



SECOND-QUARTER & FIRST-HALF 2020

# Investor Presentation

# Forward-Looking Statements & Non-GAAP Measures

Forward-looking statements in this presentation are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from those projected. Such risks and uncertainties include, but are not limited to: we may be more sensitive to revenue fluctuations than other companies, which could result in fluctuations in the market price of our common stock; payments on accounts receivable may be slower than expected, or amounts due on receivables or notes may not be fully collectible; we are dependent on the services of our executive officers and other key employees, the loss of any of whom may have a material adverse effect on our business, financial condition and results of operations; restrictions imposed by independence requirements and conflict of interest rules may limit our ability to provide services to clients of the attest firms with which we have contractual relationships and the ability of such attest firms to provide attestation services to our clients; our goodwill and intangible assets could become impaired, which could lead to material non-cash charges against earnings; our goodwill and intangible assets could become impaired, which could lead to material non-cash charges against earnings; certain liabilities resulting from acquisitions are estimated and could lead to a material non-cash impact on earnings; governmental regulations and interpretations are subject to changes, which could have a material adverse effect on revenue; changes in the United States healthcare environment, including new healthcare legislation, may adversely affect the revenue and margins in our healthcare benefit businesses; we are subject to risks relating to processing customer transactions for our payroll and other transaction processing businesses; cyber attacks or other security breaches involving our computer systems or the systems of one or more of our vendors could materially and adversely affect our business; we are subject to risk as it relates to software that we license from third parties; we could be held liable for errors and omissions; the future issuance of additional shares could adversely affect the price of our common stock; our principal stockholders may have substantial control over our operations; we require a significant amount of cash for interest payments on our debt and to expand our business as planned; terms of our credit facility may adversely affect our ability to run our business and/or reduce stockholder returns; our failure to satisfy covenants in our debt instruments will cause a default under those instruments; we are reliant on information processing systems and any failure of these systems could have a material adverse effect on our business, financial condition and results of operations; we may not be able to acquire and finance additional businesses which may limit our ability to pursue our business strategy; the business services industry is competitive and fragmented; if we are unable to compete effectively, our business, financial condition and results of operations may be negatively impacted; there is volatility in our stock price. A more detailed description of such risks and uncertainties may be found in the Company's filings with the Securities and Exchange Commission.

All forward-looking statements made in this presentation are made only as of the end of the second quarter of 2020. The Company does not undertake any obligation to publicly update or correct any forward-looking statements to reflect events or circumstances that subsequently have occurred or of which it thereafter has become aware since the end of the second quarter of 2020.

The Company has included certain Non-GAAP measures in this presentation. Non-GAAP measures are commonly used by the Company, its shareholders and debt holders to evaluate, assess and benchmark the Company's operational results and to provide an additional measure with respect to the Company's ability to meet future debt obligations. Reconciliations for Non-GAAP measures can be found in the Appendix.

# Who We Are



LEADING PROVIDER OF FINANCIAL, INSURANCE AND ADVISORY SERVICES TO PRIMARILY SMALL AND MIDSIZED BUSINESSES (SMB) IN THE U.S.



# Key Financial Highlights

	2015	2019	TOTAL GROWTH	CAGR
REVENUE (IN MILLIONS)	\$750.4	\$948.4	26.4%	6.0%
PRE-TAX INCOME (IN MILLIONS)	\$57.8	\$92.9	60.6%	12.6%
PRE-TAX MARGIN	7.7%	9.8%	210 bps	
GAAP EPS (FROM CONTINUING OPERATIONS)	\$0.66	\$1.27	92.4%	17.8%

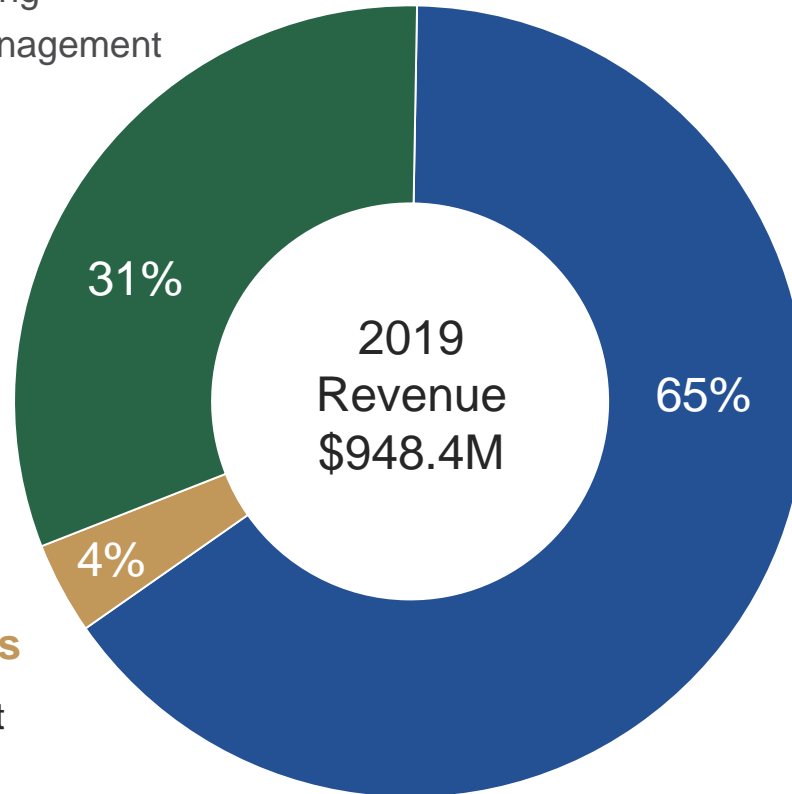
# Revenue Profile

## Benefits and Insurance Services

- Employee Benefits Consulting
- Payroll / Human Capital Management
- Property & Casualty
- Retirement Plan Services

