



Investor Presentation

May 20, 2022

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Company Snapshot



NYSE symbol:
RHI



Headquarters:
**Menlo Park,
Calif.**



Full-time
internal staff*:
14,600

Q1 2022

Service
Revenues:
\$1.8 Billion

Net Income:
\$168 Million

Return on
Invested Capital:
47.5%

* As of Dec. 31, 2021. Includes approximately 5,700 employees engaged directly in Protiviti operations

Local Capabilities, Global Reach

North America



South America



Europe



Asia-Pacific



Middle East



The Most Respected Name in Talent Solutions and Consulting



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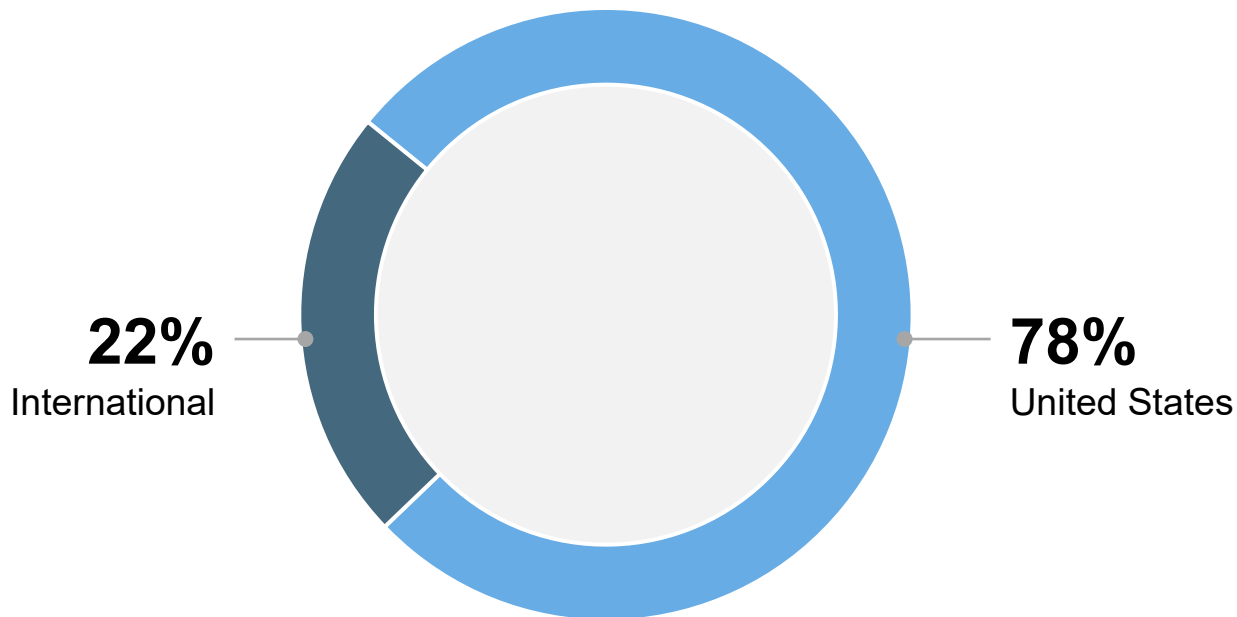
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74 Years of Changing Lives and Helping Companies Succeed



U.S. Accounts for More Than Three-Quarters of Talent Solutions Revenues

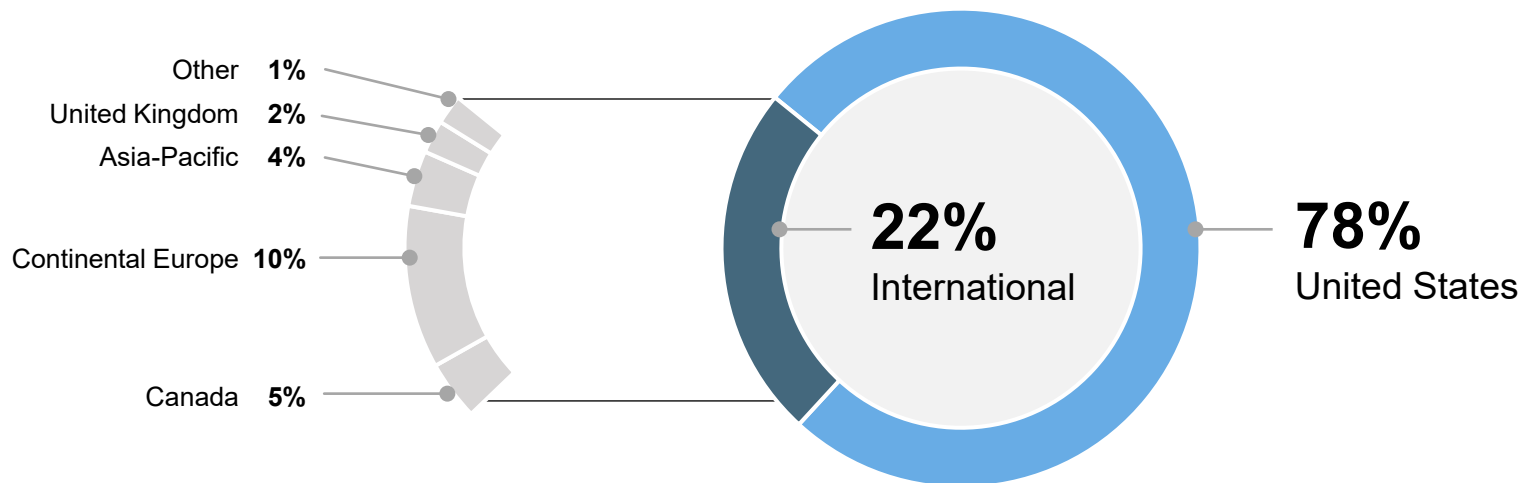
Talent Solutions Revenue Mix — Global



Q1 2022 Talent Solutions Revenues

Majority of International Talent Solutions Revenues from Continental Europe

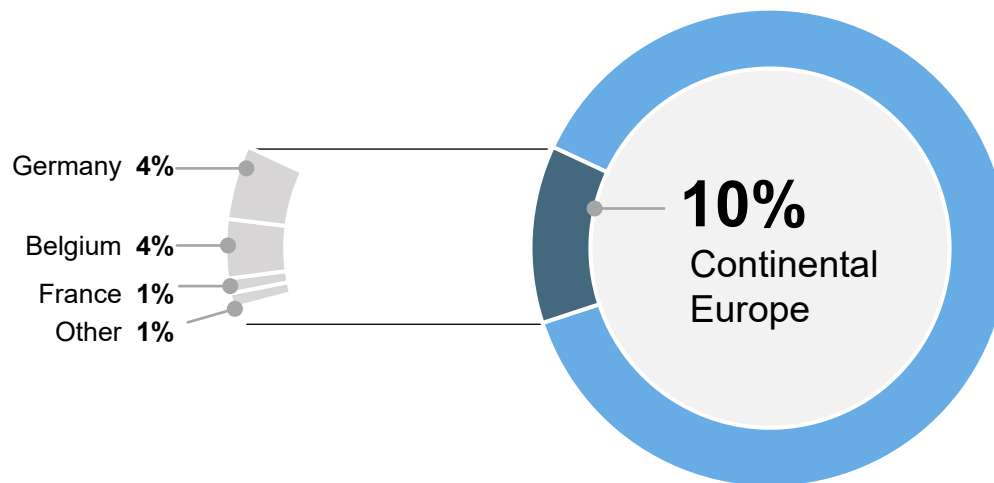
Talent Solutions Revenue Mix — International



