# UNITED STATES SECURITIES AND EXCHANGE COMMISSION

**WASHINGTON, DC 20549** 

FORM 8-K	

#### **CURRENT REPORT**

# PURSUANT TO SECTION 13 OR 15(D) OF THE SECURITIES EXCHANGE ACT OF 1934

Date of report (Date of earliest event reported): July 22, 2015

# TRUEBLUE, INC.

(Exact Name of Registrant as Specified in Its Charter)

Washington (State or Other Jurisdiction of Incorporation)

001-14543 (Commission File Number) 91-1287341 (IRS Employer Identification No.)

1015 A Street, Tacoma, Washington (Address of Principal Executive Offices)

98402 (Zip Code)

(253) 383-9101 (Registrant's Telephone Number, Including Area Code)

Not Applicable

(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if	the Form 8-K filing is intended to	simultaneously satisfy the fi	iling obligation of the registra	nt under any of the following provision	ıs
(see General Instruction A.2. below):					

	Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
	Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
	Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
	Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
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#### Item 2.02. Results of Operations and Financial Condition.

On July 22, 2015, TrueBlue, Inc. (the "Company") issued a press release (the "Press Release") reporting its financial results for thesecond quarter ended June 26, 2015, and revenue and earnings guidance for the third quarter of 2015, a copy of which is attached hereto as Exhibit 99.1 and the contents of which are incorporated herein by this reference. Also attached to this report as Exhibit 99.2 is a slide presentation relating to the financial results for the second quarter ended June 26, 2015 (the "Earnings Results Presentation"), which will be discussed by management of the Company on a live conference call at 2:00 p.m. Pacific Time (5:00 p.m. Eastern Time) on Wednesday, July 22, 2015. The Earnings Results Presentation is also available on the Company's website, www.trueblue.com.

In accordance with General Instruction B.2. of Form 8-K, the information contained above in this report (including the Press Release and the Earnings Results Presentation) shall not be deemed "Filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that section, nor shall the Press Release or the Earnings Results Presentation be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, except as shall be expressly set forth by specific reference in such a filing. This report will not be deemed a determination or an admission as to the materiality of any information in the report that is required to be disclosed solely by Regulation FD.

#### Item 7.01. Regulation FD Disclosure.

We are also attaching our Q3 2015 Investor Presentation (the "Investor Presentation") to this report as Exhibit 99.3, which we will reference in our Q2 2015 earnings results discussion and which may be used in future investor conferences. The Investor Presentation is also available on the Company's website, www.trueblue.com.

In accordance with General Instruction B.2. of Form 8-K, the information contained above in this report (including the Investor Presentation) shall not be deemed "Filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that section, nor shall the Investor Presentation be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, except as shall be expressly set forth by specific reference in such a filing. This report will not be deemed a determination or an admission as to the materiality of any information in the report that is required to be disclosed solely by Regulation FD.

#### Item 9.01. Financial Statements and Exhibits.

#### (d) Exhibits

- 99.1 Press Release of the Company dated July 22, 2015
- 99.2 Earnings Results Presentation
- 99.3 Investor Presentation

## SIGNATURE

authorized.  TRUEBLUE, INC. (Registrant)  Date: July 22, 2015  By: /s/ Derrek L. Gafford	Derrek L. Gafford
TRUEBLUE, INC.	By: /s/ Derrek L. Gafford
autnorized.	,
Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereu	irrements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly

**Chief Financial Officer and Executive Vice President** 

# TRUEBLUE REPORTS RECORD SECOND QUARTER 2015 RESULTS Revenue and Adjusted Net Income per Share Growth of Nearly 40 Percent

**TACOMA, WA-July 22, 2015** --TrueBlue, Inc. (NYSE:TBI) announced today that revenue for the second quarter of 2015 was \$628 million, an increase of 38 percent, compared to revenue of \$453 million for the second quarter of 2014. Adjusted net income per share\* for the second quarter of 2015 was \$0.45, up from \$0.32 a year ago, an increase of 39 percent. Adjusted EBITDA\* for the second quarter of 2015 was \$36.7 million compared to \$25.2 million a year ago, an increase of 46 percent.

"During the quarter, we saw solid demand for both our legacy staffing and acquired brands," said TrueBlue CEO Steve Cooper. "The addition of Staff Management | SMX, PeopleScout and HRX has grown TrueBlue's client list by providing customers with workforce management and recruiting process outsourcing (RPO) solutions with worldwide capabilities."

Cooper expressed confidence that the company's staffing, workforce management and RPO businesses, combined with its acquisition strategy, have placed TrueBlue in position to drive strong revenue growth.

"We are seeing the benefits of our strategic acquisitions, which are complementing the demand for our core business," Cooper said. "The end of the second quarter marked the one-year anniversary of the acquisition of Seaton, and as we look back at it a year later, we are extremely pleased with every aspect of the acquisition. PeopleScout, Staff Management | SMX and HRX met all performance expectations while adding top talent and expanding our technological capabilities."

For the third quarter of 2015, the company estimates revenue in the range of \$658 million to \$673 million and adjusted net income per share of \$0.52 to \$0.58.

Management will discuss second quarter 2015 results on a conference call at 2 p.m. PT (5 p.m. ET), today, Wednesday, July 22. The conference call can be accessed on TrueBlue's web site: <a href="www.trueblue.com">www.trueblue.com</a>.

\*See the financial statements accompanying the release for more information on non-GAAP terms.

#### **About TrueBlue**

TrueBlue (NYSE: TBI) is a leading provider of specialized workforce solutions, helping clients improve growth and performance by providing staffing, workforce management, and recruitment process outsourcing solutions. The company's specialized workforce solutions meet clients' needs for a reliable, efficient workforce in a wide variety of industries. TrueBlue connects as many as 750,000 people to work each year. Learn more at <a href="https://www.trueblue.com">www.trueblue.com</a>.

#### Forward-looking Statements

This document contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as "may," "will," "should," "expects," "intends," "projects," "plans," "believes," "estimates," "targets," "anticipates," and similar expressions are used to identify these forward-looking statements. Examples of forward-looking statements include statements relating to our future financial condition and operating results, as well as any other statement that does not directly relate to any historical or current fact. Forward-looking statements are based on our current expectations and assumptions, which may not prove to be accurate. These statements are not guarantees and are subject to risks, uncertainties, and changes in circumstances that are difficult to predict. Many factors could cause actual results to differ materially and adversely from these forward-looking statements. Examples of such factors can be found in our reports filed with the SEC, including the information under the heading 'Risk Factors' in our Annual Report on Form 10-K for the fiscal year ended Dec. 26, 2014. Any forward-looking statement speaks only as of the date on which it is made, and we assume no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by law.

