NON-GAAP FINANCIAL MEASURES

The financial results of Robert Half International Inc. (the "Company") are prepared in conformity with accounting principles generally accepted in the United States of America ("GAAP") and the rules of the U.S. Securities and Exchange Commission ("SEC"). To help readers understand the Company's financial performance, the Company supplements its GAAP financial results with the following non-GAAP measures: as adjusted revenue growth rates; adjusted gross margin; adjusted selling, general and administrative expense; segment income; and combined segment income.

Variations in the Company's financial results include the impact of changes in foreign currency exchange rates, billing days, and certain intercompany adjustments. The Company provides "as adjusted" revenue growth calculations to remove the impact of these items. These calculations show the year-over-year revenue growth rates for the Company's lines of business on both a reported basis and also on an as-adjusted basis for global, U.S., and international operations. This information is presented for each of the six most recent quarters. The Company has provided this data because it focuses on the Company's revenue growth rates attributable to operating activities and aids in evaluating revenue trends over time. The Company expresses year-over-year revenue changes as calculated percentages using the same number of billing days, constant currency exchange rates, and certain intercompany adjustments.

The following measures: adjusted gross margin; adjusted selling, general and administrative expense; and segment income include gains and losses on investments held to fund the Company's obligations under employee deferred compensation plans. The Company provides these measures because they are used by management to review its operational results.

Combined segment income is income before income taxes adjusted for interest income and amortization of intangible assets. The Company provides combined segment income because it is how the Company evaluates segment performance.

The non-GAAP financial measures provided herein may not provide information that is directly comparable to that provided by other companies in the Company's industry, as other companies may calculate such financial results differently. The Company's non-GAAP financial measures are not measurements of financial performance under GAAP and should not be considered as alternatives to amounts presented in accordance with GAAP. The Company does not consider these non-GAAP financial measures to be a substitute for, or superior to, the information provided by GAAP financial results. A reconciliation of the non-GAAP financial measures to the most directly comparable GAAP financial measures is provided on the following pages.

NON-GAAP FINANCIAL MEASURES
REVENUE GROWTH RATES (%) (UNAUDITED)

Non CAAP Voor Over Voor Crowth Potes

Voor Over Voor Crowth Potes

| | Year-Over-Year Growth Rates (As Reported) | | | | | | | Non-GAAP Year-Over-Year Growth Rates (As Adjusted) | | | | | | | | |
|--|---|------|-------|-------|-------|-------|------|---|-------|-------|-------|-------|--|--|--|--|
| | 20 | 19 | | 20 | 20 | | 201 | 9 | | | | | | | | |
| | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | |
| Global | | | | | | | | | | | | | | | | |
| Accountemps | 3.2 | 1.6 | 0.0 | -33.0 | -29.9 | -22.8 | 2.7 | 2.1 | -0.7 | -32.3 | -30.2 | -23.1 | | | | |
| OfficeTeam | 0.5 | -3.7 | -5.0 | -48.0 | -35.0 | -17.0 | 0.1 | -3.1 | -5.7 | -47.8 | -35.8 | -18.2 | | | | |
| RH Technology | 5.4 | 6.2 | 7.8 | -14.5 | -17.7 | -11.4 | 5.2 | 7.0 | 6.8 | -14.2 | -18.2 | -11.9 | | | | |
| RH Management Resources | 10.3 | 7.1 | 8.1 | -15.5 | -22.7 | -16.9 | 13.9 | 10.3 | 7.5 | -14.8 | -23.5 | -18.1 | | | | |
| Elimination of intersegment revenues (1) | 30.8 | 21.6 | 26.7 | 7.8 | 28.6 | 81.6 | 29.3 | 21.6 | 24.9 | 7.7 | 28.2 | 81.5 | | | | |
| Temporary and consultant staffing | 3.2 | 1.3 | 0.7 | -31.7 | -30.1 | -23.1 | 3.4 | 2.2 | 0.0 | -31.2 | -30.7 | -23.8 | | | | |
| Permanent placement staffing | 3.8 | 0.4 | -8.4 | -49.6 | -35.2 | -27.7 | 3.4 | 0.9 | -9.0 | -49.1 | -35.7 | -28.5 | | | | |
| Total staffing | 3.3 | 1.2 | -0.3 | -33.7 | -30.7 | -23.6 | 3.4 | 2.1 | -1.0 | -33.2 | -31.2 | -24.3 | | | | |
| Protiviti | 18.3 | 15.7 | 16.5 | 4.1 | 7.4 | 18.9 | 14.6 | 14.1 | 15.5 | 4.5 | 6.4 | 17.9 | | | | |
| Total | 5.9 | 3.8 | 2.6 | -26.9 | -23.3 | -15.2 | 5.4 | 4.3 | 1.9 | -26.4 | -23.9 | -15.9 | | | | |
| United States | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | 5.7 | 3.0 | 2.0 | -31.7 | -31.0 | -24.1 | 4.5 | 3.2 | 0.5 | -31.7 | -31.3 | -23.9 | | | | |
| Permanent placement staffing | 6.5 | 3.0 | -4.9 | -51.6 | -37.1 | -31.3 | 5.3 | 3.2 | -6.3 | -51.6 | -37.3 | -31.0 | | | | |
| Total staffing | 5.8 | 3.0 | 1.3 | -33.7 | -31.6 | -24.8 | 4.5 | 3.2 | -0.2 | -33.7 | -31.9 | -24.6 | | | | |
| Protiviti | 17.5 | 17.3 | 21.3 | 6.4 | 10.8 | 22.9 | 16.2 | 17.5 | 19.5 | 6.3 | 10.3 | 23.3 | | | | |
| Total | 7.9 | 5.6 | 4.7 | -26.5 | -23.3 | -15.3 | 6.6 | 5.7 | 3.2 | -26.5 | -23.7 | -15.0 | | | | |
| International | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | -5.0 | -4.8 | -3.8 | -31.8 | -27.0 | -19.3 | -0.2 | -1.0 | -1.9 | -28.9 | -28.4 | -23.5 | | | | |
| Permanent placement staffing | -2.1 | -5.3 | -15.9 | -45.0 | -30.9 | -19.3 | -0.6 | -4.1 | -14.6 | -43.2 | -31.7 | -23.0 | | | | |
| Total staffing | -4.6 | -4.8 | -5.6 | -33.8 | -27.6 | -19.3 | -0.3 | -1.5 | -3.7 | -31.1 | -28.9 | -23.4 | | | | |
| Protiviti | 21.2 | 10.4 | 1.3 | -3.9 | -5.0 | 4.3 | 9.3 | 3.3 | 2.4 | -1.5 | -8.0 | -1.7 | | | | |
| Total | -0.7 | -2.2 | -4.4 | -28.4 | -23.4 | -14.7 | 1.4 | -0.6 | -2.7 | -25.7 | -25.0 | -19.2 | | | | |