Q1 2022 Talent Solutions Revenues

Germany and Belgium Largest European Markets

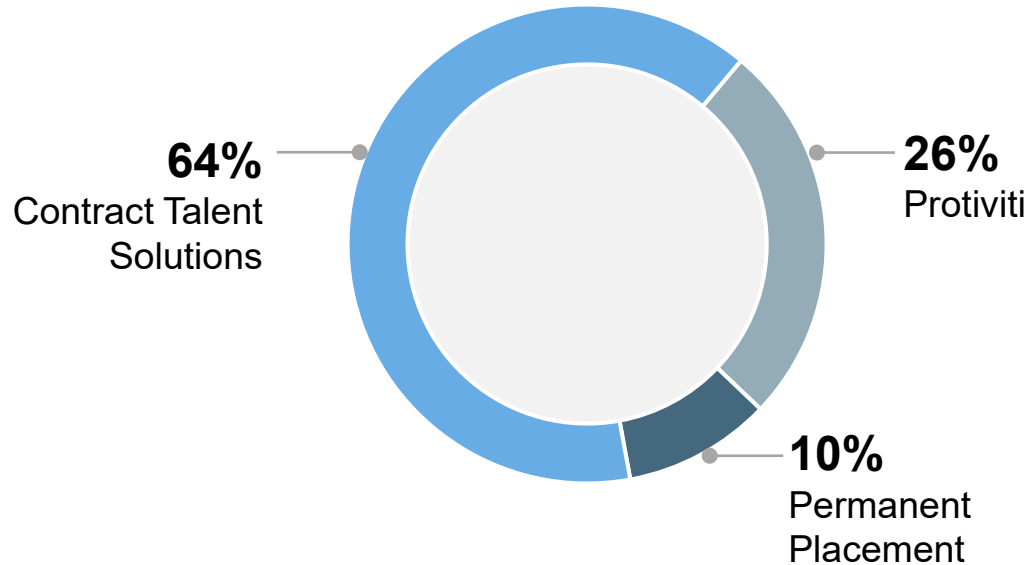
Talent Solutions Revenue Mix — Continental Europe



Q1 2022 Talent Solutions Revenues

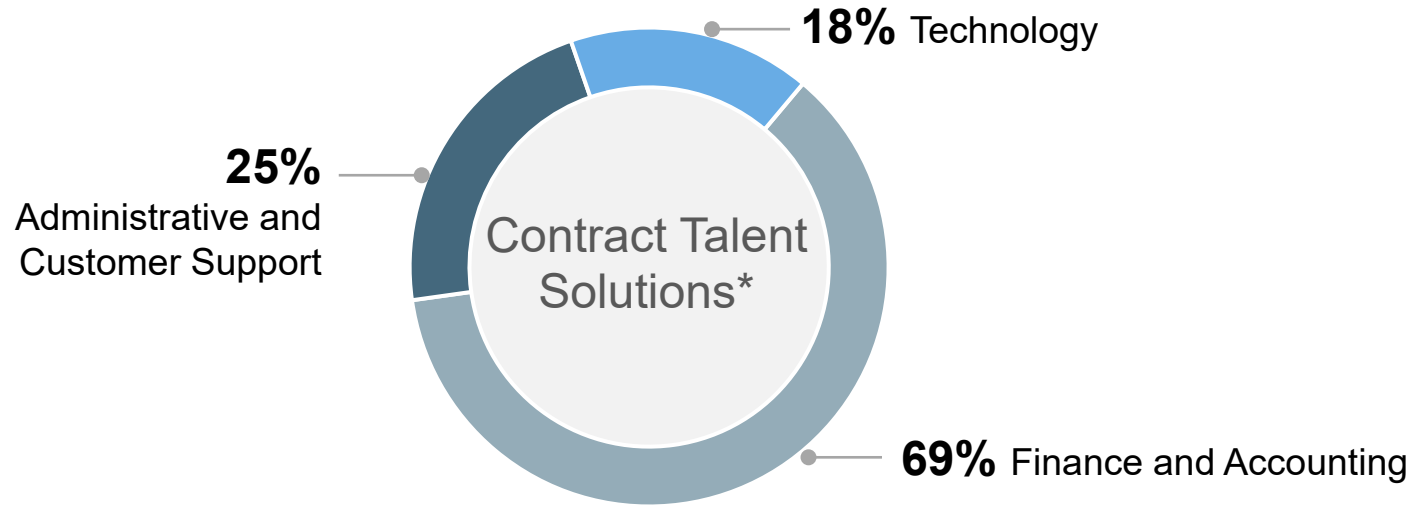
Revenue Mix by Reportable Segment

Q1 2022 Global Revenues



Revenue Mix by Functional Specialization

Q1 2022 Global Revenues

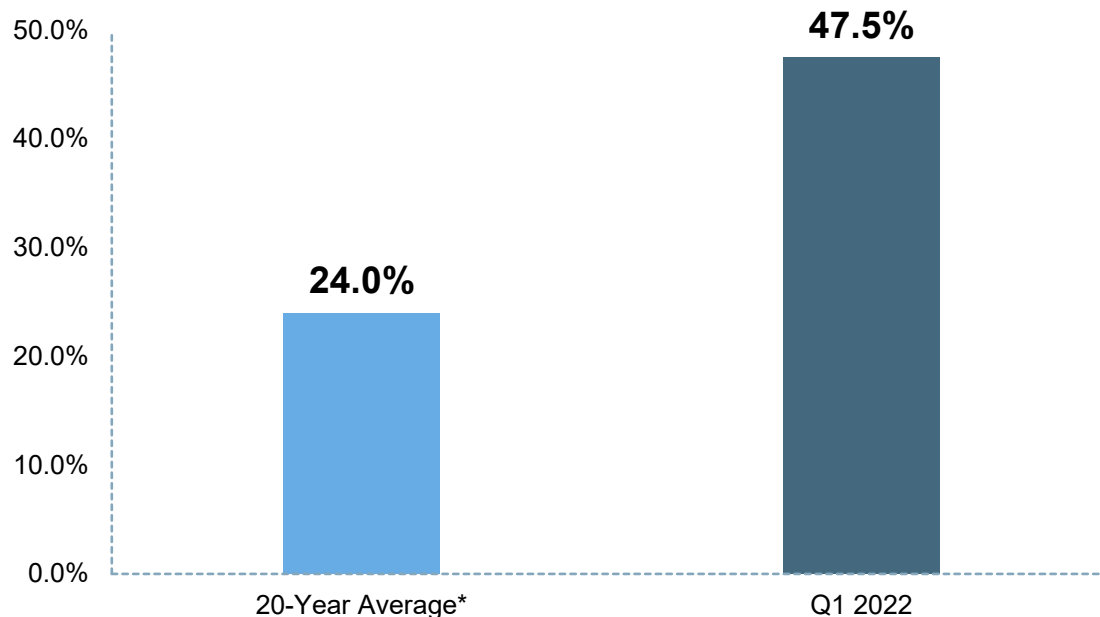


Q1 2022 Contract Talent Solutions Mix

* Service revenues for contract talent solutions add to more than 100% because they include intersegment revenues of 12%. Intersegment revenues represent revenues from services provided to Protiviti in connection with the Company's blended business solutions. Intersegment revenues for each functional specialization are aggregated and then eliminated as a single line item.

Return on Invested Capital

Q1 2022 Versus 20-Year Average



Superior ROIC is rooted in our ability to generate industry-leading profitability on a judiciously employed capital base, including growth achieved primarily by organic means.

* Through March 31, 2022

Business Strategy

- Value proposition: Only full-time jobs require full-time staff.
- Clients value specialization in professional segments.
- Middle-market talent solutions accounts are smaller, less price-sensitive; clients are demanding; quality is key.
- Protiviti provides consulting, project management, co-sourcing and outsourcing, and managed solutions capabilities.
- Together with Protiviti, Robert Half offers a full spectrum of blended talent solutions and consulting solutions.



Market Opportunity — Talent Solutions Services

2020 global staffing
industry revenues:
\$483B USD*

SMBs (majority of
our talent solutions
clients) represent a
vast, yet underserved
market



Customers experience excellence,
whether online, through our traditional
services, or a blend of the two.