Contacts: Derrek Gafford, EVP & CFO 253-680-8214

# TRUEBLUE, INC. SUMMARY CONSOLIDATED STATEMENTS OF OPERATIONS

(Unaudited, in thousands, except per share data)

	13 Weeks Ended			26 Weeks Ended				
	Ju	ne 26, 2015	Ju	ne 27, 2014	J	une 26, 2015	Jı	ine 27, 2014
Revenue from services	\$	627,714	\$	453,227	\$	1,201,029	\$	849,290
Cost of services		475,748		333,644		919,227		630,148
Gross profit		151,966		119,583		281,802		219,142
Selling, general and administrative expenses		117,859		96,354		229,452		188,336
Depreciation and amortization		10,397		5,247		20,917		10,408
Income from operations		23,710		17,982		31,433		20,398
Interest and other income (expense), net		(202)		450		(736)		794
Income before tax expense		23,508		18,432		30,697		21,192
Income tax expense		6,235		2,350		7,708		3,453
Net income	\$	17,273	\$	16,082	\$	22,989	\$	17,739
Net income per common share:								
Basic	\$	0.42	\$	0.39	\$	0.56	\$	0.44
Diluted	\$	0.42	\$	0.39	\$	0.55	\$	0.43
Weighted average shares outstanding:								
Basic		41,240		40,739		41,135		40,655
Diluted		41,475		40,969		41,472		40,934

# TRUEBLUE, INC. SELECTED FINANCIAL DATA

(Unaudited, in thousands)

| 13 Weeks Ended | June 26, 2015 | June 27, 2014 |
| TrueBlue | Seaton (1) | Total Company | Legacy TrueBlue | Legacy Tr

	Legacy	TrueBlue	Seaton (1)	To	tal Company	Lega	cy TrueBlue
Revenue from services	\$	459,707	\$ 168,007	\$	627,714	\$	453,227
Adjusted EBITDA (2)		29,188	7,550		36,738		25,217

- (1) Seaton was acquired effective June 30, 2014. Therefore, the comparative prior year amounts are not presented.
- (2) Adjusted EBITDA is a non-GAAP financial measure. Adjusted EBITDA excludes from net income, interest, taxes, depreciation and amortization, and non-recurring costs related to the purchase, integration, reorganization, and shutdown activities related to acquisitions. See reconciliation of GAAP Net income to Adjusted EBITDA below.
- (3) Commencing with the third quarter of 2015 we will anniversary the Seaton acquisition and accordingly, will discontinue presenting selected financial data for legacy TrueBlue and Seaton and commence presenting comparative selected segment financial data.

# TRUEBLUE, INC. SEGMENT DATA

(Unaudited, in thousands)

	13	3 Weeks Ended
		June 26, 2015
Revenue from services		
Staffing Services	\$	601,103
Managed Services		26,611
Total Company	<u>\$</u>	627,714
EBITDA (1)		
Staffing Services	\$	38,834
Managed Services		4,326
		43,160
Corporate unallocated		(6,422)
Adjusted EBITDA (1)		36,738
Non-recurring one-time costs (2)		(2,631)
		34,107
Depreciation and amortization		10,397
Interest expense, net		202
Income before tax expense	\$	23,508

(1) EBITDA and Adjusted EBITDA are non-GAAP financial measures. EBITDA excludes interest, taxes, depreciation and amortization from net income. Adjusted EBITDA further excludes from EBITDA non-recurring costs related to the purchase, integration, reorganization and shutdown activities related to acquisitions. EBITDA and Adjusted EBITDA are key measures used by management in evaluating performance. EBITDA and Adjusted EBITDA should not be considered measures of financial performance in isolation or as an alternative to Income from operations in the Consolidated Statements of Operations in accordance with GAAP, and, as presented, may not be comparable to similarly titled measures of other companies.

(2) Non-recurring acquisition and integration costs include the acquisition and integration of Seaton, which was completed on June 30, 2014, the first business day of our third quarter of fiscal 2014.

# TRUEBLUE, INC. SUMMARY CONSOLIDATED BALANCE SHEETS

(Unaudited, in thousands)

	June 26, 2015	Dec	ember 26, 201
Assets			
Current assets:			
Cash and cash equivalents	\$ 21,288	\$	19,666
Marketable securities			1,500
Accounts receivable, net	324,021		359,903
Other current assets	28,376		34,738
Total current assets	373,685		415,807
Property and equipment, net	56,805		61,392
Restricted cash and investments	164,673		168,426
Other assets, net	412,814		421,046
Total assets	\$ 1,007,977	\$	1,066,671
Liabilities and shareholders' equity			
Current liabilities	\$ 192,116	\$	187,230
Long-term debt, less current portion	99,750		199,383
Other long-term liabilities	219,675		210,724
Total liabilities	511,541		597,337
Shareholders' equity	496,436		469,334
Total liabilities and shareholders' equity	\$ 1,007,977	\$	1,066,671

