

J.P. Morgan Virtual: Ultimate Services Investor Conference

November 19, 2020

Keith Waddell
President and CEO
Robert Half

Disclaimer

Certain information contained in this presentation may be deemed forward-looking statements regarding events and financial trends that may affect the company's future operating results or financial positions. Forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those expressed in the statements. These statements are estimates only, and actual results may ultimately differ from them. This presentation speaks only as of the date it was issued, and readers are cautioned that changes in general economic, business or other conditions, or in the business condition, financial results or operations of RHI may have occurred since such date. RHI undertakes no duty to update the information appearing in this presentation. Please refer to our most recent quarterly earnings release, furnished on Form 8-K, and our most recent annual report and quarterly reports, filed on Form 10-K and Form 10-Q, respectively, with the Securities and Exchange Commission (the "SEC"), and in particular any discussion of risk factors or forward-looking statements therein, which are available on the SEC's website (www.sec.gov), for a full discussion of the risks and other factors that may impact any forward-looking statements that are contained in this presentation. Readers of this presentation may contact RHI for copies of such documents or any other document filed with the SEC. This presentation may contain "non-GAAP financial measures," as defined by SEC regulations. Where required by these regulations, we have provided reconciliations of these measures to what we believe are the most directly comparable GAAP measures, which are included in the appendix.

Company Snapshot



NYSE symbol:
RHI



Headquarters:
**Menlo Park,
Calif.**



Full-time internal
staff in 2019*:
16,000

2019

Service
Revenues:
\$6.1 Billion

Net Income:
\$454 Million

ROIC:
41%

* Includes approximately 4,500 employees engaged directly in Protiviti operations