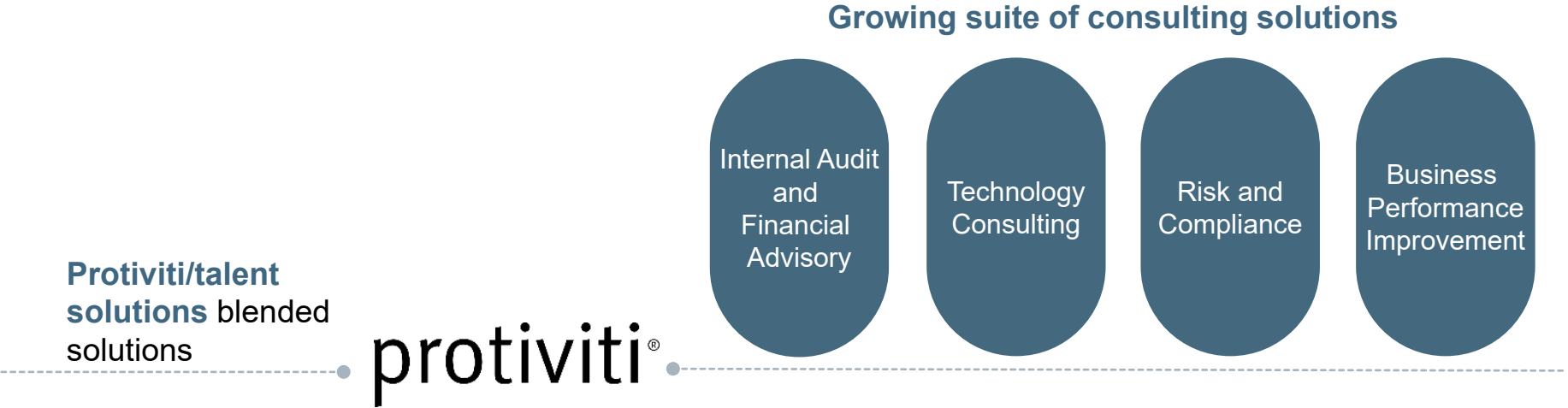
**Blended talent solutions and consulting
solutions with Protiviti make us unique in
our industry.**

Our technology and global network of talent enable
remote and hybrid work arrangements.

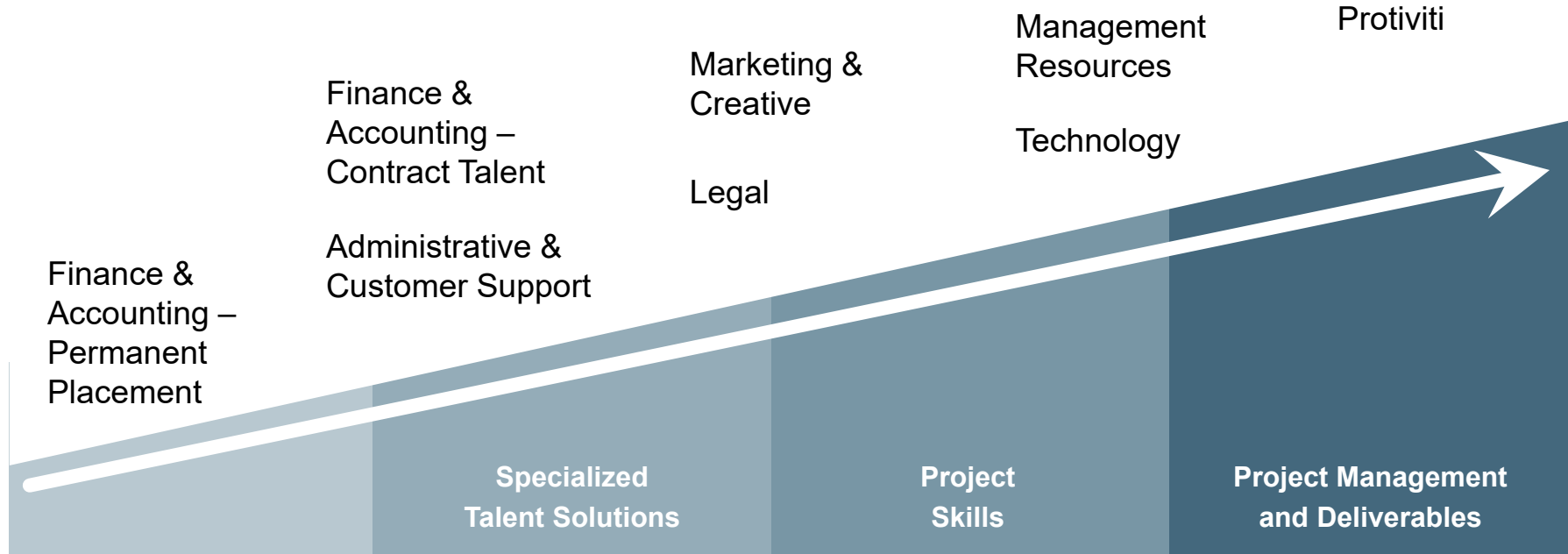
* Global Staffing Market Estimates and Forecasts, November 2021, Staffing Industry Analysts

Expansion of Service Offerings

Driving Protiviti Growth



Full Spectrum of Talent Solutions and Consulting Solutions



Full Complement of Talent Solutions and Consulting Solutions

We offer a uniquely flexible talent pool and deep consulting capability through our talent solutions and Protiviti brands.

Talent Solutions

We provide **world-class consulting and specialized talent solutions**, under one roof, at an attractive price.

Blended

Global and regional consulting firms that compete with Protiviti lack the **flexible resource capabilities** of our talent solutions operations.

Consulting

Talent solutions competitors lack **in-house access to Big 4 consulting methodologies** like those of Protiviti.

Marketing Approach

Positioned as quality leader
through advertising
and PR activities

**Traditional media for
broad brand awareness**

- Radio
- Locally directed advertising and programs

**Digital media for specific
target audiences**

- Search — paid and organic
- Digital advertising and retargeting
- Email/direct marketing
- Social media

Most-recognized brand in the industry, supported
by over \$1 billion in advertising over the last 25 years

Robert Half Digital Strategy

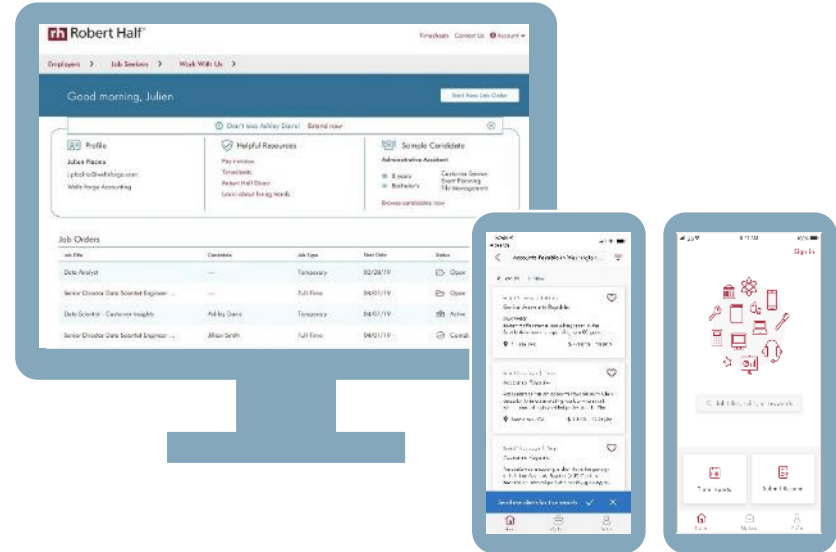
Winning the Digital Race



World-class **digital customer experience**, both online and mobile.

Data science, artificial intelligence and machine learning power our digital customer experience.

Robert Half Direct hiring platform gives clients self-service access to our proprietary technology and our extensive candidate database.



Robert Half Digital Strategy

Use proprietary data for **competitive advantage**

Provide **AI-based match recommendations** to our clients and candidates

Augment **staff productivity and efficiency** with global CRM platform and cloud solutions

**Blend of high-tech
and high-touch**



Hiring Remains Labor Intensive

Robert Half puts equal emphasis on digital innovation and personalized service.



**In-demand
candidates**
have multiple
offers/counteroffers.



**Candidate
availability**
is fluid and
ever-changing.



Legal compliance
is significant
(e.g., wage and hour,
payroll taxes, I-9).