# TRUEBLUE, INC. CONSOLIDATED STATEMENTS OF CASH FLOWS (Unaudited, in thousands)

Other operating activities         678         (54)           Changes in operating assets and liabilities:         31,906         (15,180)           Accounts receivable         5,035         3,647           Income taxes         5,035         3,647           Other assets         1,474         (66)           Accounts payable and other accrued expenses         5,919         (566)           Accrued wages and benefits         2,603         5,291           Workers' compensation claims reserve         4,463         (792)           Other liabilities         2,506         1,310           Net cash provided by operating activities         2,506         1,310           Cash flows from investing activities         -         (25,057)           Cash and maturities of marketable securities         7,459         (6,113)           Purchases of marketable securities         1,500         36,175           Sales and maturities of marketable securities         8,227         19,007           Purchases of restricted investments         1,250         (18,106)           Autirities of restricted investments         1,259         (18,106)           Act cash provided by (used in) investing activities         3,187         1,349           Cash flows from financing activities		Twenty-six	weeks ended
Net income         \$ 22,98         \$ 17,739           Adjustments to reconcile net income to net cash from operating activities:         20,917         0,408           Provision for doubtful accounts         3,976         6,286           Stock-based compensation         1,15,57         4,988           Deferred income taxes         (1,537)         4,688           Other operating activities         678         5,54           Changes in operating assets and liabilities:         31,906         (5,180)           Income taxes         1,174         (66           Accounts receivable         1,174         (66           Other assets         5,915         5,667           Accounts payable and other accrued expenses         5,919         (566           Accounts payable and other accrued expenses         5,919         (566           Accounts payable and other accrued expenses         5,919         (566           Accounts provided by operating activities         2,603         5,291           Workers' compensation claims reserve         4,463         (702           Other liabilities         2,505         1,310           Net cash provided by operating activities         7,459         (6,113           Purchases of marketable securities         1,500         <		June 26, 2015	June 27, 2014
Adjustments to reconcile net income to net cash from operating activities:         20,917         10,408           Provision for doubtful accounts         3,976         6,286           Stock-based compensation         5,769         4,987           Deferred income taxes         (1,537)         (4,088)           Other operating activities         678         65           Changes in operating assets and liabilities:         31,906         (1,518)           Income taxes         5,035         3,647           Other assets         1,474         (66           Accounts receivable         1,474         (66           Accounts payable and other accrued expenses         5,919         (566)           Accounts payable and other accrued expenses         5,919         (506)           Other	Cash flows from operating activities:		
Depreciation and amortization         20,917         10,408           Provision for doubtful accounts         3,76         6,236           Stock-based compensation         5,76         4,987           Deferred income taxes         (1,537)         (4,088)           Other operating activities         678         (54           Changes in operating assets and liabilities:         31,906         (15,180)           Accounts receivable         5,035         3,647           Other assets         5,015         (56           Accounts payable and other accrued expenses         5,919         (566           Accounts payable and benefits         2,003         5,291           Workers' compensation claims reserve         4,463         (792           Other liabilities         2,206         1,310           Net cash provided by operating activities         2,506         1,310           Net cash provided by operating activities         7,504         7,620           Cash flows from investing activities         7,504         7,202           Cash flows from investing activities         1,500         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         7,504         7,2	Net income	\$ 22,989	\$ 17,739
Provision for doubtful accounts         3,976         6,286           Stock-based compensation         5,769         4,987           Deferred income taxes         (1,537)         (4,088)           Other operating activities         678         (54           Changes in operating assets and liabilities:         31,906         (15,180)           Accounts receivable         31,906         (15,180)           Income taxes         5,035         3,647           Other assets         1,474         (66)           Accounts payable and other accrued expenses         5,919         (566)           Accrued wages and benefits         2,603         5,919         (566)           Accrued wages and benefits         2,606         1,310           Workers' compensation claims reserve         4,463         (792)           Workers compensation reserve         4,463         (792)           Other liabilities         2,506         1,310           Net cash provided by operating activities         106,698         28,922           Cash flows from investing activities         7,459         (6,113           Purchases of marketable securities         1,500         36,175           Sales and maturities of marketable securities         1,500         36,175	Adjustments to reconcile net income to net cash from operating activities:		
Stock-based compensation         5,769         4,987           Deferred income taxes         (1,537)         (4,088)           Other operating activities         678         654           Changes in operating assets and liabilities:         31,906         (15,180)           Accounts receivable         31,906         (15,180)           Income taxes         5,035         3,647           Other assets         1,474         (666)           Accounts payable and other accrued expenses         5,919         (566)           Accounts quees and benefits         2,603         5,291           Workers' compensation claims reserve         4,463         (792)           Other liabilities         2,506         1,310           Net cash provided by operating activities:         106,698         28,922           Cash flows from investing activities:         7         (7,459)         (6,113)           Purchases of marketable securities         1,500         36,175           Sales and muturities of marketable securities         1,200         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         3,249         1,310           Maturities of restricted investments         3	Depreciation and amortization	20,917	10,408
Deferred income taxes         (1,537)         (4,088)           Other operating activities         678         (54)           Changes in operating assets and liabilities:         31,906         (15,180)           Accounts receivable         31,906         (15,180)           Income taxes         5,035         3,647           Other assets         5,919         (566)           Accounts payable and other accrued expenses         2,603         5,291           Accounts payable and other accrued expenses         4,463         (792)           Other liabilities         2,506         1,310           Nct cash provided by operating activities         2,506         1,310           Cash flows from investing activities:         2         (6,13)           Capital expenditures         (7,459)         (6,113)           Purchases of marketable securities         1,500         36,175           Sales and maturities of marketable securities         1,500         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         (3	Provision for doubtful accounts	3,976	6,286
Other operating activities         678         (54)           Changes in operating assets and liabilities:         31,906         (15,180)           Accounts receivable         5,035         3,647           Income taxes         5,035         3,647           Other assets         1,474         (66)           Accounts payable and other accrued expenses         5,919         (566)           Accrued wages and benefits         2,603         5,291           Workers' compensation claims reserve         4,463         (792)           Other liabilities         2,506         1,310           Net cash provided by operating activities         2,506         1,310           Cash flows from investing activities         -         (25,057)           Cash and maturities of marketable securities         7,459         (6,113)           Purchases of marketable securities         1,500         36,175           Sales and maturities of marketable securities         8,227         19,007           Purchases of restricted investments         1,250         (18,106)           Autirities of restricted investments         1,259         (18,106)           Act cash provided by (used in) investing activities         3,187         1,349           Cash flows from financing activities	Stock-based compensation	5,769	4,987
Changes in operating assets and liabilities:       31,906       (15,180)         Accounts receivable       31,906       (15,180)         Income taxes       5,035       3,647         Other assets       1,474       (66         Accounts payable and other accrued expenses       5,919       (566)         Accrued wages and benefits       2,603       5,291         Workers' compensation claims reserve       4,463       (792)         Other liabilities       2,506       1,310         Net cash provided by operating activities:	Deferred income taxes	(1,537)	(4,088)
Accounts receivable         31,906         (15,180)           Income taxes         5,035         3,647           Other assets         1,474         (66)           Accounts payable and other accrued expenses         5,919         (566)           Accrued wages and benefits         2,603         5,291           Workers' compensation claims reserve         4,463         (792)           Other liabilities         2,506         1,310           Net eash provided by operating activities         8,292           Cash flows from investing activities         -         (25,057)           Cash qualities         7,459         (6,113)           Purchases of marketable securities         -         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted ash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         3,187         1,318           One cash provided by (used in) investing activities         3,187         1,349           Cash flows from financing activities         837         1,349           Chat provided by (used in) investing activities         837         1,	Other operating activities	678	(54)
Accounts receivable         31,906         (15,180)           Income taxes         5,035         3,647           Other assets         1,474         (66)           Accounts payable and other accrued expenses         5,919         (566)           Accrued wages and benefits         2,603         5,291           Workers' compensation claims reserve         4,463         (792)           Other liabilities         2,506         1,310           Net eash provided by operating activities         8,292           Cash flows from investing activities         -         (25,057)           Cash qualities         7,459         (6,113)           Purchases of marketable securities         -         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted ash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         3,187         1,318           One cash provided by (used in) investing activities         3,187         1,349           Cash flows from financing activities         837         1,349           Chat provided by (used in) investing activities         837         1,	Changes in operating assets and liabilities:		
Other assets         1,474         (66)           Accounts payable and other accrued expenses         5,919         (566)           Accrued wages and benefits         2,603         5,291           Workers' compensation claims reserve         4,463         (792)           Other liabilities         2,506         1,310           Net cash provided by operating activities:         2,506         1,310           Cash flows from investing activities:         7,459         (6,113)           Purchases of marketable securities         7,459         (6,113)           Purchases of marketable securities         -         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted ash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Mutrities of restricted investments         7,504         7,202           Net cash provided by (used in) investing activities         3,138         1,349           Cash flows from financing activities:         837         1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183)         (2,665)           Net change in revolving credit facility         (8,500)        <		31,906	(15,180)
