
FOURTH QUARTER AND FULL YEAR 2021

INVESTOR PRESENTATION



Your Team.
Local. Trusted. Nationwide.

February 17, 2022



Your Team.

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 fourth quarter of 2021. 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 fourth quarter of 2021.

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.



CBIZ is a leading provider of financial, insurance and advisory services tailored to help our clients and their businesses grow and succeed.



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Your Team.

NATIONAL SCALE

~6,000

Team Members

100+

Offices

32

States

20

Major Markets



NYSE:CBZ

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SERVICES & REVENUE

AS OF YEAR-END 2021. DOES NOT INCLUDE THE MARKS PANETH ACQUISITION EFFECTIVE 1/1/22.

66%

Financial Services

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

30%

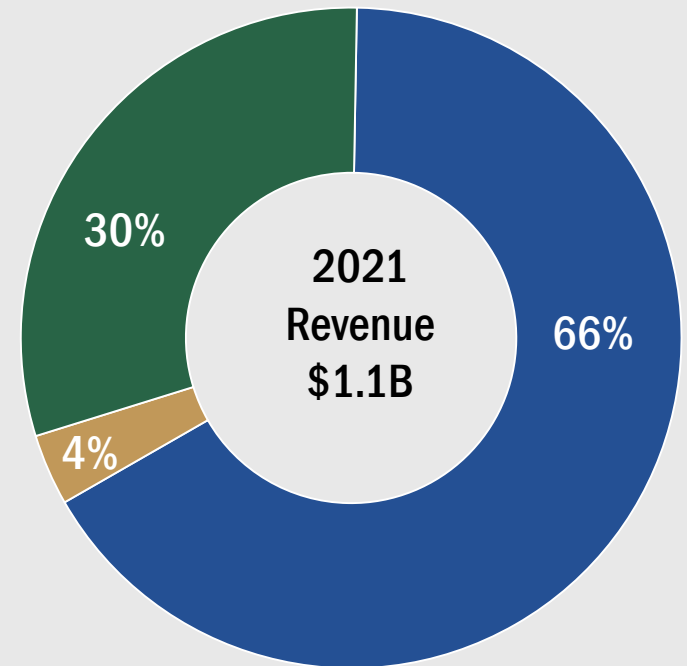
Benefits and Insurance Services

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

4%

National Practices

- Technology Support



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BUSINESS MODEL ATTRIBUTES

ESSENTIAL &
RECURRING
SERVICES



BROAD
GEOGRAPHIC
FOOTPRINT



STRONG &
CONSISTENT
CASH FLOWS



HIGH CLIENT
RETENTION



DIVERSE
CLIENT BASE
Size/Industry



VARIABLE
EXPENSES

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RECURRING REVENUE

~ 70%

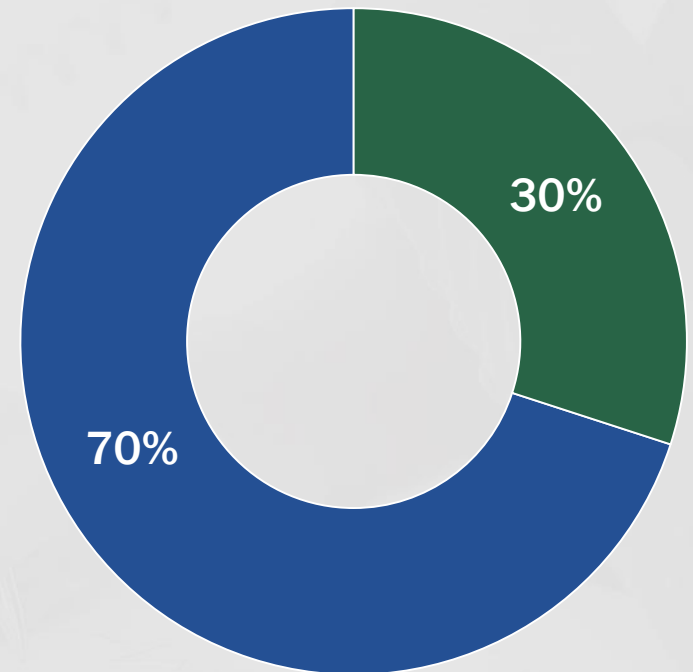
Recurring Services

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

~ 30%

Project-Based Work

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



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OUR CLIENTS

National Resources – Personal Service



82,000+
Total Clients



~48,000
Business Clients



~90%
Client Retention
Rate

We out-local the nationals and out-national the locals.

