# 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 24, 2023**

# TrueBlue, Inc.

**(Exact Name of Registrant as Specified in Its Charter)**

**Washington**
**(State or Other Jurisdiction of Incorporation)**

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

**1015 A Street, Tacoma, Washington 98402**
(Address of principal executive offices) (Zip Code)

**Registrant's telephone number, including area code: (253) 383-9101**

**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 filing obligation of the registrant under any of the following provisions (*see* General Instruction A.2. below):

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

| Title of each class | Trading Symbol(s) | Name of each exchange on which registered |
|---|---|---|
| **Common stock, no par value** | **TBI** | **New York Stock Exchange** |

Indicate by check mark whether the registrant is an emerging growth company as defined in as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

**Item 2.02. Results of Operations and Financial Condition.**

On July 24, 2023, TrueBlue, Inc. (the "company") issued a press release (the "Press Release") reporting its financial results for the second quarter ended June 25, 2023, and certain outlook information for the third quarter and fiscal year 2023, 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 25, 2023 (the "Earnings Results Presentation"), which will be discussed by management of the company on a live conference call at 2:30 p.m. Pacific Time (5:30 p.m. Eastern Time) on Monday, July 24, 2023. The Earnings Results Presentation is also available on the company's website at 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 Investor Roadshow Presentation to this report as Exhibit 99.3, which we will reference in our Q2 2023 earnings results discussion and which may be used in future investor conferences. The Investor Roadshow Presentation is also available on the company's website at www.trueblue.com.

In accordance with General Instruction B.2. of Form 8-K, the information contained above in this report (including the Investor Roadshow 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 Roadshow 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**

| Exhibit Number | Exhibit Description | Filed Herewith |
|---|---|---|
| 99.1 | Press Release dated July 24, 2023 | X |
| 99.2 | Earnings Results Presentation for July 24, 2023 conference call | X |
| 99.3 | Investor Roadshow Presentation | X |
| 104 | Cover page interactive data file - The cover page from this Current Report on Form 8-K is formatted as Inline XBRL | X |

**SIGNATURE**

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 hereunto duly authorized.

TRUEBLUE, INC.
(Registrant)

| | | | |
|---|---|---|---|
| Date: | July 24, 2023 | By: | */s/ Derrek L. Gafford* |
| | | | **Derrek L. Gafford** |
| | | | **Chief Financial Officer and Executive Vice President** |

**TRUEBLUE REPORTS SECOND QUARTER 2023 RESULTS**

**TACOMA, WASH. - Jul. 24, 2023** -- TrueBlue (NYSE:TBI) today announced its second quarter results for 2023.

Second quarter revenue was $476 million, a decrease of 16 percent compared to revenue of $569 million in the second quarter of 2022. Net loss per diluted share was $0.24 compared to net income per diluted share of $0.72 in the second quarter of 2022. Second quarter adjusted net income[1] per diluted share was $0.17 compared to adjusted net income per diluted share of $0.82 in the second quarter of 2022.

Included in the net loss for the second quarter is a non-cash goodwill and intangible asset impairment charge of $9 million after tax or $0.30 per diluted share.

"Our results reflect an environment of softening demand," said Steve Cooper, CEO of TrueBlue. "Given the tight labor market, clients continue to focus on retaining employees, but they are also increasingly focused on reducing costs. As a result, clients are becoming more selective on which jobs they choose to fill."

"We maintained pricing discipline in our staffing segments and took additional actions to reduce costs," said Taryn Owen, President & COO of TrueBlue. "We remain highly engaged with our clients and are well positioned to support their current and future workforce needs."

## 2023 Outlook

TrueBlue is providing certain forward-looking information to help investors form their own estimates, which can be found in the quarterly earnings presentation filed today.

Management will discuss second quarter 2023 results on a webcast at 2:30 p.m. PT (5:30 p.m. ET), today, Monday, **Jul. 24, 2023**. The webcast can be accessed on the Investor Relations section of the TrueBlue website: investor.trueblue.com.

## About TrueBlue

TrueBlue (NYSE: TBI) is a leading provider of specialized workforce solutions that help clients achieve business growth and improve productivity. In 2022, TrueBlue connected approximately 611,000 people with work. Its PeopleReady segment offers on-demand, industrial staffing, PeopleScout offers recruitment process outsourcing (RPO) and managed service provider (MSP) solutions, and PeopleManagement offers contingent, on-site industrial staffing and commercial driver services. Learn more at www.trueblue.com.

[1] Refer to the financial statements accompanying this release for more information regarding non-GAAP terms.