(1) Service revenues for Accountemps, OfficeTeam, Robert Half Technology and Robert Half Management Resources include intersegment revenues, which represent revenues from services provided to Protiviti in connection with the Company's blended business solutions. Intersegment revenues for each line of business are aggregated and then eliminated as a single line item.

The non-GAAP financial measures included in the table above adjust for the following items:

Foreign Currency Translation. The "As Reported" revenue growth rates are based upon reported revenues, which include the impact of changes in foreign currency exchange rates. In order to calculate "Constant Currency" revenue growth rates, as reported amounts are retranslated using foreign exchange rates from the prior year's comparable period.

Billing Days. The "As Reported" revenue growth rates are based upon reported revenues. Management calculates a global, weighted-average number of billing days for each reporting period based upon inputs from all countries and all lines of business. In order to remove the fluctuations caused by comparable periods having different billing days, the company calculates "same billing day" revenue growth rates by dividing each comparative period's reported revenues by the calculated number of billing days for that period to arrive at a "per billing day" amount. The "same billing day" growth rates are then calculated based upon the "per billing day" amounts.

Intercompany Adjustments. The "As Reported" revenue growth rates are based upon reported revenues. In order to remove the fluctuations caused by the impact of certain intercompany adjustments, applicable comparative period revenues are reclassified to conform with the current period presentation.

The term "As Adjusted" means that the impact of different billing days, constant currency fluctuations, and certain intercompany adjustments are removed from the revenue growth rate calculation. A reconciliation of the non-GAAP year-over-year revenue growth rates to the "As Reported" year-over-year revenue growth rates is included herein on Pages 3-5.

NON-GAAP FINANCIAL MEASURES

REVENUE GROWTH RATE (%) RECONCILIATION (UNAUDITED)