Accounts payable and other accrued expenses         5,919         (566)           Accrued wages and benefits         2,603         5,291           Workers' compensation claims reserve         4,463         (792)           Other liabilities         2,506         1,310           Net cash provided by operating activities         106,698         28,922           Cash flows from investing activities:         Capital expenditures         (7,459)         (6,113)           Purchases of marketable securities         -         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted cash equivalents         8,227         19,007           Purchases of restricted investments         8,227         19,007           Maturities of restricted investments         7,504         7,202           Net cash provided by (used in) investing activities         3,130         13,018           Cash flows from financing activities:         837         1,349           Common stock repurchases for taxes upon vesting of restricted stock         3,183         2,665           Net change in revolving credit facility         (98,500)         —           Payments on debt and other liabilities         (1,133)         (1,133)           Other         961<	Income taxes	5,035	3,647
Accrued wages and benefits         2,603         5,291           Workers' compensation claims reserve         4,463         (792)           Other liabilities         2,506         1,310           Net cash provided by operating activities         106,698         28,922           Cash flows from investing activities:         2         Compensation claims reserve         (7,459)         (6,113)           Purchases of marketable securities         -         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         7,504         7,202           Net cash provided by (used in) investing activities         3,187         13,018           Cash flows from financing activities:         837         1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183)         (2,665)           Net change in revolving credit facility         (98,500)         —           Payments on debt and other liabilities         (1,133)         (1,133)           Other         961         1,269	Other assets	1,474	(66)
Workers' compensation claims reserve         4,463 (792)           Other liabilities         2,506 (1,310)           Net cash provided by operating activities         106,698 (28,922)           Cash flows from investing activities:         4,609 (6,113)           Capital expenditures         (7,459) (6,113)           Purchases of marketable securities         -         (25,057)           Sales and maturities of marketable securities         1,500 (36,175)         36,175           Change in restricted cash and cash equivalents         8,227 (19,007)         19,007           Purchases of restricted investments         (12,959) (18,196)         (18,196)           Maturities of restricted investments         7,504 (7,202)         7,202           Net cash provided by (used in) investing activities         3,187 (13,30)         13,018           Cash flows from financing activities:         837 (1,349)         1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183) (2,665)         1,349           Net change in revolving credit facility         (98,500) (98,500)         -           Payments on debt and other liabilities         (1,133) (1,133)         (1,133)           Other         961 (1,269)	Accounts payable and other accrued expenses	5,919	(566)
Other liabilities         2,506         1,310           Net cash provided by operating activities         106,698         28,922           Cash flows from investing activities:         ***Capital expenditures**         (7,459)         (6,113)           Purchases of marketable securities         —         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         7,504         7,202           Net cash provided by (used in) investing activities         3,187         13,018           Cash flows from financing activities:         ***         Capital expenditures**           Net proceeds from stock option exercises and employee stock purchase plans         837         1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183)         (2,665)           Net change in revolving credit facility         (98,500)         —           Payments on debt and other liabilities         (1,133)         (1,133)           Other         961         1,269	Accrued wages and benefits	2,603	5,291
Net cash provided by operating activities         106,698         28,922           Cash flows from investing activities:         (7,459)         (6,113)           Purchases of marketable securities         —         (25,057)           Sales and maturities of marketable securities         —         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         7,504         7,202           Net cash provided by (used in) investing activities         3,187)         13,018           Cash flows from financing activities:         837         1,349           Common stock option exercises and employee stock purchase plans         837         1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183)         (2,665)           Net change in revolving credit facility         (98,500)         —           Payments on debt and other liabilities         (1,133)         (1,133)           Other         961         1,269	Workers' compensation claims reserve	4,463	(792)
Cash flows from investing activities:         Capital expenditures       (7,459)       (6,113)         Purchases of marketable securities       —       (25,057)         Sales and maturities of marketable securities       1,500       36,175         Change in restricted cash and cash equivalents       8,227       19,007         Purchases of restricted investments       (12,959)       (18,196)         Maturities of restricted investments       7,504       7,202         Net cash provided by (used in) investing activities       (3,187)       13,018         Cash flows from financing activities:       S       1         Net proceeds from stock option exercises and employee stock purchase plans       837       1,349         Common stock repurchases for taxes upon vesting of restricted stock       (3,183)       (2,665)         Net change in revolving credit facility       (98,500)       —         Payments on debt and other liabilities       (1,133)       (1,133)         Other       961       1,269	Other liabilities	2,506	1,310
Capital expenditures         (7,459)         (6,113)           Purchases of marketable securities         —         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         7,504         7,202           Net cash provided by (used in) investing activities         (3,187)         13,018           Cash flows from financing activities:         837         1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183)         (2,665)           Net change in revolving credit facility         (98,500)         —           Payments on debt and other liabilities         (1,133)         (1,133)           Other         961         1,269	Net cash provided by operating activities	106,698	28,922
Capital expenditures         (7,459)         (6,113)           Purchases of marketable securities         —         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         7,504         7,202           Net cash provided by (used in) investing activities         (3,187)         13,018           Cash flows from financing activities:         837         1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183)         (2,665)           Net change in revolving credit facility         (98,500)         —           Payments on debt and other liabilities         (1,133)         (1,133)           Other         961         1,269			
Capital expenditures         (7,459)         (6,113)           Purchases of marketable securities         —         (25,057)           Sales and maturities of marketable securities         1,500         36,175           Change in restricted cash and cash equivalents         8,227         19,007           Purchases of restricted investments         (12,959)         (18,196)           Maturities of restricted investments         7,504         7,202           Net cash provided by (used in) investing activities         (3,187)         13,018           Cash flows from financing activities:         837         1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183)         (2,665)           Net change in revolving credit facility         (98,500)         —           Payments on debt and other liabilities         (1,133)         (1,133)           Other         961         1,269	Cash flows from investing activities:		
Purchases of marketable securities         — (25,057)           Sales and maturities of marketable securities         1,500 36,175           Change in restricted cash and cash equivalents         8,227 19,007           Purchases of restricted investments         (12,959) (18,196)           Maturities of restricted investments         7,504 7,202           Net cash provided by (used in) investing activities         (3,187) 13,018           Cash flows from financing activities:         837 1,349           Common stock repurchases for taxes upon vesting of restricted stock         (3,183) (2,665)           Net change in revolving credit facility         (98,500) —           Payments on debt and other liabilities         (1,133) (1,133)           Other         961 1,269		(7,459)	(6,113)
Sales and maturities of marketable securities1,50036,175Change in restricted cash and cash equivalents8,22719,007Purchases of restricted investments(12,959)(18,196)Maturities of restricted investments7,5047,202Net cash provided by (used in) investing activities(3,187)13,018Cash flows from financing activities:Net proceeds from stock option exercises and employee stock purchase plans8371,349Common stock repurchases for taxes upon vesting of restricted stock(3,183)(2,665)Net change in revolving credit facility(98,500)—Payments on debt and other liabilities(1,133)(1,133)Other9611,269	Purchases of marketable securities	<u> </u>	(25,057)
Purchases of restricted investments  Maturities of restricted investments  7,504  7,202  Net cash provided by (used in) investing activities  Cash flows from financing activities:  Net proceeds from stock option exercises and employee stock purchase plans  Common stock repurchases for taxes upon vesting of restricted stock  Net change in revolving credit facility  Payments on debt and other liabilities  (1,133)  Other  (18,196)  (18,196)  (1,131)  (1,131)  (1,133)  (1,133)  (1,133)	Sales and maturities of marketable securities	1,500	
Purchases of restricted investments(12,959)(18,196)Maturities of restricted investments7,5047,202Net cash provided by (used in) investing activities(3,187)13,018Cash flows from financing activities:8371,349Net proceeds from stock option exercises and employee stock purchase plans8371,349Common stock repurchases for taxes upon vesting of restricted stock(3,183)(2,665)Net change in revolving credit facility(98,500)—Payments on debt and other liabilities(1,133)(1,133)Other9611,269	Change in restricted cash and cash equivalents	8,227	19,007
Maturities of restricted investments7,5047,202Net cash provided by (used in) investing activities(3,187)13,018Cash flows from financing activities:8371,349Net proceeds from stock option exercises and employee stock purchase plans8371,349Common stock repurchases for taxes upon vesting of restricted stock(3,183)(2,665)Net change in revolving credit facility(98,500)—Payments on debt and other liabilities(1,133)(1,133)Other9611,269		(12,959)	(18,196)
Cash flows from financing activities:  Net proceeds from stock option exercises and employee stock purchase plans  Common stock repurchases for taxes upon vesting of restricted stock  Net change in revolving credit facility  Payments on debt and other liabilities  Other  Cash flows from financing activities:  (3,183)  (2,665)  (98,500)  —  Payments on debt and other liabilities  (1,133)  (1,133)  Other	Maturities of restricted investments		
Cash flows from financing activities:  Net proceeds from stock option exercises and employee stock purchase plans  Common stock repurchases for taxes upon vesting of restricted stock  Net change in revolving credit facility  Payments on debt and other liabilities  Other  Cash flows from financing activities:  (3,183)  (2,665)  (98,500)  —  Payments on debt and other liabilities  (1,133)  (1,133)	Net cash provided by (used in) investing activities	(3,187)	13,018
Net proceeds from stock option exercises and employee stock purchase plans8371,349Common stock repurchases for taxes upon vesting of restricted stock(3,183)(2,665)Net change in revolving credit facility(98,500)—Payments on debt and other liabilities(1,133)(1,133)Other9611,269			
Net proceeds from stock option exercises and employee stock purchase plans8371,349Common stock repurchases for taxes upon vesting of restricted stock(3,183)(2,665)Net change in revolving credit facility(98,500)—Payments on debt and other liabilities(1,133)(1,133)Other9611,269	Cash flows from financing activities:		
Common stock repurchases for taxes upon vesting of restricted stock(3,183)(2,665)Net change in revolving credit facility(98,500)—Payments on debt and other liabilities(1,133)(1,133)Other9611,269	· ·	837	1,349
Net change in revolving credit facility(98,500)—Payments on debt and other liabilities(1,133)(1,133)Other9611,269		(3,183)	(2,665)
Payments on debt and other liabilities         (1,133)         (1,133)           Other         961         1,269			_
Other 961 1,269			(1,133)
	•		
Net cash used in financing activities (101,018) (1,180)	Net cash used in financing activities	(101,018)	(1,180)
Effect of exchange rate changes on cash and cash equivalents (871) 86			, . ,
Net change in cash and cash equivalents 1,622 40,846			
CASH AND CASH EQUIVALENTS, beginning of period 19,666 122,003		,	, , , , , , , , , , , , , , , , , , ,
CASH AND CASH EQUIVALENTS, end of period \$ 21,288 \$ 162,849			

