

HUDSON GLOBAL

CL King 2012 Best Ideas Conference

September 13, 2012

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FORWARD LOOKING STATEMENT

Please be advised that except for historical information, the comments made during this presentation and in these slides constitute forward-looking statements under applicable securities laws. Such forward-looking statements involve certain risks and uncertainties, including statements regarding the company's strategic direction, prospects and future results. Certain factors, including factors outside of our control, may cause actual results to differ materially from those contained in the forward-looking statements, including the impact of global economic fluctuations, the ability of clients to terminate their relationship with the company at any time, competition in the company's markets, risks related to international operations, including foreign currency fluctuations, the ability to implement the company's cost reduction initiatives effectively and the other risks discussed in our filings made with the Securities and Exchange Commission. These forward-looking statements speak only as of the date of this presentation. The company assumes no obligation, and expressly disclaims any obligation, to review or confirm analysts' expectations or estimates or to update any forward-looking statements, whether as a result of new information, future events or otherwise.

A LEADING GLOBAL TALENT SOLUTIONS COMPANY

LEADERSHIP AND SPECIALIST RECRUITMENT

- Permanent and contract recruitment

eDISCOVERY AND PROJECT SOLUTIONS

- Legal eDiscovery and specialized contracting solutions

RECRUITMENT PROCESS OUTSOURCING (RPO)

- Permanent and contingent workforce solutions
- Hybrid internal and outsourced solutions