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FINANCIAL SERVICES

TOP 10

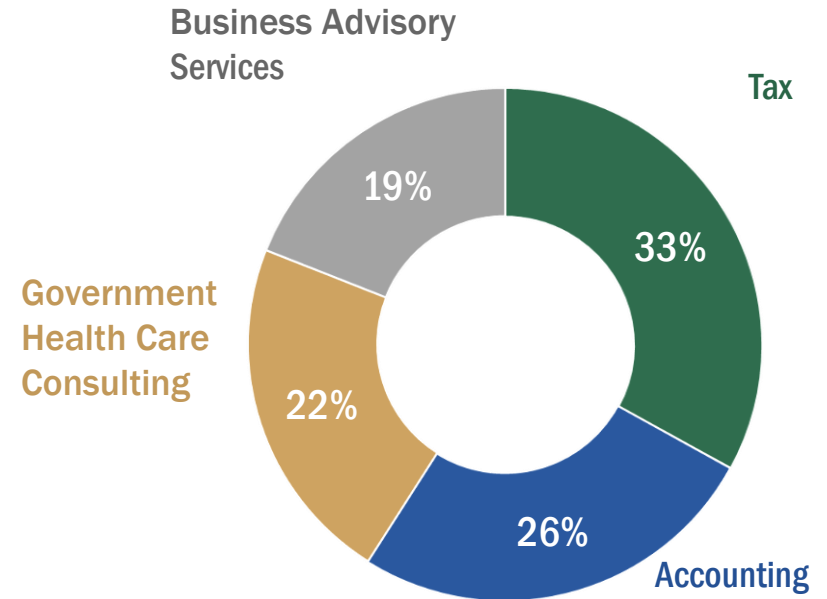
Accounting Provider Nationally 2020
by Accounting Today

TOP 10

Top 50 Accounting Firms 2022
by Vault

TOP

Workplace in Financial Services Industry 2021



2021

Revenue
\$734.0M

Operating Income
\$125.8M

Operating Margin
17.1%

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BENEFITS AND INSURANCE SERVICES

TOP 20

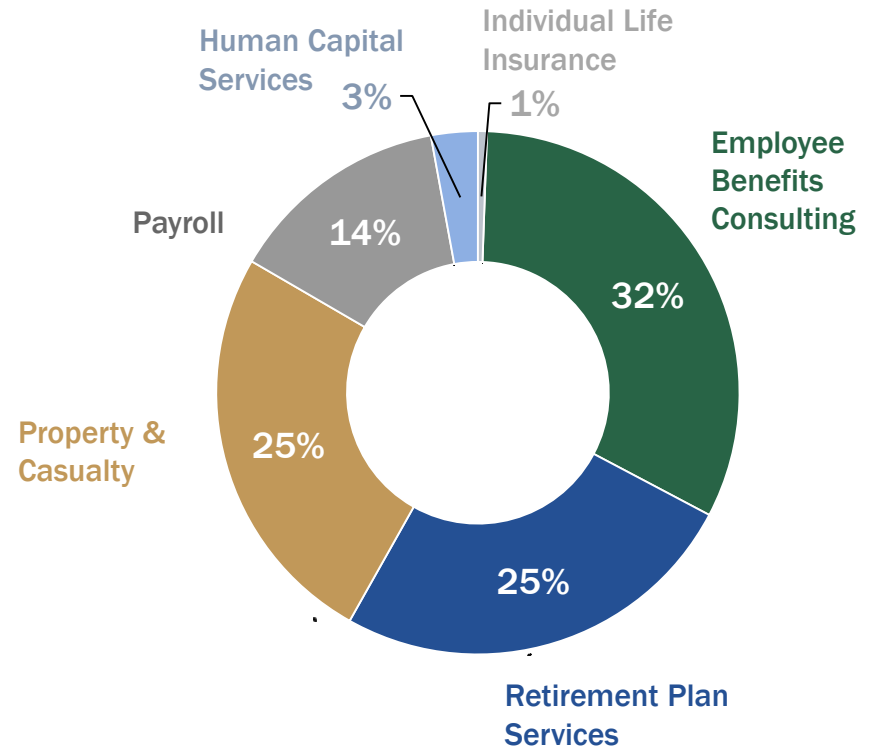
Broker of U.S. Business 2021
by BI Magazine

TOP 100

Retirement Plan Adviser 2021
by PLANADVISER

BEST

Places to Work in Insurance 2021
by BI Magazine



2021

Revenue
\$332.3M

Operating Income
\$60.7M

Operating Margin
18.3%

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OUR CULTURE & RECOGNITION



CEO **ACTION** FOR
DIVERSITY & INCLUSION



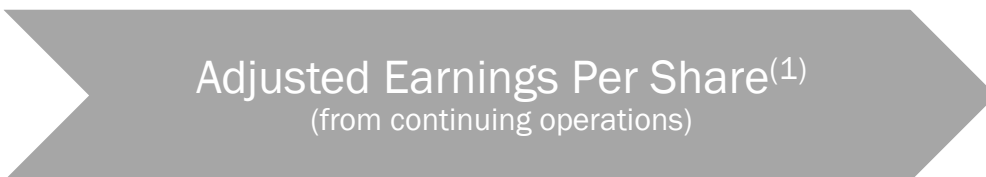
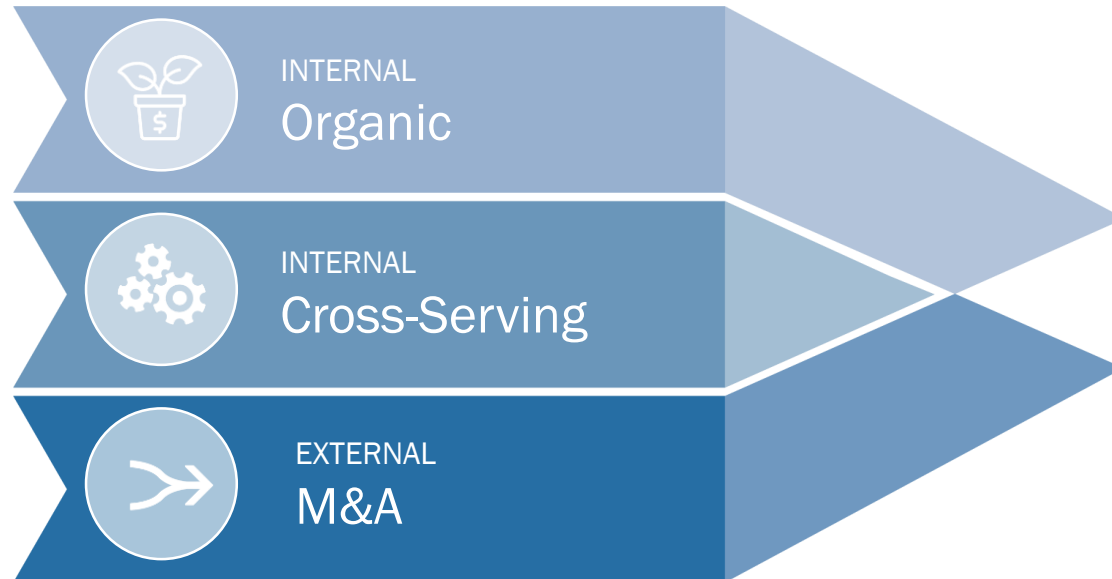

