



J.P. Morgan

Virtual: Ultimate Services Investor Conference

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President and CEO

Robert Half

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Company Snapshot



NYSE symbol:
RHI



Headquarters:
**Menlo Park,
Calif.**



Full-time internal
staff in 2021*:
13,000

**YTD Q3
2021**

Service
Revenues:
\$4.7 Billion

Net Income:
\$431 Million

Return on
Invested Capital:
42%

* Includes approximately 5,000 employees engaged directly in Protiviti operations

Local Capabilities, Global Reach

North America



South America



Europe



Asia-Pacific



Middle East



The Most Respected Name in Staffing and Consulting



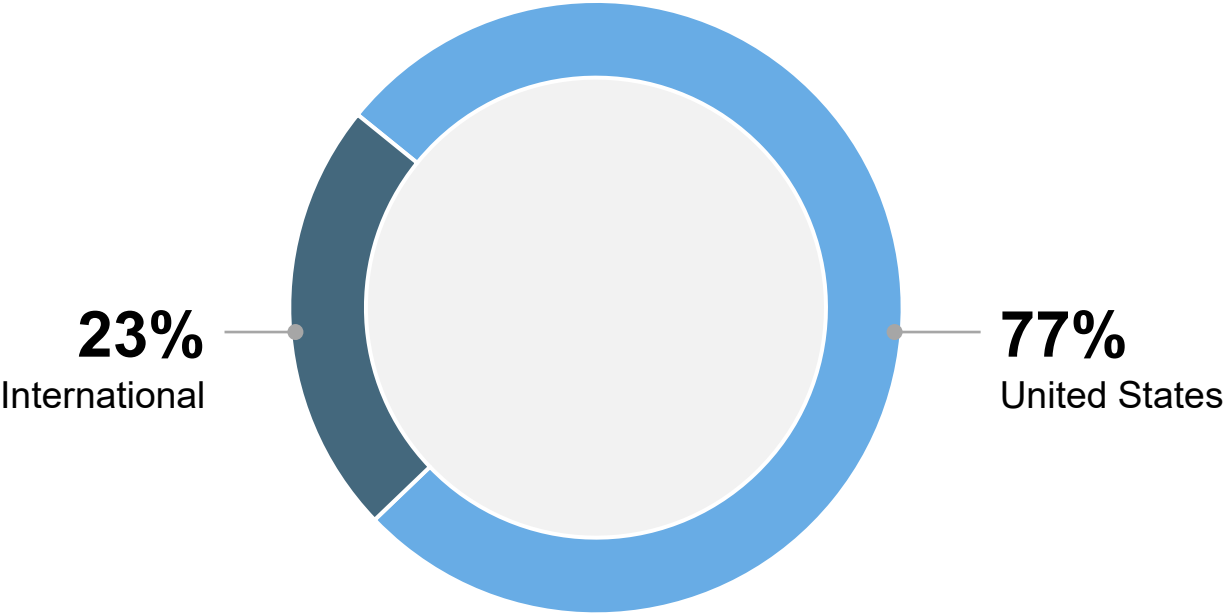
- Newsweek's list of America's Most Responsible Companies
- The Wall Street Journal's list of the 100 Most Sustainably Managed Companies in the World