Local Capabilities, Global Reach

North America



South America



Europe



Middle East



Asia-Pacific



The Most Respected Name in Staffing and Consulting

FORTUNE
WORLD'S MOST
ADMIRED
COMPANIES
2020

Forbes | 2020
**THE BEST
EMPLOYERS
for DIVERSITY**
POWERED BY STATISTA

Forbes
**AMERICA'S BEST
PROFESSIONAL
RECRUITING FIRMS
2020**
POWERED BY STATISTA

FORTUNE
**100
BEST
COMPANIES
TO WORK FOR**
2020

TOP 100
BARRON'S
**Most
Sustainable
Companies
2020**

72 Years of Changing Lives and Helping Companies Succeed



1948

Originated as
Robert Half
Personnel
Agency



1986

Acquired
business from
Bob Half



1987-2001

Expanded
globally;
introduced
specialized
brands



2002

Launched
Provititi

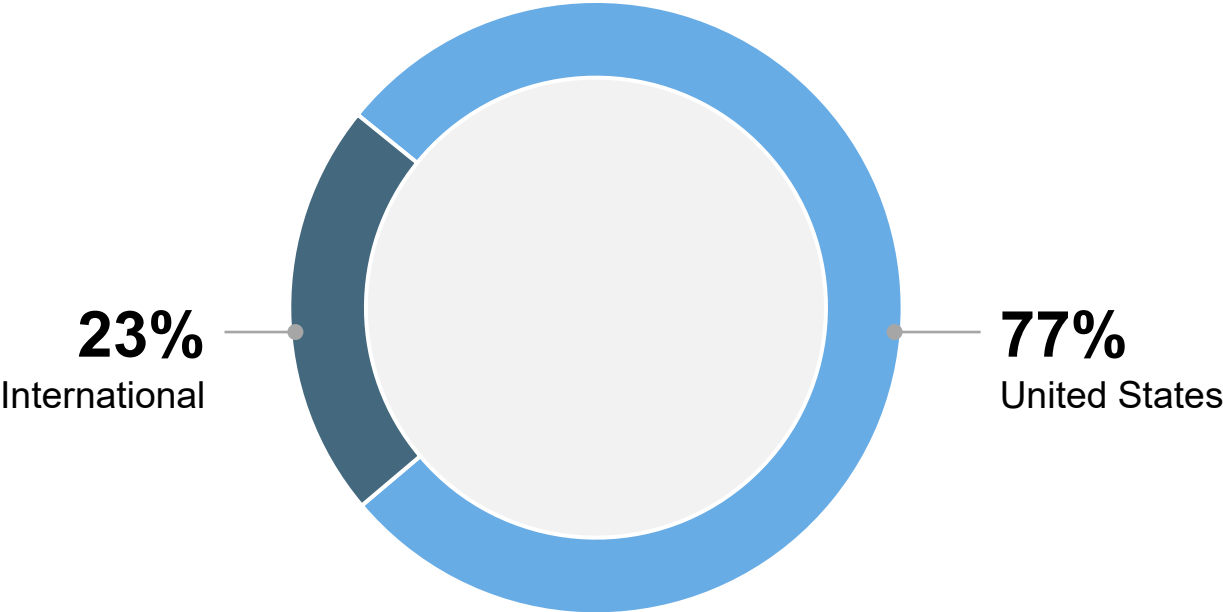


Today

Offer full spectrum
of staffing and
consulting
solutions

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

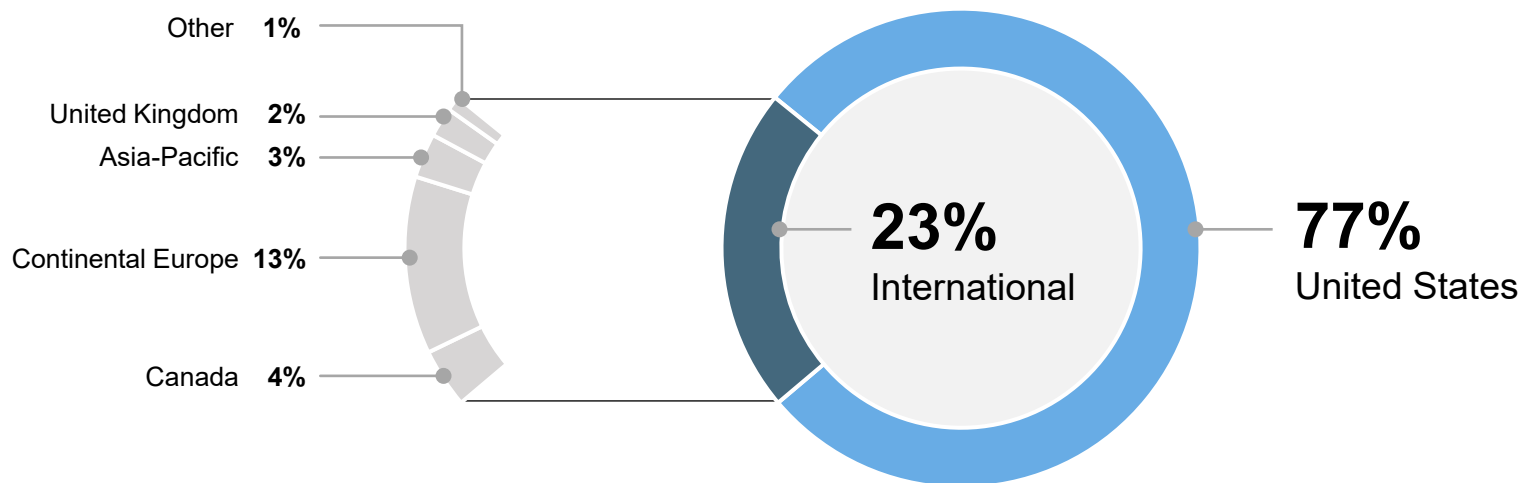
Staffing Revenue Mix — Global



Q3 2020 Staffing Revenues

Majority of International Staffing Revenues from Continental Europe

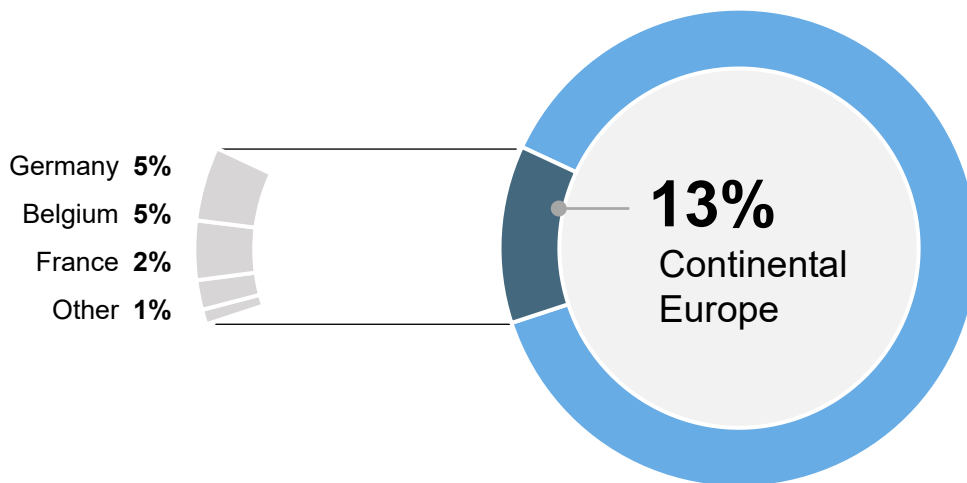
Staffing Revenue Mix — International



Q3 2020 Staffing Revenues

Germany and Belgium Largest European Markets

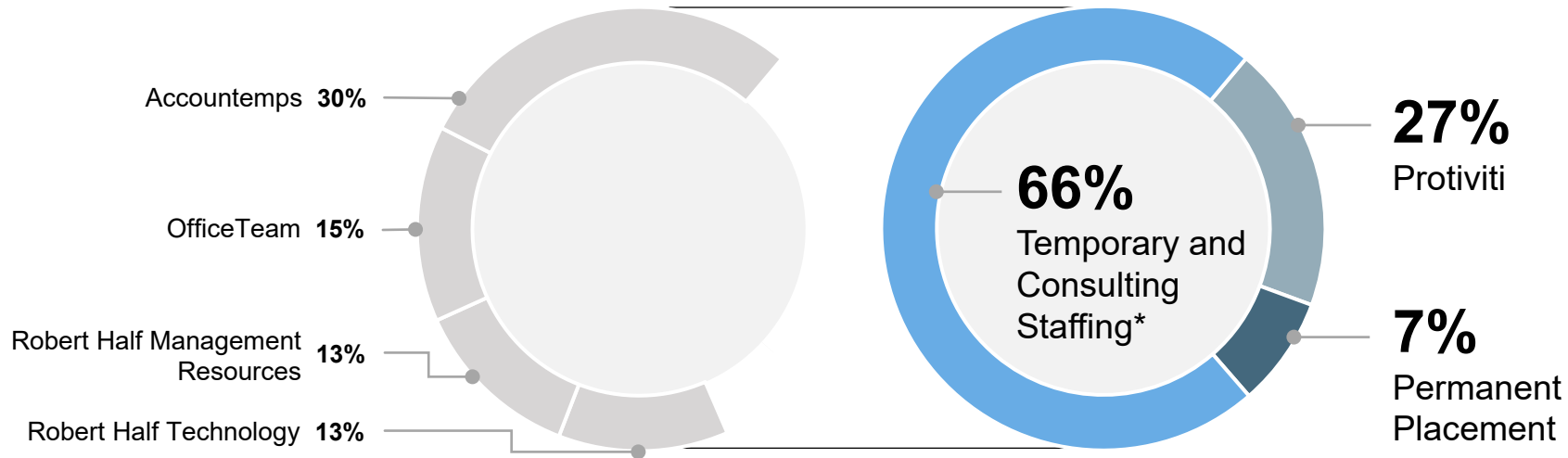
Staffing Revenue Mix — Continental Europe



Q3 2020 Staffing Revenues

Overall Revenue Mix — Business Segment

Q3 2020 Global Revenue

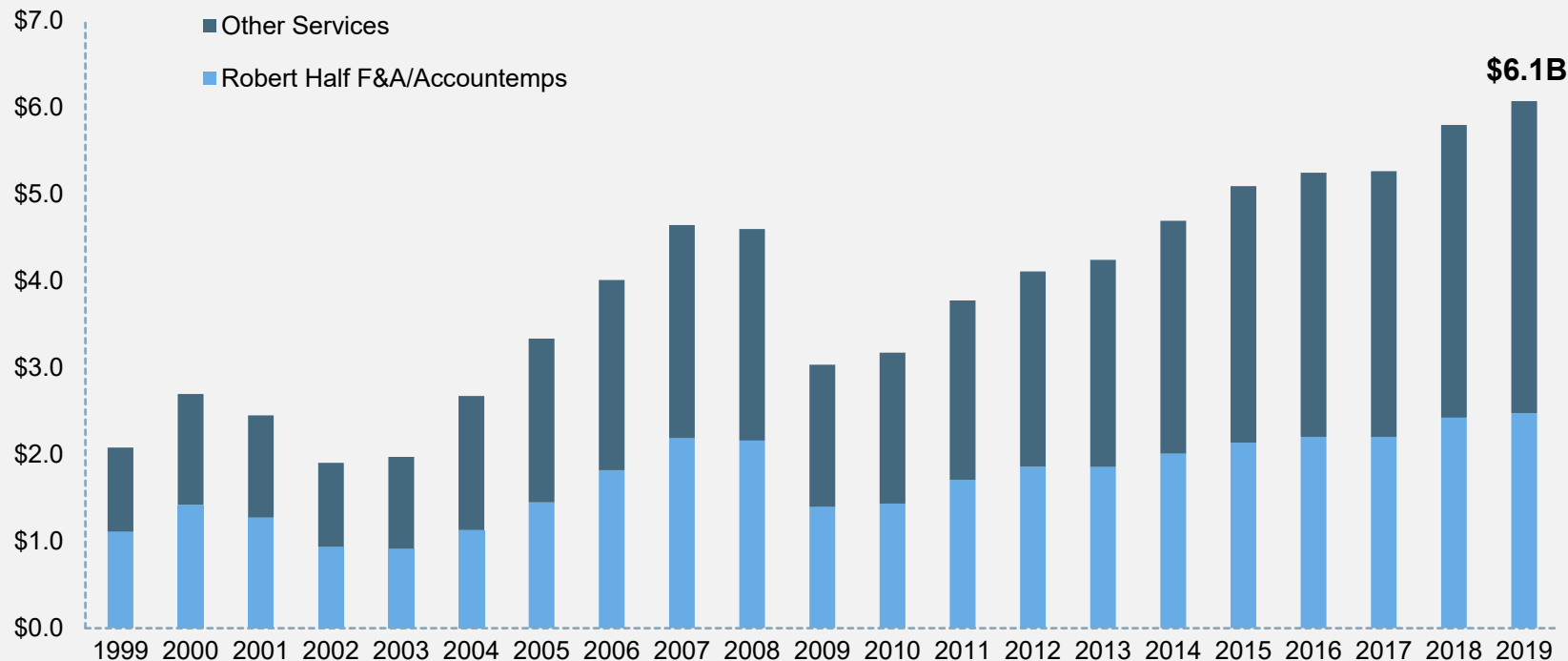


Q3 2020 Segment Mix

* Service revenues for Accountemps, OfficeTeam, Robert Half Technology and Robert Half Management Resources add to more than 66% because they include intersegment revenues of 5%. 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.