Commitment to Community
including
9 Million+
Lbs. of Food
Donated
since 2009



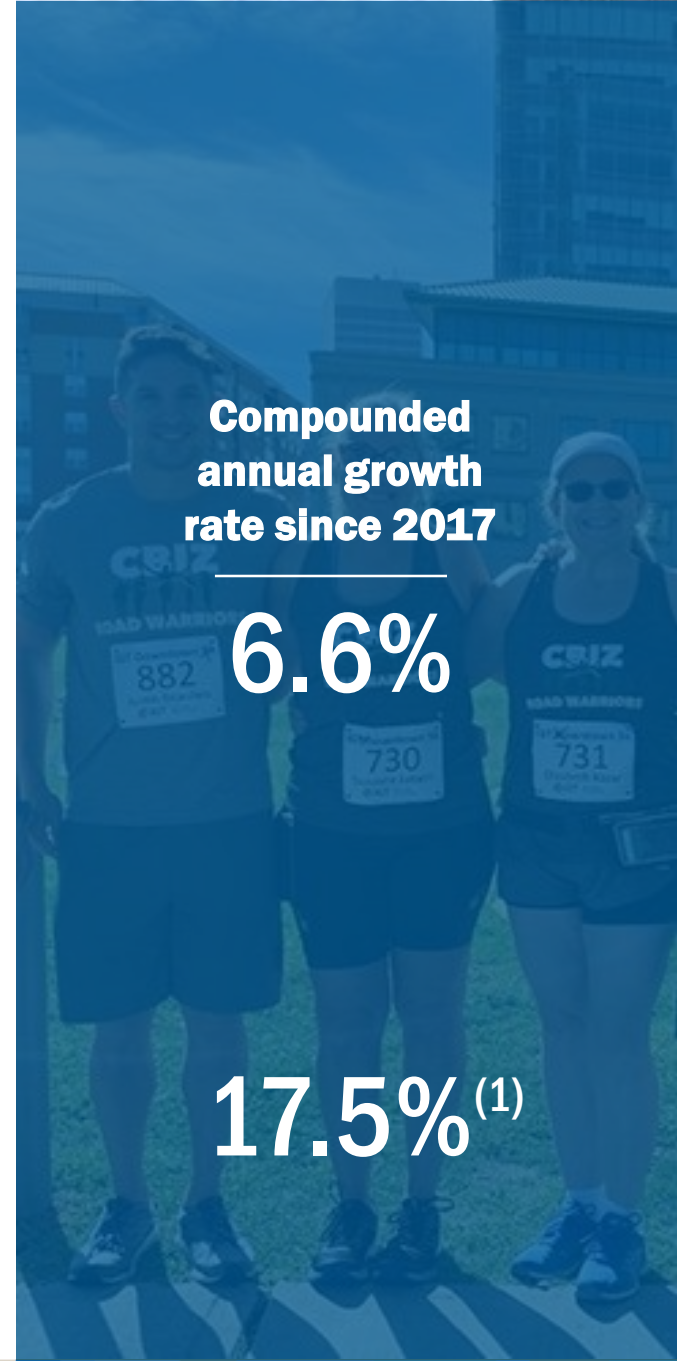
[Corporate Social Responsibility | CBIZ, Inc.](#)

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FOCUS ON GROWTH



(1) See Appendix for GAAP reconciliation.



GROWTH BY ACQUISITION

STRATEGY

- Enter attractive geographic markets
- Strengthen presence in existing market
- Add breadth of service or depth of expertise to our existing offerings
- Expand into higher growth industries and service niches
- Access to top talent
- Immediately accretive

ATTRIBUTES

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

STRUCTURE

- Consideration based on TTM EBITDA
- 50%+ paid up front
- Balance paid on multi-year earnout contingent on achieving reasonable growth targets
- Proceeds paid using a mix of cash and stock

Immediately Accretive to Shareholders

Financial Overview



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KEY FINANCIAL HIGHLIGHTS

	2017	2021	TOTAL GROWTH	CAGR
REVENUE (IN MILLIONS)	\$855.3	\$1,104.9	29.2%	6.6%
PRE-TAX INCOME (IN MILLIONS)	\$74.3	\$93.0	25.2%	5.8%
ADJUSTED PRE-TAX INCOME ⁽¹⁾ (IN MILLIONS)	\$74.3	\$117.2	57.7%	12.1%
PRE-TAX MARGIN	8.7%	8.4%	-30 bps	
ADJUSTED PRE-TAX MARGIN ⁽¹⁾	8.4%	10.6%	+220 bps	
GAAP EPS (FROM CONTINUING OPERATIONS)	\$0.92	\$1.32	43.5%	9.4%
ADJUSTED EPS ⁽¹⁾ (FROM CONTINUING OPERATIONS)	\$0.87	\$1.66	90.8%	17.5%

(1) See Appendix for GAAP reconciliation.