TALENT MANAGEMENT

- Assessment and selection
- Outplacement and career management services

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LEADING POSITION IN MORE THAN HALF OF THE KEY MARKETS WE SERVE

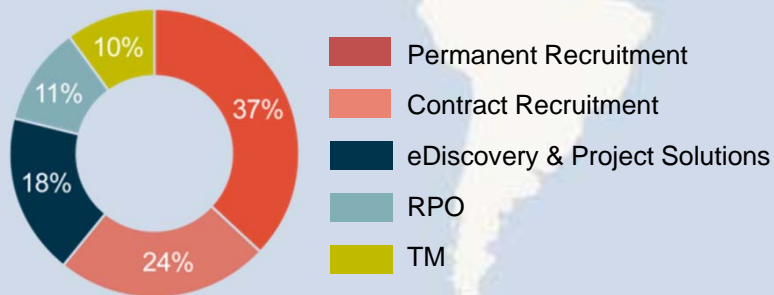
21 countries

2,000+ Professionals
Serving **6,000** Clients

Americas
14%*

Europe
44%*

APAC
42%*

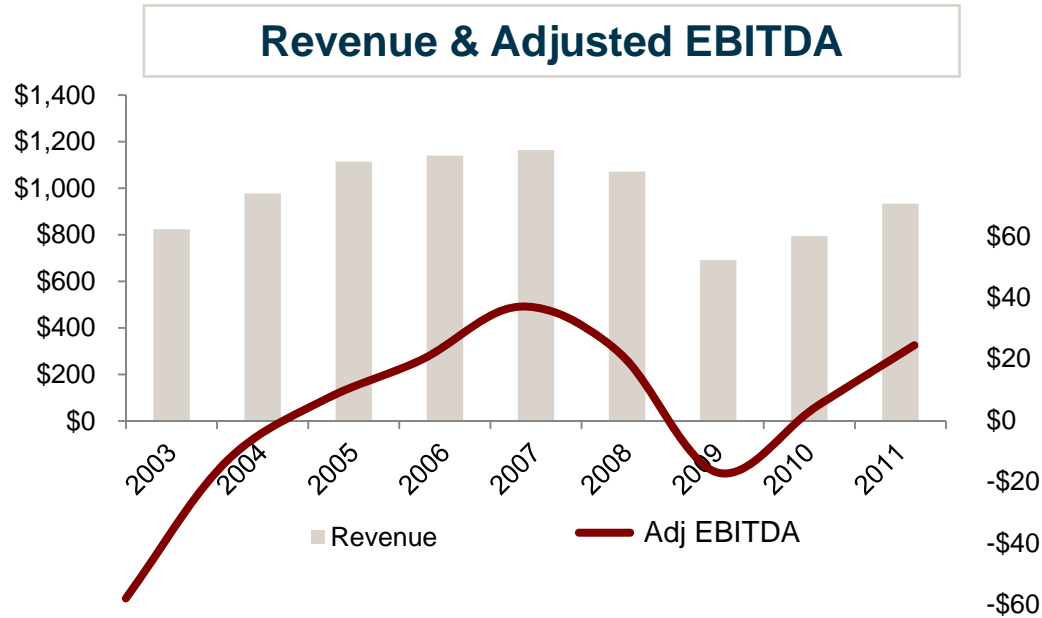


16,000 permanent
placements per year;
managing **5,800**
Contractors per day

** Based on 2011 GM*

HUDSON 2003 – 2011 A BRIEF HISTORY

\$US in Millions



1997 - 2001
Formed through
67 acquisitions
by parent

2003
Spun off from
Monster
Worldwide

2008 - 2009
Revenue
impacted,
downsizing
in recession

2010 - 2011
Growth in
recovery

2003-2011
Rationalization of component businesses



A NEW VISION TO UNLEASH THE VALUE OF HUDSON

A world-class global provider of talent solutions, delivering the highest quality service to clients and candidates



FOUR KEY INITIATIVES TO EXECUTE OUR VISION

REAP THE VALUE OF OUR GLOBAL BUSINESS

- Global leadership team
- Global practices
- Centers of excellence
- Front and back office efficiencies

ATTRACT, DEVELOP AND RETAIN THE RIGHT PEOPLE FOR US

- Consistent and superior people practices
- Compensation aligned with value creation
- Comprehensive training and development
- Workforce engagement

FOCUS ON SELECTED CLIENTS AND SERVICES IN THE MARKET

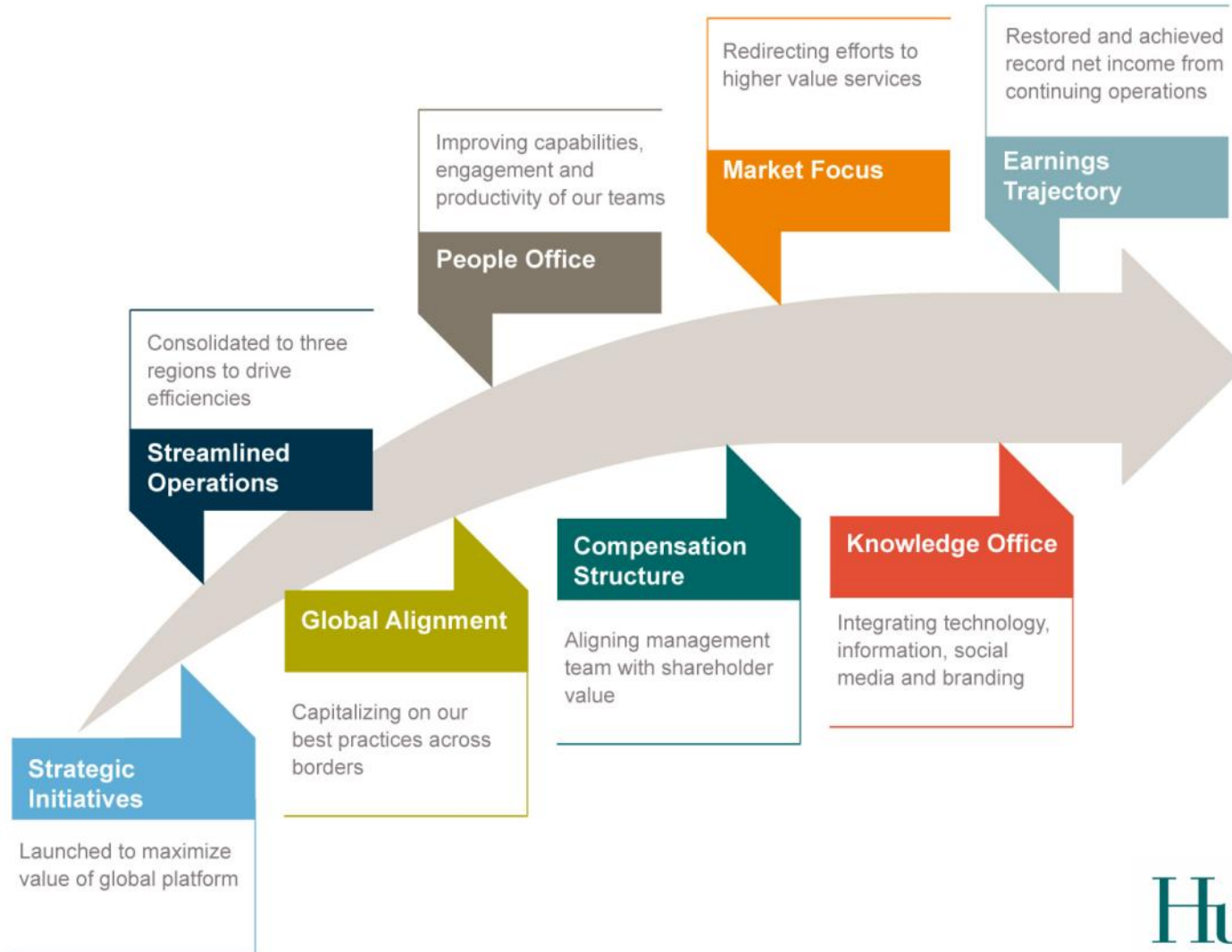
- Targeted client segmentation
- Tailored delivery models
- Superior client service
- Talent Management proprietary tools