# TRUEBLUE, INC. RECONCILIATION OF GAAP NET INCOME TO ADJUSTED EBITDA RECONCILIATION OF GAAP NET INCOME PER DILUTED SHARE TO ADJUSTED NET INCOME PER DILUTED SHARE

(Unaudited, in thousands, except for per share data)

	13	13 Weeks Ended		
	June 26, 2015		June 27, 2014	
GAAP net income	\$ 17,2	273 \$	16,082	
Income tax expense	6,2	35	2,350	
Interest expense (income), net	2	02	(450)	
Income from operations	23,7	10	17,982	
Depreciation and amortization	10,3	97	5,247	
EBITDA (4)	34,1	07	23,229	
Non-recurring acquisition and integration costs (1)	2,6	31	1,987	
Adjusted EBITDA (4)	\$ 36,	38 \$	25,216	
GAAP net income per diluted share	\$ 0	.42 \$	0.39	
Non-recurring acquisition and integration costs, net of tax (1)	0	04	0.03	
Amortization of intangible assets of acquired businesses, net of tax (2)	0	07	0.02	
Adjust income taxes to marginal rate (3)	(0	.08)	(0.12)	
Adjusted net income per diluted share (5)	\$ 0	.45 \$	0.32	
Diluted weighted average shares outstanding	41,4	75	40,969	