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2021 HIGHLIGHTS & 2022 GUIDANCE

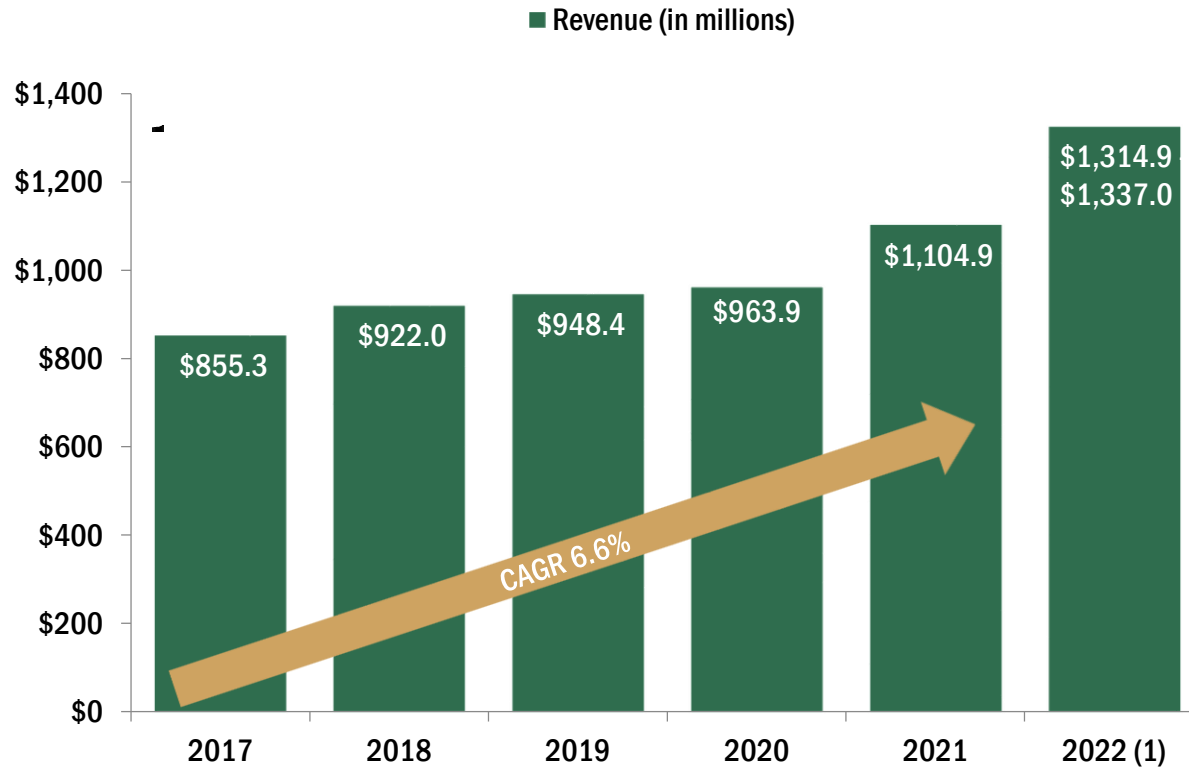
SEGMENT	2021 SAME-UNIT REVENUE GROWTH	2021 TOTAL REVENUE GROWTH	2022 GUIDANCE ⁽¹⁾
FINANCIAL SERVICES	9.3%	16.6%	
BENEFITS AND INSURANCE SERVICES	4.6%	11.6%	
NATIONAL PRACTICES	6.1%	6.1%	
REVENUE	7.7%	14.6%	19% to 21%
GAAP EPS (FROM CONTINUING OPERATIONS)		-7.0%	43% to 46%
ADJUSTED EPS ⁽²⁾ (FROM CONTINUING OPERATIONS)		16.9%	20% to 22%
TAX RATE		23.8%	~25%
SHARE COUNT		53.7M	53.0 to 53.5M

(1) Reflects guidance issued by the Company on February 17, 2022. This guidance speaks only as of this date and this presentation does not constitute confirmation or updating of guidance.

(2) See Appendix for GAAP reconciliation.