Financial Performance



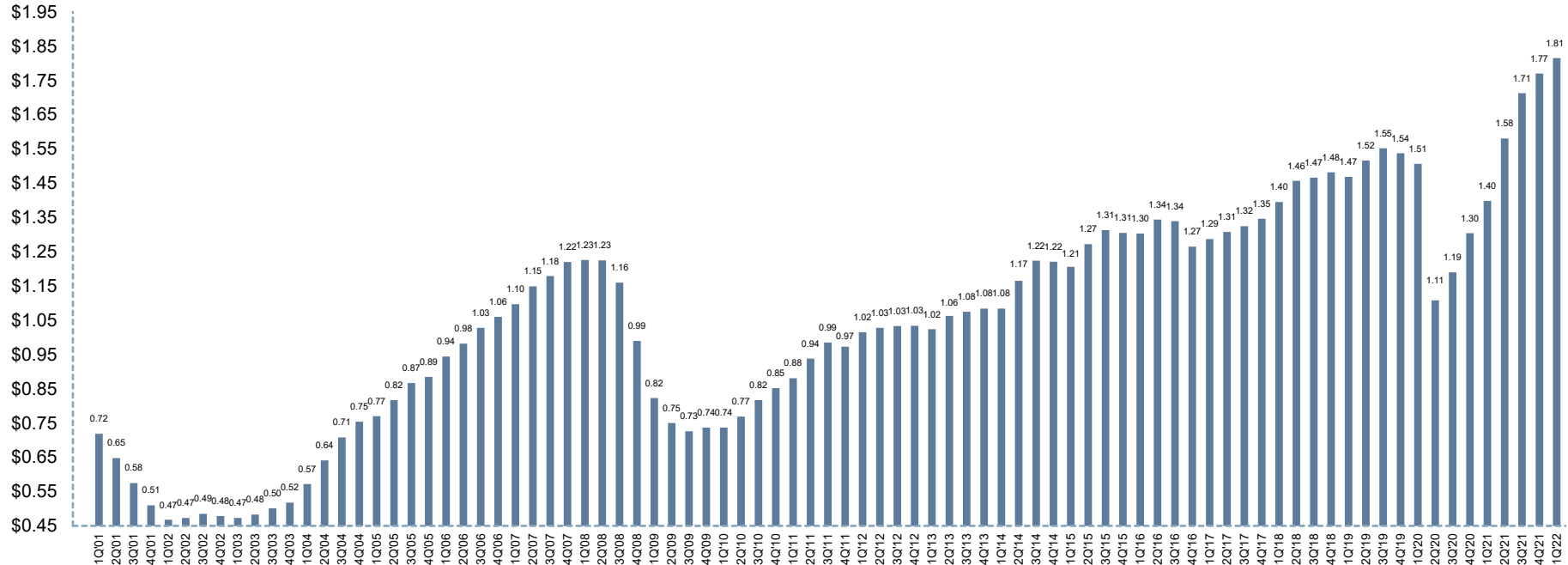
Revenues of



\$1.8B
for
Q1 2022

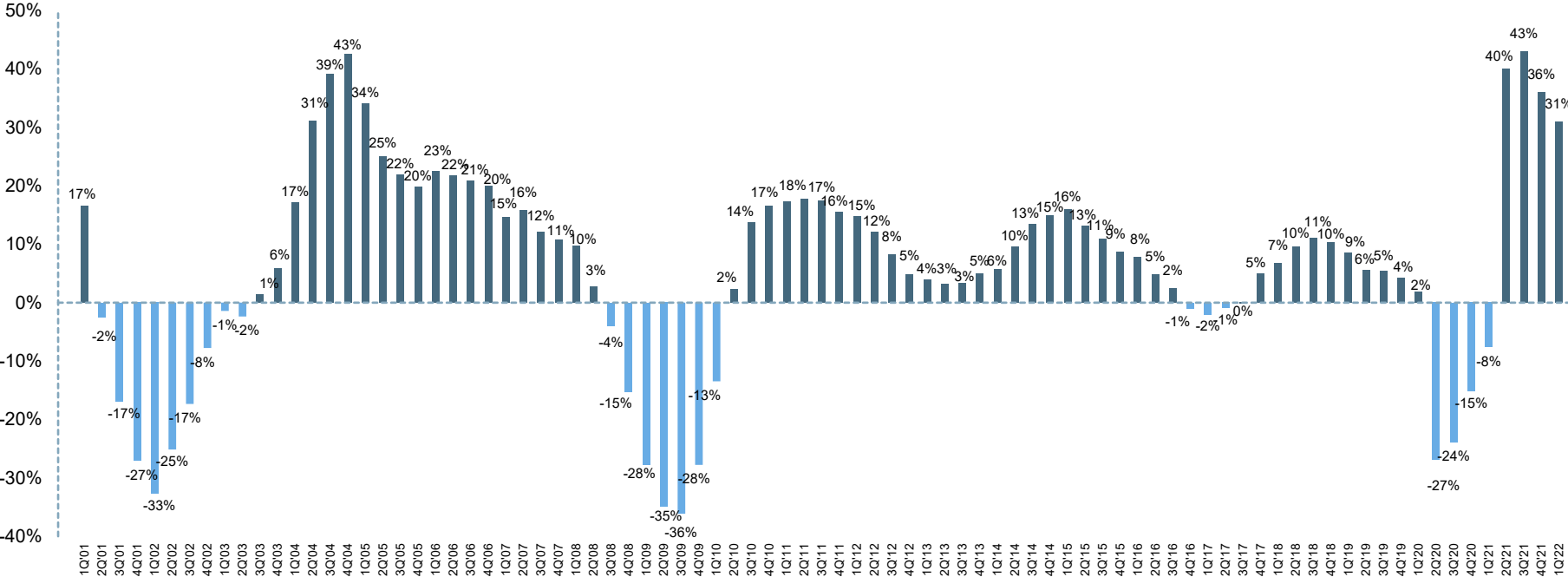
Revenue History (2001 – Q1 2022)

Quarterly Global Revenues (in Billions)



Robert Half Enterprise Results

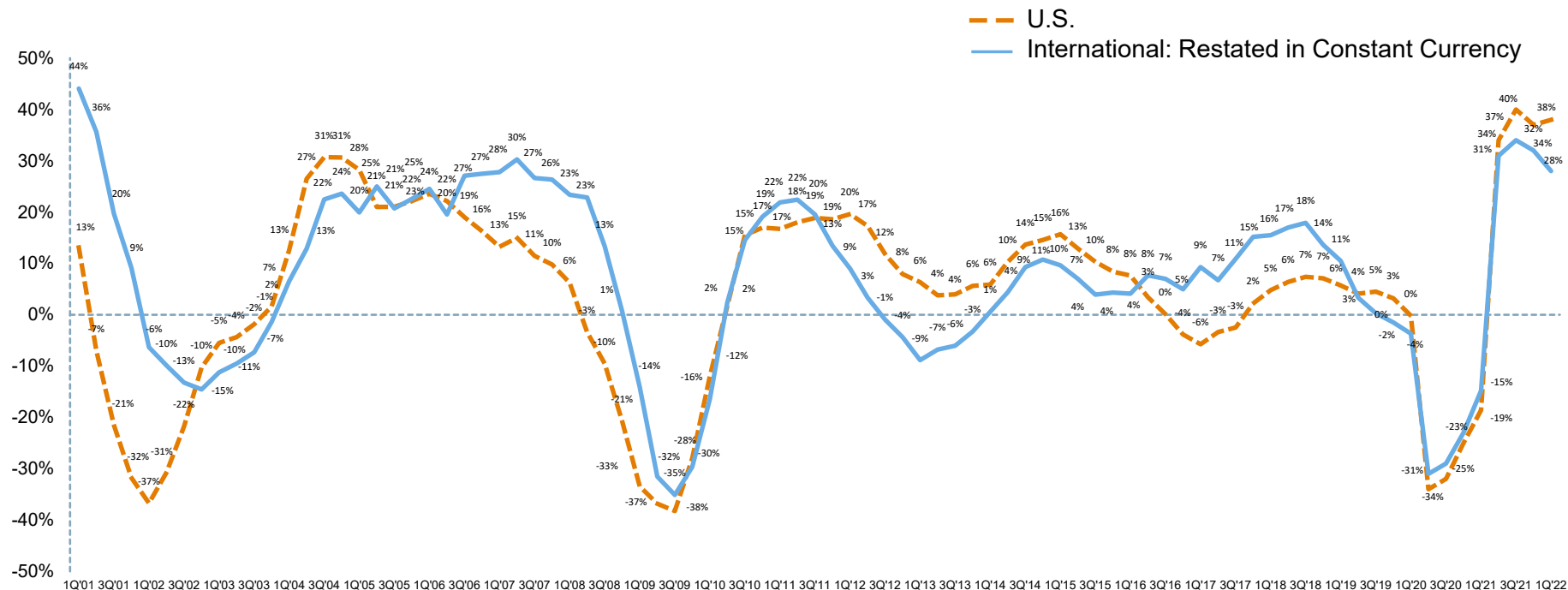
Year-Over-Year Revenue Growth (As Adjusted*)