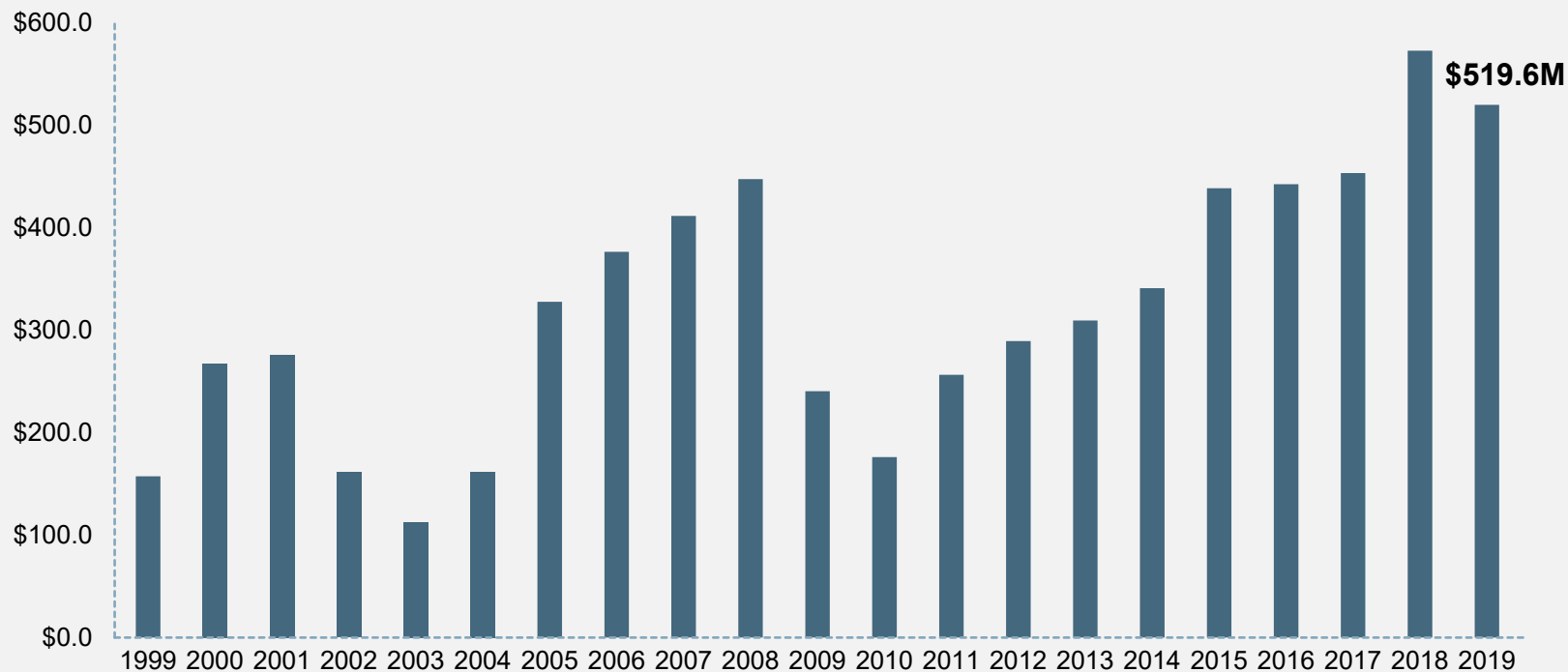
Newer Service Offerings = Growing Share of Revenue

Annual Revenues (in Billions)



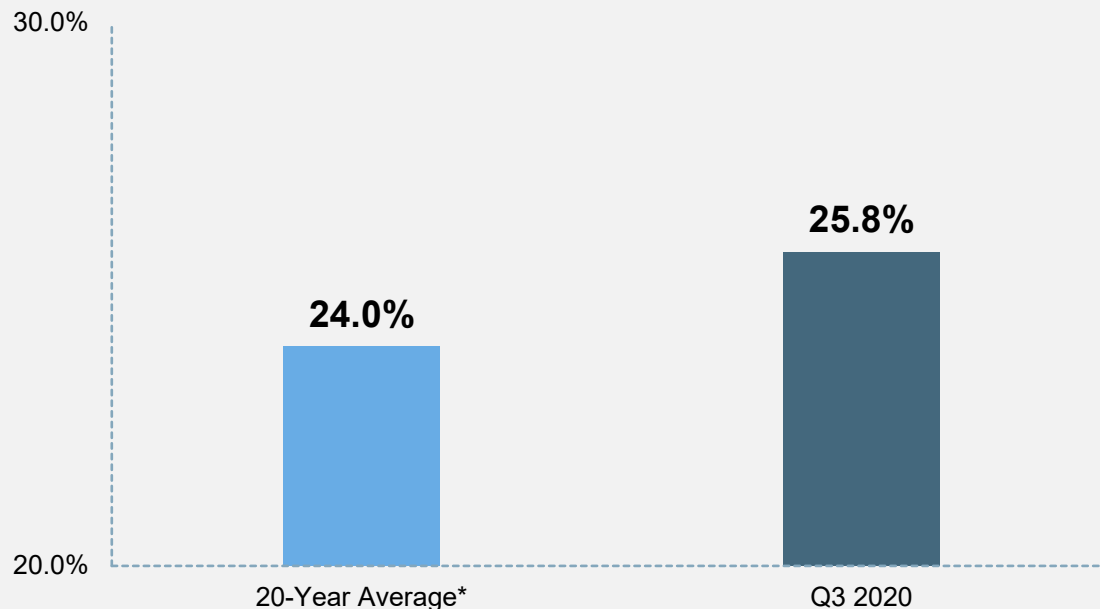
Cash Flow History

Operating Cash Flow (in Millions)



Return on Invested Capital

Q3 2020 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, 2020

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

Annual global staffing industry revenues: nearly **\$500B USD***



Customer experience excellence, whether online, traditional or a blend of the two

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

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

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

* Global Staffing Industry Forecast, May 2020 Update, 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