73 Years of Changing Lives and Helping Companies Succeed



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

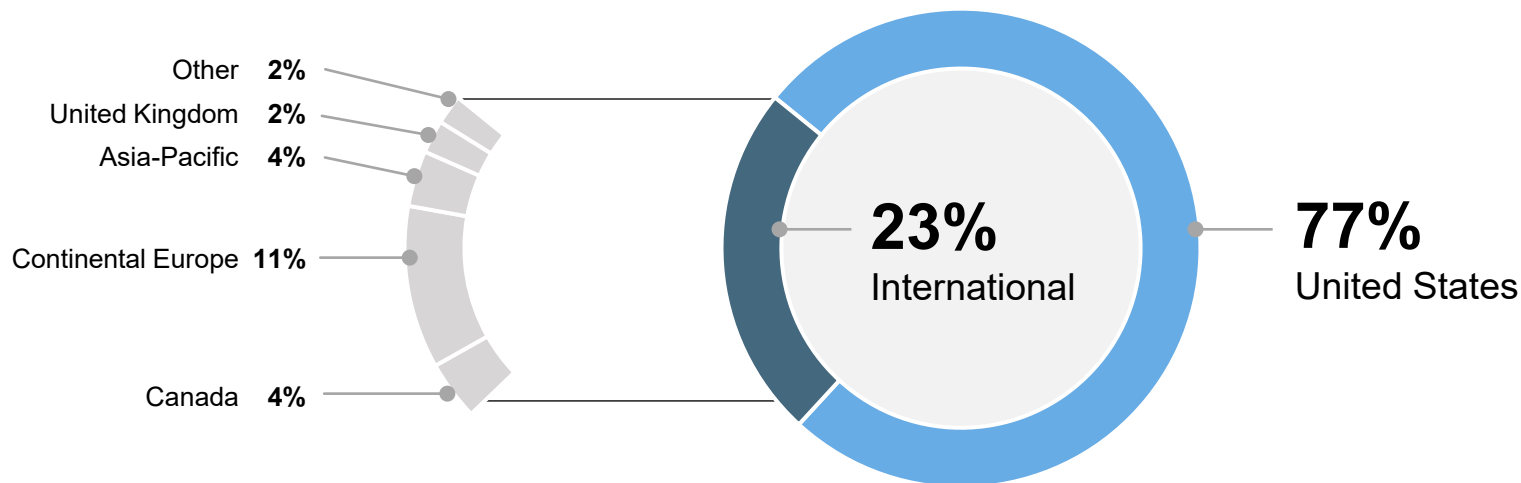
Staffing Revenue Mix — Global



Q3 2021 Staffing Revenues

Majority of International Staffing Revenues from Continental Europe

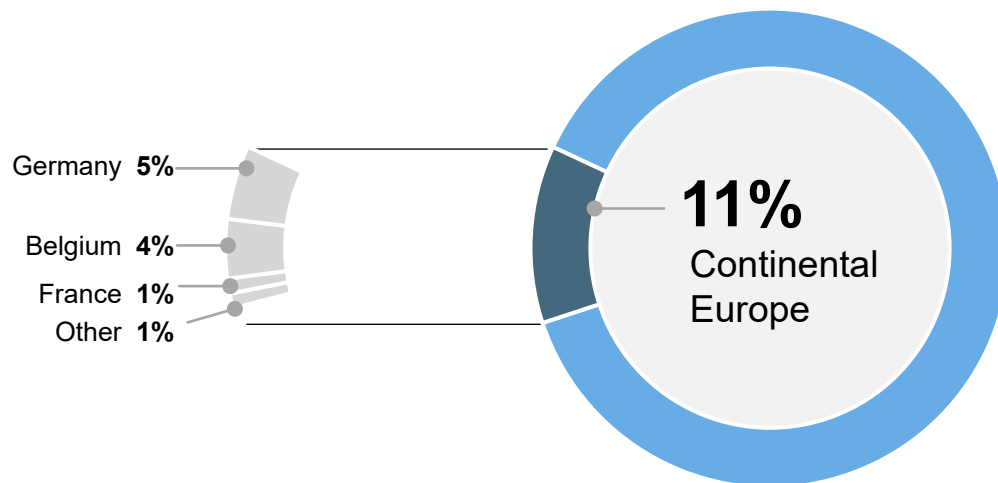
Staffing Revenue Mix — International



Q3 2021 Staffing Revenues

Germany and Belgium Largest European Markets

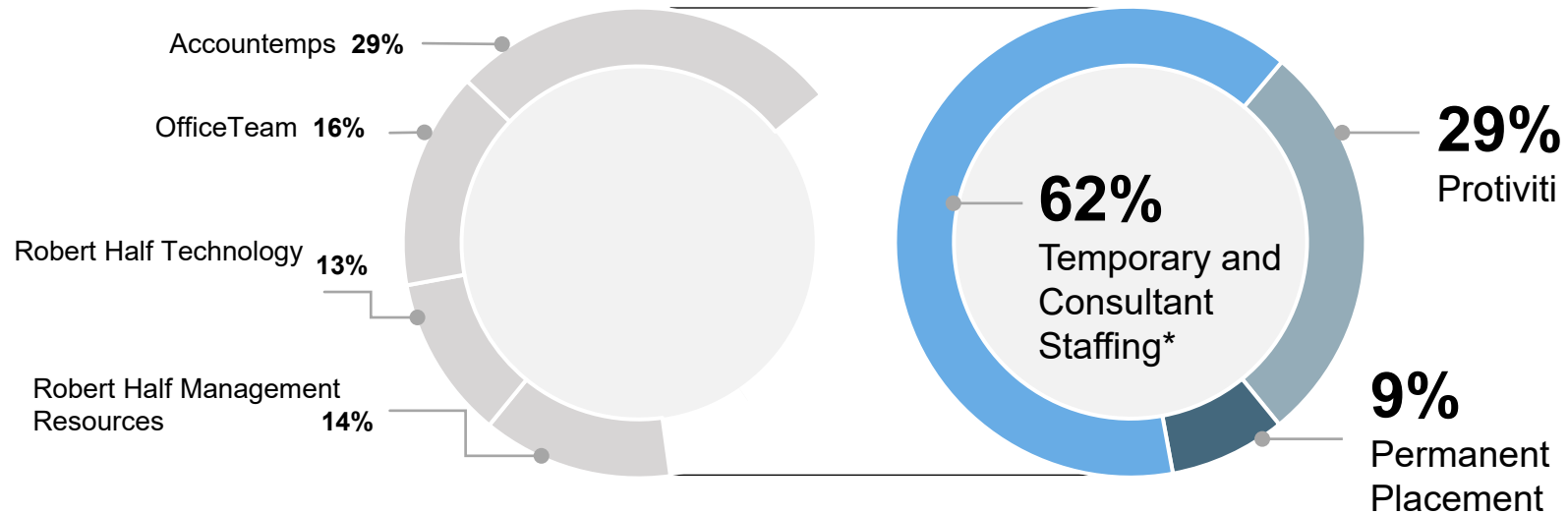
Staffing Revenue Mix — Continental Europe



Q3 2021 Staffing Revenues

Overall Revenue Mix — Business Segment

Q3 2021 Global Revenues

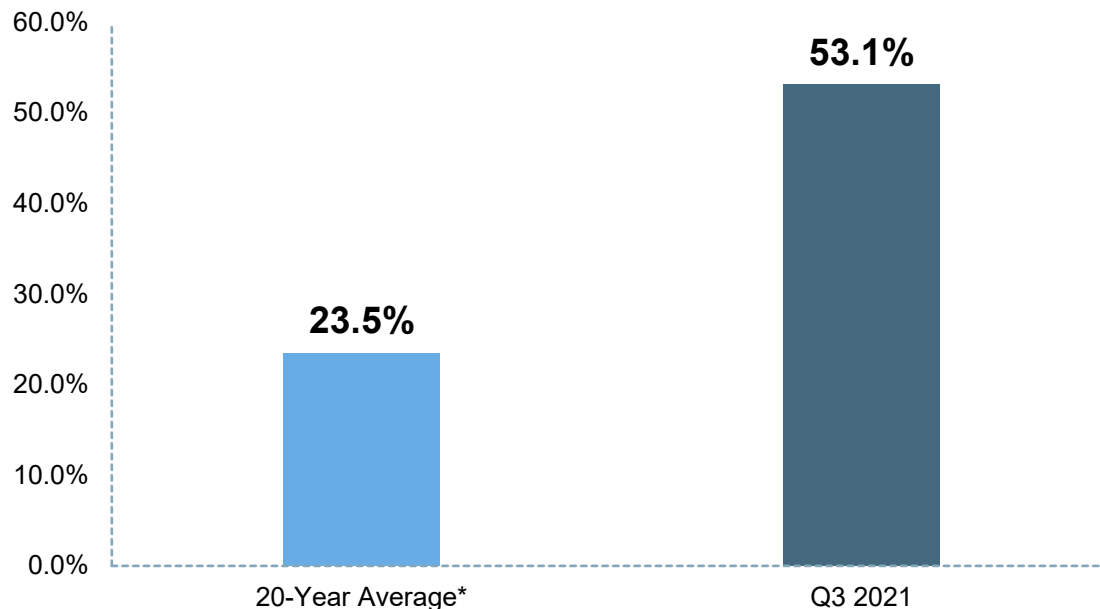


Q3 2021 Segment Mix

* Service revenues for Accountemps, OfficeTeam, Robert Half Technology and Robert Half Management Resources add to more than 62% because they include intersegment revenues of 10%. Intersegment revenues 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.

Return on Invested Capital

Q3 2021 Versus 20-Year Average

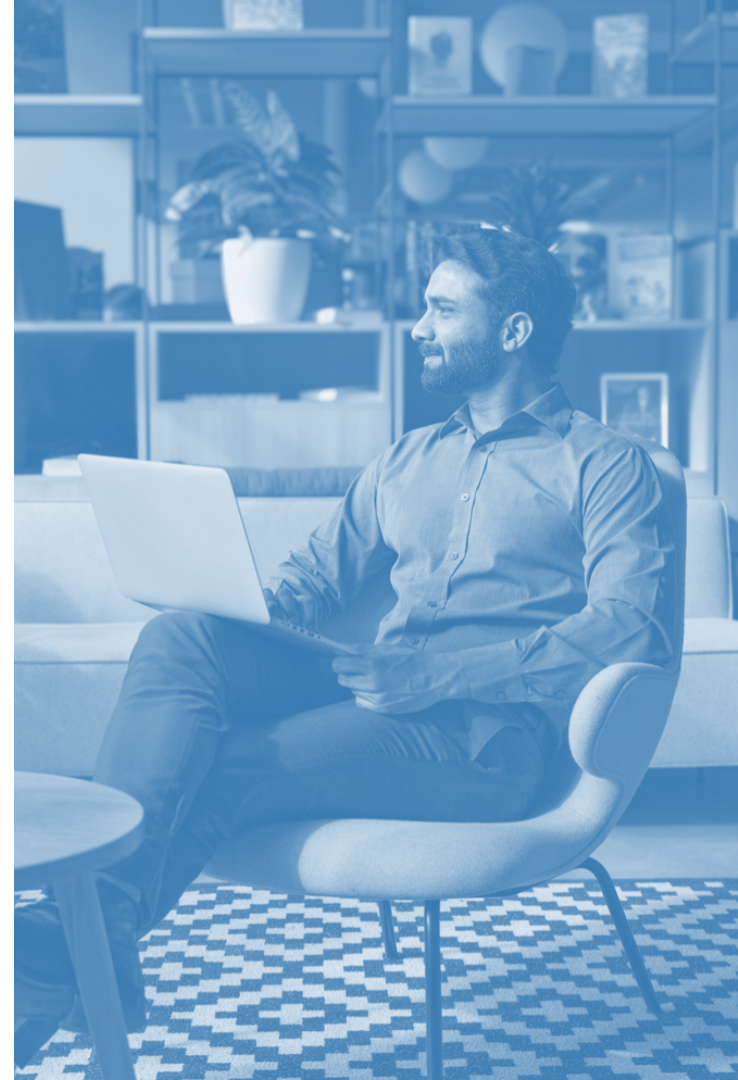


Superior ROIC is rooted in our ability to generate industry-leading profitability on a judiciously employed capital base, including growth achieved primarily by organic means.