CREATE A COMPELLING DIGITAL PRESENCE

- Client and candidate optimized web sites
- CRM-driven leads and conversion
- Social media proficiency
- Employee engagement through digital platforms

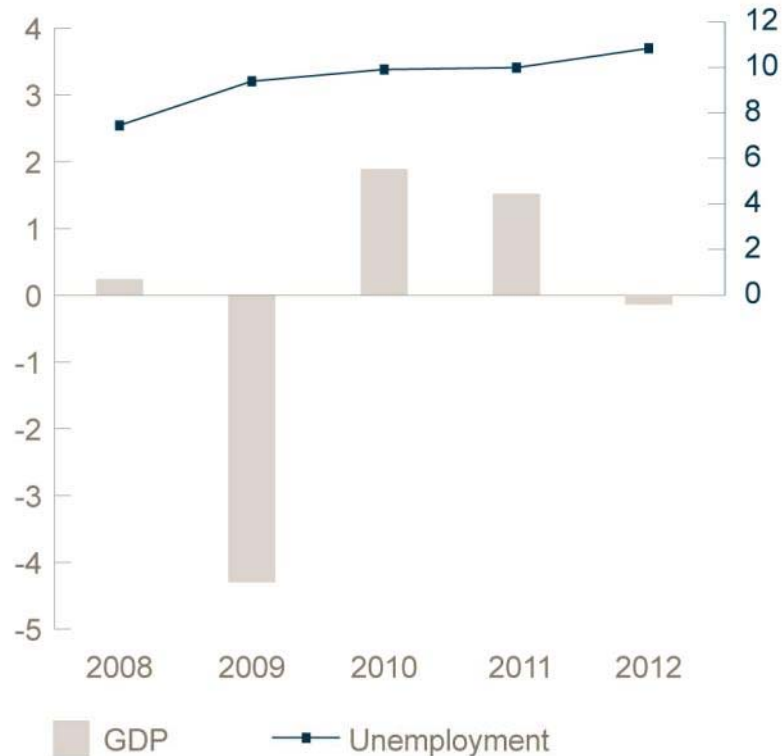
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2011 WAS A CORNERSTONE YEAR



ECONOMIC CONDITIONS DETERIORATED IN 2012

GDP growth evaporated in Europe, raising unemployment and causing ripples worldwide



Source: OECD Economic Outlook No. 91, May 2012

Global economy expanding by just 2.8% in 2012, slowest rate since the end of 2009