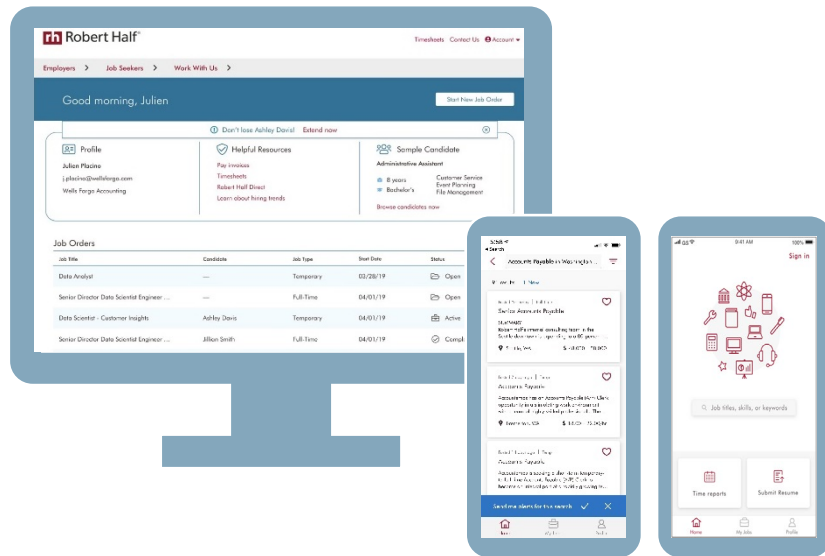
Winning the Digital Race



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



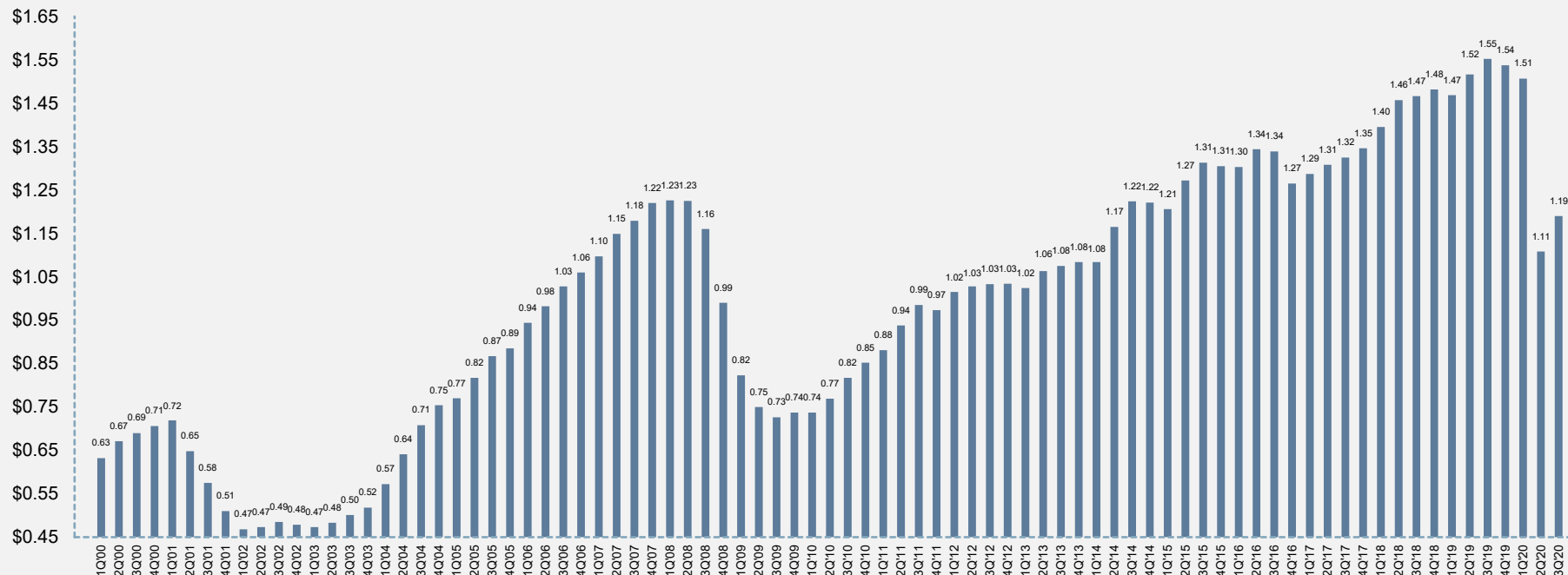
Record Revenues of



\$6.1B
in 2019

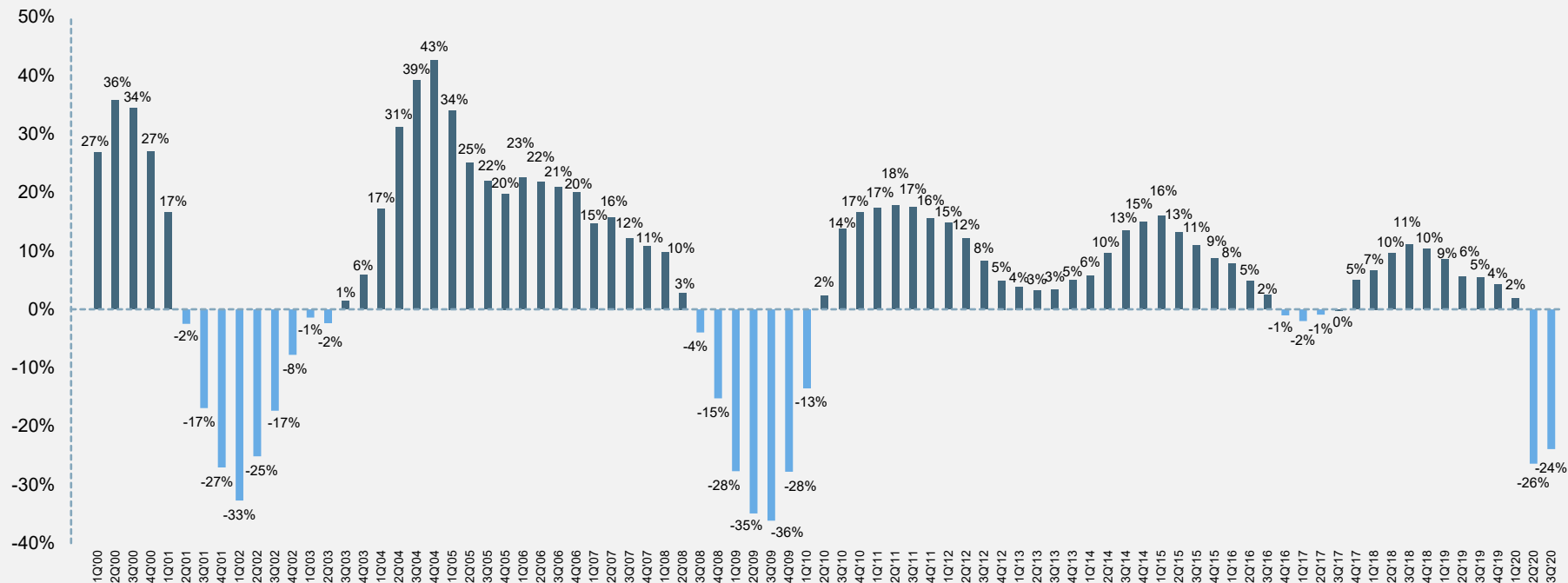
Revenue History (2000 – Q3 2020)

Quarterly Global Revenues (in Billions)



