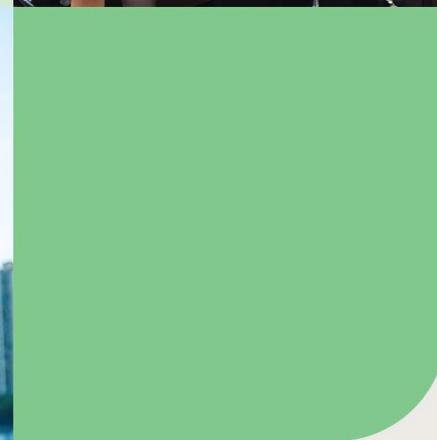
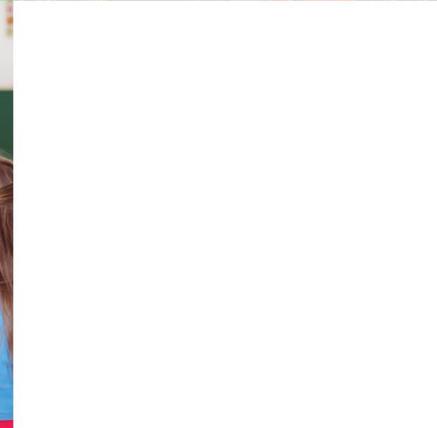


Kelly[®]



2025 Annual Meeting of Shareholders

Thursday, May 8, 2025
12:00 pm ET

Class B Shareholders who have already voted by proxy or ballot are not required to vote again during the Meeting.

To ensure that the Annual Meeting is conducted as expeditiously as possible, please follow these rules. Class B Shareholders of record wishing to attend, vote, or ask questions during the Annual Meeting will have an opportunity to do so by following these rules of conduct. If you would like to attend the virtual meeting, please go to kellyservices.com or meetnow.global/MTZZK6S prior to the meeting time and follow the instructions.

- Class B Shareholders of record as of March 20, 2025, will be able to listen, submit questions, and vote during the meeting using the control number included in your Notice of Internet Availability of Proxy Materials.
- Beneficial owners must register in advance to vote or submit questions during the Annual Meeting. To listen only, please go to kellyservices.com or meetnow.global/MTZZK6S and click on “Guest”.
- You are encouraged to vote in advance of the meeting, even if you plan to attend.
- Questions or comments from Class B Shareholders relating to the proposals will be addressed during the Business Meeting and General questions or comments will be addressed during the General Meeting as set forth in the agenda. Please submit your questions and comments in the Q&A field provided on the website.
- During the Question and Answer session, questions received will be read aloud and answered as time permits. Questions from multiple shareholders on the same topic may be grouped and answered together. The Company’s Investor Relations team will respond to any questions that are not addressed during the meeting.
- Shareholder proposals for consideration at the meeting are subject, among other things, to the Company’s Bylaws, which require advance notice to the Company of the proposal.
- While questions and comments are welcome, the purposes of the meeting will be observed. The Chairman of the Meeting reserves the right to limit discussion on any item and to limit the number of questions or comments a shareholder may pose.

Welcome

General Meeting – Part 1

- Organization of the Meeting
- Introduction of Directors, Secretary of the Meeting, Proxy Holders, and Inspector of Election

Business Meeting:

- Call to Order
- Nomination of Directors
- Proposal to approve, by advisory vote, executive compensation
- Proposal to approve the Company's 2025 Equity Incentive Plan
- Proposal to approve PricewaterhouseCoopers LLP as independent registered public accounting firm
- Results of Shareholder Vote
- Questions from Class B Shareholders on Proposals
- Adjournment of Business Meeting

General Meeting – Part 2

- Remarks
- General Questions from Class B Shareholders

Director Nominees



Terry Larkin
Chairman



Peter Quigley
Chief Executive Officer



Gerald Adolph
Director



George Corona
Director



Bob Cubbin
Director



Amala Duggirala
Director



InaMarie Johnson
Director



Leslie Murphy
Director

Management believes that the non-GAAP (Generally Accepted Accounting Principles) information excluding the 2024 goodwill impairment charge, the 2024 asset impairment charges, the 2024 integration costs, the 2024 executive transition costs, the 2024 gain on equity securities, the 2024 transaction costs, the 2024 restructuring charges, the 2024 gain on sale of assets, the 2024 gain on forward contract, the 2024 gain on the sale of our EMEA staffing operations, the 2023 restructuring charges, the 2023 transaction costs, the 2023 loss on forward contract, the 2023 asset impairment charge and the 2023 tax adjustments related to the sale of our EMEA staffing operations are useful to understand the Company's fiscal 2024 financial performance and increases comparability. Specifically, Management believes that removing the impact of these items allows for a meaningful comparison of current period operating performance with the operating results of prior periods. Management also believes that such measures are used by those analyzing performance of companies in the staffing industry to compare current performance to prior periods and to assess future performance.

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

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

This presentation contains statements that are forward looking in nature and, accordingly, are subject to risks and uncertainties. These statements are made under the “safe harbor” provisions of the U.S. Private Securities Litigation Reform Act of 1995. Statements that are not historical facts, including statements about Kelly’s financial expectations, are forward-looking statements. Factors that could cause actual results to differ materially from those contained in this release include, but are not limited to, (i) changing market and economic conditions, (ii) disruption in the labor market and weakened demand for human capital resulting from technological advances, loss of large corporate customers and government contractor requirements, (iii) the impact of laws and regulations (including federal, state and international tax laws), (iv) unexpected changes in claim trends on workers’ compensation, unemployment, disability and medical benefit plans, (v) litigation and other legal liabilities (including tax liabilities) in excess of our estimates, (vi) our ability to achieve our business’s anticipated growth strategies, (vii) our future business development, results of operations and financial condition, (viii) damage to our brands, (ix) dependency on third parties for the execution of critical functions, (x) conducting business in foreign countries, including foreign currency fluctuations, (xi) availability of temporary workers with appropriate skills required by customers, (xii) cyberattacks or other breaches of network or information technology security, and (xiii) other risks, uncertainties and factors discussed in this release and in the Company’s filings with the Securities and Exchange Commission. In some cases, forward-looking statements can be identified by words or phrases such as “may,” “will,” “expect,” “anticipate,” “target,” “aim,” “estimate,” “intend,” “plan,” “believe,” “potential,” “continue,” “is/are likely to” or other similar expressions. All information provided in this presentation is as of the date of this presentation 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.

Kelly[®]