| As Reported 0.5 3.7 5.0 4.80 3.50 1.70 Billing Days Impact 1.3 0.0 1.3 0.1 0.2 0.1 As Adjusted 0.1 3.1 5.7 4.78 3.58 1.8 Robert Half Technology | | | | | | | |
|--|--|---------|---------|---------|---------|---------|---------|
| As Reported 3 | Year-Over-Year Revo | | | | O2 2020 | O3 2020 | O4 2020 |
| As Reported 3,2 1,6 0,0 3,3 0,29 2,29 Billing Days Impact 1,3 0,0 1,5 0,1 0,0 4,0 Currency Impact 0,8 0,5 0,8 0,8 0,8 0,0 0,0 As Adjusted 2,7 2,1 0,7 3,23 3,00 2,30 Office Team | Accountemps | Q0 2017 | Q. 2017 | Q1 2020 | Q2 2020 | QU 2020 | Q. 2020 |
| Billing Days Impact | • | 3.2 | 1.6 | 0.0 | -33.0 | -29.9 | -22.8 |
| Curency Impact Q. 8 | | | | | | | |
| As Reported | | | | | | | |
| March Marc | | | | | | | |
| Billing Days Impact | OfficeTeam | 2.7 | 2.1 | 0.7 | 32.3 | 30.2 | 23.1 |
| Billing Days Impact | As Reported | 0.5 | -3.7 | -5.0 | -48.0 | -35.0 | -17.0 |
| Currency Impact | | | | | | | |
| As Adjusted 0.1 3.1 5.7 47.8 35.8 1.8.6 Robert Half Technology As Reported 5.4 6.2 7.8 1.4.5 1.1.7 1.1.4 Billing Days Impact 0.5 0.3 0.5 0.4 0.0 0.0 Currency Impact 0.5 0.3 0.5 0.4 0.0 0.0 As Adjusted 5.2 7.0 6.8 -14.2 -18.2 -11.5 Robert Half Management Resources 3.9 2.5 7.0 6.8 -14.2 1.0 0.2 0.0 Robert Half Management Resources 3.9 2.5 - | Currency Impact | | | | | | |
| Robert Half Technology | As Adjusted | | | | | | |
| Billing Days Impact | Robert Half Technology | | | | .,,,, | | |
| Billing Days Impact | As Reported | 5.4 | 6.2 | 7.8 | -14 5 | -177 | -11 4 |
| Currency Impact | | | | | | | |
| Intercompany Adjustments | Currency Impact | - | | | | | -0.5 |
| As Adjusted So | Intercompany Adjustments | | | _ | | | _ |
| Name | As Adjusted | 5.2 | | 6.8 | | | -11.9 |
| Billing Days Impact | Robert Half Management Resources | | | | | | |
| Billing Days Impact | As Reported | 10.3 | 7.1 | 8.1 | -15.5 | -22.7 | -16.9 |
| Currency Impact 1.1 | Billing Days Impact | -1.4 | 0.0 | | | -0.2 | 0.0 |
| Intercompany Adjustments | Currency Impact | 1.1 | 0.7 | 0.9 | 0.8 | -0.6 | -1.2 |
| Second | Intercompany Adjustments | 3.9 | 2.5 | | | | _ |
| Semination of intersegment revenues | As Adjusted | 13.9 | 10.3 | 7.5 | -14.8 | -23.5 | -18.1 |
| Billing Days Impact -1.6 0.0 -1.8 -0.2 -0.4 -0.1 Currency Impact 0.1 0.0 0.0 0.1 0.0 0.0 As Adjusted 29.3 21.6 24.9 7.7 28.2 81.5 Temporary and consultant staffing As Reported 3.2 1.3 0.7 -31.7 -30.1 -23.1 Billing Days Impact -1.3 0.0 -1.4 -0.1 -0.3 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.5 Intercompany Adjustments 0.6 0.4 As Adjusted 3.8 0.4 -8.4 49.6 -35.2 -27.7 Billing Days Impact 1.1 0.0 1.4 -0.1 -0.2 0.0 Currency Impact 1.0 0.5 0.8 0.6 -0.3 -0.3 Total staffing 3.3 1.2 -0.3 -33.7 | Elimination of intersegment revenues | | | | | | |
| Billing Days Impact -1.6 0.0 -1.8 -0.2 -0.4 -0.1 Currency Impact 0.1 0.0 0.0 0.1 0.0 0.0 As Adjusted 29.3 21.6 24.9 7.7 28.2 81.5 Temporary and consultant staffing As Reported 3.2 1.3 0.7 -31.7 -30.1 -23.1 Billing Days Impact -1.3 0.0 -1.4 -0.1 -0.3 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.1 Intercompany Adjustments 0.6 0.4 As Adjusted 3.8 0.4 -8.4 49.6 -35.2 -27.7 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 3.3 1.2 -0.3 -33.7 -30.7 -23.6 Billing Days Impact -1.4 0.0 -1.4 -0.1 | As Reported | 30.8 | 21.6 | 26.7 | 7.8 | 28.6 | 81.6 |
| Currency Impact 0.1 0.0 0.0 0.1 0.0 0.0 As Adjusted 29.3 21.6 24.9 7.7 28.2 81.5 Temporary and consultant staffing As Reported 3.2 1.3 0.7 -31.7 -30.1 -23.1 Billing Days Impact -1.3 0.0 -1.4 -0.1 -0.3 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.1 Intercompany Adjustments 0.6 0.4 - <td>Billing Days Impact</td> <td>-1.6</td> <td></td> <td>-1.8</td> <td></td> <td>-0.4</td> <td>-0.1</td> | Billing Days Impact | -1.6 | | -1.8 | | -0.4 | -0.1 |
| As Adjusted 29.3 21.6 24.9 7.7 28.2 81.2 Temporary and consultant staffing 3.2 1.3 0.7 -31.7 -30.1 -23.1 Billing Days Impact 3.2 0.0 -1.4 -0.1 -0.3 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 - - - - - As Adjusted 3.8 0.4 -8.4 -49.6 -35.2 -27.7 Billing Days Impact 1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 3.8 0.4 -8.4 -49.6 -35.2 -27.7 Billing Days Impact 1.1 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 1.0 0.5 0.8 0.6 -0.3 -0.3 As Adjusted 3.3 0.9 -9.0 -49.1 -35.7 -28.5 Total staffing 3.3 1.2 -0.3 -33.7 -30.7 -23.6 Billing Days Impact 1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.0 Intercompany Adjustments 0.6 0.4 - - - - - As Adjusted 3.3 1.2 -0.3 -33.2 -31.2 -24.5 Protivit 3.4 0.9 -0.5 0.7 0.6 -0.3 0.0 Currency Impact 0.9 0.5 0.7 0.6 0.0 -0.3 As Reported 3.8 3.5 7 16.5 4.1 7.4 18.9 Billing Days Impact 1.4 0.1 -1.6 0.1 -0.3 0.0 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.6 Billing Days Impact 1.4 0.1 -1.6 0.1 -0.3 0.0 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.6 Intercompany Adjustments 3.1 -2.0 - - - - As Reported 3.1 -2.0 - - - - - As Reported 3.1 -2.0 - - - - - As Reported 3.1 -2.0 - - - - - As Reported 3.1 -3.0 -3.1 -3.0 -3.3 Billing Days Impact 1.4 0.1 1.5 4.5 6.4 17.5 Total | Currency Impact | 0.1 | | | | 0.0 | 0.0 |
| As Reported 3,2 1,3 0,7 -31,7 -30,1 -23,1 Billing Days Impact 1,3 0,0 -1,4 -0,1 -0,3 0,0 Currency Impact 0,9 0,5 0,7 0,6 -0,3 -0,1 Intercompany Adjustments 0,6 0,4 — | As Adjusted | | | 24.9 | | | 81.5 |
| Billing Days Impact -1.3 0.0 -1.4 -0.1 -0.3 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 — | Temporary and consultant staffing | | | | | | |
| Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 — — — — As Adjusted 3.4 2.2 0.0 -31.2 -30.7 -23.8 Permanent placement staffing As Reported 3.8 0.4 -8.4 -49.6 -35.2 -27.7 Billing Days Impact 1.14 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 1.0 0.5 0.8 0.6 -0.3 -0.8 As Reported 3.3 1.2 -0.3 -33.7 -30.7 -28.6 Total 0.0 0.5 0.8 0.6 -0.3 -0.3 -0.8 As Adjusted 3.3 1.2 -0.3 -33.7 -30.7 -28.5 Total 0.9 0.5 0.7 0.6 -0.3 -0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 < | As Reported | 3.2 | 1.3 | 0.7 | -31.7 | -30.1 | -23.1 |