## National Practices

- Technology Support



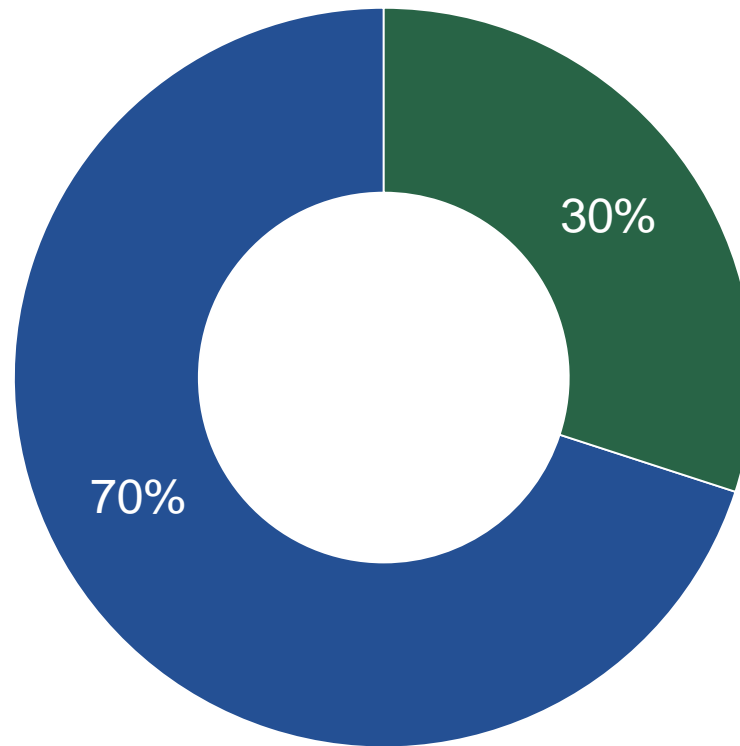
## Financial Services

- Accounting and Tax
- Government Health Care Consulting
- Financial Advisory
- Transaction Advisory
- Risk & Advisory Services
- Valuation

# Recurring Revenue

## Recurring Services

- Annual Tax Compliance
- Group Health Benefits
- Government Health Care Consulting
- Property & Casualty
- Payroll
- Retirement Plan Services
- Technology Support



## Project-based work

- Financial Consulting
- Valuation
- Compensation Studies
- Litigation Support
- Transaction Advisory
- Risk Advisory
- Executive Search

# Client Profile

## Target Clients



SMB

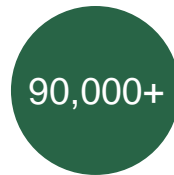


50 to 2,000  
Employees



\$5M to \$200M  
in Revenue

NATIONAL RESOURCES – PERSONAL SERVICE



Total  
Clients



Business  
Clients



Client Retention  
Rate

# National Scale

4,800

Team Members

100+

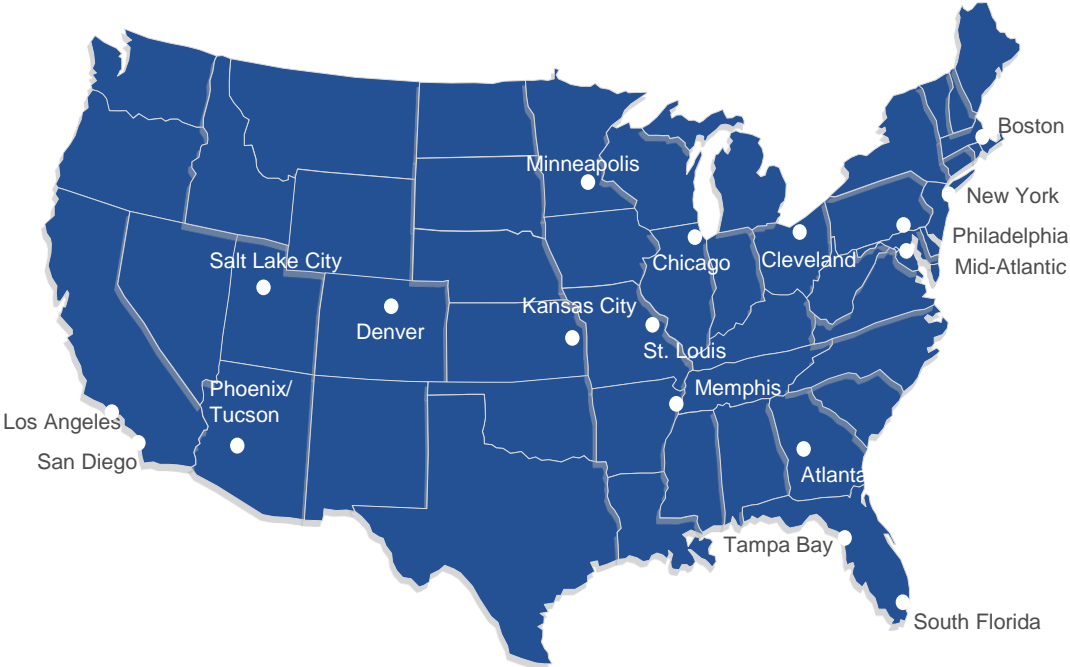
Offices

31

States

18

Major Markets



OPPORTUNITY TO EXPAND INTO NEW AND STRENGTHEN EXISTING MARKETS



# Financial Services

Top 10

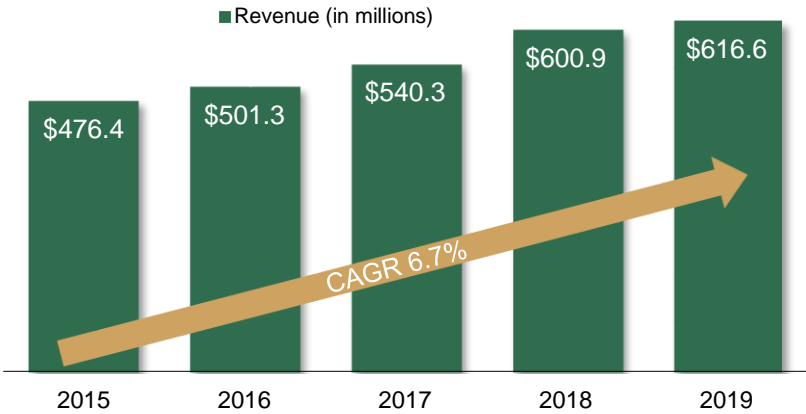
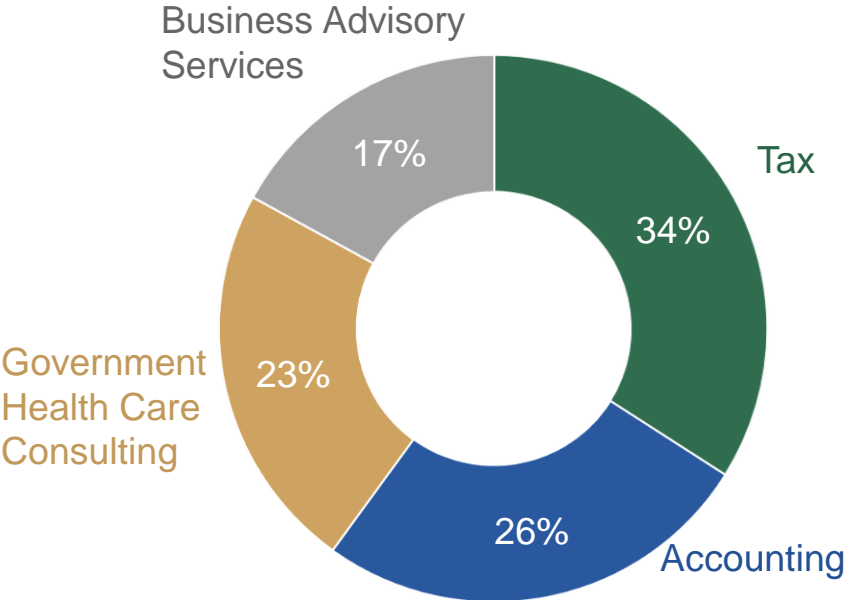
Accounting Provider  
Nationally<sup>(1)</sup>