* Through September 30, 2021

Business Strategy

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



Market Opportunity — Staffing Services

2020 global staffing
industry revenues:
\$445B USD*

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



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

**Blended staffing 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, May 2021, Staffing Industry Analysts

Expansion of Service Offerings Driving Protiviti Growth

Protiviti/staffing
blended solutions

protiviti®

Solid base of recurring
internal audit and
financial controls

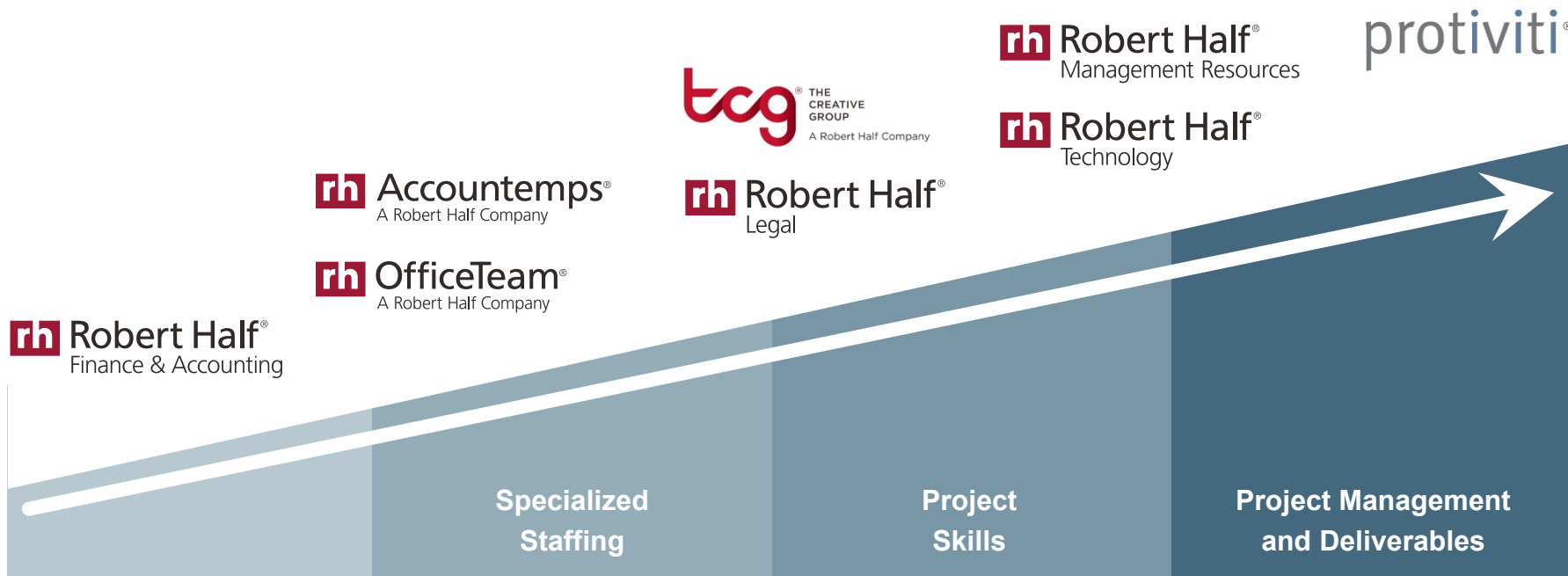
Growing suite of consulting services

Technology
privacy,
security and
controls

Financial
services —
regulatory
risk and
compliance

Operations,
data,
analytics,
governance

Full Spectrum of Staffing and Consulting Services



Full Complement of Staffing and Consulting Solutions

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

Staffing

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

Blended

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

Consulting

Staffing 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

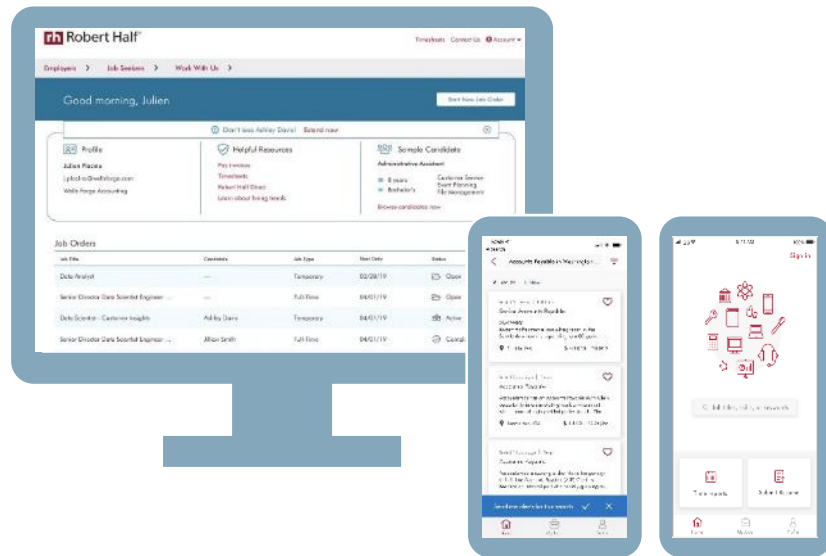
Winning the Digital Race



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

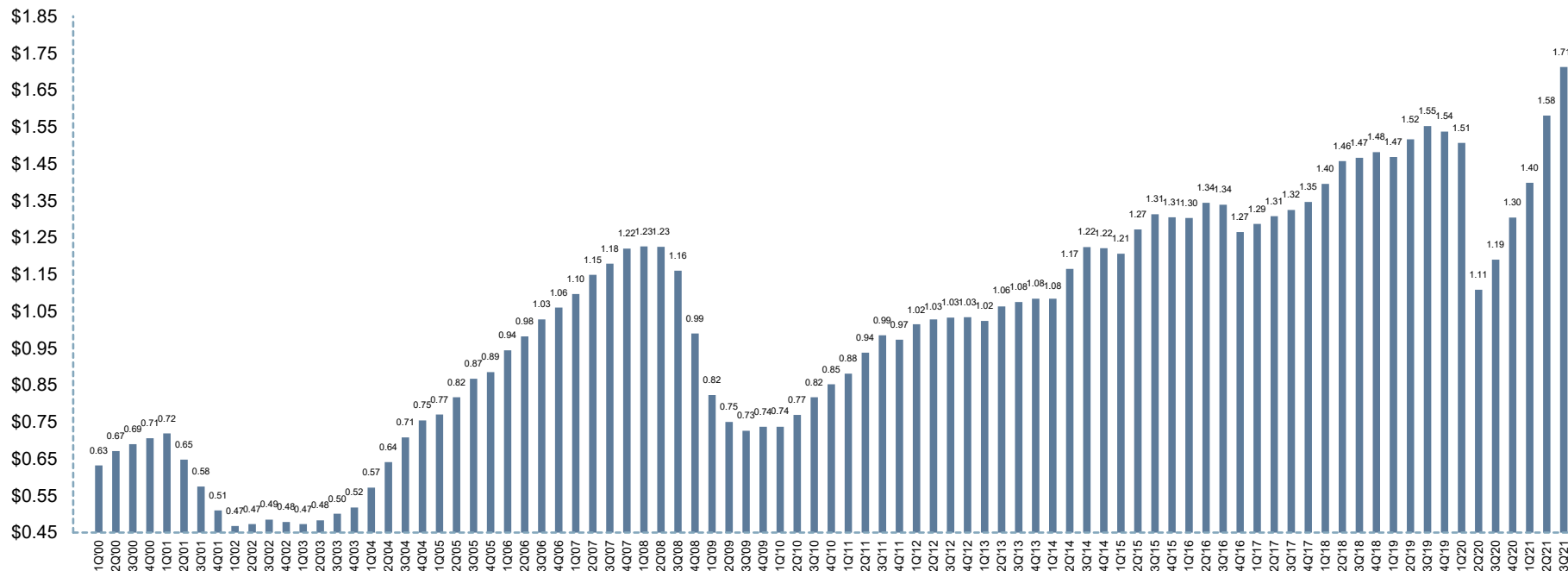
A blue-tinted photograph of a modern office interior. The scene is viewed through a large window that looks out onto a wooded area. In the foreground, there is a desk with a laptop and some papers. Two people are sitting at the desk, looking at the laptop. To the left, there is an empty office chair. To the right, there is a small potted plant and a sofa. The text "Financial Performance" is overlaid in the center of the image.