| Intercompany Adjustments | | -1.3 | 0.0 | -1.4 | -0.1 | -0.3 | 0.0 |
| As Adjusted 3.4 2.2 0.0 -31.2 -30.7 -23.8 | | 0.9 | 0.5 | 0.7 | 0.6 | -0.3 | -0.7 |
| Permanent placement staffing As Reported 3.8 0.4 -8.4 -49.6 -35.2 -27.7 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 1.0 0.5 0.8 0.6 -0.3 -0.8 As Adjusted 3.4 0.9 -9.0 -49.1 -35.7 -28.5 Total staffing | 1 2 2 | 0.6 | 0.4 | | | | |
| As Reported 3.8 0.4 -8.4 -49.6 -35.2 -27.7 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 1.0 0.5 0.8 0.6 -0.3 -0.8 As Adjusted 3.4 0.9 -9.0 49.1 -35.7 -28.5 Total staffing As Reported 3.3 1.2 -0.3 -33.7 -30.7 -23.6 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Intercompany Adjustments 0.6 0.4 | As Adjusted | 3.4 | 2.2 | 0.0 | -31.2 | -30.7 | -23.8 |
| Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 1.0 0.5 0.8 0.6 -0.3 -0.8 As Adjusted 3.4 0.9 -9.0 -49.1 -35.7 -28.2 Total staffing As Reported 3.3 1.2 -0.3 -33.7 -30.7 -23.6 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 As Reported 18.3 15.7 16.5 4.1 7.4 18.9 Protiviti As Reported 0.8 0.3 0.6 0.5 -0.7 -1.6 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.6 Intercompany Adjustments -3.1 -2.0 - - - - As Reported 5.9 3.8 | Permanent placement staffing | | | | | | |
| Currency Impact 1.0 0.5 0.8 0.6 -0.3 -0.8 As Adjusted 3.4 0.9 -9.0 -49.1 -35.7 -28.5 Total staffing As Reported 3.3 1.2 -0.3 -33.7 -30.7 -23.6 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 As Reported 18.3 15.7 16.5 4.1 7.4 18.9 Protiviti | As Reported | 3.8 | 0.4 | -8.4 | -49.6 | -35.2 | -27.7 |
| As Adjusted 3.4 0.9 -9.0 -49.1 -35.7 -28.5 Total staffing As Reported 3.3 1.2 -0.3 -33.7 -30.7 -23.6 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.1 Intercompany Adjustments 0.6 0.4 As Adjusted 3.4 2.1 -1.0 -33.2 -31.2 -24.3 Protiviti As Reported 18.3 15.7 16.5 4.1 7.4 18.5 Billing Days Impact -1.4 0.1 -1.6 -0.1 -0.3 0.0 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.0 Intercompany Adjustments -3.1 -2.0 As Adjusted 14.6 14.1 15.5 4.5 6.4 17.9 Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 | <u> </u> | -1.4 | 0.0 | -1.4 | -0.1 | -0.2 | 0.0 |
| Total staffing As Reported 3.3 1.2 -0.3 -33.7 -30.7 -23.6 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 - - - - As Adjusted 3.4 2.1 -1.0 -33.2 -31.2 -24.3 Protiviti As Reported 18.3 15.7 16.5 4.1 7.4 18.9 Billing Days Impact -1.4 0.1 -1.6 -0.1 -0.3 0.0 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.0 As Adjusted 14.6 14.1 15.5 4.5 6.4 17.9 Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Curre | | 1.0 | 0.5 | 0.8 | 0.6 | -0.3 | -0.8 |
| As Reported 3.3 1.2 -0.3 -33.7 -30.7 -23.6 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.6 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 | As Adjusted | 3.4 | 0.9 | -9.0 | -49.1 | -35.7 | -28.5 |
| Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 — | —————————————————————————————————————— | | | | | | |
| Currency Impact 0.9 0.5 0.7 0.6 -0.3 -0.7 Intercompany Adjustments 0.6 0.4 - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - | * | 3.3 | 1.2 | -0.3 | -33.7 | -30.7 | -23.6 |
| Intercompany Adjustments | | -1.4 | 0.0 | -1.4 | -0.1 | -0.2 | 0.0 |
| As Adjusted 3.4 2.1 -1.0 -33.2 -31.2 -24.3 Protiviti As Reported 18.3 15.7 16.5 4.1 7.4 18.9 Billing Days Impact -1.4 0.1 -1.6 -0.1 -0.3 0.0 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.0 Intercompany Adjustments -3.1 -2.0 As Adjusted 14.6 14.1 15.5 4.5 6.4 17.9 Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | J 1 | 0.9 | 0.5 | 0.7 | 0.6 | -0.3 | -0.7 |
| Protiviti As Reported 18.3 15.7 16.5 4.1 7.4 18.9 Billing Days Impact -1.4 0.1 -1.6 -0.1 -0.3 0.0 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.0 Intercompany Adjustments -3.1 -2.0 As Adjusted 14.6 14.1 15.5 4.5 6.4 17.9 Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | | 0.6 | 0.4 | | | | |
| As Reported 18.3 15.7 16.5 4.1 7.4 18.9 Billing Days Impact -1.4 0.1 -1.6 -0.1 -0.3 0.0 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.0 Intercompany Adjustments -3.1 -2.0 As Adjusted 14.6 14.1 15.5 4.5 6.4 17.9 Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | | 3.4 | 2.1 | -1.0 | -33.2 | -31.2 | -24.3 |
| Billing Days Impact -1.4 0.1 -1.6 -0.1 -0.3 0.0 Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.0 Intercompany Adjustments -3.1 -2.0 - - - - - As Adjusted 14.6 14.1 15.5 4.5 6.4 17.9 Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | | | | | | | |
| Currency Impact 0.8 0.3 0.6 0.5 -0.7 -1.0 Intercompany Adjustments -3.1 -2.0 - - - - As Adjusted 14.6 14.1 15.5 4.5 6.4 17.9 Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | | 18.3 | 15.7 | 16.5 | 4.1 | 7.4 | 18.9 |
| Intercompany Adjustments -3.1 -2.0 - <th< td=""><td></td><td>-1.4</td><td>0.1</td><td>-1.6</td><td>-0.1</td><td>-0.3</td><td>0.0</td></th<> | | -1.4 | 0.1 | -1.6 | -0.1 | -0.3 | 0.0 |
| As Adjusted 14.6 14.1 15.5 4.5 6.4 17.9 Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | | 0.8 | 0.3 | 0.6 | 0.5 | -0.7 | -1.0 |
| Total As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | | | -2.0 | | | | |
| As Reported 5.9 3.8 2.6 -26.9 -23.3 -15.2 Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | | 14.6 | 14.1 | 15.5 | 4.5 | 6.4 | 17.9 |
| Billing Days Impact -1.4 0.0 -1.4 -0.1 -0.2 0.0 Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | | | | | | | |
| Currency Impact 0.9 0.5 0.7 0.6 -0.4 -0.7 | • | 5.9 | 3.8 | 2.6 | -26.9 | -23.3 | -15.2 |
| | | -1.4 | 0.0 | -1.4 | -0.1 | -0.2 | 0.0 |
| As Adjusted 5.4 4.3 1.9 -26.4 -23.9 -15.9 | | | 0.5 | 0.7 | 0.6 | -0.4 | -0.7 |
| | As Adjusted | 5.4 | 4.3 | 1.9 | -26.4 | -23.9 | -15.9 |