Leading

Government Health  
Care Consultant

Leading

Business Advisory  
Consultant



# Benefits and Insurance Services

Best

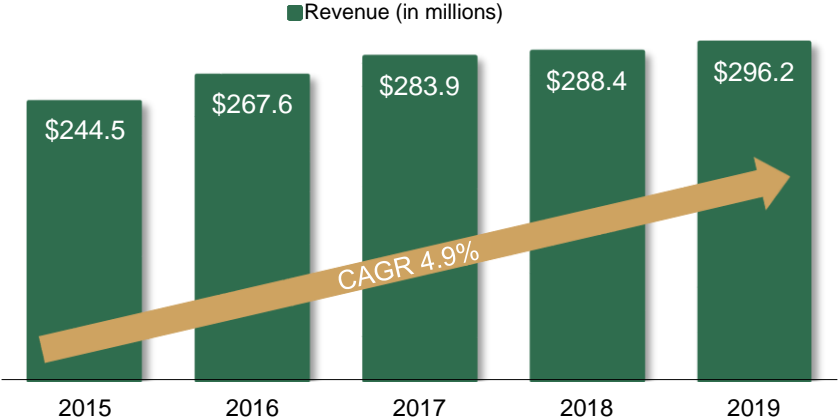
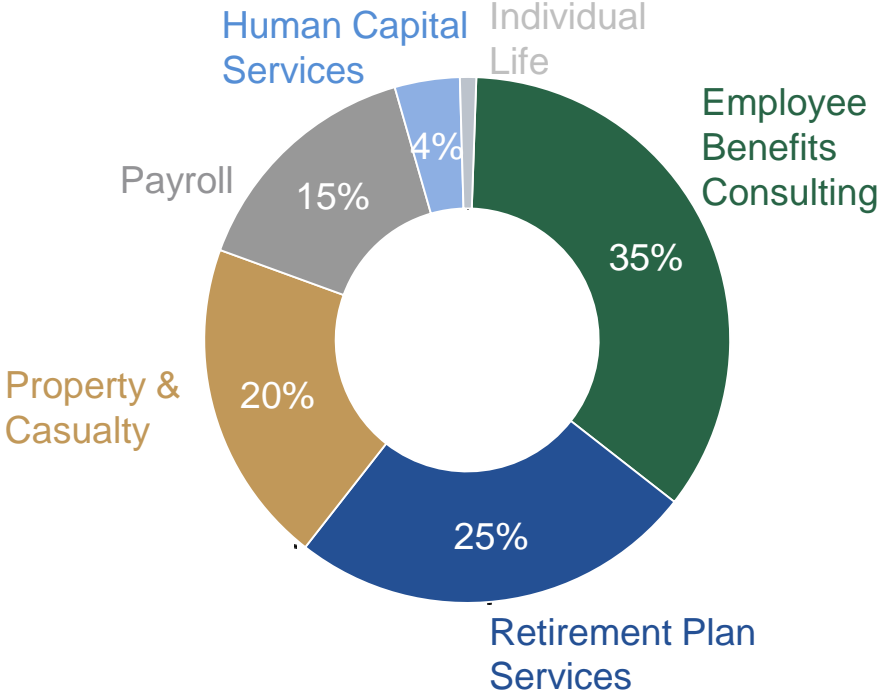
Places to Work in Insurance<sup>(1)</sup>

Top 20

Broker of U.S. Business<sup>(2)</sup>

Top 100

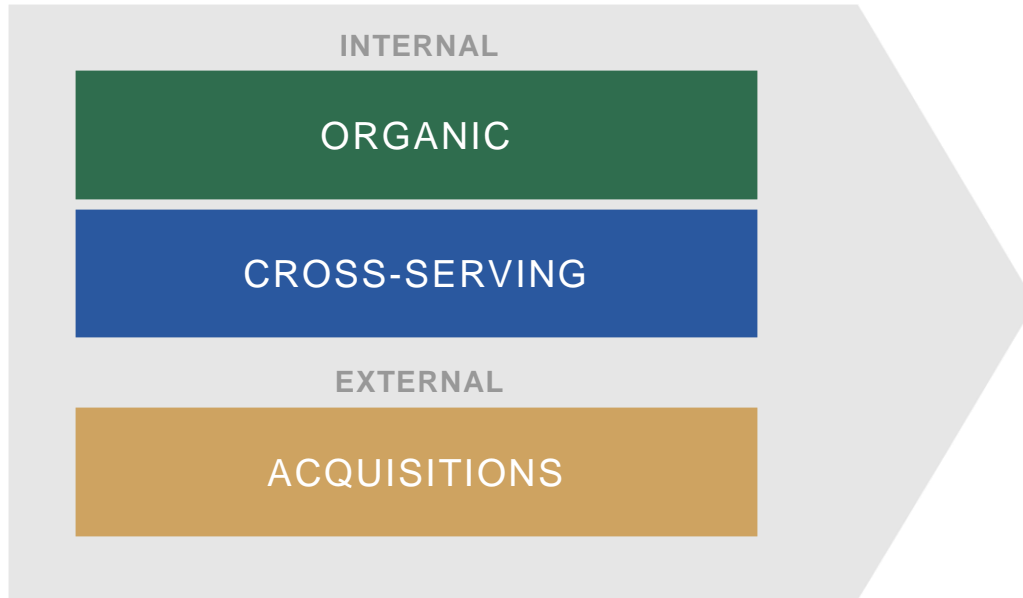
Retirement Plan Adviser<sup>(3)</sup>



(1) Business Insurance Magazine – 2015, 2016, 2017, 2018, 2019  
 (2) Business Insurance Magazine – July 2019  
 (3) PLANADVISER – February 2020