- (1) Non-recurring acquisition and integration costs consist of the acquisition of Seaton, which was completed on June 30, 2014, the first business day of our third quarter of fiscal 2014.
- (2) Amortization of intangible assets of acquired businesses.
- (3) Adjust income taxes to a marginal rate of 40%.
- (4) EBITDA and Adjusted EBITDA are non-GAAP financial measures. EBITDA excludes interest, taxes, depreciation and amortization from net income. Adjusted EBITDA further excludes from EBITDA non-recurring costs related to the purchase, integration, reorganization and shutdown activities related to acquisitions. EBITDA and Adjusted EBITDA are key measures used by management in evaluating performance. EBITDA and Adjusted EBITDA should not be considered measures of financial performance in isolation or as an alternative to Income from operations in the Consolidated Statements of Operations in accordance with GAAP, and, as presented, may not be comparable to similarly titled measures of other companies.
- (5) Adjusted net income per diluted share is a non-GAAP financial measure which excludes from net income on a per diluted share basis non-recurring costs related to the purchase, integration, reorganization and shutdown activities related to acquisitions, net of tax, amortization of intangibles of acquired businesses, net of tax and adjusts income taxes to a marginal rate of 40%. Adjusted net income per diluted share is a key measure used by management in evaluating performance and communicating comparable results. Adjusted net income per diluted share should not be considered a measure of financial performance in isolation or as an alternative to net income per diluted share in the Consolidated Statements of Operations in accordance with GAAP, and, as presented, may not be comparable to similarly titled measures of other companies.

# Q2 2015 Earnings Results

July 22, 2015



## FORWARD-LOOKING STATEMENT

Certain statements made by us in this presentation that are not historical facts or that relate to future plans, events or performances are forward-looking statements that reflect management's current outlook for future periods, including statements regarding future financial performance. These forward-looking statements are based upon our current expectations, and our actual results may differ materially from those described or contemplated in the forward-looking statements. Factors that may cause our actual results to differ materially from those contained in the forward-looking statements, include without limitation the following: 1) national and global economic conditions, including the impact of changes in national and global credit markets and other changes that affect our customers; 2) our ability to continue to attract and retain customers and maintain profit margins in the face of new and existing competition; 3) new laws and regulations that could have a materially adverse effect on our operations and financial results; 4) increased costs and collateral requirements in connection with our insurance obligations, including workers' compensation insurance; 5) our continuing ability to comply with the financial covenants of our credit agreement; 6) our ability to attract and retain qualified employees in key positions or to find temporary and permanent employees with the right skills to fulfill the needs of our customers; 7) our ability to successfully complete and integrate acquisitions that we may make; and 8) other risks described in our most recent filings with the Securities and Exchange Commission.

#### Use of estimates and forecasts:

Any references made to fiscal 2015 are based on management guidance issued July 22, 2015, and are included for informational purposes only and are not an update or reaffirmation. We assume no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by law. Any other reference to future financial estimates are included for informational purposes only and subject to risk factors discussed in our most recent filings with the Securities Exchange Commission.

#### **Financial Comparisons**

All comparisons are to prior year periods unless stated otherwise.

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Q2 2015 Earnings Results | July 22, 2015

# **Q2 2015 HIGHLIGHTS**

- Record Q2 Revenue and Adjusted EBITDA<sup>1</sup> results
- Adjusted EBITDA \$3M above expectation
- Impressive Adjusted EBITDA margin expansion
  - Driven by cost discipline and operating leverage
  - Consolidated expansion = 30 bps
  - Legacy TrueBlue expansion = 80 bps
- End of Q2 2015 marks the anniversary of the Seaton acquisition<sup>2</sup>
  - Deal delivers on all expectations

Q2 2015 Earnings Results | July 22, 2015

<sup>1</sup> See Appendix for the definition of this non-GAAP financial term.

<sup>&</sup>lt;sup>2</sup> Note: Seaton was acquired on June 30, 2014.

# **Q2 2015 HIGHLIGHTS**

Amounts in millions, except for earnings per share.	Q2 2015	CHANGE
Revenue	\$ 628	+38%
Adjusted EBITDA	\$ 37	+46%
Adjusted EBITDA Margin	5.9%	+30 bps
Adjusted Earnings Per Share <sup>1</sup>	\$ 0.45	+39%

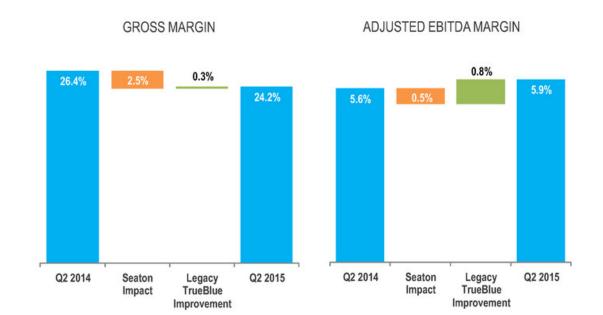
- 37% revenue growth from acquired Seaton business
- 1% revenue growth from Legacy TrueBlue operations
- Revenue \$7M under expectation from a production decrease with one customer
  - Not expected to impact future revenue trends
- Adjusted EBITDA margin improvement driven by Legacy TrueBlue
- Income tax benefit of \$2M from additional tax credits<sup>2</sup>

Q2 2015 Earnings Results | July 22, 2015

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See Appendix for the definition of this non-GAAP financial term.
 Adjusted Earnings Per Share is adjusted to exclude this tax credit benefit.

# Q2 2015 GROSS MARGIN AND ADJUSTED EBITDA MARGIN BRIDGES



Q2 2015 Earnings Results | July 22, 2015

# Q2 2015 SG&A BRIDGE

Amounts in millions.



Note: Figures do not sum due to rounding.

Q2 2015 Earnings Results | July 22, 2015

# Q2 2015 HIGHLIGHTS – LEGACY TRUEBLUE

Amounts in millions.	Q2 2015	CHANGE
Revenue	\$ 460	+1%
Adjusted EBITDA	\$ 29	+16%
Adjusted EBITDA Margin	6.3%	+80 bps

- Revenue growth of 3% excluding green energy headwind
  - Green energy headwind anniversary met in Q2 2015
- Adjusted EBITDA exceeded expectation
- Strong Adjusted EBITDA expansion
  - Driven by cost discipline and operating leverage

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# **Q2 2015 HIGHLIGHTS - SEATON**

Seaton was acquired on June 30, 2014. Therefore, no comparison to Q2 2014 is presented.