NON-GAAP FINANCIAL MEASURES REVENUE GROWTH RATE (%) RECONCILIATION (UNAUDITED)

| Year-Over-Year Revenue Growth - UNITED STATES | | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|--|--|--|--|
| | Q3 2019 | Q4 2019 | Q1 2020 | Q2 2020 | Q3 2020 | Q4 2020 | | | | |
| Temporary and consultant staffing | | | | | | | | | | |
| As Reported | 5.7 | 3.0 | 2.0 | -31.7 | -31.0 | -24.1 | | | | |
| Billing Days Impact | -1.2 | 0.2 | -1.5 | 0.0 | -0.3 | 0.2 | | | | |
| Currency Impact | | | | | | | | | | |
| As Adjusted | 4.5 | 3.2 | 0.5 | -31.7 | -31.3 | -23.9 | | | | |
| Permanent placement staffing | | | | | | | | | | |
| As Reported | 6.5 | 3.0 | -4.9 | -51.6 | -37.1 | -31.3 | | | | |
| Billing Days Impact | -1.2 | 0.2 | -1.4 | 0.0 | -0.2 | 0.3 | | | | |
| Currency Impact | | | | | | | | | | |
| As Adjusted | 5.3 | 3.2 | -6.3 | -51.6 | -37.3 | -31.0 | | | | |
| Total staffing | | | | | | | | | | |
| As Reported | 5.8 | 3.0 | 1.3 | -33.7 | -31.6 | -24.8 | | | | |
| Billing Days Impact | -1.3 | 0.2 | -1.5 | 0.0 | -0.3 | 0.2 | | | | |
| Currency Impact | | | | | | | | | | |
| As Adjusted | 4.5 | 3.2 | -0.2 | -33.7 | -31.9 | -24.6 | | | | |
| Protiviti | | | | | | | | | | |
| As Reported | 17.5 | 17.3 | 21.3 | 6.4 | 10.8 | 22.9 | | | | |
| Billing Days Impact | -1.3 | 0.2 | -1.8 | -0.1 | -0.5 | 0.4 | | | | |
| Currency Impact | | | | | | | | | | |
| As Adjusted | 16.2 | 17.5 | 19.5 | 6.3 | 10.3 | 23.3 | | | | |
| Total | | | | | | | | | | |
| As Reported | 7.9 | 5.6 | 4.7 | -26.5 | -23.3 | -15.3 | | | | |
| Billing Days Impact | -1.3 | 0.1 | -1.5 | 0.0 | -0.4 | 0.3 | | | | |
| Currency Impact | | | | | | | | | | |
| As Adjusted | 6.6 | 5.7 | 3.2 | -26.5 | -23.7 | -15.0 | | | | |