That sinking feeling

World GDP*, % change on a year earlier



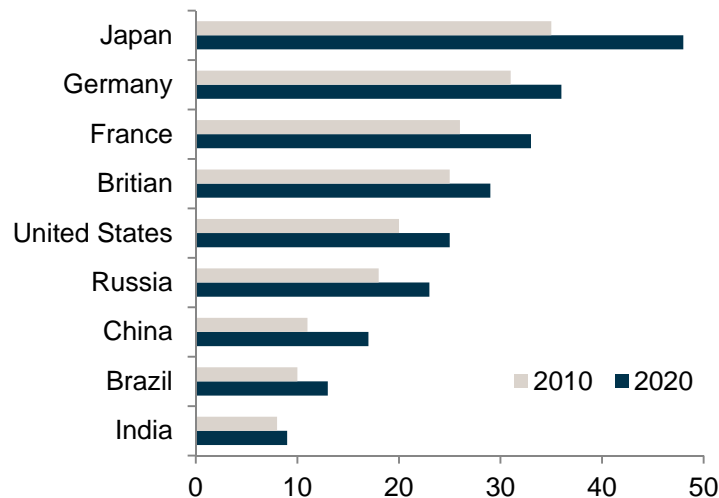
* Estimates based on 54 countries representing 90% of world GDP. Weighted by GDP at purchasing-power parity.

Source: The Economist

STILL, STRONG LONG-TERM OUTLOOK FOR TALENT SERVICES

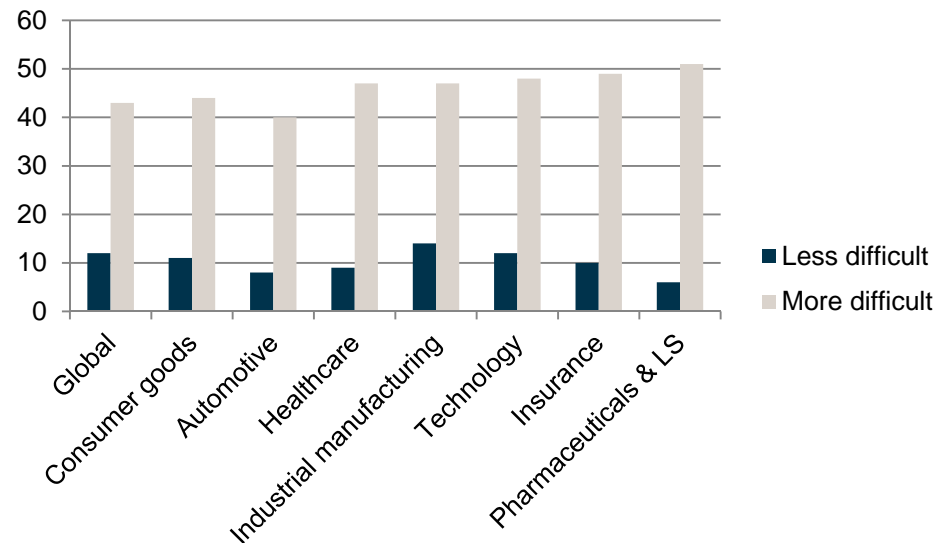
Global labor force is rapidly aging

Percent of workforce aged 65 and over



Demand for complex skill mix presents hiring challenges

CEO rating of hiring difficulty to previous year



Current downturn is an opportunity to accelerate the implementation of our vision

Sources:
 The Economist, September 10, 2011, UN population division
 PwC 15th Annual Global CEO Survey 2012

ACCELERATING OUR VISION IN 2012

Strengthening the foundation

- Focusing on growth markets and services
- Investing in high performing businesses
- Adapting to current economic environment
- Leveraging global platform for efficiencies
- Building high employee engagement