Revenues of

\$4.7B
as of YTD
Q3 2021

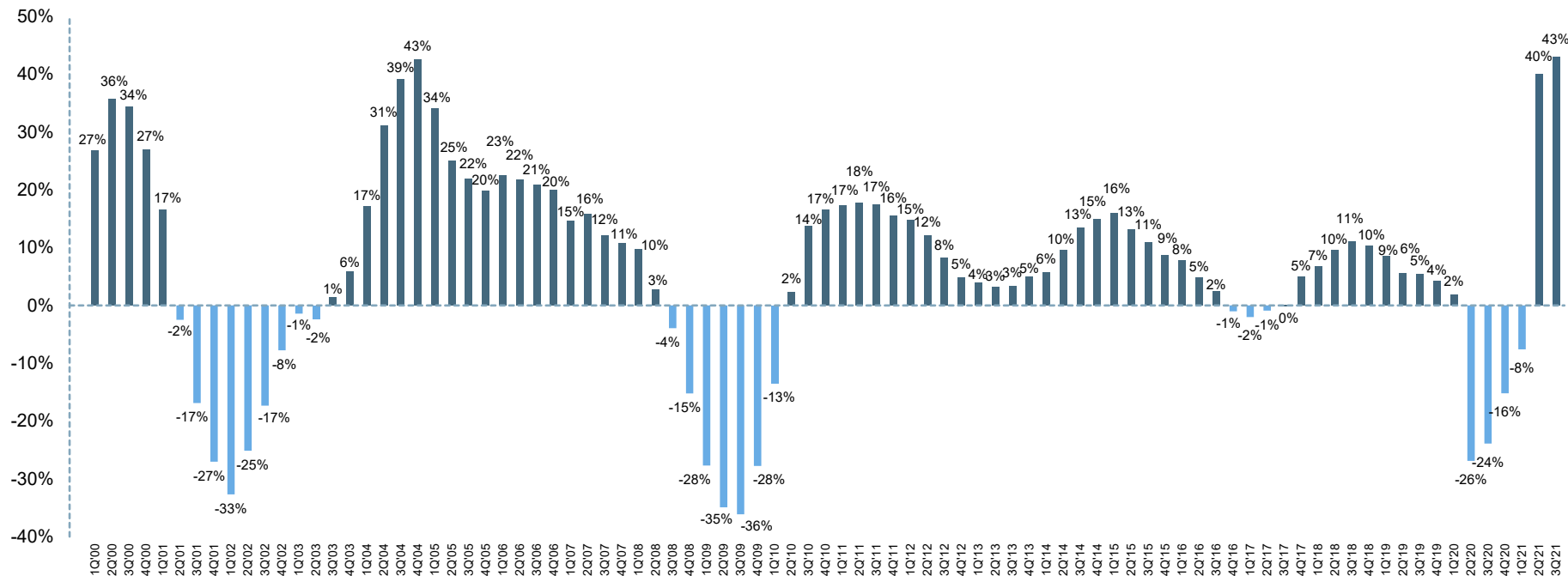
Revenue History (2000 – Q3 2021)

Quarterly Global Revenues (in Billions)



Robert Half Enterprise Results

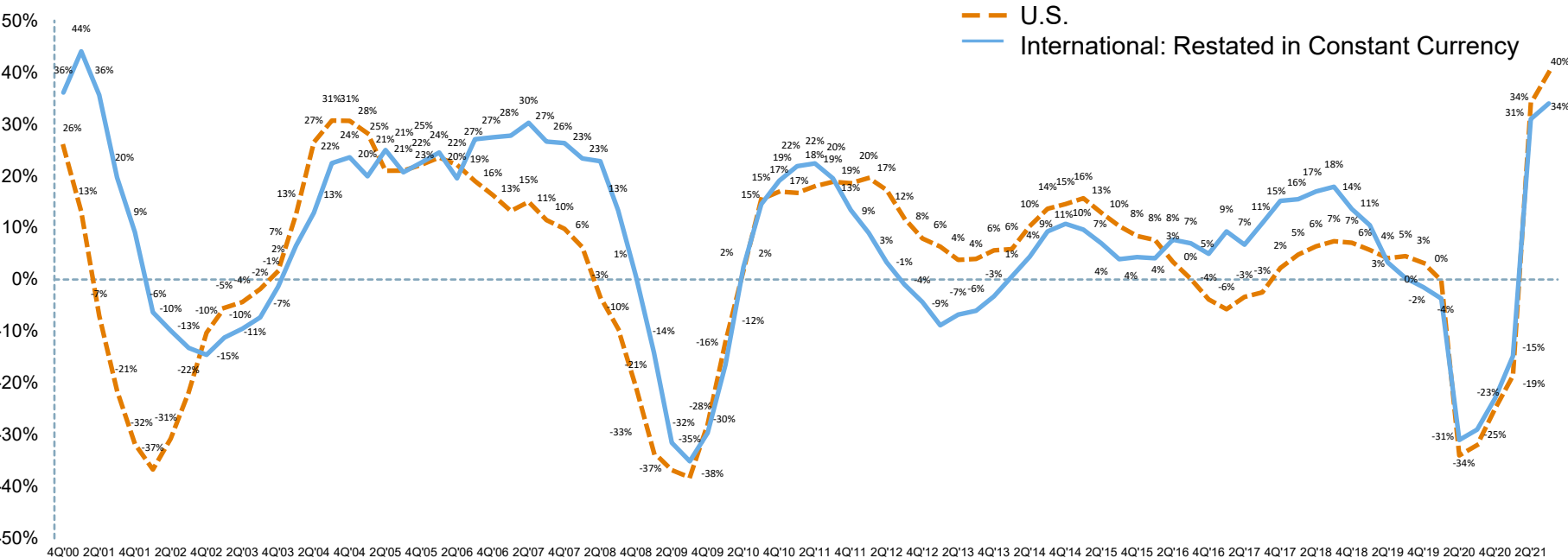
Year-Over-Year Revenue Growth (As Adjusted*)



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

Staffing Divisions — U.S. vs. International

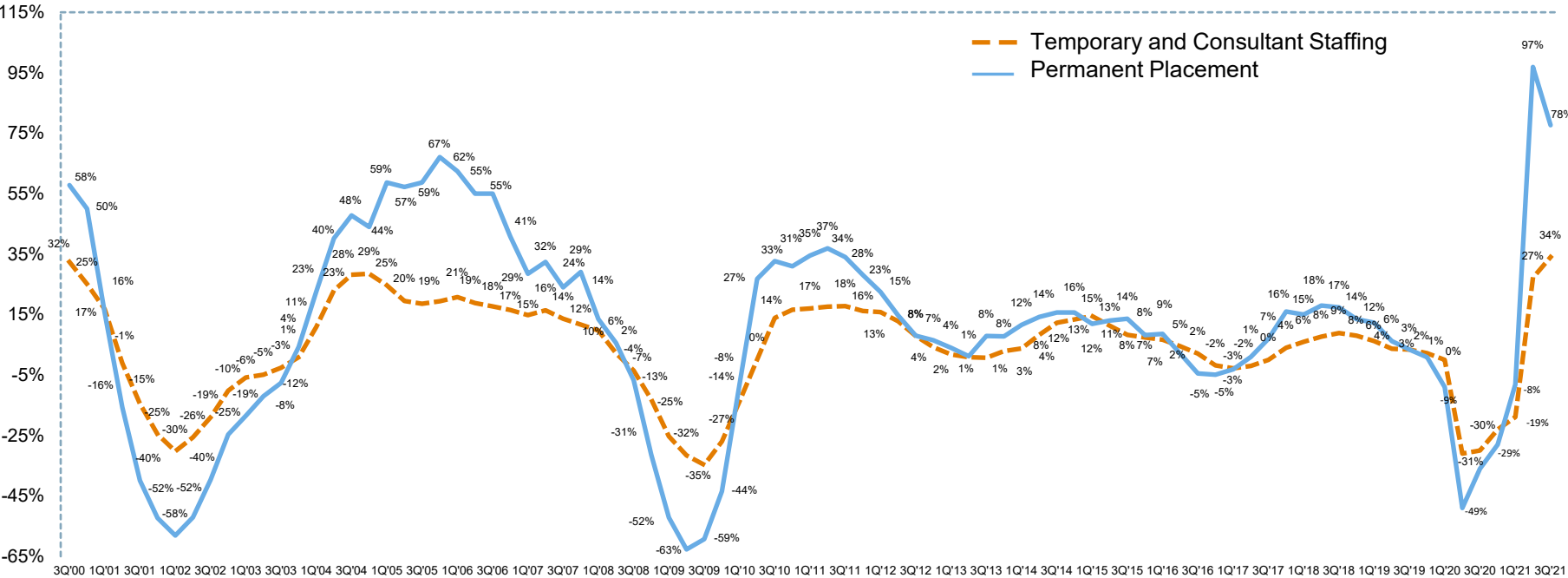
Year-Over-Year Revenue Growth (As Adjusted*)