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REVENUE

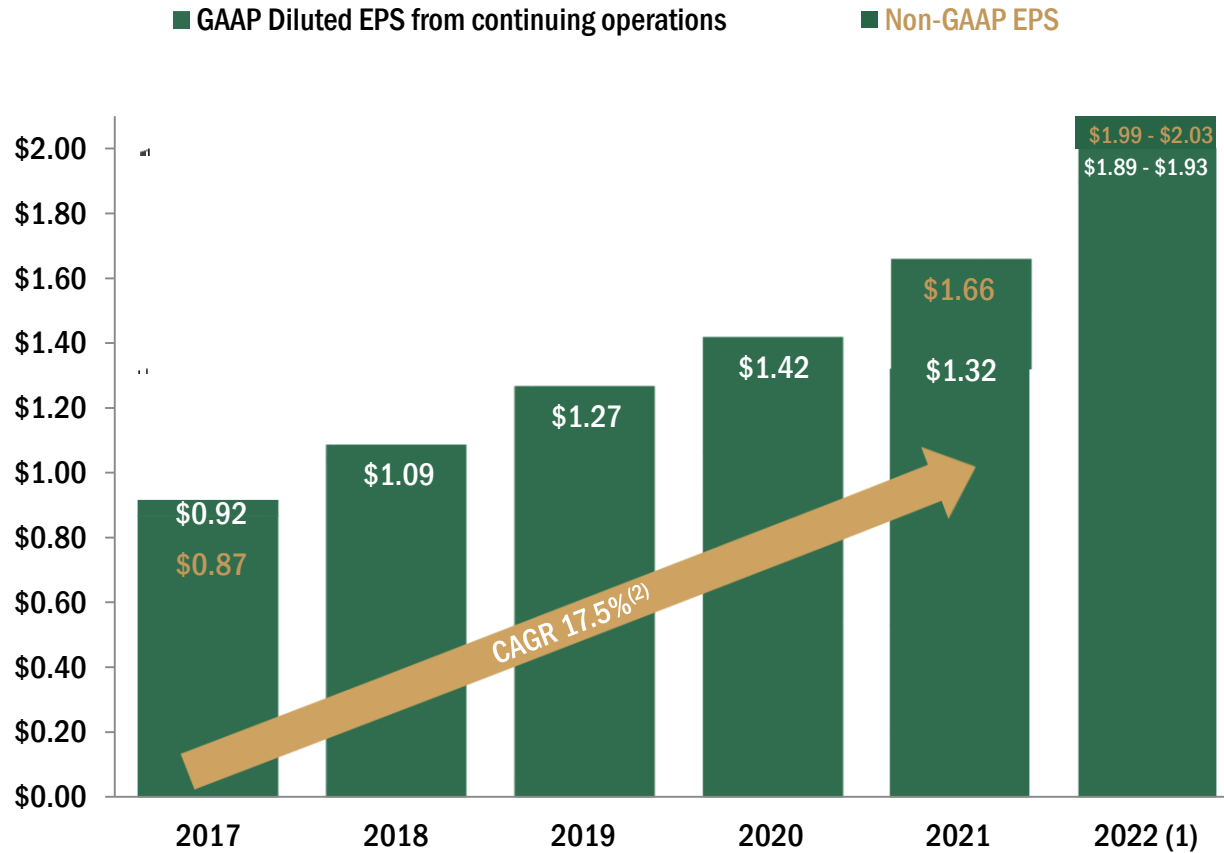


(1) Reflects guidance issued by the Company on February 17, 2022. This guidance speaks only as of this date and this presentation does not constitute confirmation or updating of guidance.

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DILUTED EARNINGS PER SHARE

(from continuing operations)



(1) Reflects guidance issued by the Company on February 17 2022. This guidance speaks only as of this date and this presentation does not constitute confirmation or updating of guidance.

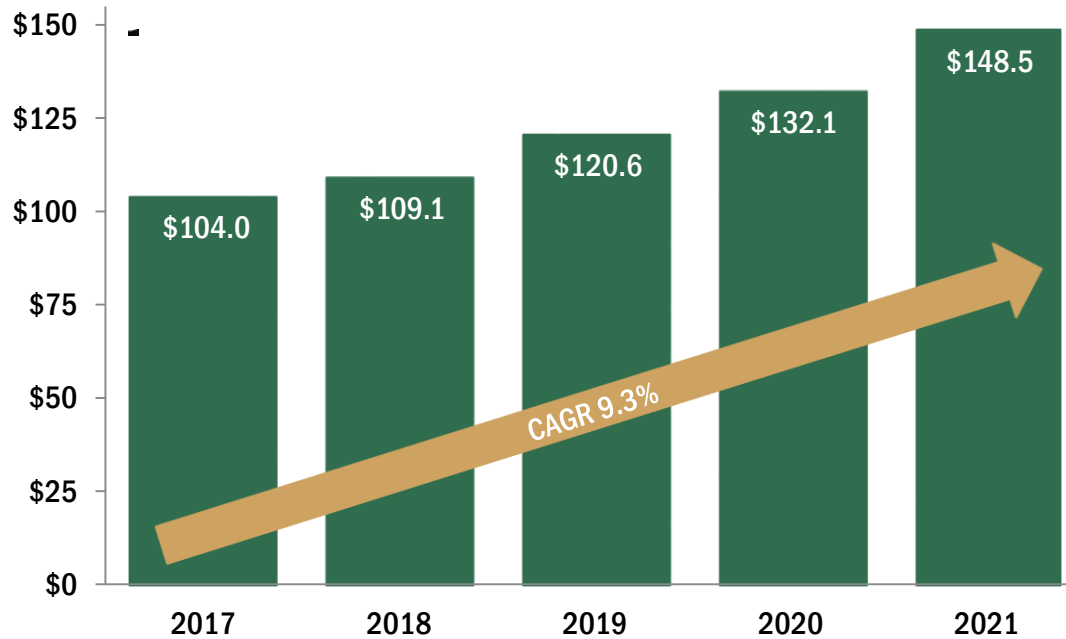
(2) See Appendix for GAAP reconciliation.

