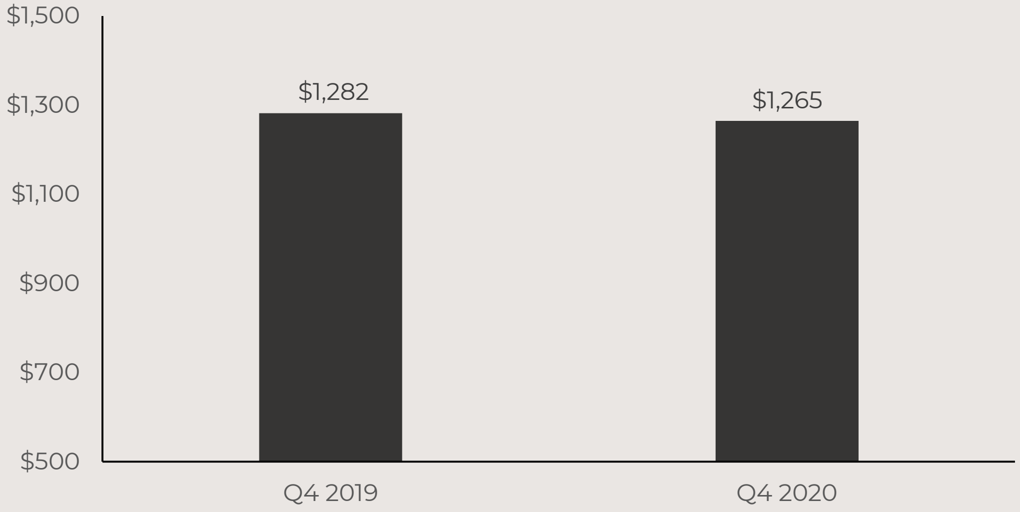


- Expenses in the Operating Segments and Corporate decline as cost reduction actions, including actions resulting in the fourth quarter restructuring charge, resulted in lower salaries and related costs and lower incentive compensation expenses
- The additional week results from our fiscal calendar. 2020 is a 53 week fiscal year resulting in an additional week in the fourth quarter
- Restructuring expense, primarily severance and related costs, resulted from actions designed to achieve sustainable cost savings and align expenses with expected revenue levels

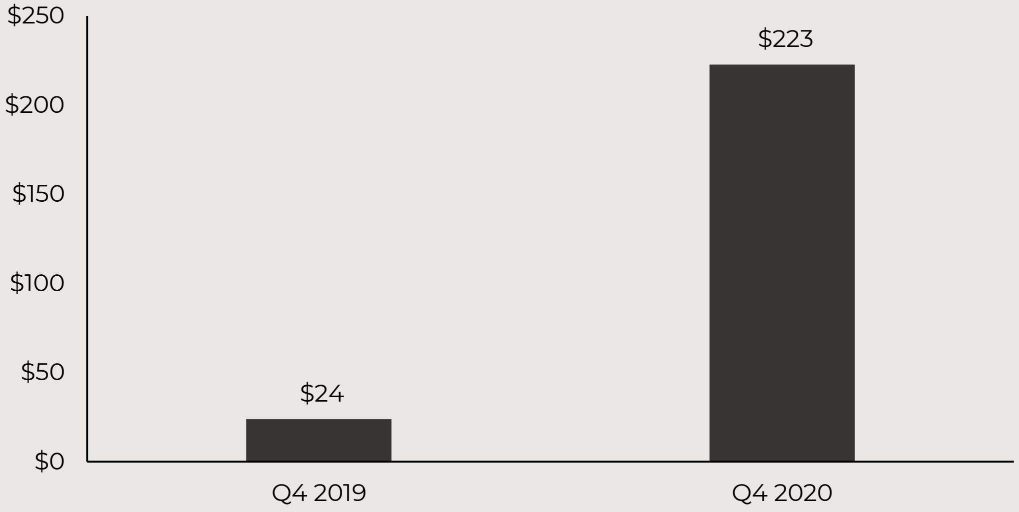
FOURTH QUARTER 2020 BALANCE SHEET DATA

$ in millions

ACCOUNTS RECEIVABLE



CASH, NET OF SHORT-TERM BORROWINGS



- Accounts Receivable reflects DSO of 64 days, up 6 days from a year ago. The increase reflects the impact of customer cash management efforts and changes in customer mix resulting in a greater proportion of large customers with extended payment terms, as well as the impact of higher receivables caused by customer-driven administrative issues from a limited number of large customers
- Cash, net of short-term borrowings of $223 million reflects the benefit of deferring $117 million of payroll tax payments under the CARES Act, the reduction in working capital, primarily Accounts Receivable, as revenue declined as a result of COVID-19, partially offset by the unfavorable impact on Accounts Receivable from higher DSO
  - U.S. credit facilities include a $200 million revolving credit facility and a $150 million securitization facility

OUTLOOK – FULL YEAR 2021

Revenue

- Up 7 % to 11% YOY
  - Uncertainty of recovery results in wider range
  - Q1 revenue will reflect YOY decline as the pandemic impact began in mid-March 2020

GP Rate

- Margins expected to be consistent with pre-COVID levels at approximately 18%
  - Favorable impact of growth in higher margin specialties generally offset by 2021 recovery in lower-margin specialties impacted in 2020 by the COVID-19 related decline in demand
  - 2020 results favorably impact 20 bps from COVID related wage subsidies

SG&A

- Up 3% to 4.5%
  - Includes costs savings from 2020 and expected 2021 restructuring actions

Tax Rate

- Effective rate in the mid-teens
  - Includes impact of Work Opportunity Credit which was recently extended until 2025

ADJUSTED EBIDTA NON-GAAP RECONCILIATION

$ in millions

	2016	2017	2018	2019	2020
Net Earnings	$120.8	$71.6	$22.9	$112.4	($72.0)
Equity in net (earnings)/loss of affiliate	(1.1)	(2.7)	(5.2)	3.6	(0.8)
Income tax expense (benefit)	30.0	12.8	(27.1)	0.4	(34.0)
Other expense, net	0.7	1.6	0.6	1.2	(3.4)
(Gain)/Loss on investment in Persol Holdings[1]	-	-	96.2	(35.8)	16.6
Gain on sale of assets[2]	(87.2)	-	-	(12.3)	(32.1)
Asset impairment charge[3]	-	-	-	15.8	147.7
Restructuring[4]	3.4	2.4	-	5.5	12.8
Hosted software implementation amortization	-	-	-	-	0.9
Depreciation & amortization	21.3	22.8	25.9	31.2	23.8
Adjusted EBITDA	**$87.9**	**$108.5**	**$113.3**	**$122.0**	**$59.5**
Adjusted EBITDA Margin	**1.7%**	**2.0%**	**2.1%**	**2.3%**	**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]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.

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