Amounts in millions.	Q2 2015
Revenue	\$ 168
Adjusted EBITDA	\$ 8
Adjusted EBITDA Margin	4.5%
	1

- · Solid growth in on-premise staffing
- Strong new RPO customer pipeline
- Adjusted EBITDA exceeded expectation
- Integration complete

Q2 2015 Earnings Results | July 22, 2015

\* TRUEBLUE

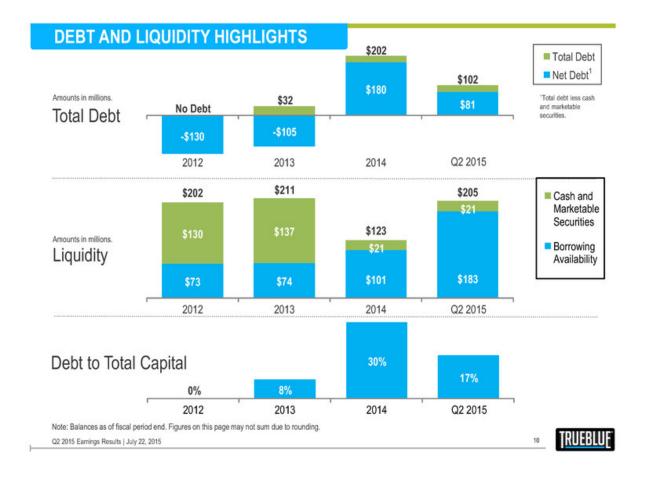
# SEATON ACQUISTION DELIVERS STRONG ACROSS-THE-BOARD RESULTS



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<sup>&</sup>lt;sup>1</sup> Forward 12-month target set at the time of acquisition (June 30, 2014).
<sup>2</sup> Excludes \$13.4M of incremental intangible asset amortization and one-time costs of \$7M.

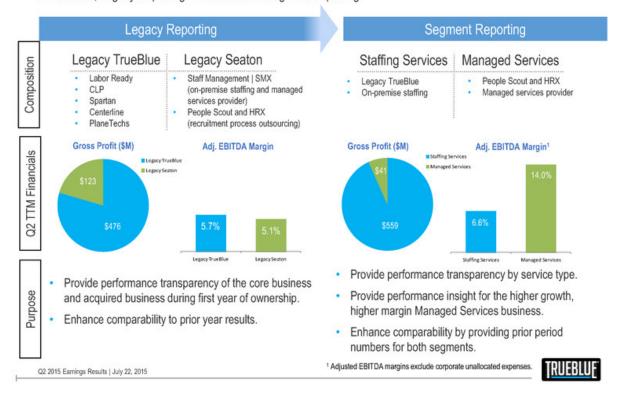


# **Expectations**



# REPORTING TRANSITION

In Q3 2015, Legacy Reporting will transition to Segment Reporting



# Q3 2015 EXPECTATIONS

Amounts in millions except per share data..

E	xpectation	Commentary
Total Revenue	4% to 6%	<ul> <li>All organic</li> <li>Acceleration from 1% organic growth in Q1 '15</li> </ul>
Staffing Services Revenue	4% to 6%	Mid-point expectation of positive 5%
Managed Services Revenue	5% to 5%	Smaller Managed Services customer population = wider range relative to Staffing Services     Pro forma Managed Services growth at midpoint is 10% excluding currency impact and exit of two unprofitable accounts
Total Adjusted EBITDA	\$42M to 46M	
Total Adjusted EPS	\$0.52 to \$0.58	Marginal 40% income tax rate and \$0.07 add-back for intangible asset amortization
Q2 2015 Earnings Results   July 22, 2015		13 TRUEBLU

## **NON-GAAP TERMS AND DEFINITIONS**

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See "Financial Information" in the Investors section of our web site at <a href="www.trueblue.com">www.trueblue.com</a> for a full reconciliation of non-GAAP financial measures to GAAP financial results.

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Q2 2015 Earnings Results | July 22, 2015



#### INVESTOR PRESENTATION

**JULY 2015** 

#### FORWARD-LOOKING STATEMENTS

Certain statements made by us in this presentation that are not historical facts or that relate to future plans, events or performances are forward-looking statements that reflect management's current outlook for future periods, including statements regarding future financial performance. These forward-looking statements are based upon our current expectations, and our actual results may differ materially from those described or contemplated in the forward-looking statements. Factors that may cause our actual results to differ materially from those contained in the forward-looking statements, include without limitation the following: 1) national and global economic conditions, including the impact of changes in national and global credit markets and other changes that affect our customers; 2) our ability to continue to attract and retain customers and maintain profit margins in the face of new and existing competition; 3) new laws and regulations that could have a materially adverse effect on our operations and financial results; 4) increased costs and collateral requirements in connection with our insurance obligations, including workers' compensation insurance; 5) our continuing ability to comply with the financial covenants of our credit agreement; 6) our ability to attract and retain qualified employees in key positions or to find temporary and permanent employees with the right skills to fulfill the needs of our customers; 7) our ability to successfully complete and integrate acquisitions that we may make; and 8) other risks described in our most recent filings with the Securities and Exchange Commission (SEC).

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July 2015 Investor Presentation 2



## TRUEBLUE AT A GLANCE

135,000 Clients served

annually

750,000

People connected to work each year One of the largest U.S. industrial staffing providers One of the largest U.S. RPO providers







Named 2014 Global RPO Leader and Star Performer by Everest Group and HRO Today Magazine



Named to Forbes Most Trustworthy List for its governance and accounting transparency



Founding member of the U.S. Chamber of Commerce Veterans Employment Advisory Council



Partnerships with U.S. Department of Homeland Security (DHS) and U.S. Equal Employment Opportunity Commission (EEOC)



\* See 'Financial Information' in the Investors section of our website at <a href="https://www.trueblue.com">www.trueblue.com</a> for a definition and full reconciliation of non-GAAP financial measures to GAAP financial results.

July 2015 Investor Presentation

# INVESTMENT HIGHLIGHTS

Customer Focus	Diversified service offerings to meet client needs
Leadership	Market leader in blue-collar industrial staffing <sup>1</sup> and in RPO
Positioning	Strong growth markets and flexibility to respond to vertical trends
Growth	Proven acquisition track record: ~\$1bn invested in 18 acquisitions
Innovation	Leveraging technology to drive growth and increase efficiency
Experience	Strong executive leadership team (average tenure of 14 years)

July 2015 Investor Presentation

<sup>1</sup> Source: Staffing Industry Analysts 2013 revenue; Pro forms for acquisition of Seaton.



### **DIVERSIFIED SERVICE OFFERINGS TO MEET CLIENT NEEDS**

TrueBlue helps clients improve performance and increase growth by providing specialized staffing, workforce management and recruiting solutions.

### STAFFING SOLUTIONS

General labor and skilled trades for projects of all sizes. Connecting people and work via a nationwide branch network.







### WORKFORCE MANAGEMENT

Workforce management solutions for large on-site projects and highly specialized trades, including aviation mechanics and truck drivers.