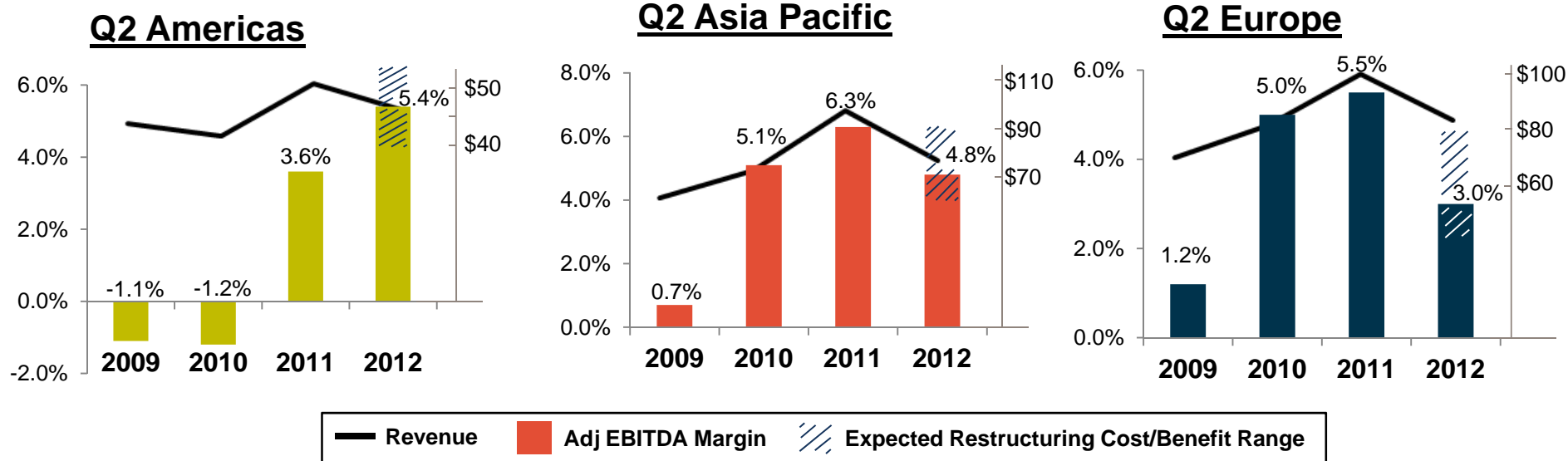
Reshaping our business

- Deployed key leaders into high potential markets and practices
- Eliminated management layers
- Moved to shared services
- Streamlined business models to match marketplace needs
- Aligned front and back office processes

Reduction of 8% of the workforce – Charge of \$8-10M in 2012
Anticipated annual savings of \$16-20M