* Adjusted for the impact of different billing days, currency fluctuations and certain intercompany adjustments

Talent Solutions Divisions — U.S. vs. International

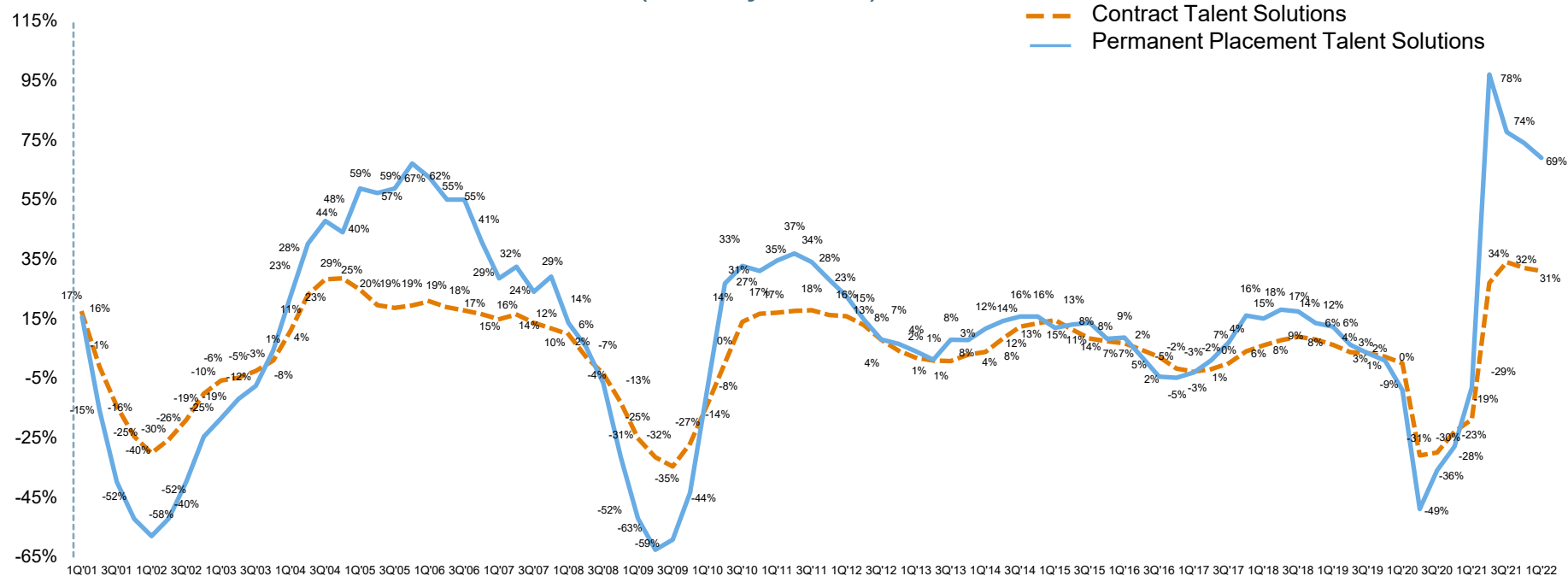
Year-Over-Year Revenue Growth (As Adjusted*)



* Adjusted for the impact of different billing days, currency fluctuations and certain intercompany adjustments

Contract Talent Solutions vs. Permanent Placement Talent Solutions

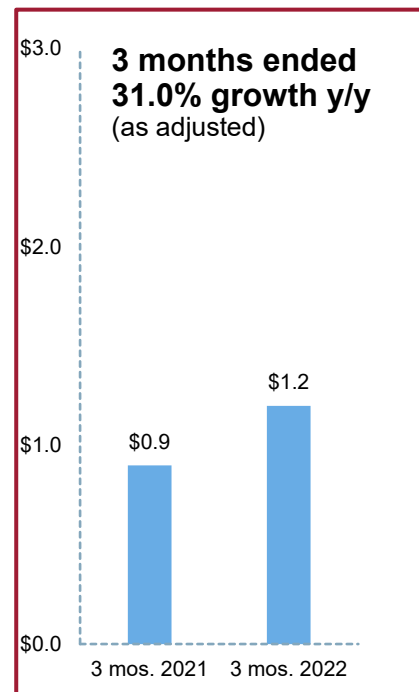
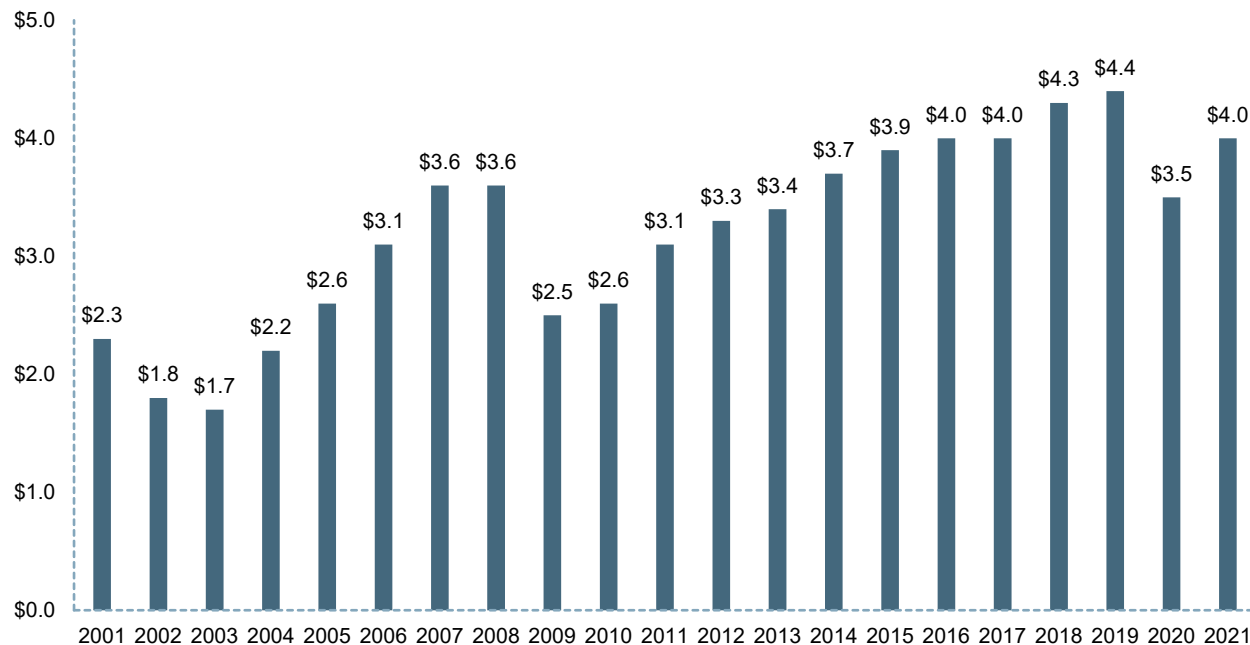
Year-Over-Year Revenue Growth (As Adjusted*)



* Adjusted for the impact of different billing days, currency fluctuations and certain intercompany adjustments