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ADJUSTED EBITDA⁽¹⁾

See Appendix for GAAP Reconciliation

■ Adjusted EBITDA (in millions)



Adjusted EBITDA Margin	2017	2018	2019	2020	2021
	12.2%	11.8%	12.7%	13.7%	13.4%

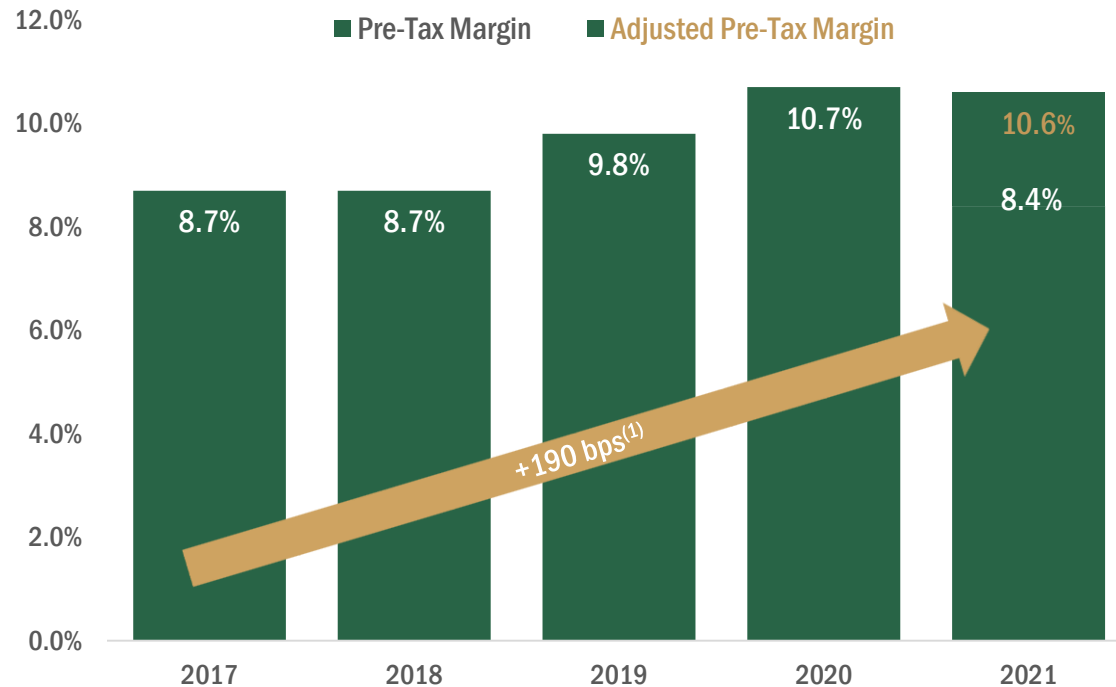
(1) See Appendix for GAAP reconciliation.

CAPITAL STRUCTURE

	STRATEGIC ACQUISITIONS <ul style="list-style-type: none"> • Focused on high-growth opportunities • Typically complete three to five annually 	SHARE REPURCHASES <ul style="list-style-type: none"> • Strategic approach • Neutralize impact of newly issued shares 	CAPEX <ul style="list-style-type: none"> • Facility improvements • Office equipment 	DEBT LEVERAGE <ul style="list-style-type: none"> • Strong cash flow from operations • \$400M unsecured credit facility
2021	\$83.0M	\$99.4M	\$9.0M	1.5X
2020	\$88.8M	\$58.5M	\$11.7M	0.8X
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	1.9X

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PRE-TAX OPERATING LEVERAGE⁽¹⁾



Goal: Pre-tax income margin improvement of 20 to 50 bps per year

(1) See Appendix for GAAP reconciliation.

INVESTMENT HIGHLIGHTS

OPERATIONAL LEVERAGE

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

FINANCIAL ATTRIBUTES

- Strong balance sheet
- Strong and consistent cash flow
- Credit facility provides flexible source of funds
- 90%+ client retention rates
- 70% recurring revenue
- 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
- 2017 – 2021 Revenue Growth CAGR: 6.6%
- 2017 – 2021 EPS Growth CAGR: 9.4%
- 2017 – 2021 Adjusted EPS Growth CAGR: 17.5%⁽¹⁾

(1) See Appendix for GAAP reconciliation.

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FINANCIAL GOALS

2022 Guidance⁽¹⁾

19% TO 21%
REVENUE GROWTH

GAAP EPS GROWTH: 43% to 46%
ADJUSTED EPS GROWTH: 20% TO 22%

CONTINUED STRONG
CASH FLOW

Long-Term Goals - Beyond 2022



(1) Reflects guidance issued by the Company on February 17, 2021. This guidance speaks only as of this date and this presentation does not constitute confirmation or updating of guidance.