# Focus on Growth

## REVENUE GROWTH COMPONENTS



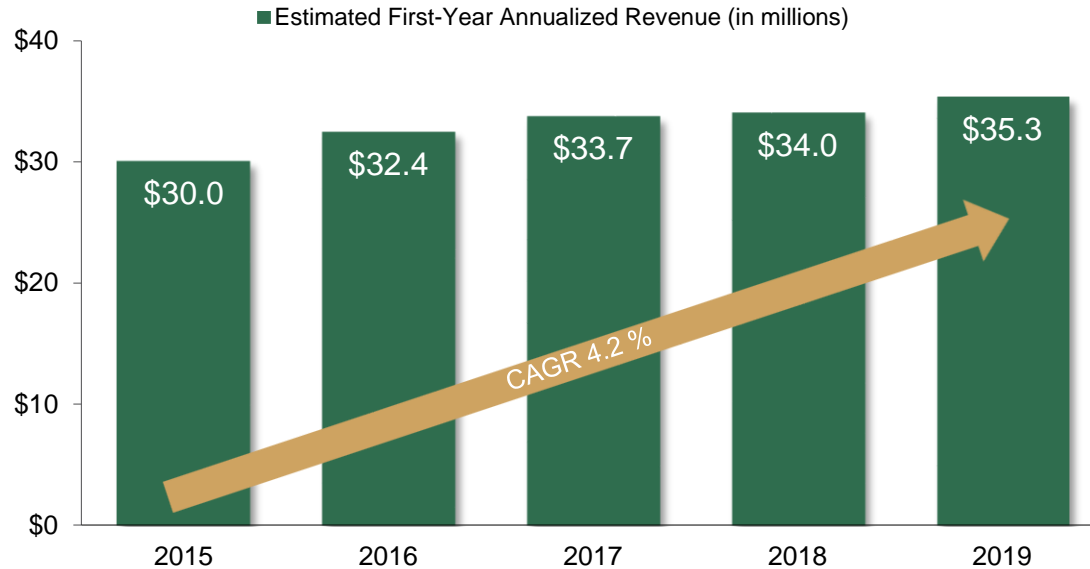
COMPOUNDED  
ANNUAL  
GROWTH RATE  
SINCE 2015

**6.0%**

**EARNINGS PER SHARE** (from continuing operations)

**17.8%**

# Growth by Cross-Serving



Trust



Co-location



Training



Recognition/  
Reward

# Growth by Acquisition



- Successful local or regional company
- Cultural fit
- Strong leadership
- Desire for greater national platform and enhanced client service capabilities
- Cross-serving potential

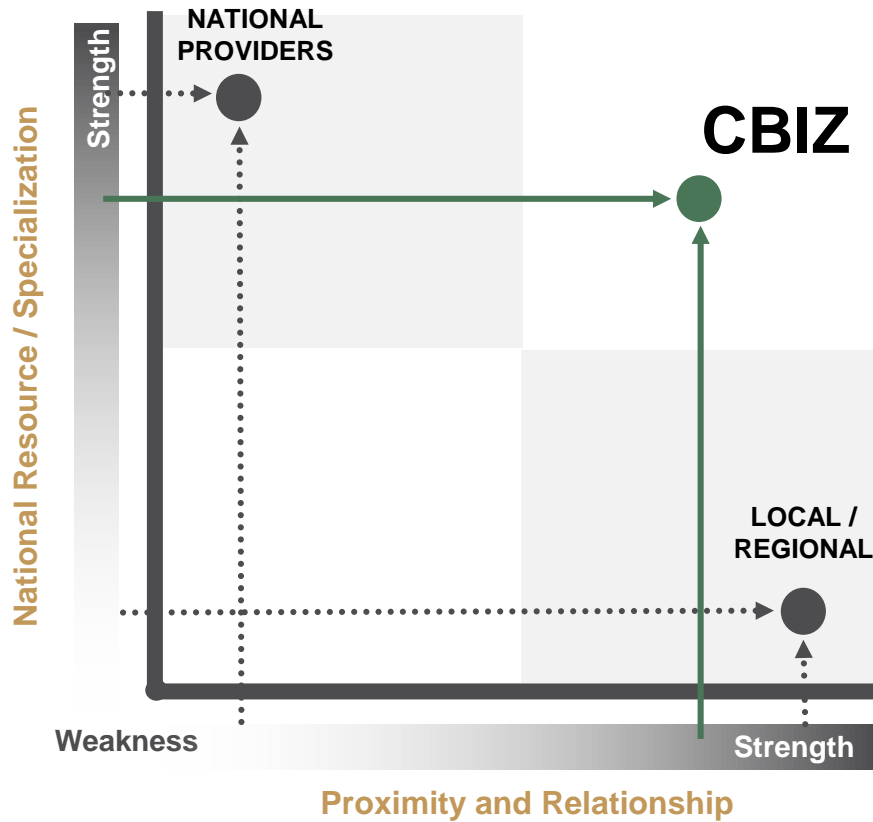
- Focus on core services in specific geographic markets
- Focus on high-growth industries and service niches
- Full integration
- Immediately accretive

- Consideration based on TTM EBITDA
- 50%+ paid up front
- Balance paid on multi-year earnout contingent upon achieving growth targets
- Consideration primarily cash with small stock component

IMMEDIATELY ACCRETIVE TO SHAREHOLDERS

# Competitive Advantage

## NATIONAL RESOURCES – PERSONAL SERVICE



“We out-local the nationals and out-national the locals”

# Our Response to the COVID-19 Pandemic



## TEAM

- Swiftly & successfully transitioned 95%+ team members to remote work
- Suspended business travel and work at client sites
- Limited access to our offices
- Launched internal COVID-19 Resource Center
  - Remote work tools
  - Wellbeing resources
  - Tech center
  - Social forum
- Comprehensive communications strategy