## Forward-looking statements and non-GAAP financial measures

This document contains forward-looking statements relating to our plans and expectations including, without limitation, statements regarding the future performance and operations of our business, and expected growth from our digital investments, all of which are subject to risks and uncertainties. Such statements are based on management's expectations and assumptions as of the date of this release and involve many risks and uncertainties that could cause actual results to differ materially from those expressed or implied in our forward-looking statements including: (1) national and global economic conditions which can be negatively impacted by factors such as rising interest rates, inflation, political instability, epidemics and global trade uncertainty, (2) our ability to attract sufficient qualified candidates and employees to meet the needs of our clients, (3) our ability to attract and retain clients, (4) our ability to maintain profit margins, (5) our ability to successfully execute on business strategies to further digitalize our business model, (6) the timing and amount of common stock repurchases, if any, which will be determined at management's discretion and depend upon several factors, including market and business conditions, the trading price of our common stock and the nature of other investment opportunities, (7) new laws, regulations, and government incentives that could affect our operations or financial results, (8) our ability to access sufficient capital to finance our operations, including our ability to comply with covenants contained in our revolving credit facility, and (9) any reduction or change in tax credits we utilize, including the Work Opportunity Tax Credit. Other information regarding factors that could affect our results is included in our Securities Exchange Commission (SEC) filings, including the company's most recent reports on Forms 10-K and 10-Q, copies of which may be obtained by visiting our website at www.trueblue.com under the Investor Relations section or the SEC's website at www.sec.gov. 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 references to future financial estimates are included for informational purposes only and subject to risk factors discussed in our most recent filings with the SEC.

In addition, we use several non-GAAP financial measures when presenting our financial results in this document. Please refer to the reconciliations between our GAAP and non-GAAP financial measures in the appendix to this document and on our website at www.trueblue.com under the Investor Relations section for additional information on both current and historical periods. The presentation of these non-GAAP financial measures is used to enhance the understanding of certain aspects of our financial performance. It is not meant to be considered in isolation, superior to, or as a substitute for the directly comparable financial measures prepared in accordance with U.S. GAAP, and may not be comparable to similarly titled measures of other companies.

Contact:
Derrek Gafford, Executive Vice President and CFO
253-680-8214

**TRUEBLUE, INC.**
**SUMMARY CONSOLIDATED STATEMENTS OF OPERATIONS**
***(Unaudited)***

| *(in thousands, except per share data)* | 13 weeks ended | | 26 weeks ended | |
|---|---|---|---|---|
| | Jun 25, 2023 | Jun 26, 2022 | Jun 25, 2023 | Jun 26, 2022 |
| Revenue from services | **$ 475,588** | $ 569,253 | **$ 940,876** | $ 1,120,768 |
| Cost of services | **345,097** | 410,722 | **687,272** | 822,392 |
| **Gross profit** | **130,491** | 158,531 | **253,604** | 298,376 |
| Selling, general and administrative expense | **121,282** | 122,034 | **243,927** | 242,602 |
| Depreciation and amortization | **6,280** | 7,245 | **12,691** | 14,532 |
| Goodwill and intangible asset impairment charge | **9,485** | — | **9,485** | — |
| **Income (loss) from operations** | **(6,556)** | 29,252 | **(12,499)** | 41,242 |
| Interest and other income (expense), net | **578** | (110) | **1,592** | 395 |
| **Income (loss) before tax expense** | **(5,978)** | 29,142 | **(10,907)** | 41,637 |
| Income tax expense | **1,345** | 5,129 | **705** | 7,105 |
| **Net income (loss)** | **$ (7,323)** | $ 24,013 | **$ (11,612)** | $ 34,532 |
| | | | | |
| **Net (loss) income per common share:** | | | | |
| Basic | **$ (0.24)** | $ 0.73 | **$ (0.37)** | $ 1.04 |
| Diluted | **$ (0.24)** | $ 0.72 | **$ (0.37)** | $ 1.02 |
| | | | | |
| **Weighted average shares outstanding:** | | | | |
| Basic | **30,966** | 32,707 | **31,629** | 33,318 |
| Diluted | **30,966** | 33,149 | **31,629** | 33,832 |

**TRUEBLUE, INC.**
**SUMMARY CONSOLIDATED BALANCE SHEETS**
***(Unaudited)***

| *(in thousands)* | Jun 25, 2023 | Dec 25, 2022 |
|---|---|---|
| **ASSETS** | | |
| Cash and cash equivalents | **$ 49,653** | $ 72,054 |
| Accounts receivable, net | **267,949** | 314,275 |
| Other current assets | **36,232** | 43,883 |
| **Total current assets** | **353,834** | 430,212 |
| Property and equipment, net | **100,277** | 95,823 |
| Restricted cash and investments | **206,106** | 213,734 |
| Goodwill and intangible assets, net | **98,210** | 109,989 |
| Other assets, net | **166,430** | 169,650 |
| **Total assets** | **$ 924,857** | $ 1,019,408 |
| | | |
| **LIABILITIES AND SHAREHOLDERS' EQUITY** | | |
| Accounts payable and other accrued expenses | **$ 48,555** | $ 76,644 |
| Accrued wages and benefits | **82,961** | 92,237 |
| Current portion of workers' compensation claims reserve | **44,840** | 50,005 |
| Other current liabilities | **22,847** | 23,989 |
| **Total current liabilities** | **199,203** | 242,875 |
| Workers' compensation claims reserve, less current portion | **186,271** | 201,005 |
| Other long-term liabilities | **85,338** | 79,213 |
| **Total liabilities** | **470,812** | 523,093 |
| Shareholders' equity | **454,045** | 496,315 |
| **Total liabilities and shareholders' equity** | **$ 924,857** | $ 1,019,408 |