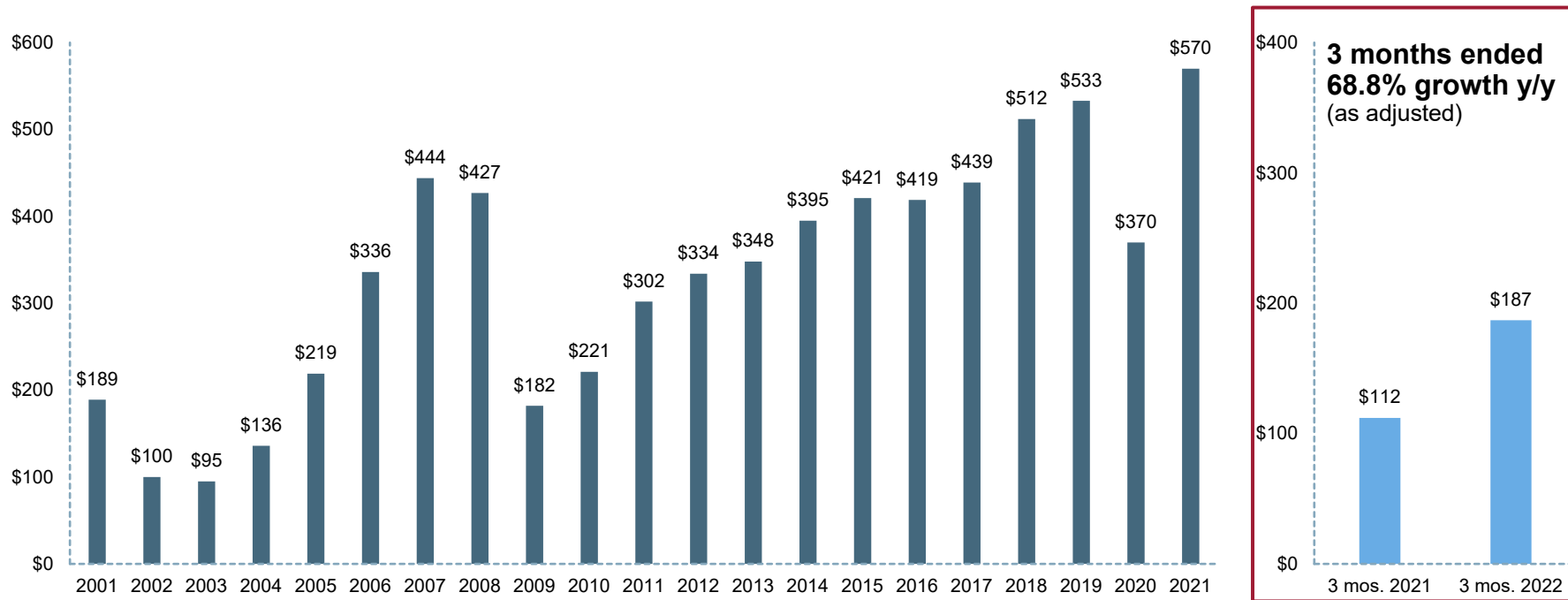
Contract Talent Solutions Revenues

(in Billions)



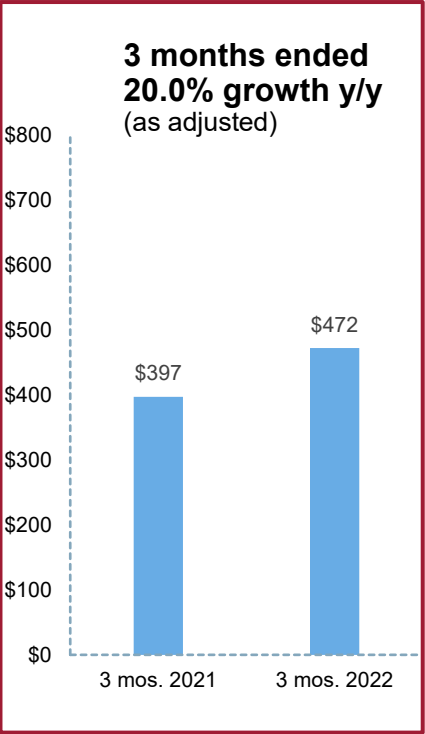
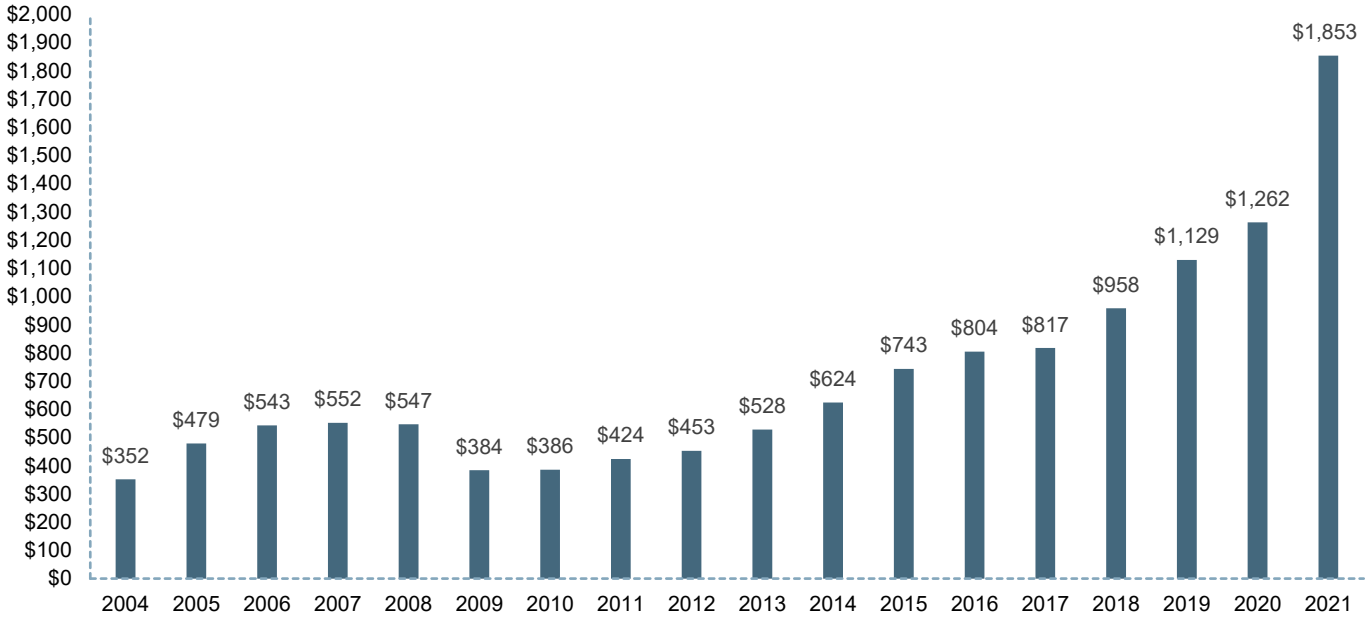
Permanent Placement Talent Solutions Revenues

(in Millions)



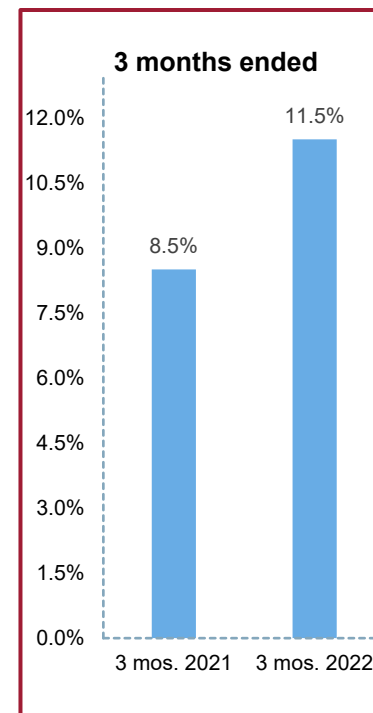
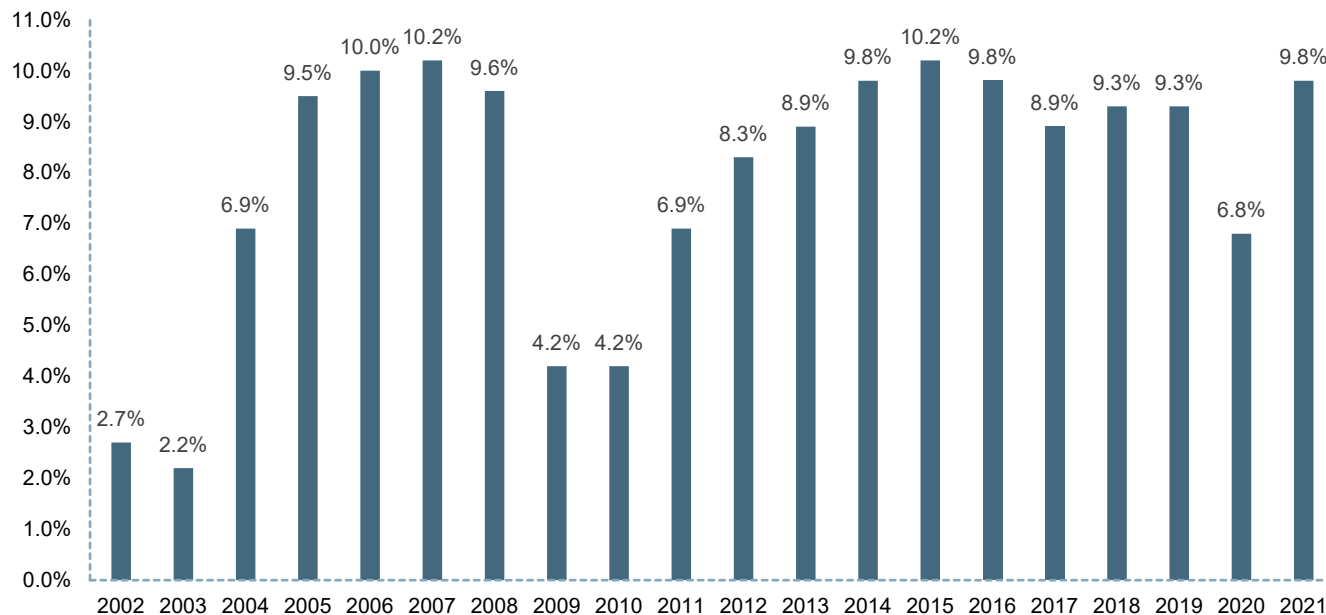
Protiviti Revenues