## CLIENTS

- Assisting clients with their most urgent needs including applying for PPP loan assistance and CARES Act consulting
- Offices remained open for essential business to better serve our clients
- Established COVID-19 Resource Center on our website
- Developed client education events and COVID-related webinars
- Intensive outreach and follow-up to clients and prospects



## OPERATIONS

- Came into 2020 in very strong financial condition
- Temporarily drew down on bank facility as a precaution
- Suspended share repurchase program
- Limited discretionary spending
- Delayed strategic initiatives and national marketing campaign
- Hiring freeze
- Deferred annual compensation adjustments
- Deferred payroll taxes

OUR NUMBER ONE PRIORITY IS THE SAFETY AND WELLBEING OF  
OUR TEAM MEMBERS AND CLIENTS

# COVID-19 Environment



## Position of Strength

- Started 2020 in strong financial position
- Provide essential services
- Trusted advisor to clients
- No disproportionate geographic, industry or client concentration
- 70%+ of services naturally recurring
- High client retention rates
- Discretionary cost controls in place with additional options
- Variable cost structure with leverage built in
- Low net debt
- Strong balance sheet & cash flow



## Opportunities

- Market share opportunity with increased outreach to clients and prospects
- Consultation on PPP and CARES Act
- Helping clients and prospects “Plan and Protect” their business
- Clients and prospects in need of our advice and services
- Current environment may open up future acquisition opportunities





# Financial Overview



CBIZ, Inc.

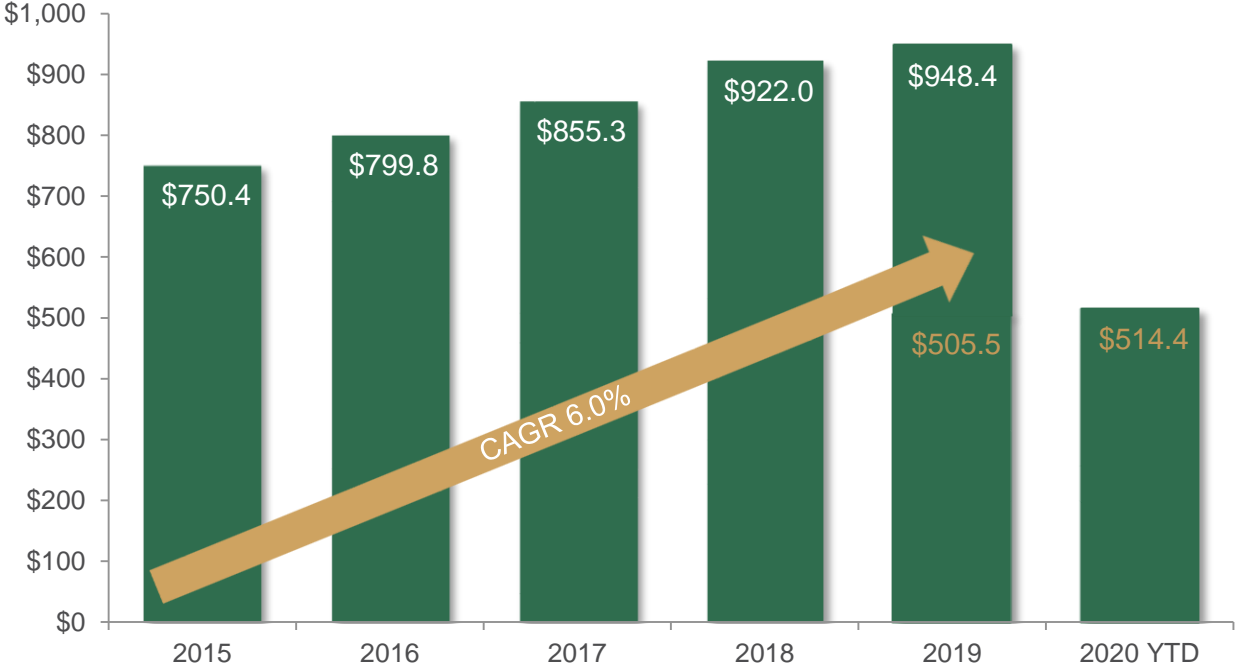
# YTD Highlights

SEGMENT	2020 YTD ORGANIC REVENUE GROWTH	2020 YTD TOTAL REVENUE GROWTH
FINANCIAL SERVICES	0.2%	1.0%
BENEFITS AND INSURANCE SERVICES	-1.4%	3.5%
NATIONAL PRACTICES	2.2%	2.2%
REVENUE	<b>-0.1%</b>	<b>1.8%</b>
GAAP EPS (FROM CONTINUING OPERATIONS)		<b>\$1.05</b>
TAX RATE		<b>25.6%</b>
SHARE COUNT		<b>55.5M</b>

# Revenue



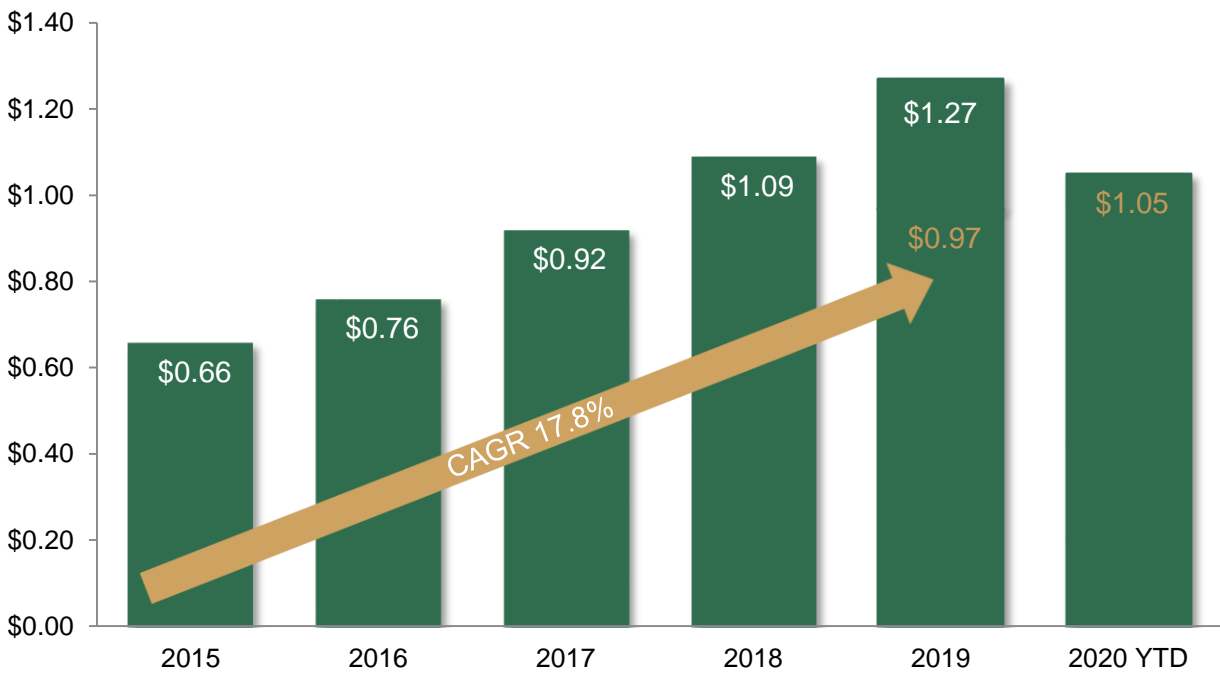
■ YTD ■ Revenue (in millions)