**TRUEBLUE, INC.**
**CONSOLIDATED STATEMENTS OF CASH FLOWS**
***(Unaudited)***

| *(in thousands)* | 26 weeks ended Jun 25, 2023 | 26 weeks ended Jun 26, 2022 |
|---|---|---|
| **Cash flows from operating activities:** | | |
| Net income (loss) | **$ (11,612)** | $ 34,532 |
| **Adjustments to reconcile net income (loss) to net cash provided by operating activities:** | | |
| Depreciation and amortization | **12,691** | 14,532 |
| Goodwill and intangible asset impairment charge | **9,485** | — |
| Provision for credit losses | **2,408** | 2,572 |
| Stock-based compensation | **5,294** | 4,487 |
| Deferred income taxes | **(22)** | 2,117 |
| Non-cash lease expense | **6,249** | 6,518 |
| Other operating activities | **(1,099)** | 6,752 |
| **Changes in operating assets and liabilities:** | | |
| Accounts receivable | **43,915** | 12,524 |
| Income taxes receivable and payable | **(3,039)** | (3,549) |
| Other assets | **15,053** | (8,486) |
| Accounts payable and other accrued expenses | **(26,968)** | (10,629) |
| Accrued wages and benefits | **(9,277)** | (14,638) |
| Workers' compensation claims reserve | **(19,899)** | 11,404 |
| Operating lease liabilities | **(6,295)** | (6,441) |
| Other liabilities | **3,980** | 1,407 |
| **Net cash provided by operating activities** | **20,864** | 53,102 |
| **Cash flows from investing activities:** | | |
| Capital expenditures | **(15,738)** | (13,992) |
| Payments for company-owned life insurance | **(2,347)** | — |
| Purchases of restricted held-to-maturity investments | **(9,955)** | (4,950) |
| Maturities of restricted held-to-maturity investments | **15,613** | 17,826 |
| **Net cash used in investing activities** | **(12,427)** | (1,116) |
| **Cash flows from financing activities:** | | |
| Purchases and retirement of common stock | **(34,200)** | (60,939) |
| Net proceeds from employee stock purchase plans | **509** | 536 |
| Common stock repurchases for taxes upon vesting of restricted stock | **(2,514)** | (4,132) |
| Other | **(91)** | (147) |
| **Net cash used in financing activities** | **(36,296)** | (64,682) |
| Effect of exchange rate changes on cash, cash equivalents and restricted cash | **(20)** | (494) |
| **Net change in cash, cash equivalents, and restricted cash** | **(27,879)** | (13,190) |
| **Cash, cash equivalents and restricted cash, beginning of period** | **135,631** | 103,185 |
| **Cash, cash equivalents and restricted cash, end of period** | **$ 107,752** | $ 89,995 |

**TRUEBLUE, INC.**
**SEGMENT DATA**
***(Unaudited)***

| *(in thousands)* | 13 weeks ended Jun 25, 2023 | 13 weeks ended Jun 26, 2022 |
|---|---|---|
| **Revenue from services:** | | |
| PeopleReady | **$ 275,318** | $ 317,943 |
| PeopleScout | **59,710** | 89,372 |
| PeopleManagement | **140,560** | 161,938 |
| **Total company** | **$ 475,588** | $ 569,253 |
| **Segment profit** (1): | | |
| PeopleReady | **$ 8,158** | $ 20,325 |
| PeopleScout | **8,817** | 20,593 |
| PeopleManagement | **2,250** | 4,228 |
| **Total segment profit** | **19,225** | 45,146 |
| Corporate unallocated expense | **(8,215)** | (6,531) |
| **Total company Adjusted EBITDA** (2) | **11,010** | 38,615 |
| Third-party processing fees for hiring tax credits (3) | **(110)** | (162) |
| Amortization of software as a service assets (4) | **(952)** | (699) |
| Goodwill and intangible asset impairment charge | **(9,485)** | — |
| PeopleReady technology upgrade costs (5) | **(174)** | (1,748) |
| Other adjustments, net (6) | **(565)** | 491 |
| **EBITDA** (2) | **(276)** | 36,497 |
| Depreciation and amortization | **(6,280)** | (7,245) |
| Interest and other income (expense), net | **578** | (110) |
| Income (loss) before tax expense | **(5,978)** | 29,142 |
| Income tax expense | **(1,345)** | (5,129) |
| **Net income (loss)** | **$ (7,323)** | $ 24,013 |

(1) We evaluate performance based on segment revenue and segment profit. Segment profit includes revenue, related cost of services, and ongoing operating expenses directly attributable to the reportable segment. Segment profit excludes depreciation and amortization expense, unallocated corporate general and administrative expense, interest expense, other income, income taxes, and other adjustments not considered to be ongoing.

(2) See the Non-GAAP Financial Measures table on the next page for definitions of EBITDA and Adjusted EBITDA.

(3) These third-party processing fees are associated with generating hiring tax credits.

(4) Amortization of software as a service assets is reported in selling, general and administrative expense.

(5) Costs associated with upgrading legacy PeopleReady technology.

(6) Other adjustments for the 13 weeks ended June 25, 2023 primarily include workforce reduction costs of $0.6 million ($0.2 million in cost of services and $0.4 million in selling, general and administrative expense). Other adjustments for the 13 weeks ended June 26, 2022 primarily include a benefit of $1.4 million from forfeited stock awards associated with the CEO transition that were expensed in prior years, partially offset by $0.8 million of costs incurred while transitioning to a new third party administrator for workers' compensation.