NON-GAAP FINANCIAL MEASURES

REVENUE GROWTH RATE (%) RECONCILIATION (UNAUDITED)

| Year-Over-Year Revenue Growth – INTERNATIONAL | | | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|--|--|--|--|--|
| | Q3 2019 | Q4 2019 | Q1 2020 | Q2 2020 | Q3 2020 | Q4 2020 | | | | | |
| Temporary and consultant staffing | | | | | | | | | | | |
| As Reported | -5.0 | -4.8 | -3.8 | -31.8 | -27.0 | -19.3 | | | | | |
| Billing Days Impact | -1.6 | -0.4 | -1.4 | 0.0 | 0.0 | -1.0 | | | | | |
| Currency Impact | 3.8 | 2.4 | 3.3 | 2.9 | -1.4 | -3.2 | | | | | |
| Intercompany Adjustments | 2.6 | 1.8 | | | | _ | | | | | |
| As Adjusted | -0.2 | -1.0 | -1.9 | -28.9 | -28.4 | -23.5 | | | | | |
| Permanent placement staffing | | | | | | | | | | | |
| As Reported | -2.1 | -5.3 | -15.9 | -45.0 | -30.9 | -19.3 | | | | | |
| Billing Days Impact | -1.5 | -0.4 | -1.1 | -0.1 | 0.0 | -1.0 | | | | | |
| Currency Impact | 3.0 | 1.6 | 2.4 | 1.9 | -0.8 | -2.7 | | | | | |
| As Adjusted | -0.6 | -4.1 | -14.6 | -43.2 | -31.7 | -23.0 | | | | | |
| Total staffing | | | | | | | | | | | |
| As Reported | -4.6 | -4.8 | -5.6 | -33.8 | -27.6 | -19.3 | | | | | |
| Billing Days Impact | -1.6 | -0.6 | -1.3 | -0.1 | 0.0 | -1.0 | | | | | |
| Currency Impact | 3.7 | 2.3 | 3.2 | 2.8 | -1.3 | -3.1 | | | | | |
| Intercompany Adjustments | 2.2 | 1.6 | _ | _ | _ | _ | | | | | |
| As Adjusted | -0.3 | -1.5 | -3.7 | -31.1 | -28.9 | -23.4 | | | | | |
| Protiviti | | | | | | | | | | | |
| As Reported | 21.2 | 10.4 | 1.3 | -3.9 | -5.0 | 4.3 | | | | | |
| Billing Days Impact | -1.8 | -0.6 | -1.4 | 0.0 | 0.1 | -1.4 | | | | | |
| Currency Impact | 3.5 | 1.4 | 2.5 | 2.4 | -3.1 | -4.6 | | | | | |
| Intercompany Adjustments | -13.6 | -7.9 | | | | _ | | | | | |
| As Adjusted | 9.3 | 3.3 | 2.4 | -1.5 | -8.0 | -1.7 | | | | | |
| | | | | | | | | | | | |
| Total | | | | | | | | | | | |
| As Reported | -0.7 | -2.2 | -4.4 | -28.4 | -23.4 | -14.7 | | | | | |
| Billing Days Impact | -1.6 | -0.5 | -1.3 | 0.0 | 0.1 | -1.1 | | | | | |
| Currency Impact | 3.7 | 2.1 | 3.0 | 2.7 | -1.7 | -3.4 | | | | | |
| As Adjusted | 1.4 | -0.6 | -2.7 | -25.7 | -25.0 | -19.2 | | | | | |

NON-GAAP FINANCIAL MEASURES

ADJUSTED SUMMARY OF OPERATIONS RECONCILIATION (UNAUDITED)