# Diluted Earnings per Share

(from continuing operations)

■ YTD ■ Diluted EPS from continuing operations

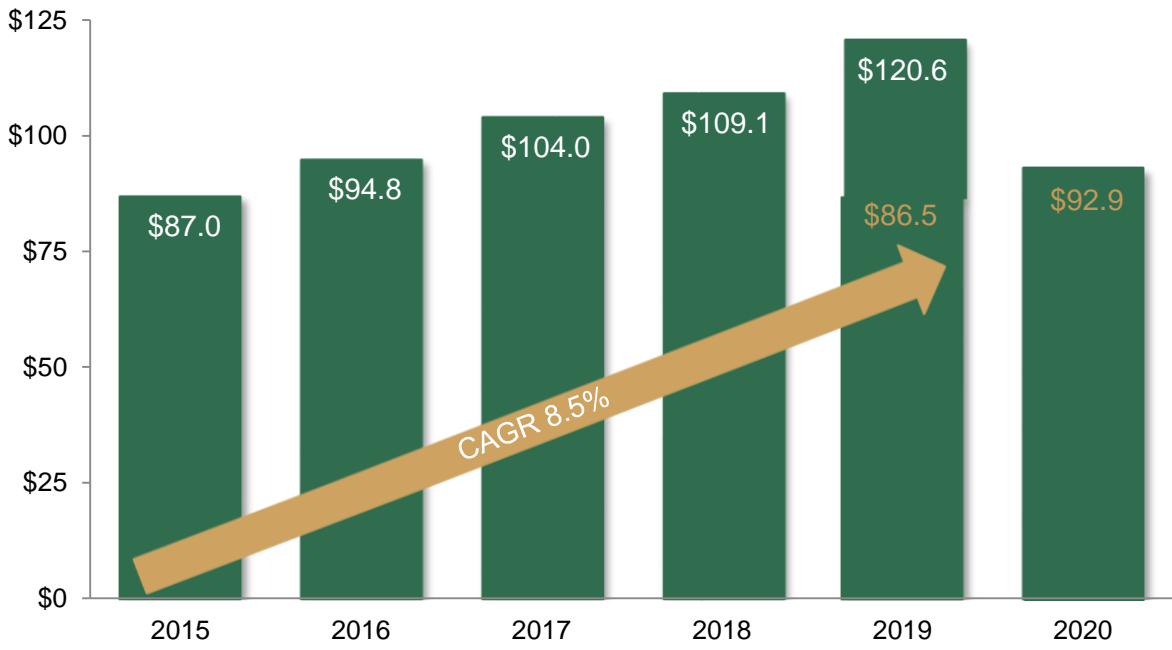


# Adjusted EBITDA

See Appendix for GAAP Reconciliation



Adjusted EBITDA (in millions) YTD



Adjusted EBITDA Margin	2015	2016	2017	2018	2019
	11.6%	11.9%	12.2%	11.8%	12.7%

# Capital Structure



- STRATEGIC ACQUISITIONS**
  - Focused on high-growth opportunities
  - Typically complete three to five annually
- SHARE REPURCHASES**
  - Strategic approach
  - Neutralize impact of newly issued shares
- CAPEX**
  - Facility improvements
  - Office equipment
- DEBT LEVERAGE**
  - Strong cash flow from operations
  - \$400M unsecured credit facility

*Temporarily suspended due to COVID-19*

	Annual Capital Spend			
YTD	\$15.9M	\$31.1M	\$5.5M	1.0X
2019	\$37.3M	\$27.2M	\$13.9M	0.9X
2018	\$41.7M	\$17.5M	\$14.6M	1.3X
2017	\$39.9M	\$19.7M	\$11.9M	1.8X
2016	\$51.1M	\$9.1M	\$4.7M	3.0X