**TRUEBLUE, INC.**
**NON-GAAP FINANCIAL MEASURES AND NON-GAAP RECONCILIATIONS**

In addition to financial measures presented in accordance with U.S. GAAP, we monitor certain non-GAAP key financial measures.The presentation of these non-GAAP financial measures is used to enhance the understanding of certain aspects of our financial performance. It is not meant to be considered in isolation, superior to, or as a substitute for the directly comparable financial measures prepared in accordance with U.S. GAAP, and may not be comparable to similarly titled measures of other companies.

| Non-GAAP measure | Definition | Purpose of adjusted measures |
|---|---|---|
| ***Adjusted net income and Adjusted net income per diluted share*** | Net income (loss) and net income (loss) per diluted share, excluding:<br>– amortization of intangibles,<br>– amortization of software as a service assets,<br>– goodwill and intangible asset impairment charge,<br>– accelerated depreciation,<br>– PeopleReady technology upgrade costs,<br>– other adjustments, net, and<br>– tax effect of each adjustment to U.S. GAAP. | – Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business.<br>– Used by management to assess performance and effectiveness of our business strategies.<br>– Provides a measure, among others, used in the determination of incentive compensation for management. |
| ***EBITDA and Adjusted EBITDA*** | EBITDA excludes from net income (loss):<br>– income tax expense,<br>– interest expense and other income, net, and<br>– depreciation and amortization.<br><br>Adjusted EBITDA, further excludes:<br>– third-party processing fees for hiring tax credits,<br>– amortization of software as a service assets,<br>– goodwill and intangible asset impairment charge,<br>– PeopleReady technology upgrade costs,<br>– other adjustments, net. | – Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business.<br>– Used by management to assess performance and effectiveness of our business strategies.<br>– Provides a measure, among others, used in the determination of incentive compensation for management. |
| ***Adjusted SG&A expense*** | Selling, general and administrative expense excluding:<br>– third-party processing fees for hiring tax credits,<br>– amortization of software as a service assets,<br>– PeopleReady technology upgrade costs,<br>– other adjustments, net. | – Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business. |

1. **RECONCILIATION OF U.S. GAAP NET INCOME (LOSS) TO ADJUSTED NET INCOME AND ADJUSTED NET INCOME PER DILUTED SHARE (*Unaudited*)**

| *(in thousands, except for per share data)* | 13 weeks ended Jun 25, 2023 | 13 weeks ended Jun 26, 2022 |
|---|---|---|
| Net income (loss) | **$ (7,323)** | $ 24,013 |
| Amortization of intangible assets | **1,274** | 1,495 |
| Amortization of software as a service assets (1) | **—** | 699 |
| Goodwill and intangible asset impairment charge | **9,485** | — |
| Accelerated depreciation (2) | **—** | 540 |
| PeopleReady technology upgrade costs (3) | **174** | 1,748 |
| Other adjustments, net (4) | **565** | (491) |
| Tax effect of adjustments to net income (loss) (5) | **1,203** | (749) |
| **Adjusted net income** | **$ 5,378** | $ 27,255 |
| **Adjusted net income per diluted share** | **$ 0.17** | $ 0.82 |
| **Diluted weighted average shares outstanding** | **31,185** | 33,149 |
| **Margin / % of revenue:** | | |
| Net income (loss) | **(1.5)%** | 4.2% |
| Adjusted net income | **1.1%** | 4.8% |

2. **RECONCILIATION OF U.S. GAAP NET INCOME (LOSS) TO EBITDA AND ADJUSTED EBITDA (*Unaudited*)**

| *(in thousands)* | 13 weeks ended Jun 25, 2023 | 13 weeks ended Jun 26, 2022 |
|---|---|---|
| Net income (loss) | **$ (7,323)** | $ 24,013 |
| Income tax expense | **1,345** | 5,129 |
| Interest and other (income) expense, net | **(578)** | 110 |
| Depreciation and amortization | **6,280** | 7,245 |
| **EBITDA** | **(276)** | 36,497 |
| Third-party processing fees for hiring tax credits (6) | **110** | 162 |
| Amortization of software as a service assets (1) | **952** | 699 |
| Goodwill and intangible asset impairment charge | **9,485** | — |
| PeopleReady technology upgrade costs (3) | **174** | 1,748 |
| Other adjustments, net (4) | **565** | (491) |
| **Adjusted EBITDA** | **$ 11,010** | $ 38,615 |
| **Margin / % of revenue:** | | |
| Net income (loss) | **(1.5)%** | 4.2% |
| Adjusted EBITDA | **2.3%** | 6.8% |

## 3. RECONCILIATION OF U.S. GAAP SELLING, GENERAL AND ADMINISTRATIVE EXPENSE TO ADJUSTED SG&A EXPENSE (Unaudited)

| | 13 weeks ended | |
|---|---|---|
| *(in thousands)* | Jun 25, 2023 | Jun 26, 2022 |
| Selling, general and administrative expense | **$ 121,282** | $ 122,034 |
| Third-party processing fees for hiring tax credits (6) | **(110)** | (162) |
| Amortization of software as a service assets (1) | **(952)** | (699) |
| PeopleReady technology upgrade costs (3) | **(174)** | (1,748) |
| Other adjustments, net (4) | **(390)** | 491 |
| **Adjusted SG&A expense** | **$ 119,656** | $ 119,916 |
| | | |
| **% of revenue:** | | |
| Selling, general and administrative expense | **25.5%** | 21.4% |
| Adjusted SG&A expense | **25.2%** | 21.1% |

(1) Amortization of software as a service assets is reported in selling, general and administrative expense. Note, amortization of software as a service assets was included as an adjustment to net income during transitory periods ending with fiscal 2022 and is only considered an adjustment to EBITDA going forward to be consistent with the treatment of depreciation and amortization.