Robert Half Enterprise Results

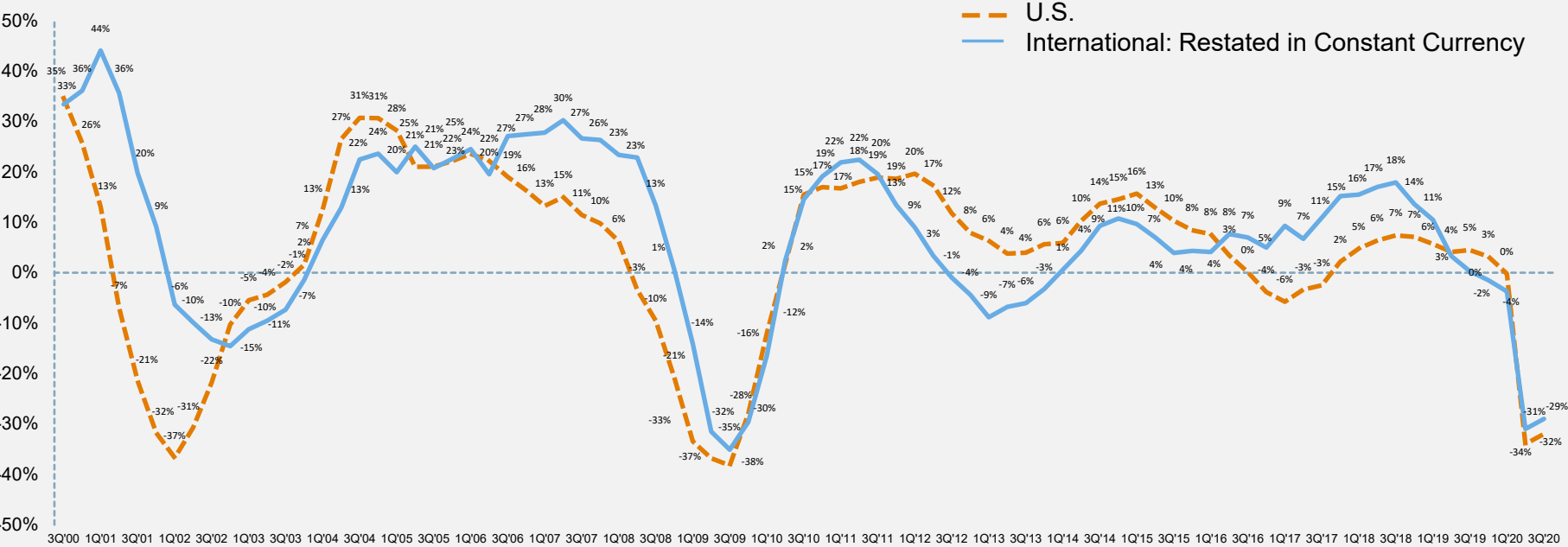
Year-Over-Year Revenue Growth (As Adjusted*)



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

Staffing Divisions — U.S. vs. International

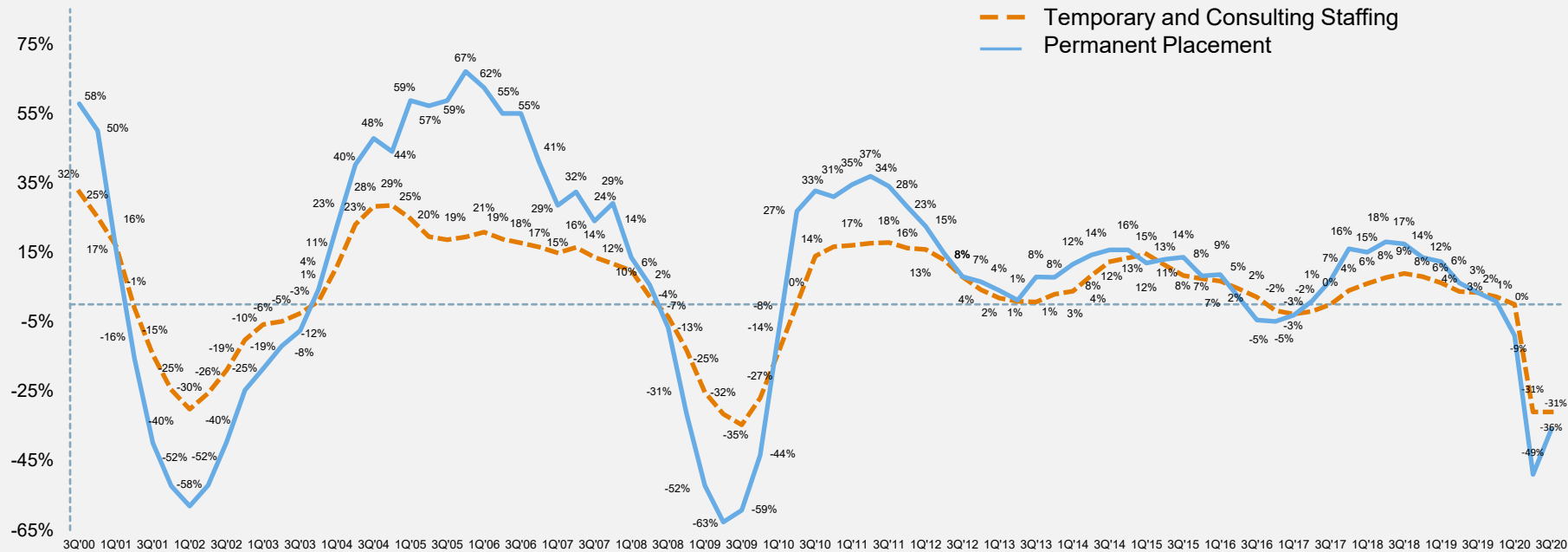
Year-Over-Year Revenue Growth (As Adjusted*)



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

Temporary and Consulting vs. Permanent Placement Staffing

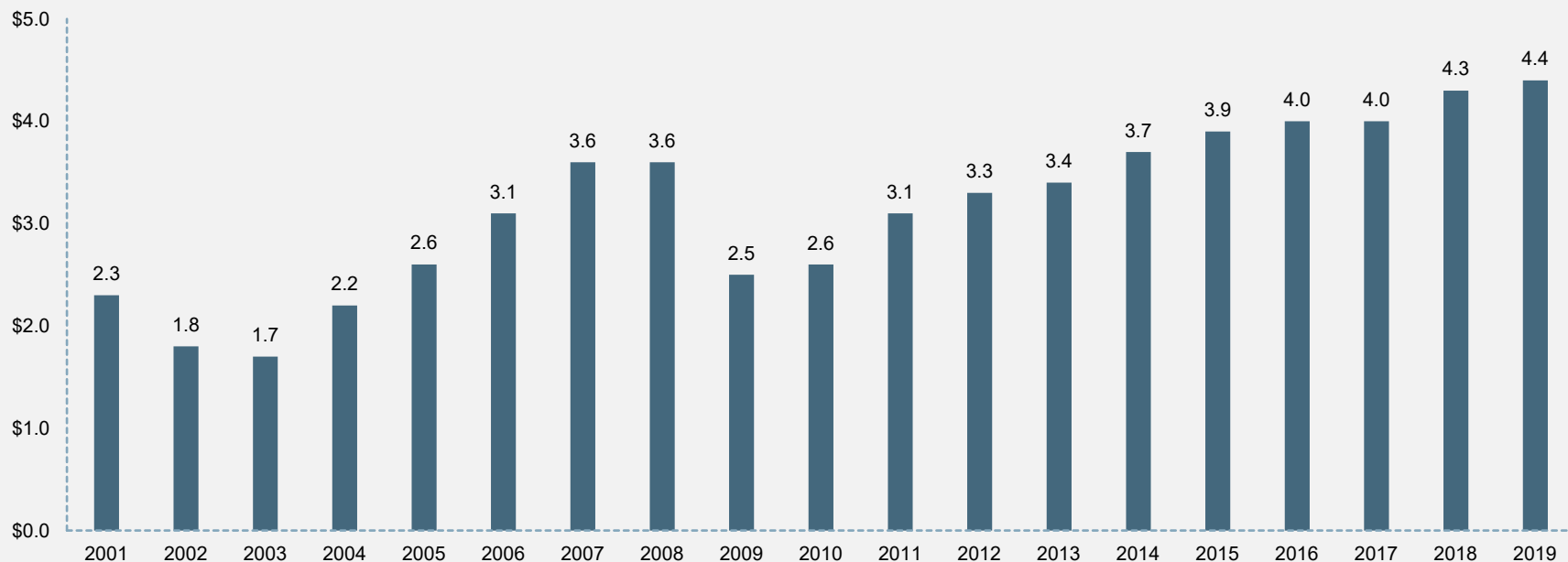
Year-Over-Year Revenue Growth (As Adjusted*)