(in thousands)

| | Quarter Ended December 31, | | | | | | | | Relationships | | | | | | | |
|---|----------------------------|----------|-----|-----------|----|-------------|----|-----------|---------------|-----------|----|-------------|--------|--------|--------|--------|
| | | | | 2020 | | | | | 2019 | | | 2020 2019 | | 2020 | 2019 | |
| | Re | eported | Adj | justments | Ad | ljusted (1) | | Reported | Ad | justments | A | djusted (1) | Repo | rted | Adju | sted |
| SERVICE REVENUES: | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | | 850,438 | | | | 850,438 | | 1,106,325 | | | | 1,106,325 | 65.2% | 72.0% | 65.2% | 72.0% |
| Permanent placement staffing | | 91,387 | | | | 91,387 | | 126,394 | | | | 126,394 | 7.0% | 8.2% | 7.0% | 8.2% |
| Protiviti | | 362,261 | | | | 362,261 | | 304,666 | | | | 304,666 | 27.8% | 19.8% | 27.8% | 19.8% |
| Total | \$ 1 | ,304,086 | | | \$ | 1,304,086 | \$ | 1,537,385 | | | \$ | 1,537,385 | 100.0% | 100.0% | 100.0% | 100.0% |
| GROSS MARGIN: | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | \$ | 327,181 | | | \$ | 327,181 | \$ | 420,248 | | | \$ | 420,248 | 38.5% | 38.0% | 38.5% | 38.0% |
| Permanent placement staffing | | 91,172 | | | | 91,172 | | 126,135 | | | | 126,135 | 99.8% | 99.8% | 99.8% | 99.8% |
| Protiviti | | 95,989 | | 5,419 | | 101,408 | | 90,478 | | 2,083 | | 92,561 | 26.5% | 29.7% | 28.0% | 30.4% |
| Total | \$ | 514,342 | \$ | 5,419 | \$ | 519,761 | \$ | 636,861 | \$ | 2,083 | \$ | 638,944 | 39.4% | 41.4% | 39.9% | 41.6% |
| SELLING GENERAL AND ADMINISTRATIVE EXPENSE: | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | \$ | 287,550 | \$ | (31,715) | \$ | 255,835 | \$ | 339,118 | \$ | (16,339) | \$ | 322,779 | 33.8% | 30.7% | 30.1% | 29.2% |
| Permanent placement staffing | | 86,572 | | (3,408) | | 83,164 | | 112,835 | | (1,867) | | 110,968 | 94.7% | 89.3% | 91.0% | 87.8% |
| Protiviti | | 51,039 | | | | 51,039 | | 51,969 | | _ | | 51,969 | 14.1% | 17.1% | 14.1% | 17.1% |
| Total | \$ | 425,161 | \$ | (35,123) | \$ | 390,038 | \$ | 503,922 | \$ | (18,206) | \$ | 485,716 | 32.6% | 32.8% | 29.9% | 31.6% |
| OPERATING/SEGMENT INCOME: | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | \$ | 39,631 | \$ | 31,715 | \$ | 71,346 | \$ | 81,130 | \$ | 16,339 | \$ | 97,469 | 4.7% | 7.3% | 8.4% | 8.8% |
| Permanent placement staffing | | 4,600 | | 3,408 | | 8,008 | | 13,300 | | 1,867 | | 15,167 | 5.0% | 10.5% | 8.8% | 12.0% |
| Protiviti | | 44,950 | | 5,419 | | 50,369 | | 38,509 | | 2,083 | | 40,592 | 12.4% | 12.6% | 13.9% | 13.3% |
| Total | \$ | 89,181 | \$ | 40,542 | \$ | 129,723 | \$ | 132,939 | \$ | 20,289 | \$ | 153,228 | 6.8% | 8.6% | 9.9% | 10.0% |
| Amortization of intangible assets | | 217 | | _ | | 217 | | 339 | | _ | | 339 | 0.0 % | 0.0 % | 0.0 % | 0.0 % |
| Income from investments held in employee deferred compensation trusts | | (40,542) | | 40,542 | | _ | | (20,289) | | 20,289 | | _ | 3.1% | 1.3% | 0.0 % | 0.0 % |
| Interest income, net | | (79) | | | | (79) | | (1,357) | | | | (1,357) | 0.0 % | 0.1% | 0.0 % | 0.0 % |
| Income before income taxes | \$ | 129,585 | \$ | | \$ | 129,585 | \$ | 154,246 | \$ | | \$ | 154,246 | 9.9% | 10.0% | 9.9% | 10.0% |

⁽¹⁾ Changes in the Company's deferred compensation obligations are included in selling, general and administrative expense or, in the case of Protiviti, direct cost, while investment income is presented separately. The non-GAAP financial measures shown in the table above are adjusted to reclassify investment income from investments held in employee deferred compensation trusts to the same line item which includes the corresponding change in obligation. These adjustments have no impact to income before income taxes.

NON-GAAP FINANCIAL MEASURES

ADJUSTED SUMMARY OF OPERATIONS RECONCILIATION (UNAUDITED)