(2) Accelerated depreciation for the existing systems being replaced by the upgraded PeopleReady technology platform.

(3) Costs associated with upgrading legacy PeopleReady technology.

(4) Other adjustments for the 13 weeks ended June 25, 2023 primarily include workforce reduction costs of $0.6 million ($0.2 million in cost of services and $0.4 million in selling, general and administrative expense). Other adjustments for the 13 weeks ended June 26, 2022 primarily include a benefit of $1.4 million from forfeited stock awards associated with the CEO transition that were expensed in prior years, partially offset by $0.8 million of costs incurred while transitioning to a new third party administrator for workers' compensation.

(5) Total tax effect of each of the adjustments to U.S. GAAP net income using the effective income tax rate for the respective periods.

(6) These third-party processing fees are associated with generating hiring tax credits.

trueblue
THE PEOPLE COMPANY®

# Q2 2023 Earnings

# Forward-looking statements and non-GAAP financial measures

This document contains forward-looking statements relating to our plans and expectations including, without limitation, statements regarding the future performance and operations of our business, and expected growth from our digital investments, all of which are subject to risks and uncertainties. Such statements are based on management's expectations and assumptions as of the date of this release and involve many risks and uncertainties that could cause actual results to differ materially from those expressed or implied in our forward-looking statements including: (1) national and global economic conditions which can be negatively impacted by factors such as rising interest rates, inflation, political instability, epidemics and global trade uncertainty, (2) our ability to attract sufficient qualified candidates and employees to meet the needs of our clients, (3) our ability to attract and retain clients, (4) our ability to maintain profit margins, (5) our ability to successfully execute on business strategies to further digitalize our business model, (6) the timing and amount of common stock repurchases, if any, which will be determined at management's discretion and depend upon several factors, including market and business conditions, the trading price of our common stock and the nature of other investment opportunities, (7) new laws, regulations, and government incentives that could affect our operations or financial results, (8) our ability to access sufficient capital to finance our operations, including our ability to comply with covenants contained in our revolving credit facility, and (9) any reduction or change in tax credits we utilize, including the Work Opportunity Tax Credit. Other information regarding factors that could affect our results is included in our Securities Exchange Commission (SEC) filings, including the company's most recent reports on Forms 10-K and 10-Q, copies of which may be obtained by visiting our website at www.trueblue.com under the Investor Relations section or the SEC's website at www.sec.gov. 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 references to future financial estimates are included for informational purposes only and subject to risk factors discussed in our most recent filings with the SEC.

In addition, we use several non-GAAP financial measures when presenting our financial results in this document. Please refer to the reconciliations between our GAAP and non-GAAP financial measures in the appendix to this presentation and on our website at www.trueblue.com under the Investor Relations section for additional information on both current and historical periods. The presentation of these non-GAAP financial measures is used to enhance the understanding of certain aspects of our financial performance. It is not meant to be considered in isolation, superior to, or as a substitute for the directly comparable financial measures prepared in accordance with U.S. GAAP, and may not be comparable to similarly titled measures of other companies. Any comparisons made herein to other periods are based on a comparison to the same period in the prior year unless otherwise stated.

# Q2 2023 Overview

**Total revenue -16%**

- Existing client demand softened during the quarter
  - Macroeconomic uncertainty causing clients to be more cost conscious
  - Clients are increasingly selective on the jobs they choose to fill

**Net loss was $7 million v. net income of $24 million in Q2 2022**

- Included a non-cash impairment charge of $9 million[1] after tax
- Adjusted net income[2] was $5 million v. $27 million in Q2 2022

**Strong liquidity position**

- Cash of $50 million, zero debt and $202 million of borrowing availability

[1] Pre-tax impairment of $9 million in PeopleScout MSP goodwill and PeopleManagement On-site trademark intangible assets driven by lower customer volumes in connection with economic conditions.
[2] Refer to the appendix to this presentation for a definition and full reconciliation of non-GAAP financial measures to GAAP financial results.