(in Millions)



Contract Talent Solutions Segment Income*

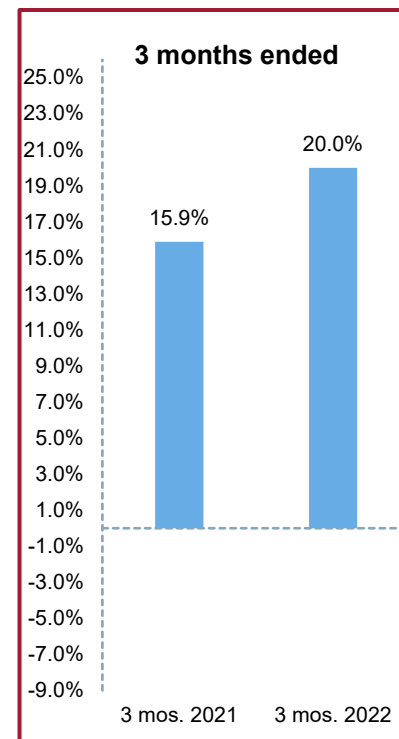
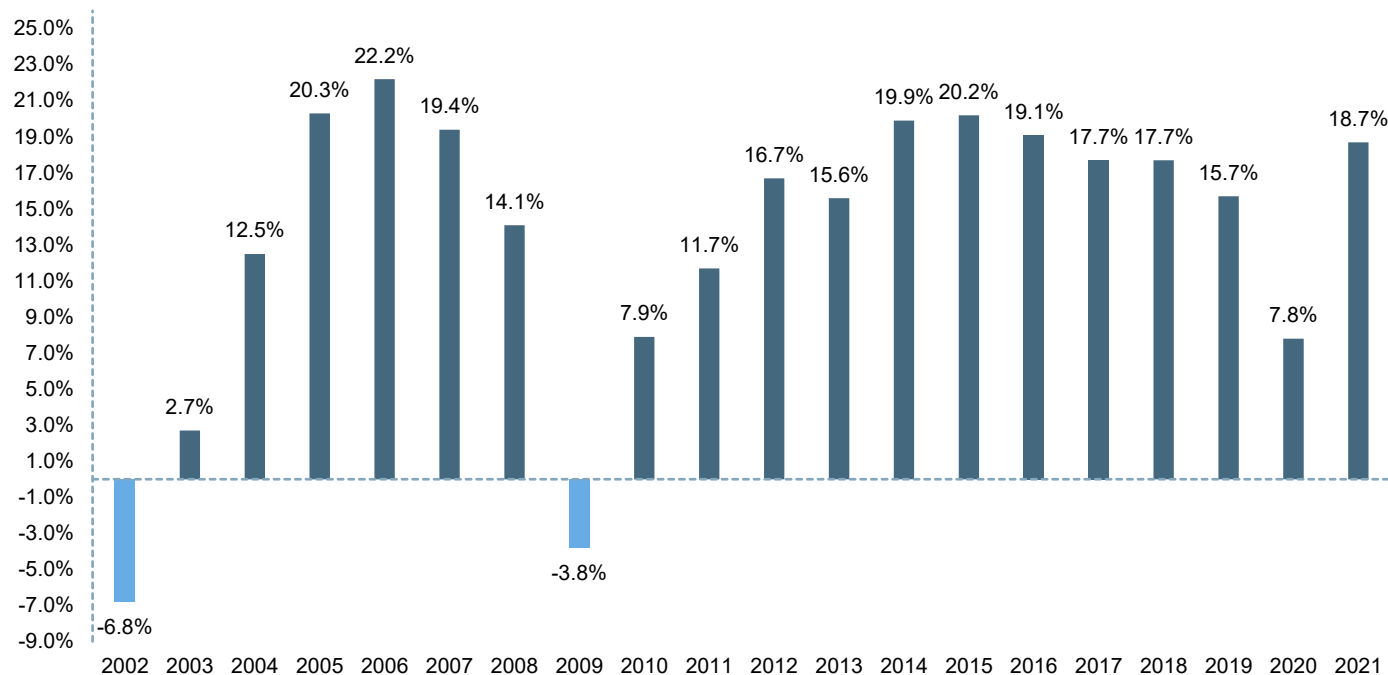
20-Year History



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

Permanent Placement Talent Solutions Segment Income*

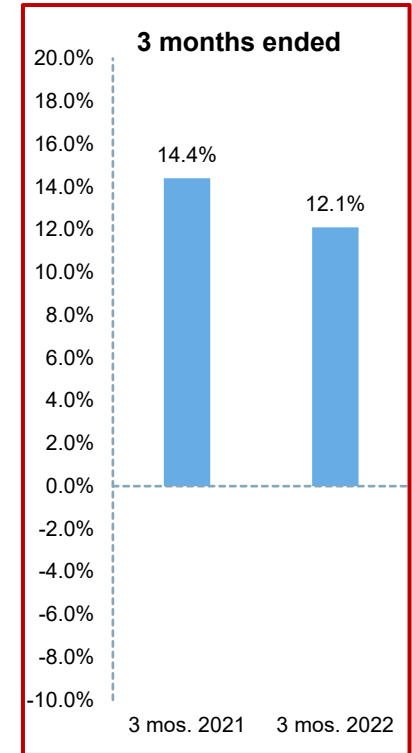
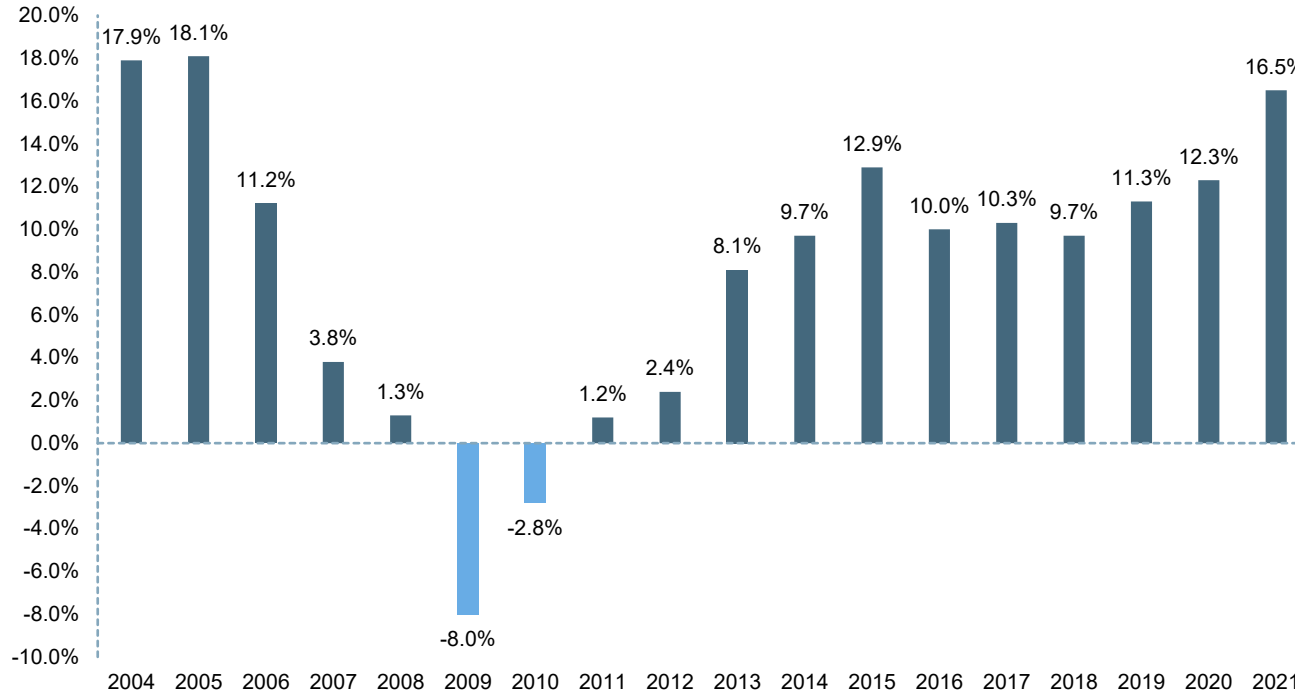
20-Year History