## RECRUITIMENT PROCESS OUTSOURCING (RPO)

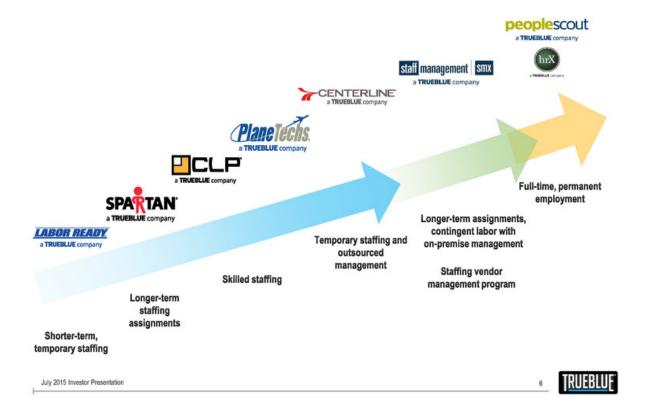
Leader in high-volume sourcing, screening and recruitment of permanent employees for all major jobs and industries.





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## **DELIVERING A FULL RANGE OF WORKFORCE SOLUTIONS**



### COMPELLING MARKET TRENDS DRIVING GROWTH

#### Staffing Solutions & Workforce Management



#### fing Industry Analysts and TrueBlue estimates

#### Late economic cycle

#### Use of RPO surges on recruiting challenges

Industry Highlights

U.S. Outsourcing Market

2010 - 2014

- · Frees up client to focus on core competencies
- · Streamlines recruitment process, reducing costs and time to fill

**Recruitment Process Outsourcing & MSP** 

- · Improves candidate quality
- · Ensures compliance across all talent acquisition
- · Comprehensive recruitment metrics

#### Businesses increasing use of Managed Service Providers

Ensuring companies get the most value, including flexibility, productivity and skill access from suppliers

Early economic cycle

# Industry Highlights

Businesses increasing use of variable workforce

- Industrial Staffing has grown 8% annually since 2010
- · Temporary jobs added at faster rate compared to prior recoveries
- · Temporary penetration rate has more than doubled since 1990

#### Expansive blue-collar job growth & replacement needs

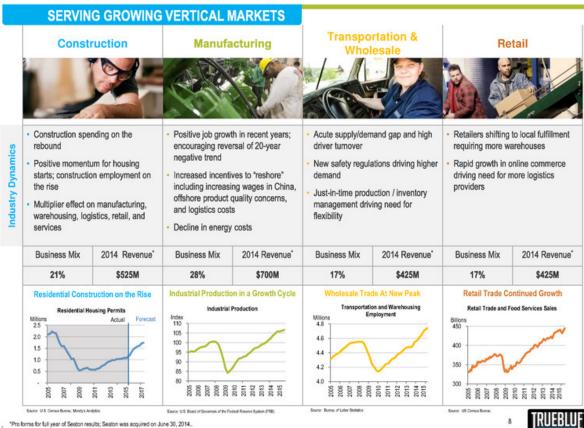
- Industrial jobs hold four spots in the Top 10 projected job openings list<sup>1</sup>
- · Talent shortage, ability to manage costs, and increased regulation driving more businesses to staffing

TRUEBLUF

**BY 2017** 

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<sup>&</sup>lt;sup>1</sup> Bureau of Labor Statistics Employment Projections: Job openings due to growth and replacements, 2012-2020, ranked by number of opportunities in major occupational categories.



\*Pro forma for full year of Seaton results; Seaton was acquired on June 30, 2014.

## STRATEGIC PRIORITIES

## Grow Market Leadership

- Expand leadership position in specialized workforce solutions
- Increase service offerings and expand geographies to meet customer needs
- · Leverage industry expertise and delivery of specialized labor

## Expand into Complementary Workforce Services

- · Expand into attractive, complementary human capital solutions
- · Enhance knowledge leadership, differentiated expertise and service levels
- · Be a leader in providing innovative solutions and services

## Drive Technology and Process Efficiency

- · Increase talent acquisition capabilities with mobile and online sourcing & hiring
- · Enhance efficiency with online business processes
- · Reduce fixed costs through centralized recruiting and service delivery

## Accretive Acquisitions with Strong Fit

- · Effectively use capital to increase shareholder returns
- · Add industry-leading talent and technology; ensure strong cultural fit
- Integrate similar offerings and processes, leverage best practices, preserve differentiated expertise

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#### **Expanding Service Offerings Through Organic Development & Acquisitions**

General Labor On Demand Manufacturing & Skilled Construction Trades Staffing

Transportation & Logistics Staffing Expand Geographic Reach

Outsourcing Solutions

1996

2004-2005

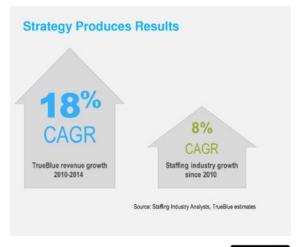
2007-2008

2010-2013

2014

### **Strategy Increases Growth Opportunities**

- . Bring existing lines to more markets
- Expand service offerings within key national accounts
- Leverage industry expertise to deliver the right talent to drive customer performance and growth
- Increase fill rates by optimizing workforce and talent acquisition
- Free up sales force for selling by streamlining processes
- · Leverage investment in sales force



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## EXPAND INTO COMPLEMENTARY WORKFORCE SERVICES

#### Recent Seaton Acquisition Provides New Opportunities in Attractive Outsourcing Market

On-Premise Workforce Management

**Recruitment Process** Outsourcing

**Managed Service** Provider

### **Benefits of Expansion**

- · RPO is a fast-growing market
- · Offerings are complementary with staffing solutions, minimizing sales channel conflict
- Strong customer renewal rates (95%+) and favorable long-term outsourcing trends providing greater revenue stability and predictability
- Centralization and automated business processes to be applied to staffing group to drive operating leverage
- Opportunity for domestic and international acquisitions

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## DRIVE TECHNOLOGY AND BUSINESS PROCESS EFFICIENCY

#### **Technology-Enabled Service Delivery and Processes**

Electronic Pay

Mobile Dispatch Online Recruiting

Process Centralization

## **Technology and Efficiency Yields Value**

- · Electronic pay more convenient for workers; reduces payroll processing time
- · Mobile dispatch/assignment improves candidate response rate while increasing business efficiency
- Reduces branch footprint (\$1.3B revenue and 912 branches in 2006 v. \$1.8B revenue and 692 branches in 2014)

### **Innovation Drives More Business Efficiency**

#### **Online Recruiting**

- Increases the scale, talent pool and efficiency of the recruiting process
- Provides flexibility and convenience for candidates, increasing retention

#### **Process Centralization**

- Improves efficiency, enabling further reduction of branch network
- Improves the consistency of service delivery, increasing customer and worker satisfaction

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