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

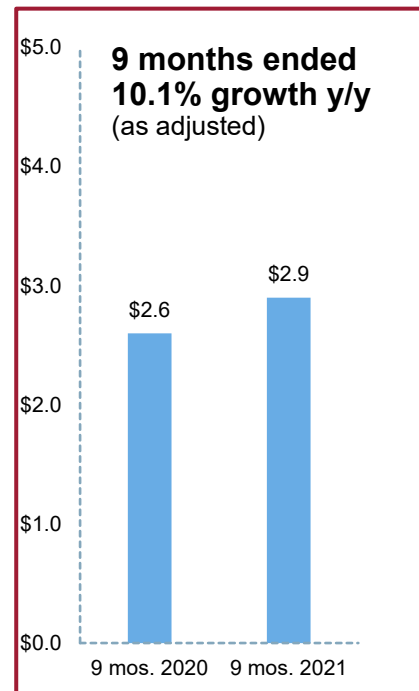
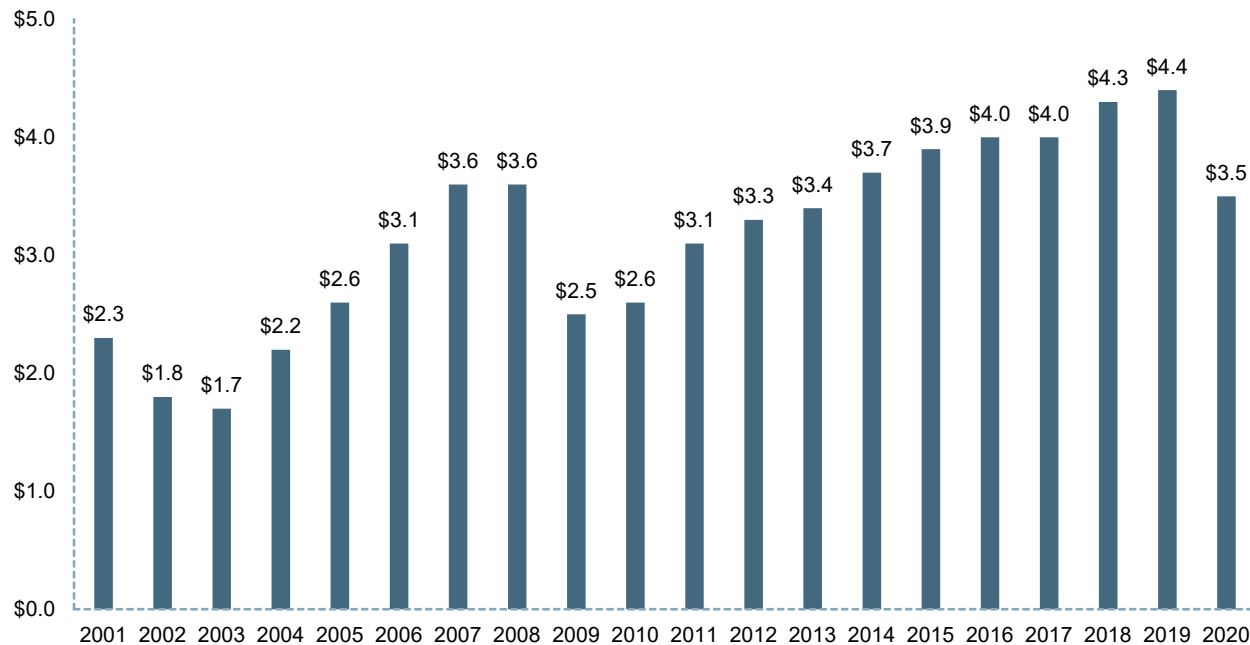
Temporary and Consultant vs. Permanent Placement Staffing

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



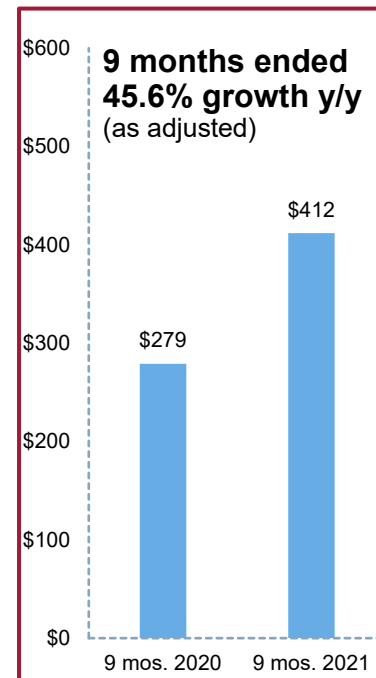
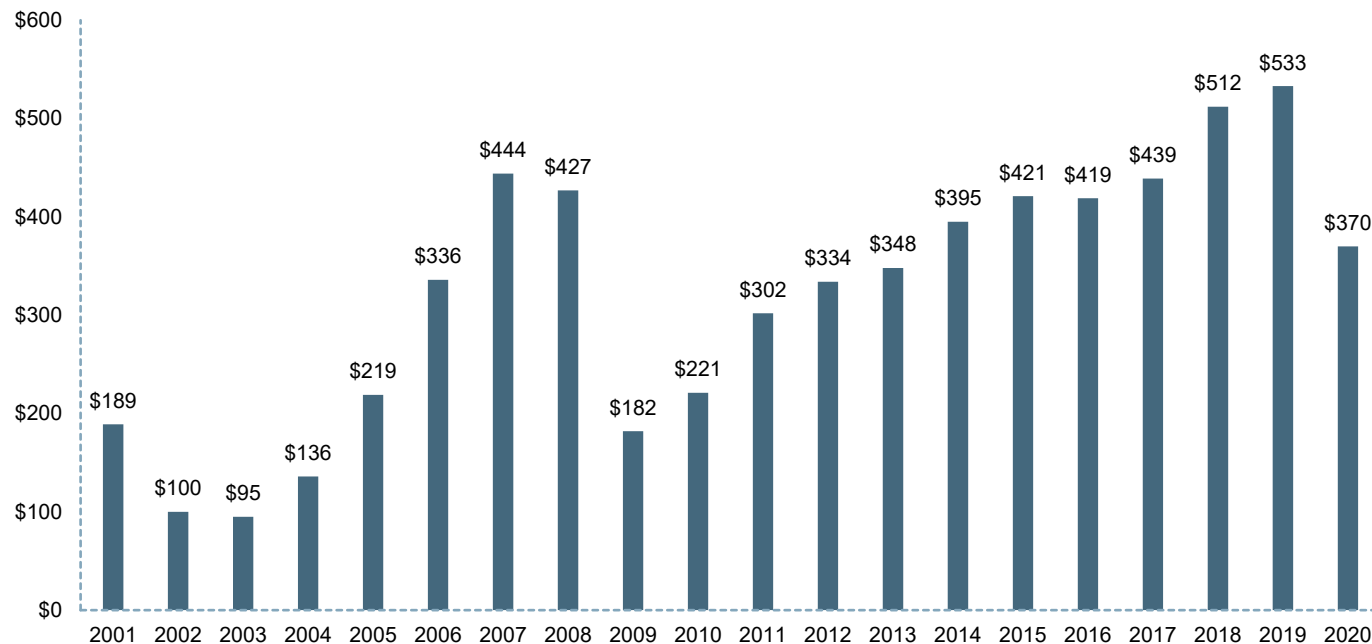
* Adjusted for the impact of different billing days, currency fluctuations and certain intercompany adjustments