Appendix



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93 Workplace Awards in 2021



Local Office Workplaces

- Akron
- Alpharetta, GA*
- Atlanta*
- Boca Raton*
- Boise
- Boston
- Brentwood, TN
- Chicago*
- Cleveland, OH
- Columbia, MD
- Delray Beach, FL*
- Denver*
- East Windsor, NJ
- Encino, CA
- Greenwood Village, CO*
- Indianapolis
- Irvine, CA
- Lawrenceville, NJ
- Los Angeles
- Minneapolis
- Naperville, IL*
- Nashville
- New York City*
- Owings Mills, MD
- Oxnard, CA
- Philadelphia
- Phoenix*
- Pleasant Hill, CA*
- Providence*
- Salt Lake City
- San Diego*
- San Francisco*
- San Jose*
- San Luis Obispo, CA
- Seattle
- Solon, OH
- St. Petersburg*
- Tampa
- Tucson*
- Uniontown, OH
- Walnut Creek, CA*
- Westlake, OH
- Woodstock, GA*



National Wellbeing

- 2021 Best and Brightest Companies in Wellness
- 2021 Top Workplaces USA – Employee Wellbeing

National Workplaces

- 2021 America's Best Mid-Size Employers
- 2021 Best Places to Work in Insurance
- 2021 Herbert Riley Corporate Citizen Award
- 2021 Top 101 Best & Brightest Companies in the Nation
- 2021 Top Entry Level Employer
- 2021 Top Intern Employer
- 2021 Top Workplaces USA - Appreciation, Clued-In Leaders, Employee Value Proposition, Empowering Employees, Financial Services Industry, Formal Training, Professional Development and Work Life Flexibility
- 2021 U.S. Insurance Awards – Community Outreach Project of the Year



Local Wellbeing

- Akron, OH
- Alpharetta, GA
- Atlanta
- Austin, TX
- Boca Raton
- Boston
- Brentwood, TN
- Chicago
- Cleveland, OH
- Cleveland, TN
- Dallas
- Delray Beach, FL
- Denver
- Dublin, OH
- Fairborn, OH
- High Point, NC
- Houston
- Irvine, CA
- Kansas City*
- Knoxville, TN
- Lawrenceville, NJ
- Los Angeles
- Memphis
- Midland, TX
- Minneapolis
- Murfreesboro, TN
- Naperville, IL
- New Providence, NJ
- New York City
- Overland Park, KS*
- Palm Beach Gardens, FL
- Philadelphia
- Phoenix
- Providence
- San Antonio, TX
- San Diego
- Solon, OH
- St. Louis
- Uniontown, OH
- Westlake, OH
- Woodstock, GA



Certifications & Rankings

- 2021 Great Place to Work Certification
- 2021 Top 100 Brokers List
- 2021 Top 100 Firms
- 2022 Vault Accounting 50
- 2021 & 2022 America's Best Tax Firms
- 2021 & 2022 America's Best Accounting Firms
- 2022 Vault Most Prestigious Accounting Firms
- 2022 Vault Best Accounting Firms for Audit & Assurance**
- 2022 Vault Best Accounting Firms for Forensic Accounting
- 2022 Vault Best Accounting Firms for Tax Accounting
- 2022 Vault Top 100 Best Internships
- 2022 Vault Best Accounting Internships
- 2022 Best Internships for Quality of Life, Training & Mentoring and Real-Life Experience
- Barron's 2021 Top 50 Institutional Consulting Teams



*Indicates multi-award winner

**MHM is an independent CPA firm providing audit, review and attest services, and works closely with CBIZ, a business consulting, tax and financial services provider.

ADJUSTED EPS RECONCILIATION

Reconciliation of GAAP Income from Continuing Operations and Earnings Per Diluted Share (1)

(In thousands, except per share data)

	Year Ended December 31,									
	2021	EPS	2020	EPS	2019	EPS	2018	EPS	2017	EPS
Income from continuing operations	\$ 70,911	\$1.32	\$78,347	\$1.42	\$71,049	\$1.27	\$61,573	\$1.09	\$51,032	\$0.92
Adjustment										
Gain on sale of operations, net	(6,311)	(0.12)	-	-	-	-	-	-	-	-
Legal settlement, net	30,468	0.57	-	-	-	-	-	-	-	-
Impact of tax reform	-	-	-	-	-	-	-	-	(2,487)	(0.05)
Income tax effect related to adjustments	(5,746)	(0.11)	-	-	-	-	-	-	-	-
Adjusted income from continuing operations	<u>\$ 89,322</u>	<u>\$1.66</u>	<u>\$78,347</u>	<u>\$1.42</u>	<u>\$71,049</u>	<u>\$1.27</u>	<u>\$61,573</u>	<u>\$1.09</u>	<u>\$48,545</u>	<u>\$0.87</u>
Diluted weighed average common shares outstanding	53,723		55,359		55,895		56,487		55,689	

(1) CBIZ reports its financial results in accordance with GAAP. This table reconciles Adjusted Income and Adjusted EPS to the most directly comparable GAAP financial measures, "Income from continuing operations" and "Diluted earnings per share from continuing operations." Adjusted Income and Adjusted EPS are not defined by GAAP and should not be regarded as an alternative or replacement to any measurement of performance under GAAP. Adjusted Income and Adjusted EPS, which excludes significant non-operating related gains and losses, are used by the Company for its shareholders and debt holders as a performance measure to valuate, assess and benchmark the Company's operational results.