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

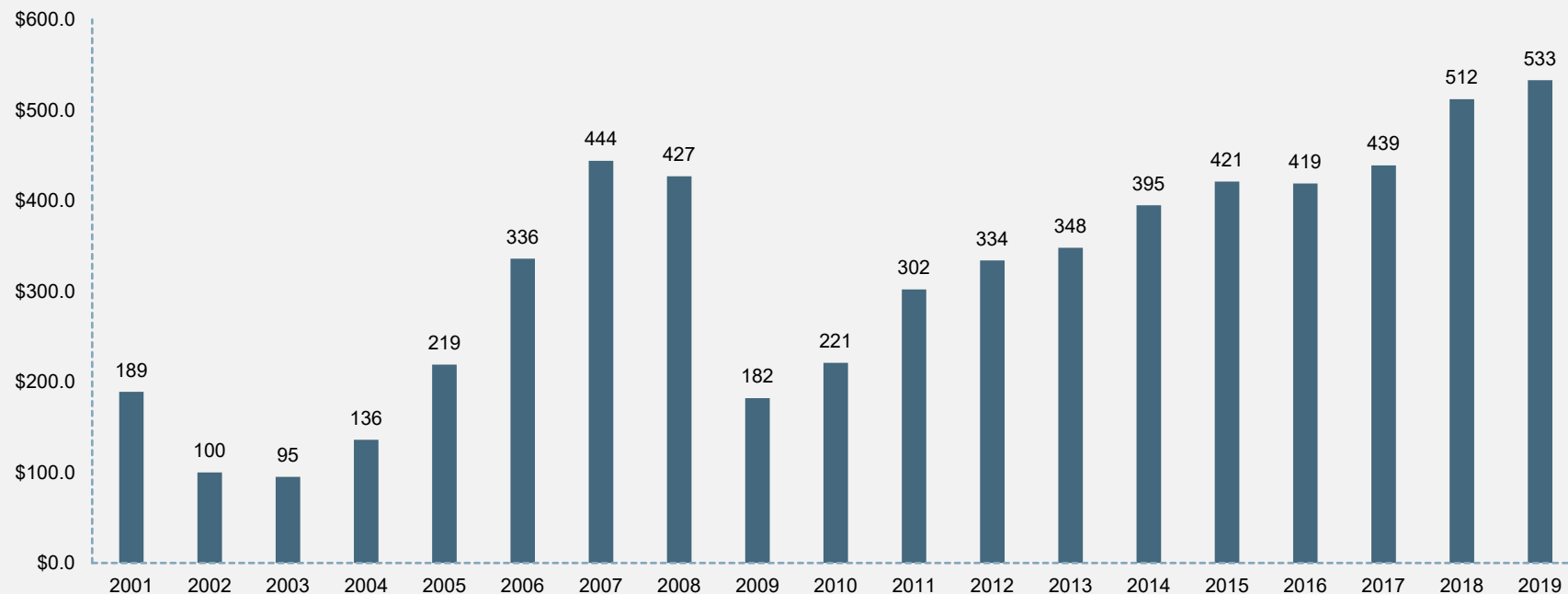
Temporary and Consulting Staffing Revenues

(in Billions)



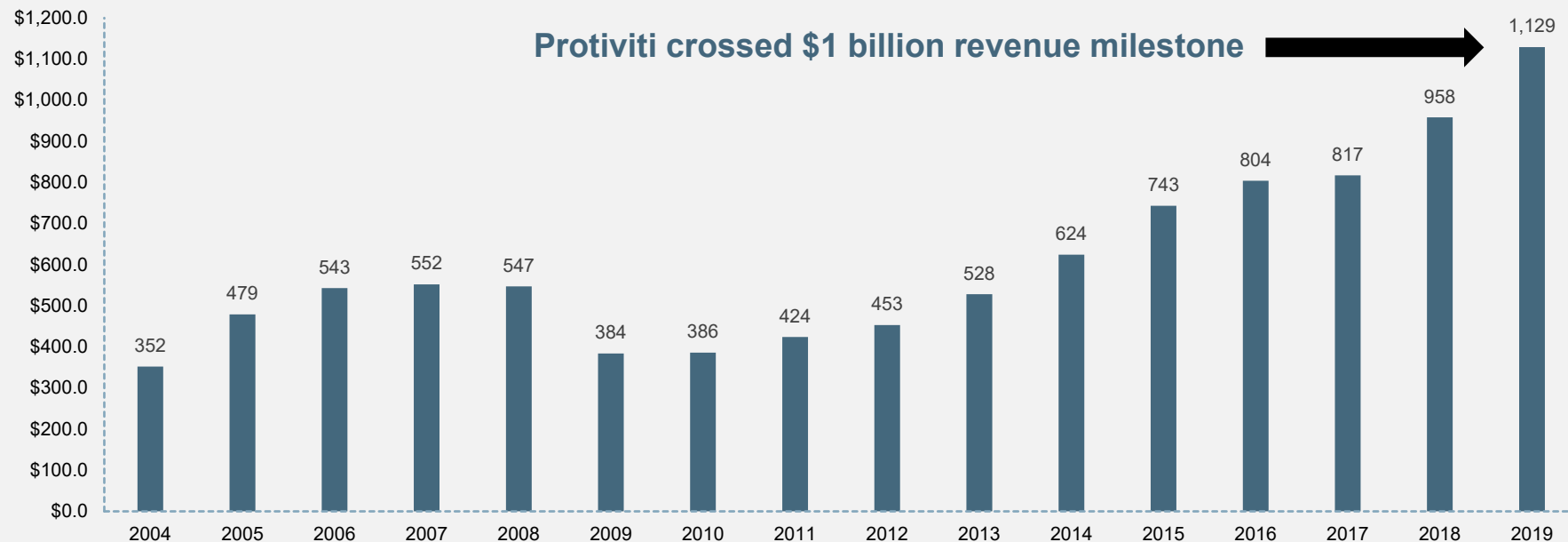
Permanent Placement Staffing Revenues

(in Millions)