ACTIONS WILL HELP RECOVER EARNINGS TRAJECTORY

Q2 Regional Revenue and Adjusted EBITDA Margin, \$US in Millions

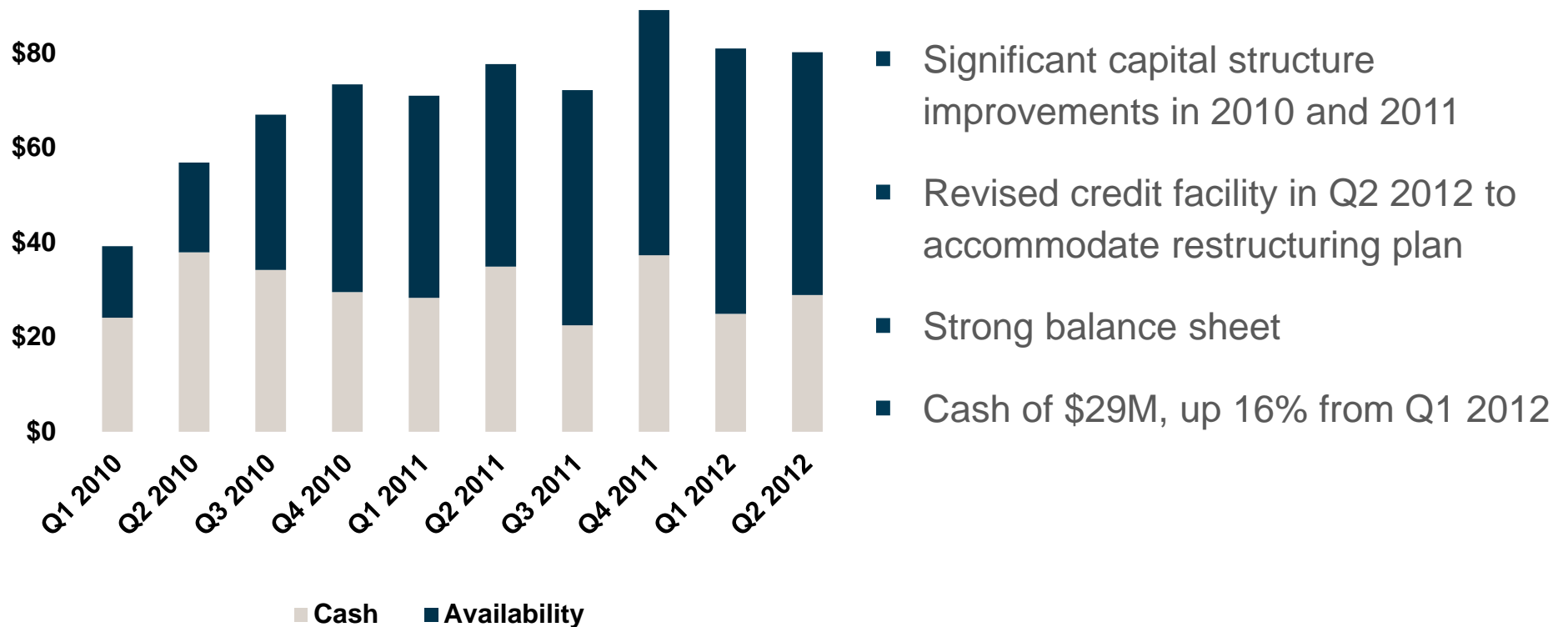


- In a modest 2011 recovery, we grew revenue 17.5%
- Actions taken in 2012 improved our return on revenue
- European restructuring actions take longer to execute
- Now positioned to better capture the upside of the recovery

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GROWING LIQUIDITY PROVIDES FLEXIBILITY

\$US in Millions



HUDSON - IN SUMMARY

- Skills shortages create a strong long-term outlook for talent solutions providers
- Our global platform and market leading positions provide the core for success
- Our new strategy strengthens our foundation and establishes a roadmap for unleashing the full value of our business
- 2012 actions bring substantial progress towards recovering our earnings trajectory
- Growing liquidity and a strong balance sheet provide significant flexibility

Hudson is well positioned to exit the downturn in a stronger competitive position

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APPENDIX

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AMERICAS | ASIA PACIFIC | EUROPE | MIDDLE EAST
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EBITDA RECONCILIATION, FULL YEAR

\$US in Millions

	2003	2004	2005	2006	2007	2008	2009	2010	2011
Revenue	\$ 824.4	\$ 977.8	\$ 1,114.4	\$ 1,146.8	\$ 1,170.1	\$ 1,079.1	\$ 691.1	\$ 794.5	\$ 933.7
Gross margin	\$ 309.8	\$ 367.9	\$ 419.7	\$ 444.2	\$ 496.4	\$ 455.0	\$ 260.5	\$ 298.6	\$ 354.3
Adjusted EBITDA (loss)	\$ (57.5)	\$ (13.8)	\$ 6.5	\$ 21.6	\$ 42.3	\$ 22.3	\$ (17.2)	\$ 4.3	\$ 24.4
Acquisition related expenses	\$ -	\$ -	\$ -	\$ 1.7	\$ 5.3	\$ -	\$ -	\$ -	\$ -
Business reorg and expenses	18.7	1.2	0.5	6.0	3.6	11.2	18.2	1.7	0.7
Goodwill and other impairment charges	195.4	-	-	-	-	67.2	1.5	-	-
Non-operating expenses (income)	-	1.8	0.4	(1.4)	(3.4)	(3.3)	(1.4)	(3.9)	0.0
EBITDA (loss)	\$ (271.6)	\$ (16.8)	\$ 5.6	\$ 15.3	\$ 36.8	\$ (52.8)	\$ (35.5)	\$ 6.5	\$ 23.6
Depreciation and amortization	16.2	17.5	16.3	19.5	14.4	14.7	12.5	8.2	6.3
Interest expense (income)	0.3	0.1	1.8	1.7	(0.6)	(1.1)	0.7	1.3	1.1
Provision for (benefit from) income taxes	12.0	0.5	4.0	3.0	17.5	6.7	(5.8)	1.5	5.3
Loss (income) from disc ops, net of taxes	32.4	(4.7)	(16.7)	(29.3)	(9.5)	1.2	(2.3)	0.2	-
Net income (loss)	\$ (332.5)	\$ (30.3)	\$ 0.2	\$ 20.4	\$ 15.0	\$ (74.3)	\$ (40.6)	\$ (4.7)	\$ 10.9

EBITDA is a non-GAAP measure defined as earnings before interest, income taxes, depreciation and amortization. Adjusted EBITDA is a non-GAAP measure defined as earnings before interest, income taxes, depreciation and amortization, non-operating income, goodwill and other impairment charges, business reorganization expenses and acquisition-related expenses.