Temporary and Consultant Staffing Revenues (in Billions)



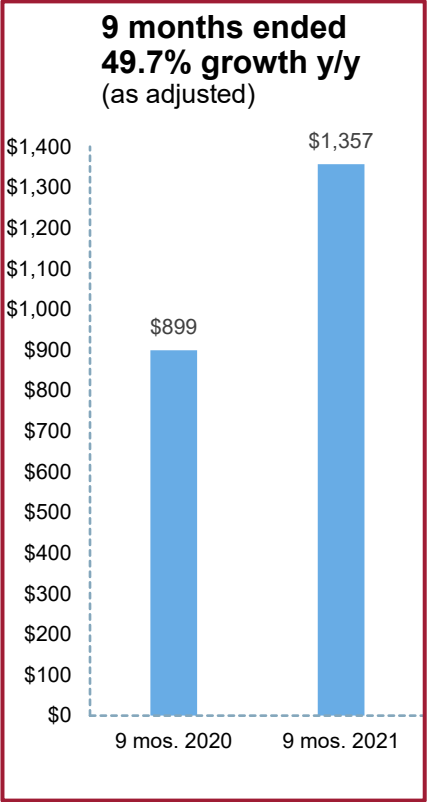
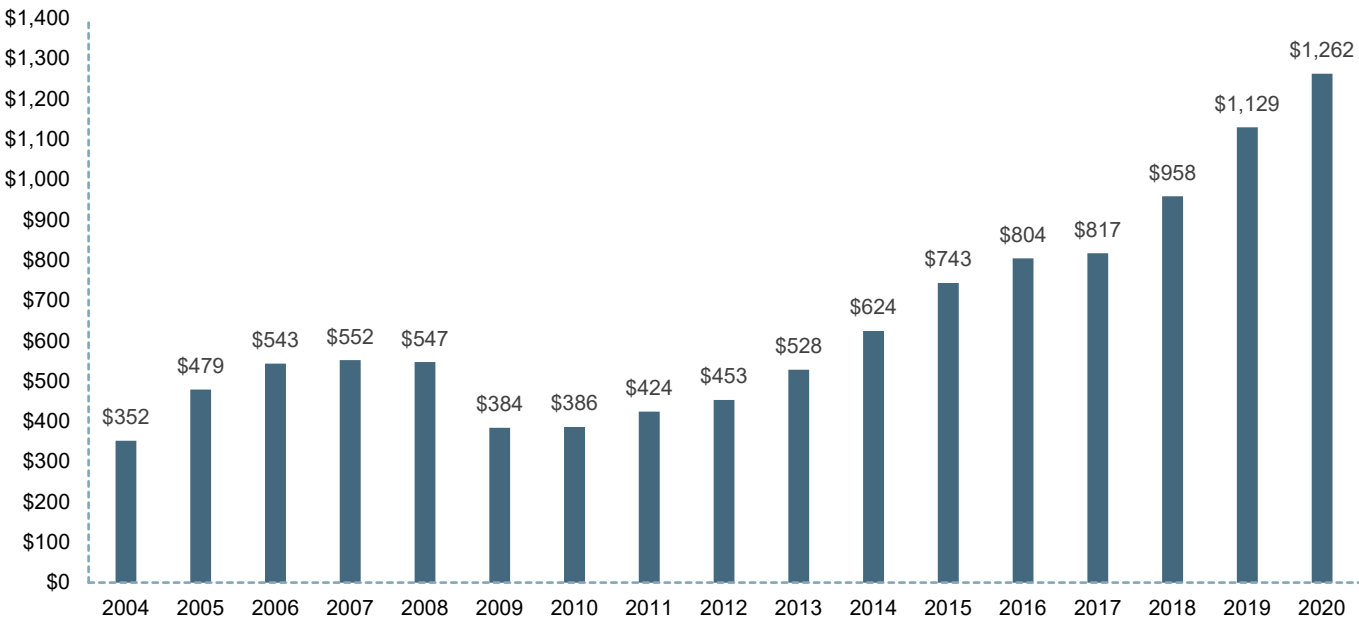
Permanent Placement Staffing Revenues

(in Millions)



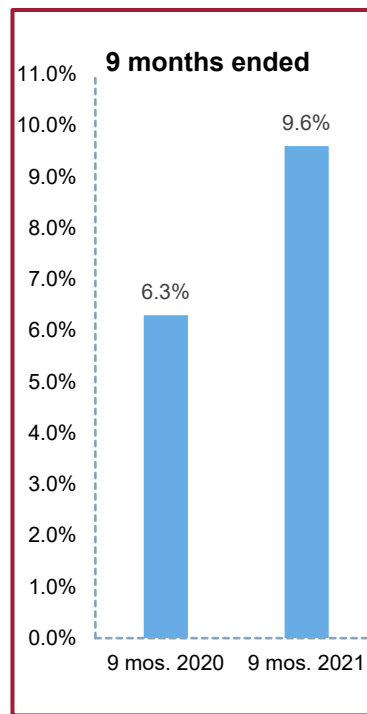
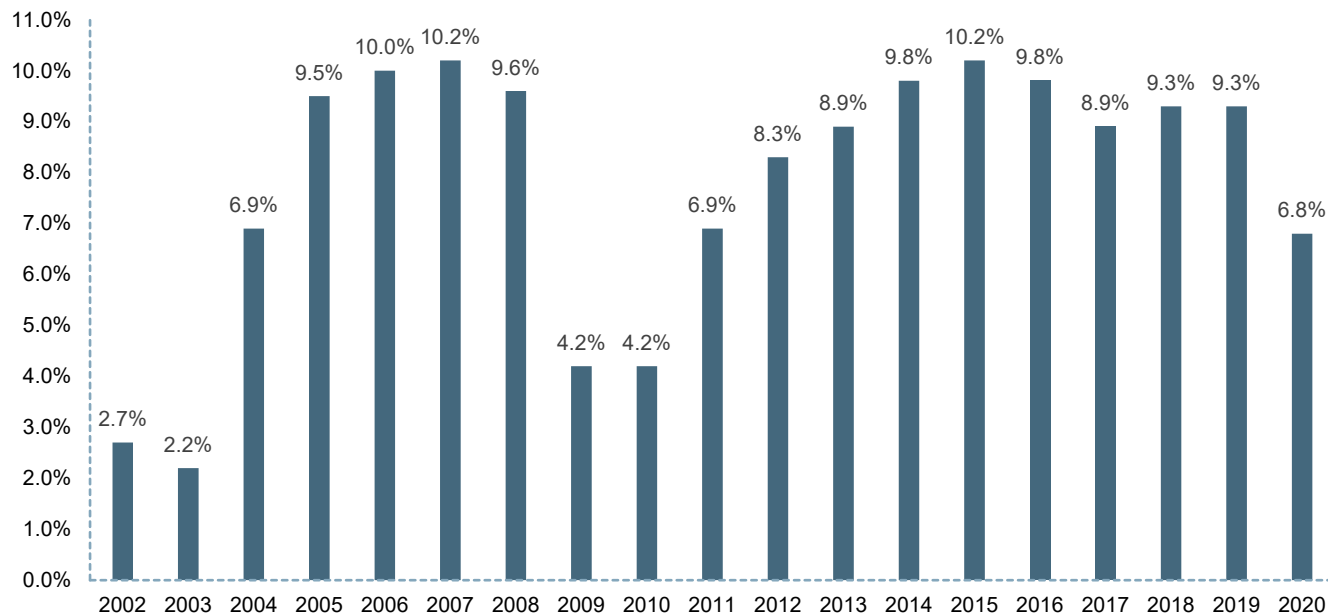
Protiviti Revenues