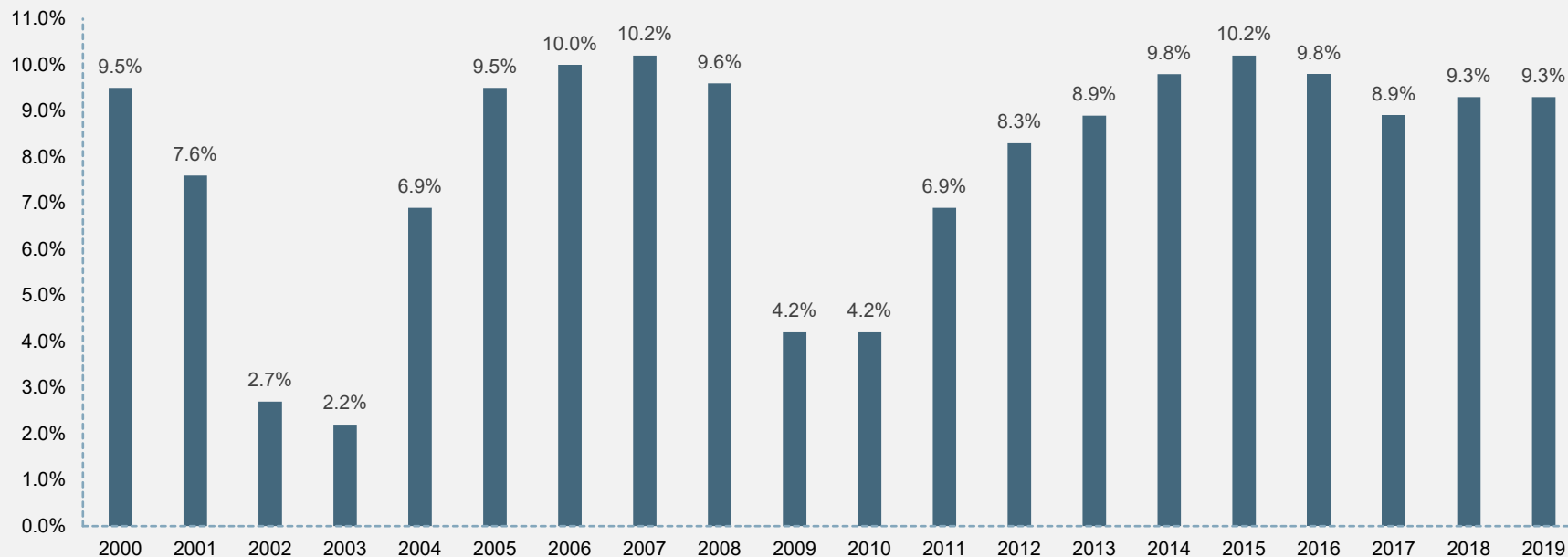
Protiviti Revenues

(in Millions)



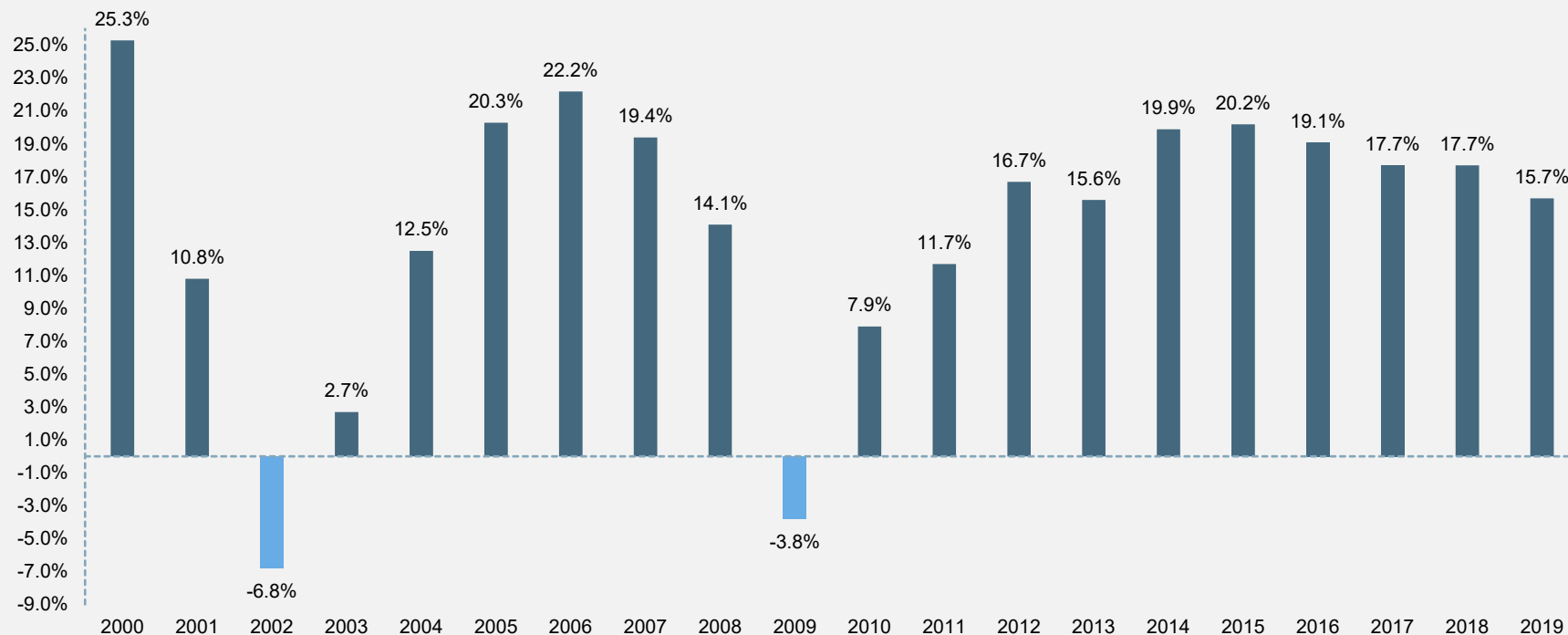
Temporary and Consulting Staffing Segment Income