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Protiviti Segment Income*

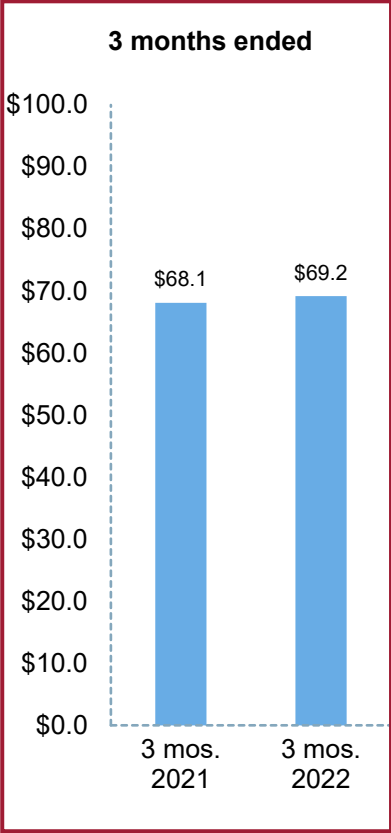
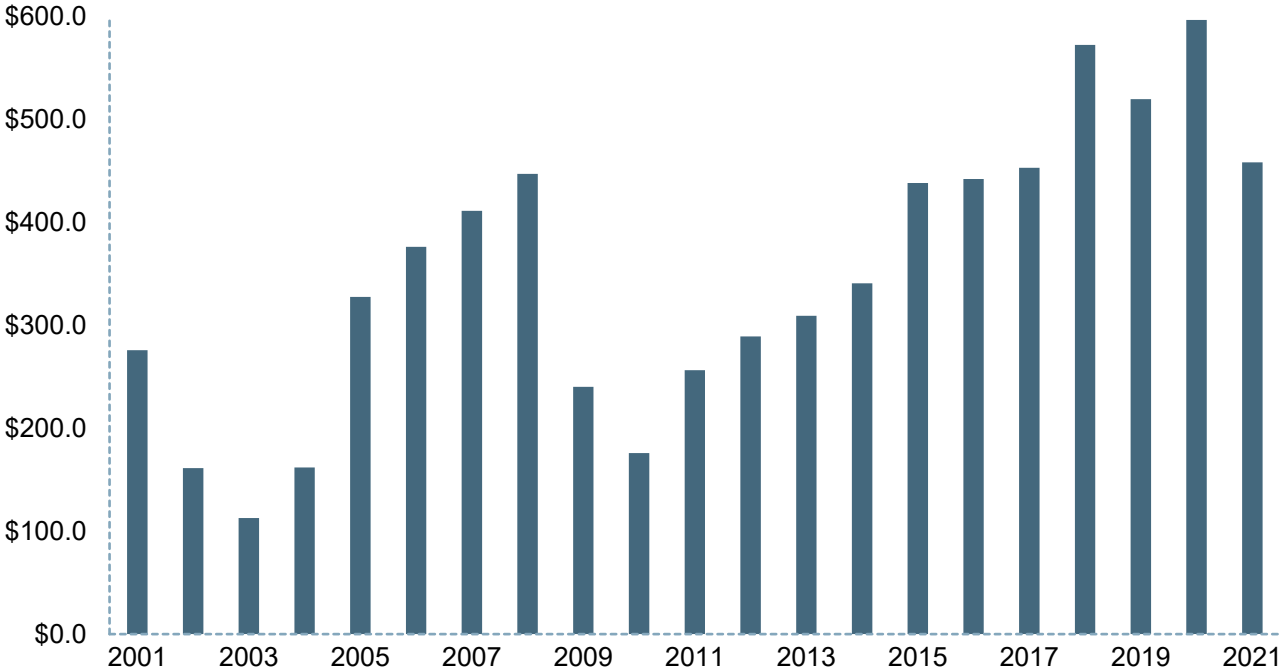
Inception to Date



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

Cash Flow History

Operating Cash Flow (in Millions)





Strong Balance Sheet

As of March 31, 2022

\$3.0B

Total assets

\$550M

Cash

Zero Debt

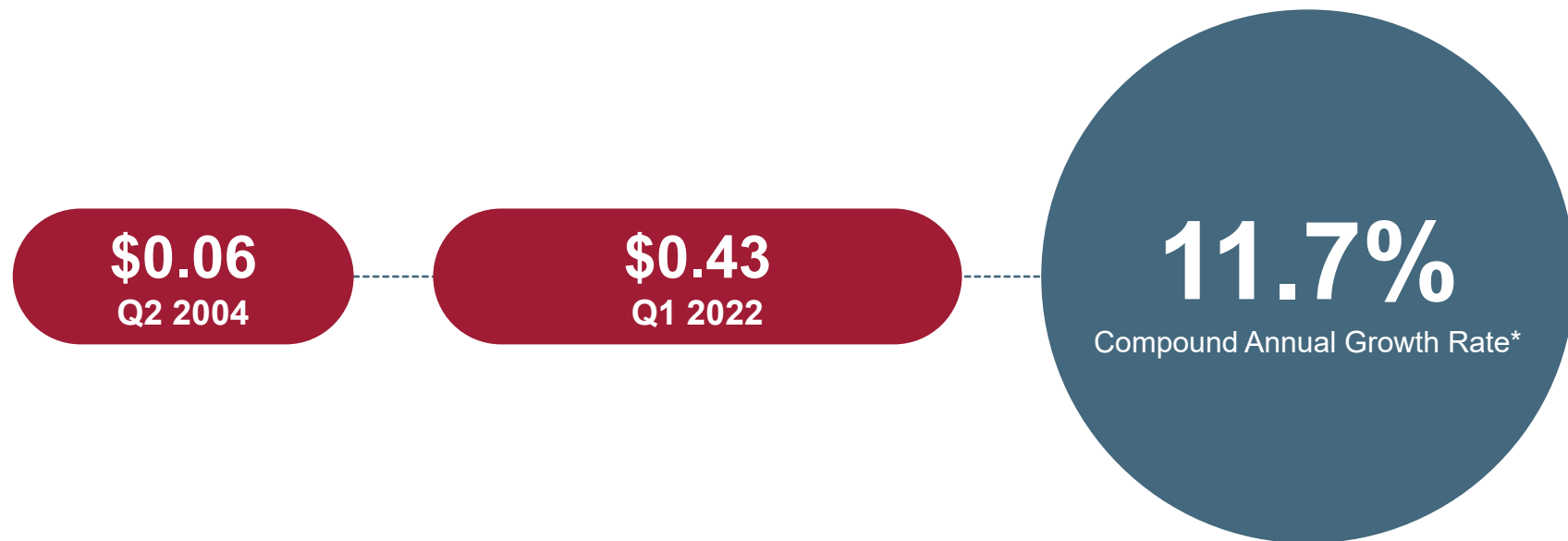
Significant Free Cash Flow Returned to Shareholders

(in Millions)

	YTD		5 Years	
Dividends	\$47	46%	\$656	38%
Share Repurchases	<u>\$55</u>	54%	<u>\$1,054</u>	62%
Total	<u><u>\$102</u></u>	<u><u>100%</u></u>	<u><u>\$1,710</u></u>	<u><u>100%</u></u>

Amounts shown are through March 31, 2022

Quarterly Dividend Increased Annually Since Inception



* CAGR percentage calculated with record date of February 25, 2022

Share Count Reduction as of Q1 2022

3 Years

5 Years

10 Years

Shares Repurchased

7.4M

15.8M

27.8M

Share Count Reduction

6.3%

12.5%

20.1%