ADJUSTED PRE-TAX INCOME AND MARGIN RECONCILIATION

GAAP RECONCILIATION

Pre-tax Income to Adjusted Pre-tax Income⁽¹⁾

(In thousands)

	TWELVE MONTHS ENDED	
	DECEMBER 31, 2021	
	Amounts	% of Revenue
Income from continuing operations before income tax expense	\$ 93,040	8.4%
Adjustments:		
Gain on sale of operations, net	(6,311)	-0.6%
Legal settlement, net	30,468	2.8%
Adjusted income from continuing operations before income tax expense	\$ 117,197	10.6%

- (1) CBIZ reports its financial results in accordance with GAAP. This table reconciles Adjusted income from continuing operations before income tax expense (Adjusted Pre-tax Income) to the most directly comparable GAAP financial measures, "Income from continuing operations before income tax expense" (Pre-tax Income) . Adjusted Pre-tax Income is not defined by GAAP and should not be regarded as an alternative or replacement to any measurement of performance under GAAP. Adjusted Pre-tax Income, which excludes significant one-time non-recurring gains and losses, are used by the Company for its shareholders and debt holders as a performance measure to evaluate, assess and benchmark the Company's operational results.

ADJUSTED EPS RECONCILIATION

GAAP RECONCILIATION

Income and Diluted Earnings Per Share ("EPS") from Continuing Operations to Adjusted Income and EPS⁽¹⁾

(In thousands)

	THREE MONTHS ENDED		TWELVE MONTHS ENDED	
	DECEMBER 31, 2021		DECEMBER 31, 2021	
	Amounts	EPS	Amounts	EPS
Income from continuing operations	\$ (9,613)	\$ (0.19)	\$ 70,911	\$ 1.32
Adjustments:				
Gain on sale of operations, net	-	-	(6,311)	(0.12)
Legal settlement, net	-	-	30,468	0.57
Income tax effect related to adjustments	-	-	(5,746)	(0.11)
Adjusted income from continuing operations	\$ (9,613)	\$ (0.19)	\$ 89,322	\$ 1.66

- (1) CBIZ reports its financial results in accordance with GAAP. This table reconciles Adjusted Income and Adjusted EPS to the most directly comparable GAAP financial measures, "Income from continuing operations" and "Diluted earnings per share from continuing operations." Adjusted Income and Adjusted EPS are not defined by GAAP and should not be regarded as an alternative or replacement to any measurement of performance under GAAP. Adjusted Income and Adjusted EPS, which excludes significant non-operating related gains and losses, are used by the Company for its shareholders and debt holders as a performance measure to evaluate, assess and benchmark the Company's operational results.

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ADJUSTED EPS GUIDANCE RECONCILIATION

GAAP RECONCILIATION

Full Year 2022 EPS from Continuing Operations Guidance to Full Year 2022 Adjusted Diluted EPS

(In thousands)

	Full Year 2022 Guidance	
	Low	High
Diluted EPS - GAAP Guidance	\$ 1.89	\$ 1.93
Integration cost related to Marks Paneth	0.10	0.10
Adjusted income from continuing operations	\$ 1.99	\$ 2.03
GAAP EPS for 2021	\$ 1.32	\$ 1.32
Adjusted Diluted EPS for 2021	\$ 1.66	\$ 1.66
GAAP Diluted EPS Range	43%	46%
Adjusted Diluted EPS Range	20%	22%

ADJUSTED EBITDA RECONCILIATION

GAAP RECONCILIATION

Income from Continuing Operations to Adjusted EBITDA⁽¹⁾

(In thousands)

	THREE MONTHS ENDED		TWELVE MONTHS ENDED	
	DECEMBER 31, 2021		DECEMBER 31, 2021	
	2021	2020	2021	2020
Income from continuing operations	\$ (9,613)	\$ (90)	\$ 70,911	\$ 78,347
Interest expense	1,016	816	3,868	4,983
Income tax expense	(3,971)	(1,979)	22,129	25,141
Loss (gain) on sale of operations, net	390	587	(5,995)	509
Legal settlement, net	-	-	30,468	-
Depreciation	2,771	2,516	10,781	9,568
Amortization	4,386	3,346	16,297	13,571
Adjusted EBITDA	\$ (5,021)	\$ 5,196	\$ 148,459	\$ 132,119

- (1) CBIZ reports its financial results in accordance with GAAP. This table reconciles Adjusted EBITDA to the most directly comparable 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 under GAAP. Adjusted EBITDA is commonly used by the Company, its shareholders and debt holders as a performance measurement to evaluate, assess and benchmark the Company's operational results.

ADJUSTED EBITDA RECONCILIATION

GAAP RECONCILIATION

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

(In thousands)

	Year Ended December 31,				
	2021	2020	2019	2018	2017
Income from continuing operations	\$ 70,911	\$ 78,347	\$ 71,049	\$ 61,573	\$ 51,032
Interest expense.....	3,868	4,983	5,765	6,645	6,675
Income tax expense.....	22,129	25,141	21,840	18,267	23,288
Loss (gain) on sale of operations, net.....	(5,995)	509	(417)	(1,025)	(45)
Legal settlement, net.....	30,468	-	-	-	-
Depreciation.....	10,781	9,568	8,283	6,140	5,274
Amortization.....	16,297	13,571	14,062	17,535	17,787
Adjusted EBITDA (2)	\$148,459	\$132,119	\$120,582	\$109,135	\$104,011

(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.