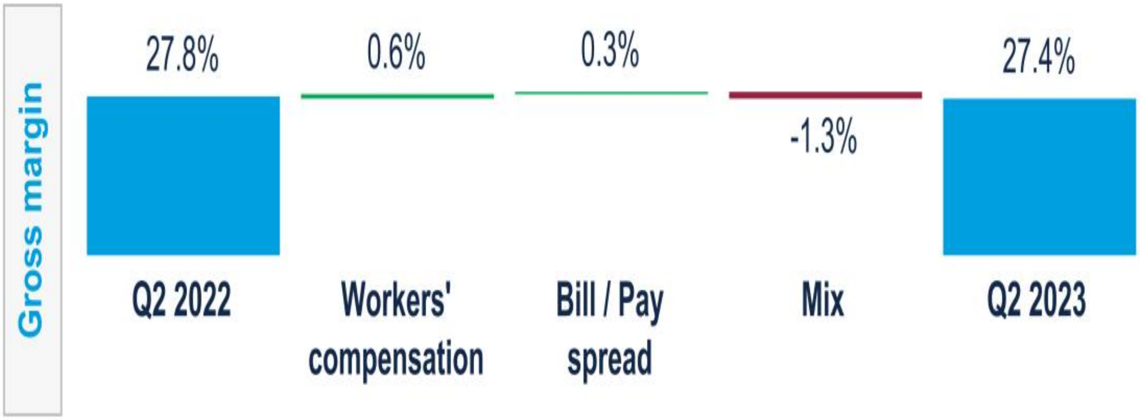
# Financial summary

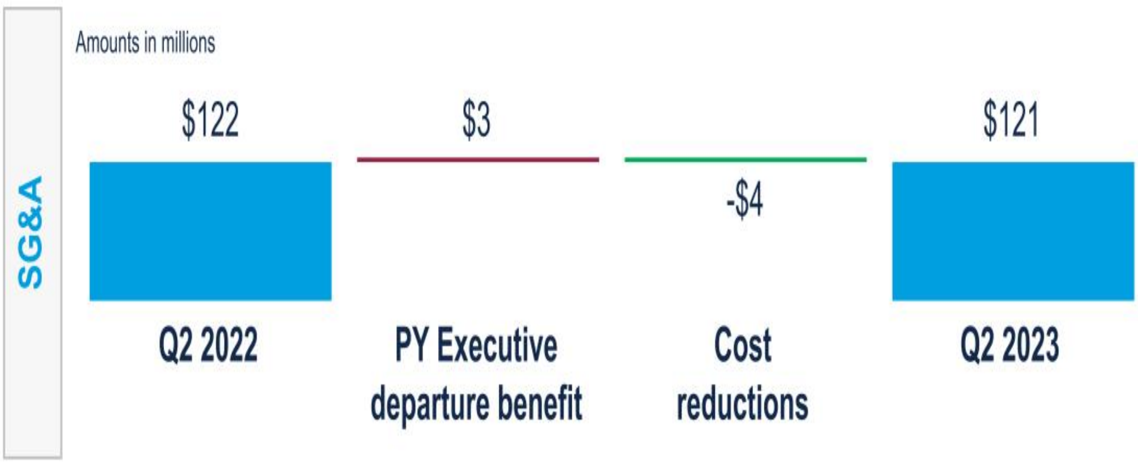
| Amounts in millions, except per share data | Q2 2023 | Q2 2022 | Change |
|---|---|---|---|
| Revenue | $476 | $569 | -16% |
| Net income (loss) | -$7.3 | $24.0 | NM |
| Net income (loss) per diluted share | -$0.24 | $0.72 | NM |
| Net income (loss) margin | -1.5% | 4.2% | -570 bps |
| Adjusted net income[1] | $5.4 | $27.3 | -80% |
| Adj. net income per diluted share | $0.17 | $0.82 | -79% |
| Adj. net income margin | 1.1% | 4.8% | -370 bps |
| Adjusted EBITDA | $11.0 | $38.6 | -71% |
| Adjusted EBITDA margin | 2.3% | 6.8% | -450 bps |
| Notes: | ▪ Net loss of $7 million in Q2 2023 was due to a non-cash impairment charge of $9 million, net of tax.<br>▪ The changes in adjusted net income margin and adjusted EBITDA margin were more favorable than that of GAAP net income margin primarily due to the non-cash impairment charge, which was excluded from adjusted results. | | |

NM - Not meaningful

[1] Refer to the appendix to this presentation for a definition and full reconciliation of non-GAAP financial measures to GAAP financial results.

# Gross margin and SG&A bridges



# Q2 2023 Results by segment

| Amounts in millions | PeopleReady | PeopleScout | PeopleManagement |
|---|---|---|---|
| Revenue | $275 | $60 | $141 |
| *% Change* | *-13%* | *-33%* | *-13%* |
| Segment profit[1] | $8 | $9 | $2 |
| *% Change* | *-60%* | *-57%* | *-47%* |
| *% Margin*<br>*Change* | *3.0%*<br>*-340 bps* | *14.8%*<br>*-820 bps* | *1.6%*<br>*-100 bps* |
| Notes: | • Revenue:<br>• Lower existing customer volumes, especially in service, hospitality and retail<br>• Segment profit margin:<br>• Contraction due to operational deleveraging associated with revenue decline, partially offset by lower workers' compensation costs and favorable bill / pay spreads | • Revenue:<br>• Reduced client hiring following elevated volumes last year due to uncertainty around workforce needs and growing cost pressures<br>• Segment profit margin:<br>• Contraction due to operational deleveraging associated with revenue decline | • Revenue:<br>• Lower customer volume in retail, manufacturing and transportation, including commercial drivers<br>• Segment profit margin:<br>• Contraction due to operational deleveraging associated with revenue decline |

[1] We evaluate performance based on segment revenue and segment profit. Segment profit includes revenue, related cost of services, and ongoing operating expenses directly attributable to the reportable segment.