(in thousands)

| Year Ended December 31, | | | | | | | | | | | Relationships | | | | | |
|---|----|-----------|----|-----------|----|-------------|----|-----------|----|------------|---------------|-------------|--------|--------|---------|--------|
| | | | | 2020 | | | | | | 2019 | | | 2020 | 2019 | 2020 | 2019 |
| | R | Reported | Ad | justments | A | djusted (1) | | Reported | A | ljustments | Α | djusted (1) | Re | orted | Adj | usted |
| SERVICE REVENUES: | | | | | | | | | | | | | ' | | | |
| Temporary and consultant staffing | | 3,477,335 | | | | 3,477,335 | | 4,412,125 | | | | 4,412,125 | 68.1% | 72.6% | 68.1% | 72.6% |
| Permanent placement staffing | | 370,109 | | | | 370,109 | | 533,432 | | | | 533,432 | 7.2% | 8.8% | 7.2% | 8.8% |
| Protiviti | | 1,261,556 | | | | 1,261,556 | | 1,128,875 | | | | 1,128,875 | 24.7% | 18.6% | 24.7% | 18.6% |
| Total | \$ | 5,109,000 | | | \$ | 5,109,000 | \$ | 6,074,432 | | | \$ | 6,074,432 | 100.0% | 100.0% | 100.0% | 100.0% |
| GROSS MARGIN: | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | \$ | 1,312,797 | | | \$ | 1,312,797 | \$ | 1,677,489 | | | \$ | 1,677,489 | 37.8% | 38.0% | 37.8% | 38.0% |
| Permanent placement staffing | | 369,401 | | | | 369,401 | | 532,435 | | | | 532,435 | 99.8% | 99.8% | 99.8% | 99.8% |
| Protiviti | | 330,413 | | 11,682 | | 342,095 | | 315,205 | | 5,390 | | 320,595 | 26.2% | 27.9% | 27.1% | 28.4% |
| Total | \$ | 2,012,611 | \$ | 11,682 | \$ | 2,024,293 | \$ | 2,525,129 | \$ | 5,390 | \$ | 2,530,519 | 39.4% | 41.6% | 39.6% | 41.7% |
| SELLING GENERAL AND ADMINISTRATIVE EXPENSE: | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | \$ | 1,132,915 | \$ | (57,397) | \$ | 1,075,518 | \$ | 1,311,521 | \$ | (44,185) | \$ | 1,267,336 | 32.6% | 29.7% | 30.9% | 28.7% |
| Permanent placement staffing | | 346,711 | | (6,109) | | 340,602 | | 453,892 | | (5,342) | | 448,550 | 93.7% | 85.1% | 92.0% | 84.1% |
| Protiviti | | 186,415 | | | | 186,415 | | 192,882 | | | | 192,882 | 14.8% | 17.1% | 14.8% | 17.1% |
| Total | \$ | 1,666,041 | \$ | (63,506) | \$ | 1,602,535 | \$ | 1,958,295 | \$ | (49,527) | \$ | 1,908,768 | 32.6% | 32.2% | 31.4% | 31.4% |
| OPERATING/SEGMENT INCOME: | | | | | | | | | | | | | | | | |
| Temporary and consultant staffing | \$ | 179,882 | \$ | 57,397 | \$ | 237,279 | \$ | 365,968 | \$ | 44,185 | \$ | 410,153 | 5.2% | 8.3% | 6.8% | 9.3% |
| Permanent placement staffing | | 22,690 | | 6,109 | | 28,799 | | 78,543 | | 5,342 | | 83,885 | 6.1% | 14.7% | 7.8% | 15.7% |
| Protiviti | | 143,998 | | 11,682 | | 155,680 | | 122,323 | | 5,390 | | 127,713 | 11.4% | 10.8% | 12.3% | 11.3% |
| Total | \$ | 346,570 | \$ | 75,188 | \$ | 421,758 | \$ | 566,834 | \$ | 54,917 | | 621,751 | 6.8% | 9.3% | 8.3% | 10.2% |
| Amortization of intangible assets | | 1,219 | | _ | | 1,219 | | 1,361 | | _ | | 1,361 | 0.0 % | 0.0 % | 6 0.0 % | 0.0 % |
| Income from investments held in employee deferred compensation trusts | | (75,188) | | 75,188 | | _ | | (54,917) | | 54,917 | | _ | 1.5% | 0.9% | 0.0 % | 0.0 % |
| Interest income, net | | (1,343) | | | | (1,343) | | (5,125) | | | | (5,125) | 0.0 % | 0.1% | 0.0 % | 0.1% |
| Income before income taxes | \$ | 421,882 | \$ | | \$ | 421,882 | \$ | 625,515 | \$ | | \$ | 625,515 | 8.3% | 10.3% | 8.3% | 10.3% |

⁽¹⁾ Changes in the Company's deferred compensation obligations are included in selling, general and administrative expense or, in the case of Protiviti, direct cost, while investment income is presented separately. The non-GAAP financial measures shown in the table above are adjusted to reclassify investment income from investments held in employee deferred compensation trusts to the same line item which includes the corresponding change in obligation. These adjustments have no impact to income before income taxes.

NON-GAAP FINANCIAL MEASURES COMBINED SEGMENT INCOME RECONCILIATION (UNAUDITED) (in thousands)

| | Quarte Decem | | | | Year Decem | Ended ber 31, | | |
|-----------------------------------|-----------------|------|---------|----|---------------|------------------|--|--|
| | 2020 | 2019 | | | 2020 | 2019 | | |
| | | | | | | | | |
| Income before income taxes | \$ 129,585 | \$ | 154,246 | \$ | 421,882 | \$ 625,515 | | |
| Interest income, net | (79) | | (1,357) | | (1,343) | (5,125) | | |
| Amortization of intangible assets | 217 | | 339 | | 1,219 | 1,361 | | |
| Combined segment income | \$ 129,723 | \$ | 153,228 | \$ | 421,758 | \$ 621,751 | | |