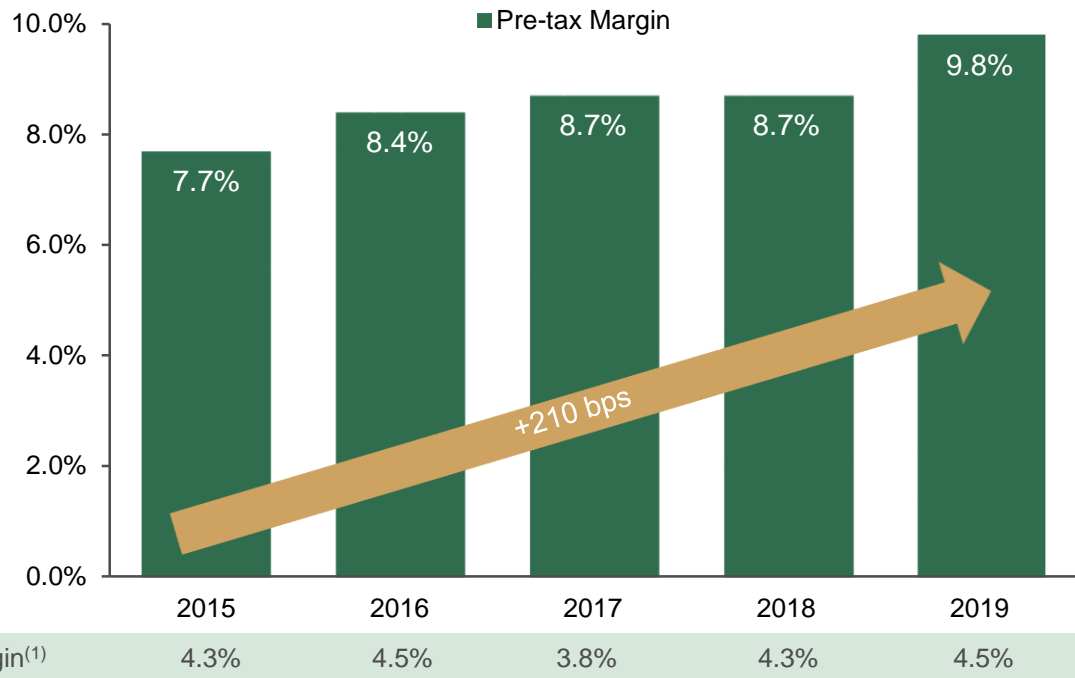
## Total Capital Spend since 2002

\$704.0M      \$564.9M

(78.6M shares avg. price \$7.19)

# Operating Leverage

GOAL IS TO IMPROVE PRE-TAX INCOME MARGIN BY 20 TO 50 BPS PER YEAR



Year	Adjusted G&A Margin <sup>(1)</sup>
2015	4.3%
2016	4.5%
2017	3.8%
2018	4.3%
2019	4.5%

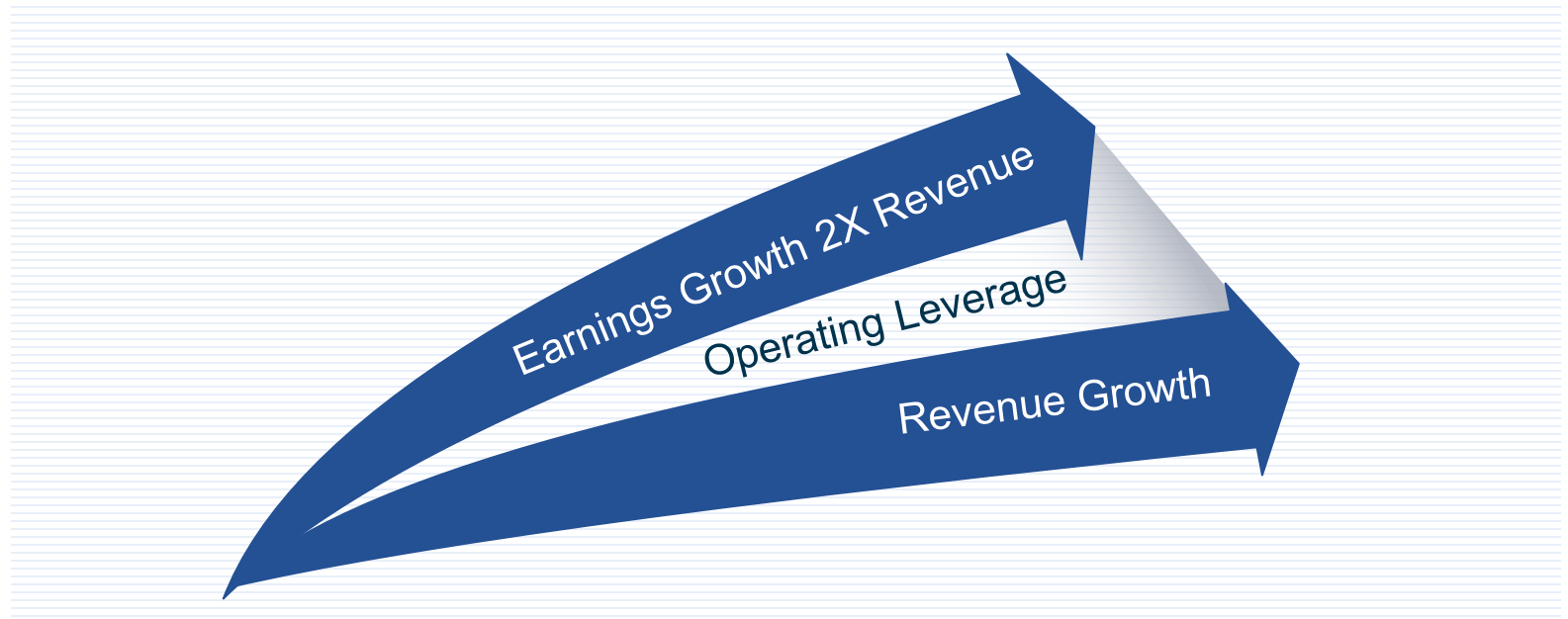


(1) See Appendix for GAAP reconciliation.

# Financial Goals

2020 guidance has been suspended due to the uncertainty related to the impact of the COVID-19 pandemic.

## Long-Term Goals - Beyond 2020





# Investment Highlights

## OPERATIONAL LEVERAGE

- Established national platform
- Full integration of acquired businesses
- Infrastructure provides margin expansion opportunity

## FINANCIAL STRENGTH

- Strong balance sheet
- Strong and consistent cash flow
- Credit facility provides flexible source of funds
- 90% client retention rates
- 70% recurring revenue
- Underserved SMB market
- Long-standing diverse client base
- Broad geographic / industry / client exposure mitigates risk

## RESULTS

- Proven ability to grow earnings at a faster rate than revenue growth
- 2015 – 2019 Revenue Growth CAGR: 6.0%
- 2015 – 2019 EPS Growth CAGR: 17.8%



# Appendix



CBIZ, Inc.