# Current business priorities

**peopleready** A TRUEBLUE COMPANY

- Increase sales efforts through training and redirection of centralized support teams to support sales
- Customer engagement campaigns focused on re-activation and expansion
- Continue focus on promising industry verticals including renewable energy, travel, hospitality and events

**peoplescout** A TRUEBLUE COMPANY

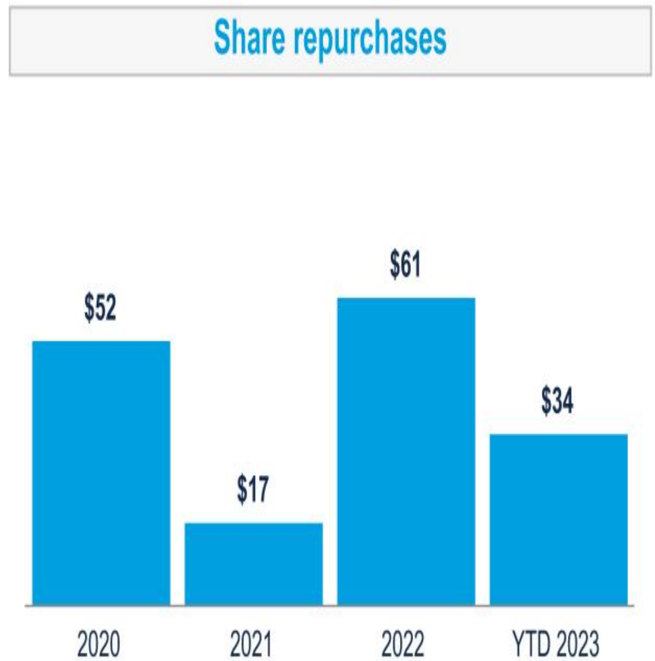
- Decrease time to close new clients with a turn-key RPO, ROD offerings, and packaged advisory services
- Focus on high need roles in growing verticals including healthcare, education and government
- Expand strategic partnerships to extend our industry reach and increase new business pipeline

**peoplemanagement** A TRUEBLUE DIVISION

- Expand vertical reach including consumer packaged goods, food and beverage
- Go-to-market messaging focused on vendor consolidation and performance-based pricing model
- Increased sales efforts on short-term project offerings

# Balance sheet remains strong with zero debt and ample liquidity

Amounts in millions


Note: Figures may not sum to consolidated totals due to rounding. Balances as of fiscal period end.
[1] Borrowing availability is based on maximum borrowing availability under our most restrictive covenant.

# Outlook

# Select outlook information for Q3 2023

| Item | Q3 2023 | Commentary |
|---|---|---|
| Revenue | $484M to $509M<br>*-16% to -12% v. prior year* | The improvement in the year-over-year decline for Q3 compared to Q2 is tied to a less challenging prior year comparison. |
| Gross margin | 0 to +40<br>bps v. prior year | Gross margin expansion due to favorable spreads between bill- and pay-rate inflation. |
| SG&A | $122M to $126M | Refer to EBITDA adjustments below for additional information on expected expense. |
| EBITDA adjustments[1] | ~$2M | • ~$1M in PeopleReady technology upgrade costs<br>• ~$1M in SaaS amortization |
| Pre-tax net income adjustments | ~$2M | • ~$1M in PeopleReady technology upgrade costs<br>• ~$1M in intangibles amortization |
| CapEx[2] | ~$11M | Q3 depreciation is expected to be ~$5M. |
| Shares | ~31.3M | Reflects diluted weighted average shares outstanding. |

[1] Refer to the appendix to this presentation for a definition of non-GAAP financial measures.
[2] Includes planned investments in software as a service (SaaS) assets capitalized in other long-term assets with the related amortization recorded in SG&A.

# Select outlook information for FY 2023

| Item | FY 2023 | Commentary |
|---|---|---|
| Gross margin | 0 to +60<br>bps v. prior year | Gross margin expansion due to favorable spreads between bill- and pay-rate inflation. |
| SG&A | $492M to $498M | Refer to EBITDA adjustments below for additional information on expected expense. |
| EBITDA adjustments[1] | $7M to $11M | • ~$2M in PeopleReady technology upgrade costs<br>• ~$4M in SaaS amortization<br>• ~$1M in third-party processing fees for hiring tax credits<br>• ~$2M in other adjustments |
| Pre-tax net income adjustments | $7M to $11M | • ~$2M in PeopleReady technology upgrade costs<br>• ~$5M in intangibles amortization<br>• ~$2M in other adjustments |
| CapEx[2] | $36M to $40M | FY 2023 depreciation is expected to be $20M to $24M. |
| Income tax benefit | $2M to $3M | The estimated income tax benefit is the result of our job tax credits exceeding the income tax associated with our pre-tax income. |
| Other | Note: Fiscal 2023 includes a 53rd week, which will add $22M to $27M of revenue with minimal profit due to low seasonal volume. | |

[1] Refer to the appendix to this presentation for a definition of non-GAAP financial measures.
[2] Includes planned investments in software as a service (SaaS) assets capitalized in other long-term assets with the related amortization recorded in SG&A.