(in Millions)



Temporary and Consultant Staffing Segment Income*

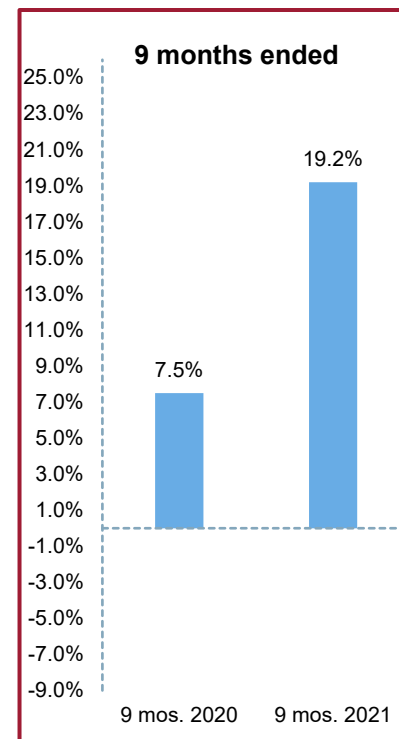
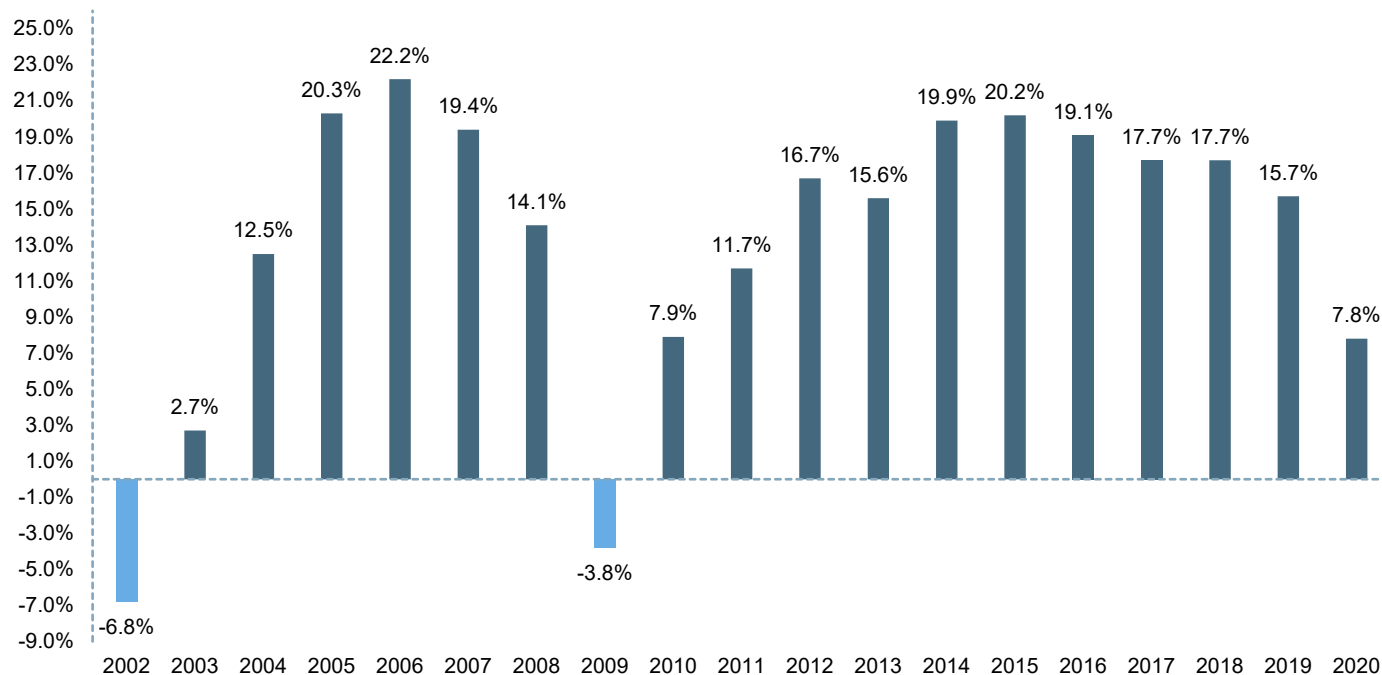
20-Year History



*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 Segment Income*

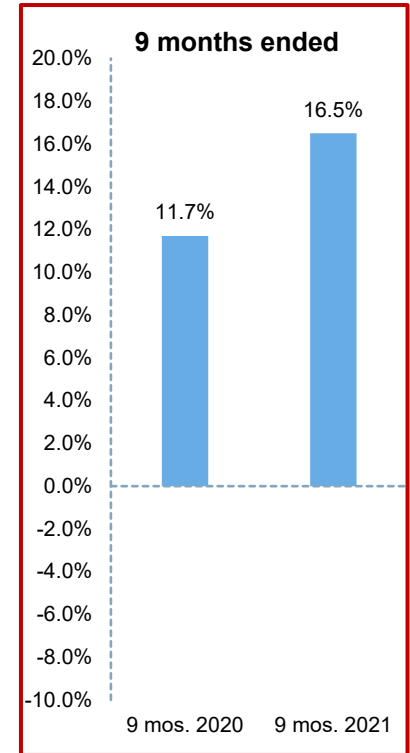
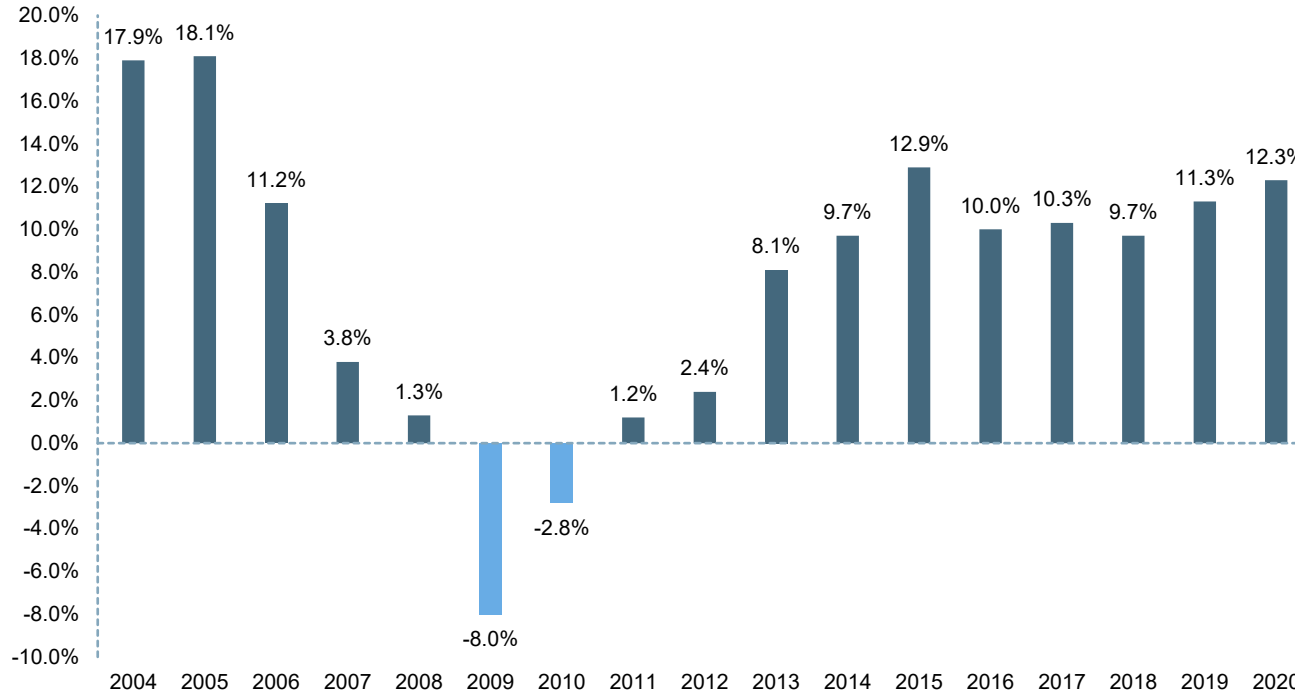
20-Year History