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EBITDA RECONCILIATION, 2012

\$US in Millions

	Hudson				Total		Hudson				Total
	Americas	Asia Pacific	Europe	Corp			Americas	Asia Pacific	Europe	Corp	
Q1 2012											
Revenue	\$ 45.2	\$ 74.3	\$ 81.2	\$ -	\$ 200.6	Revenue	\$ 45.5	\$ 76.9	\$ 82.4	\$ -	\$ 204.8
Gross margin	\$ 11.8	\$ 29.3	\$ 32.1	\$ -	\$ 73.2	Gross margin	\$ 12.4	\$ 31.9	\$ 32.8	\$ -	\$ 77.1
Adjusted EBITDA (loss)	\$ 0.3	\$ 2.1	\$ 1.4	\$ (4.8)	\$ (0.9)	Adjusted EBITDA (loss)	\$ 2.5	\$ 3.7	\$ 2.4	\$ (4.9)	\$ 3.7
Business reorg expenses	-	0.1	0.7	0.1	0.9	Business reorg expenses	0.7	1.0	3.1	0.2	5.1
Office integration expense	-	0.3	-	-	0.3	Office integration expense	-	0.2	-	-	0.2
Non-operating expenses (income)	0.7	1.7	1.8	(4.3)	-	Non-operating expenses (income)	0.9	1.9	1.6	(4.1)	0.4
EBITDA (Loss)	\$ (0.5)	\$ -	\$ (1.1)	\$ (0.6)	\$ (2.2)	EBITDA (Loss)	\$ 0.8	\$ 0.6	\$ (2.3)	\$ (1.0)	\$ (1.9)
Depreciation and amortization					1.5	Depreciation and amortization					1.6
Interest expense (income)					0.2	Interest expense (income)					0.2
Provision for (benefit from) income taxes					(0.6)	Provision for (benefit from) income taxes					(4.1)
Loss (income) from disc ops, net of taxes					-	Loss (income) from disc ops, net of taxes					-
Net income (loss)					\$ (3.2)	Net income (loss)					\$ 0.4

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EBITDA RECONCILIATION, 2012

\$US in Millions

Q1 2011	Hudson				Total
	Americas	Asia Pacific	Europe	Corp	
Revenue	\$ 45.8	\$ 79.0	\$ 93.7	\$ -	\$ 218.5
Gross margin	\$ 10.4	\$ 31.9	\$ 38.9	\$ -	\$ 81.2
Adjusted EBITDA (loss)	\$ 0.2	\$ 3.2	\$ 4.1	\$ (5.1)	\$ 2.4
Acquisition related expenses	-	-	-	-	-
Business reorg expenses	-	-	0.4	-	0.4
Goodwill and other impairment charges	-	-	-	-	-
Non-operating expenses (income)	0.6	1.1	1.6	(3.8)	(0.5)
EBITDA (Loss)	\$ (0.4)	\$ 2.0	\$ 2.2	\$ (1.3)	\$ 2.5
Depreciation and amortization					1.6
Interest expense (income)					0.2
Provision for (benefit from) income taxes					0.7
Loss (income) from disc ops, net of taxes					-
Net income (loss)					\$ -

Q3 2011	Hudson				Total
	Americas	Asia Pacific	Europe	Corp	
Revenue	\$ 47.7	\$ 100.6	\$ 96.8	\$ -	\$ 245.1
Gross margin	\$ 13.7	\$ 41.2	\$ 38.1	\$ -	\$ 93.0
Adjusted EBITDA (loss)	\$ 2.0	\$ 7.1	\$ 3.9	\$ (5.2)	\$ 7.7
Acquisition related expenses	-	-	-	-	-
Business reorg expenses	-	-	-	-	-
Goodwill and other impairment charges	-	-	-	-	-
Non-operating expenses (income)	0.5	1.8	1.9	(4.0)	0.2
EBITDA (Loss)	\$ 1.5	\$ 5.2	\$ 2.0	\$ (1.3)	\$ 7.4
Depreciation and amortization					1.5
Interest expense (income)					0.3
Provision for (benefit from) income taxes					2.2
Loss (income) from disc ops, net of taxes					-
Net income (loss)					\$ 3.4