20-Year History



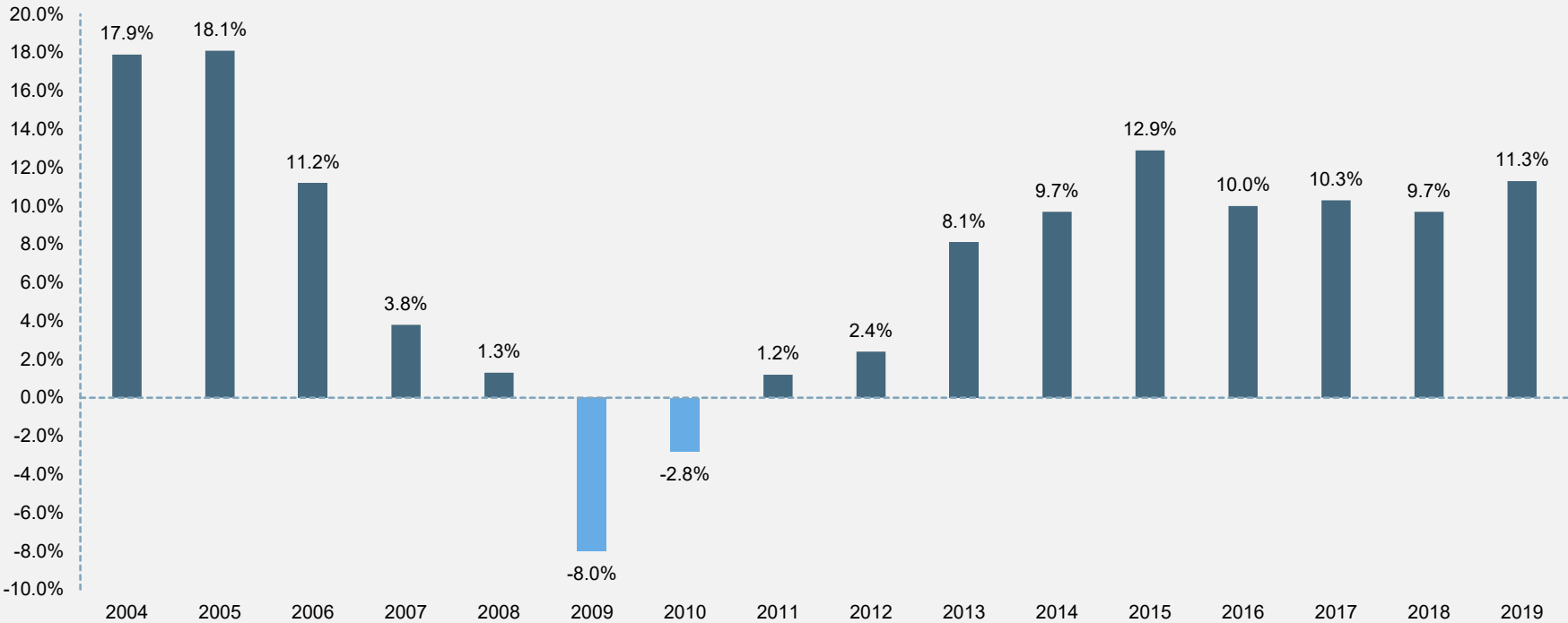
Permanent Placement Segment Income

20-Year History



Protiviti Segment Income

Up 37% Year Over Year





Strong Balance Sheet

As of September 30, 2020

\$2.6B

Total assets

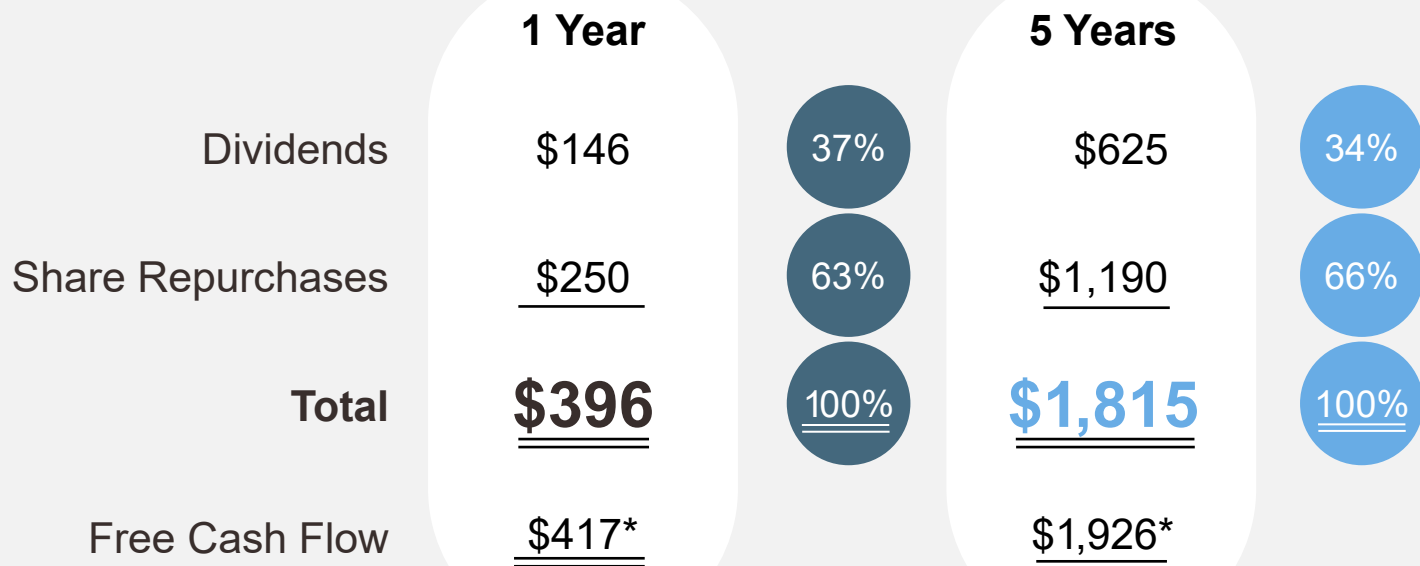
\$587M

Cash

Virtually
zero debt

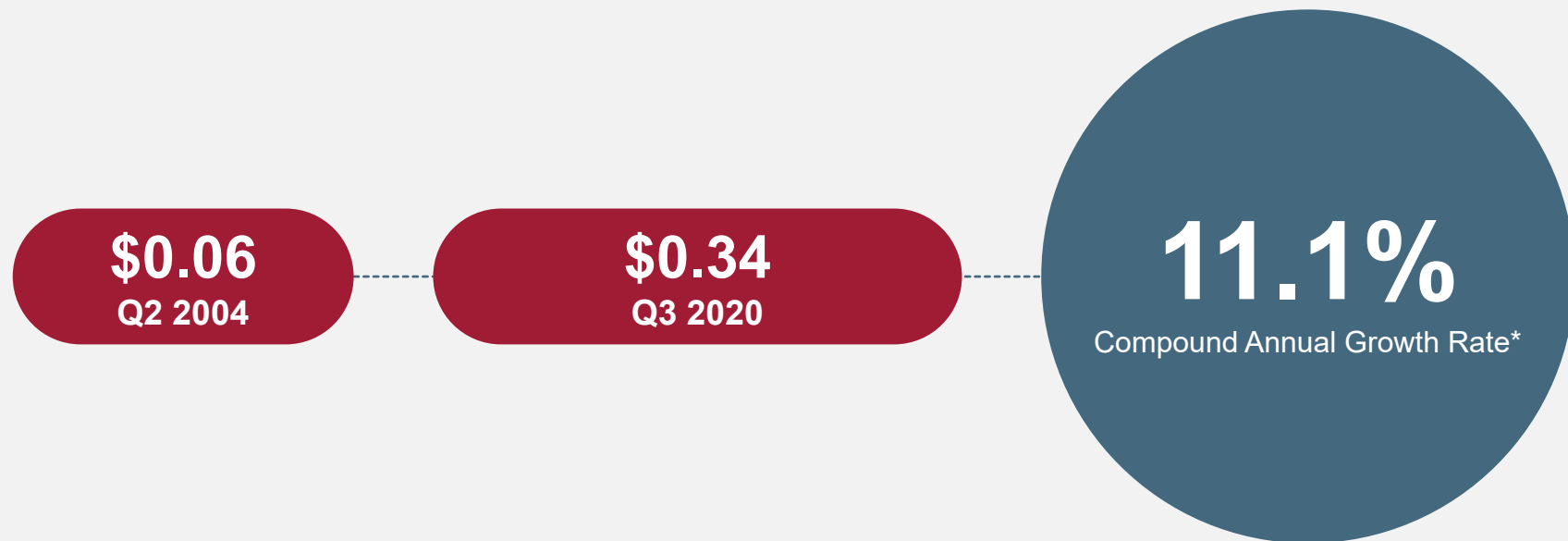
Virtually All Free Cash Flow Returned to Shareholders

(in Millions)



* Cash flow from operations net of cash used for investing activities. Amounts shown are through Dec. 31, 2019.

Quarterly Dividend Increased Annually Since Inception



* CAGR percentage calculated with record date of Nov 25, 2020

Share Count Reduction as of Q3 2020