# 2019 Workplace Awards



## 2019 Workplace Awards By the Numbers



### National Workplaces

- 2019 Top Entry Level Employer | 2019 Top Intern Employer
- Best Workplaces in Consulting and Professional Services
- 2019 America's Best Mid-Size Employers
- 2019 Workplace Excellence Seal of Approval
- 2019 Best Places to Work in Insurance
- 2019 U.S. Insurance Awards Community Outreach Project of the Year
- Smart Women Progressive Organization Award



### Certifications and Rankings

- Great Place to Work Certification | 2020 Vault Accounting 50
- 2020 Most Prestigious Accounting Firms
- 2020 Best Accounting Firms for Forensic Accounting
- 2020 Best Accounting Firms for Tax Accounting
- 2020 Vault Best Accounting Internships
- 2020 Vault Best Consulting Internships
- Best Practices for Supporting Workers 50+
- 2020 Vault Top 100 Best Internships | 2020 Women on Boards



### Local Office Workplaces

- Akron, OH\* | Alpharetta, GA | Atlanta | Boca Raton | Boston
- Chicago\* | Cleveland\* | Encino, CA | Kansas City | Los Angeles
- Naperville, IL | Network Solutions | New York\*
- Overland Park, KS | Philadelphia | Phoenix\*
- Plymouth Meeting, PA | Providence\* | San Diego
- San Francisco | San Jose | Tampa Bay\* | Tucson
- Uniontown, OH | Woodstock, GA



### National Health and Wellness

- 2019 Health & Wellness Seal of Approval
- 2019 Healthiest 100 Workplaces in America



### Local Health and Wellness

- Alpharetta, GA | Atlanta | Brentwood, TN | Chicago
- Cleveland | Columbia, MD | Cumberland, MD | Denver
- Dublin, OH | Fairborn, OH | Kansas City | Los Angeles
- Maple Grove, MN | Minneapolis | Naperville, IL
- New York | Overland Park, KS | Philadelphia | Phoenix
- Plymouth Meeting, PA | Providence | San Francisco
- San Jose | South Florida | St. Louis | Woodstock, GA



### Credibility

- Top 100 Retirement Plan Advisers | Top RIA Aggregators
- 2019 Top Defined Contribution Multi-Office Firm

# Adjusted EBITDA Reconciliation

## GAAP RECONCILIATION

### Income from Continuing Operations to Non-GAAP Financial Measures (1)

(In thousands)

	THREE MONTHS ENDED		SIX MONTHS ENDED	
	JUNE 30,		JUNE 30,	
	2020	2019	2020	2019
<b>Income from continuing operations</b>	<b>\$21,479</b>	<b>\$16,614</b>	<b>\$58,341</b>	<b>\$54,179</b>
Interest expense	2,074	1,587	3,193	2,988
Income tax expense	6,607	5,322	20,060	18,935
Gain on sale of operations, net	(57)	(50)	(152)	(547)
Depreciation	2,357	1,859	4,640	4,017
Amortization	3,430	3,458	6,851	6,959
<b>Adjusted EBITDA</b>	<b><u>\$35,890</u></b>	<b><u>\$28,790</u></b>	<b><u>\$92,933</u></b>	<b><u>\$86,531</u></b>

- (1) CBIZ reports its financial results in accordance with GAAP. This table reconciles Non-GAAP financial measures to the nearest GAAP financial measure, "Income from continuing operations". Adjusted EBITDA is not defined by GAAP and should not be regarded as an alternative or replacement to any measurement of performance or cash flow under GAAP. Adjusted EBITDA is commonly used by the Company, its shareholders and debt holders to evaluate, assess, and benchmark the Company's operational results and to provide an additional measure with respect to the Company's ability to meet future debt obligations.

# Adjusted EBITDA Reconciliation

## GAAP RECONCILIATION

### Reconciliation of GAAP Income from Continuing Operations to Adjusted EBITDA (1)

(In thousands)

	Year Ended December 31,				
	2019	2018	2017	2016	2015
Income from continuing operations.....	\$ 71,049	\$ 61,573	\$ 51,032	\$ 40,607	\$ 35,003
Interest expense.....	5,765	6,645	6,675	6,593	8,902
Income tax expense.....	21,840	18,267	23,288	26,399	22,829
Gain on sale of operations, net.....	(417)	(1,025)	(45)	(855)	(84)
Depreciation.....	8,283	6,140	5,274	5,378	5,658
Amortization.....	14,062	17,535	17,787	16,720	14,731
<b>Adjusted EBITDA (2).....</b>	<b>\$ 120,582</b>	<b>\$ 109,135</b>	<b>\$ 104,011</b>	<b>\$ 94,842</b>	<b>\$ 87,039</b>

- (1) CBIZ reports its financial results in accordance with GAAP. This table reconciles Non-GAAP financial measures to the nearest GAAP financial measure, "Income from continuing operations". Adjusted EBITDA is not defined by GAAP and should not be regarded as an alternative or replacement to any measurement of performance or cash flow under GAAP. Adjusted EBITDA is commonly used by the Company, its shareholders and debt holders to evaluate, assess and benchmark the Company's operational results and to provide an additional measure with respect to the Company's ability to meet future debt obligations.

# Adjusted G&A Margin Reconciliation

**GAAP RECONCILIATION**  
**Reconciliation of GAAP Corporate G&A Expenses to Corporate G&A Expenses**  
**Excluding Deferred Compensation Plan (1)**  
*(In thousands)*

	Year Ended December 31,				
	2019	2018	2017	2016	2015
<b>Corporate G&amp;A expenses</b> .....	<b>\$ 44,406</b>	<b>\$ 39,173</b>	<b>\$ 33,295</b>	<b>\$ 36,319</b>	<b>\$ 32,527</b>
Deferred compensation plan (income) / expense (2).....	1,987	(417)	1,172	684	(116)
<b>Corporate G&amp;A expenses excluding deferred compensation plan</b> .....	<b>\$ 42,419</b>	<b>\$ 39,590</b>	<b>\$ 32,123</b>	<b>\$ 35,635</b>	<b>\$ 32,643</b>
Corporate G&A % of revenue.....	4.7%	4.2%	3.9%	4.6%	4.3%
Corporate G&A excluding deferred compensation plan % of revenue.....	4.5%	4.3%	3.8%	4.5%	4.3%

- (1) CBIZ reports its financial results in accordance with GAAP. This table reconciles the nearest GAAP financial measure, "Corporate G&A expenses" to Non-GAAP financial measures.
- (2) CBIZ sponsors a deferred compensation plan, under which a CBIZ employee's compensation deferral is held in a rabbi trust and invested accordingly as directed by the employee. Income and expenses related to the deferred compensation plan are included in "Corporate general and administrative expenses" and are directly offset by deferred compensation gains or losses in "Other (expense) income, net." The deferred compensation plan has no impact on "Income from continuing operations before income tax expense."