Q2 2011	Hudson				Total
	Americas	Asia Pacific	Europe	Corp	
Revenue	\$ 50.9	\$ 96.3	\$ 100.2	\$ -	\$ 247.4
Gross margin	\$ 13.0	\$ 40.2	\$ 42.2	\$ -	\$ 95.5
Adjusted EBITDA (loss)	\$ 1.8	\$ 6.1	\$ 5.5	\$ (5.4)	\$ 8.1
Acquisition related expenses	-	-	-	-	-
Business reorg expenses	-	-	0.4	-	0.4
Goodwill and other impairment charges	-	-	-	-	-
Non-operating expenses (income)	0.7	2.3	2.4	(5.5)	-
EBITDA (Loss)	\$ 1.2	\$ 3.8	\$ 2.7	\$ (0.0)	\$ 7.7
Depreciation and amortization					1.6
Interest expense (income)					0.4
Provision for (benefit from) income taxes					1.4
Loss (income) from disc ops, net of taxes					-
Net income (loss)					\$ 4.2

Q4 2011	Hudson				Total
	Americas	Asia Pacific	Europe	Corp	
Revenue	\$ 47.8	\$ 83.2	\$ 91.8	\$ -	\$ 222.7
Gross margin	\$ 13.7	\$ 33.6	\$ 37.3	\$ -	\$ 84.6
Adjusted EBITDA (loss)	\$ 2.4	\$ 5.0	\$ 3.0	\$ (4.1)	\$ 6.3
Acquisition related expenses	-	-	-	-	-
Business reorg expenses	-	-	-	-	-
Goodwill and other impairment charges	-	-	-	-	-
Non-operating expenses (income)	1.2	1.8	1.9	(4.6)	0.3
EBITDA (Loss)	\$ 1.2	\$ 3.1	\$ 1.1	\$ 0.5	\$ 6.0
Depreciation and amortization					1.5
Interest expense (income)					0.2
Provision for (benefit from) income taxes					1.0
Loss (income) from disc ops, net of taxes					-
Net income (loss)					\$ 3.3

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CONSTANT CURRENCY RECONCILIATION

\$US in Thousands

	Three Months Ended June 30,			
	2012	2011		
	As reported	As reported	Currency translation	Constant currency
Revenue:				
Hudson Americas	\$ 45,487	\$ 50,912	\$ (19)	\$ 50,893
Hudson Asia Pacific	76,926	96,275	(4,038)	92,237
Hudson Europe	82,425	100,191	(5,554)	94,637
Total	<u>\$ 204,838</u>	<u>\$ 247,378</u>	<u>\$ (9,611)</u>	<u>\$ 237,767</u>
Gross margin:				
Hudson Americas	\$ 12,359	\$ 13,021	\$ (19)	\$ 13,002
Hudson Asia Pacific	31,901	40,218	(1,477)	38,741
Hudson Europe	32,808	42,228	(2,952)	39,276
Total	<u>\$ 77,068</u>	<u>\$ 95,467</u>	<u>\$ (4,448)</u>	<u>\$ 91,019</u>
SG&A and other non-operating income (expense):				
Hudson Americas	\$ 10,846	\$ 11,856	\$ (24)	\$ 11,832
Hudson Asia Pacific	30,263	36,361	(1,220)	35,141
Hudson Europe	31,979	39,149	(2,790)	36,359
Corporate	816	44	(2)	42
Total	<u>\$ 73,904</u>	<u>\$ 87,410</u>	<u>\$ (4,036)</u>	<u>\$ 83,374</u>
Business reorganization expenses:				
Hudson Americas	\$ 749	\$ -	\$ -	\$ -
Hudson Asia Pacific	1,007	-	-	-
Hudson Europe	3,149	396	(15)	381
Corporate	185	-	-	-
Total	<u>\$ 5,090</u>	<u>\$ 396</u>	<u>\$ (15)</u>	<u>\$ 381</u>
EBITDA (loss):				
Hudson Americas	\$ 758	\$ 1,160	\$ 3	\$ 1,163
Hudson Asia Pacific	622	3,810	(260)	3,550
Hudson Europe	(2,305)	2,735	(149)	2,586
Corporate	(1,001)	(44)	5	(39)
Total	<u>\$ (1,926)</u>	<u>\$ 7,661</u>	<u>\$ (401)</u>	<u>\$ 7,260</u>

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