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Protiviti Segment Income*

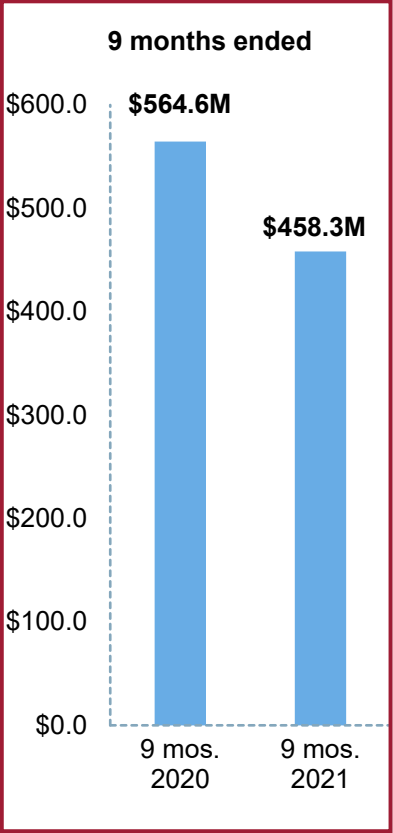
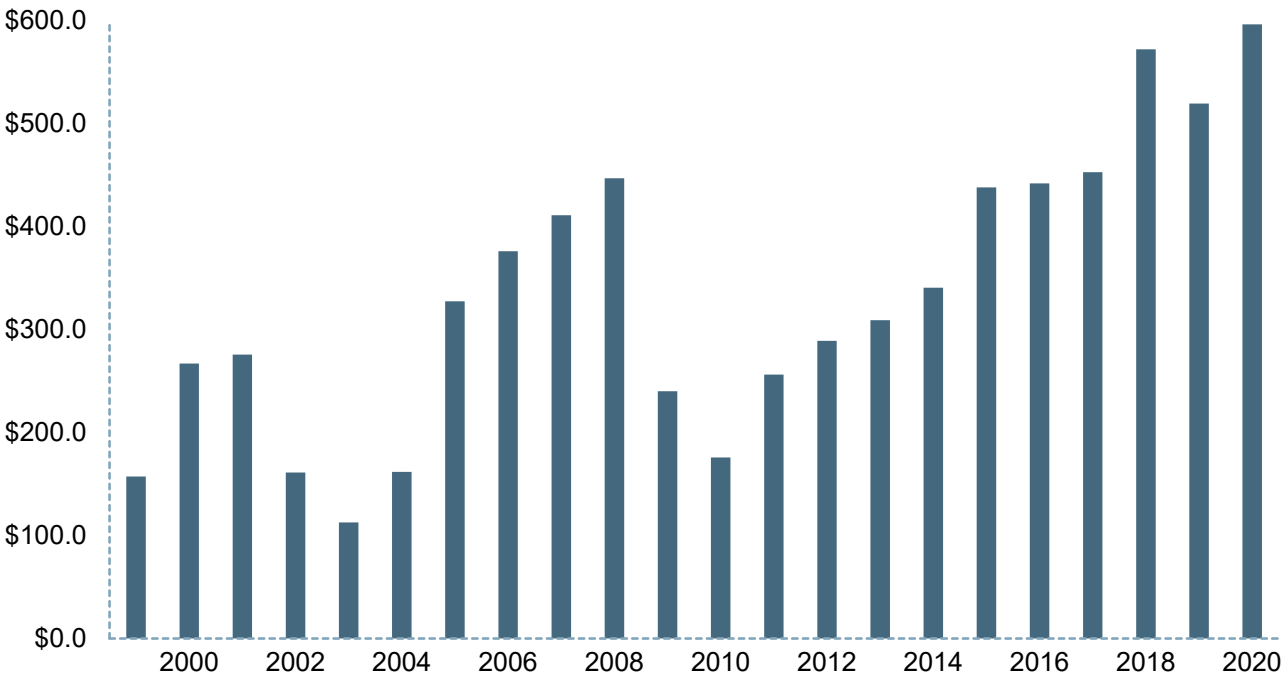
Inception to Date



*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 September 30, 2021

\$2.9B

Total assets

\$634M

Cash

Virtually
zero debt

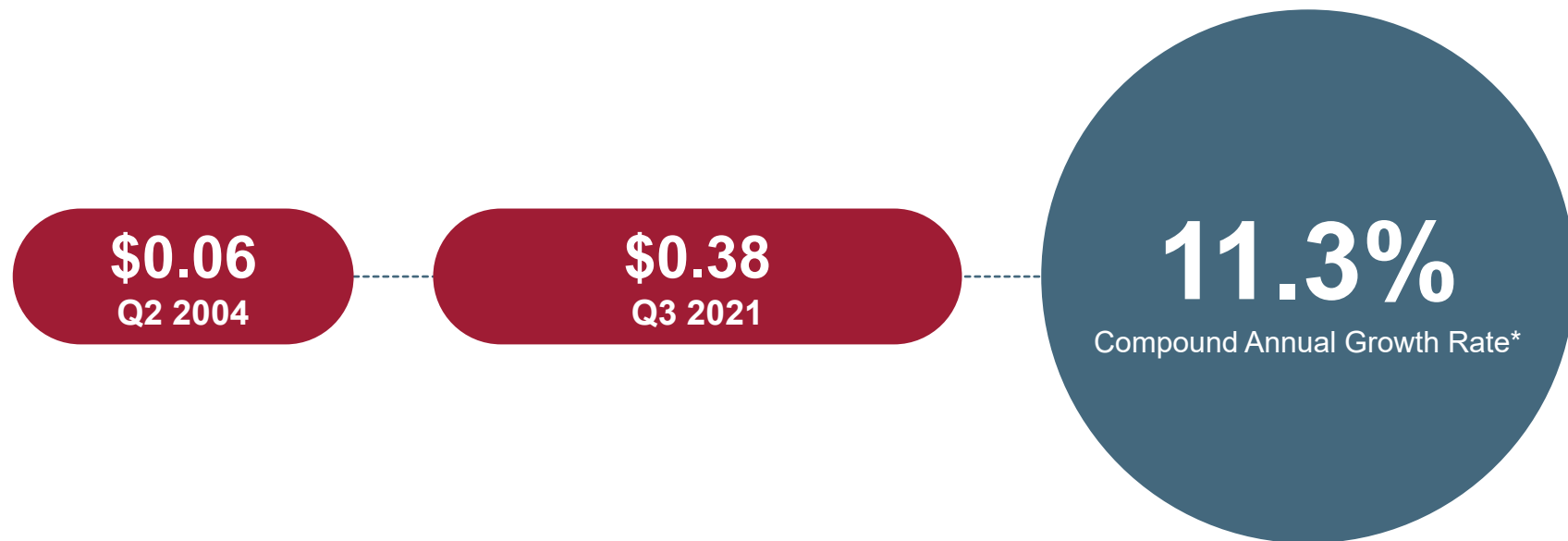
Significant Free Cash Flow Returned to Shareholders

(in Millions)

	YTD		5 Years	
Dividends	\$128	39%	\$687	38%
Share Repurchases	<u>\$200</u>	61%	<u>\$1,136</u>	62%
Total	<u><u>\$328</u></u>	100%	<u><u>\$1,823</u></u>	100%

Amounts shown are through September 30, 2021

Quarterly Dividend Increased Annually Since Inception



* CAGR percentage calculated with record date of August 25, 2021

Share Count Reduction as of Q3 2021

3 Years

5 Years

10 Years

Shares Repurchased

10.0M

16.7M

27.7M

Share Count Reduction