# Appendix

# NON-GAAP FINANCIAL MEASURES AND NON-GAAP RECONCILIATIONS

In addition to financial measures presented in accordance with U.S. GAAP, we monitor certain non-GAAP key financial measures. The presentation of these non-GAAP financial measures is used to enhance the understanding of certain aspects of our financial performance. It is not meant to be considered in isolation, superior to, or as a substitute for the directly comparable financial measures prepared in accordance with U.S. GAAP, and may not be comparable to similarly titled measures of other companies.

| Non-GAAP measure | Definition | Purpose of adjusted measures |
|---|---|---|
| **Adjusted net income and Adjusted net income per diluted share** | Net income (loss) and net income (loss) per diluted share, excluding:<br>– amortization of intangibles,<br>– amortization of software as a service assets,<br>– goodwill and intangible asset impairment charge,<br>– accelerated depreciation,<br>– PeopleReady technology upgrade costs,<br>– other adjustments, net, and<br>– tax effect of each adjustment to U.S. GAAP. | – Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business.<br>– Used by management to assess performance and effectiveness of our business strategies.<br>– Provides a measure, among others, used in the determination of incentive compensation for management. |
| ***EBITDA and Adjusted EBITDA*** | EBITDA excludes from net income (loss):<br>– income tax expense,<br>– interest expense and other income, net, and<br>– depreciation and amortization.<br><br>Adjusted EBITDA, further excludes:<br>– third-party processing fees for hiring tax credits,<br>– amortization of software as a service assets,<br>– goodwill and intangible asset impairment charge,<br>– PeopleReady technology upgrade costs,<br>– other adjustments, net. | – Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business.<br>– Used by management to assess performance and effectiveness of our business strategies.<br>– Provides a measure, among others, used in the determination of incentive compensation for management. |
| ***Adjusted SG&A expense*** | Selling, general and administrative expense excluding:<br>– third-party processing fees for hiring tax credits,<br>– amortization of software as a service assets,<br>– PeopleReady technology upgrade costs,<br>– other adjustments, net. | – Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business. |

[1] Refer to the appendix to this presentation for a definition and full reconciliation of non-GAAP financial measures to GAAP financial results.

# 1. RECONCILIATION OF U.S. GAAP NET INCOME (LOSS) TO ADJUSTED NET INCOME AND ADJUSTED NET INCOME PER DILUTED SHARE *(Unaudited)*

| *(in thousands, except for per share data)* | 13 weeks ended Jun 25, 2023 | 13 weeks ended Jun 26, 2022 |
|---|---|---|
| Net income (loss) | **$ (7,323)** | $ 24,013 |
| Amortization of intangible assets | **1,274** | 1,495 |
| Amortization of software as a service assets (1) | **—** | 699 |
| Goodwill and intangible asset impairment charge | **9,485** | — |
| Accelerated depreciation (2) | **—** | 540 |
| PeopleReady technology upgrade costs (3) | **174** | 1,748 |
| Other adjustments, net (4) | **565** | (491) |
| Tax effect of adjustments to net income (loss) (5) | **1,203** | (749) |
| **Adjusted net income** | **$ 5,378** | $ 27,255 |
| | | |
| **Adjusted net income per diluted share** | **$ 0.17** | $ 0.82 |
| | | |
| **Diluted weighted average shares outstanding** | **31,185** | 33,149 |
| | | |
| **Margin / % of revenue:** | | |
| Net income (loss) | **(1.5)%** | 4.2% |
| Adjusted net income | **1.1%** | 4.8% |

Refer to the last slide of the appendix for footnotes.

# 2. RECONCILIATION OF U.S. GAAP NET INCOME (LOSS) TO EBITDA AND ADJUSTED EBITDA

*(Unaudited)*

| | 13 weeks ended | |
|---|---|---|
| *(in thousands)* | Jun 25, 2023 | Jun 26, 2022 |
| Net income (loss) | **$ (7,323)** | $ 24,013 |
| Income tax expense | **1,345** | 5,129 |
| Interest and other (income) expense, net | **(578)** | 110 |
| Depreciation and amortization | **6,280** | 7,245 |
| **EBITDA** | **(276)** | 36,497 |
| Third-party processing fees for hiring tax credits (6) | **110** | 162 |
| Amortization of software as a service assets (1) | **952** | 699 |
| Goodwill and intangible asset impairment charge | **9,485** | — |
| PeopleReady technology upgrade costs (3) | **174** | 1,748 |
| Other adjustments, net (4) | **565** | (491) |
| **Adjusted EBITDA** | **$ 11,010** | $ 38,615 |
| | | |
| **Margin / % of revenue:** | | |
| Net income (loss) | **(1.5)%** | 4.2% |
| Adjusted EBITDA | **2.3%** | 6.8% |

Refer to the last slide of the appendix for footnotes.

# 3. RECONCILIATION OF U.S. GAAP SELLING, GENERAL AND ADMINISTRATIVE EXPENSE TO ADJUSTED SG&A EXPENSE *(Unaudited)*

| | 13 weeks ended | |
|---|---|---|
| *(in thousands)* | Jun 25, 2023 | Jun 26, 2022 |
| Selling, general and administrative expense | **$ 121,282** | $ 122,034 |
| Third-party processing fees for hiring tax credits (6) | **(110)** | (162) |
| Amortization of software as a service assets (1) | **(952)** | (699) |
| PeopleReady technology upgrade costs (3) | **(174)** | (1,748) |
| Other adjustments, net (4) | **(390)** | 491 |
| **Adjusted SG&A expense** | **$ 119,656** | $ 119,916 |
| | | |
| **% of revenue:** | | |
| Selling, general and administrative expense | **25.5%** | 21.4% |
| Adjusted SG&A expense | **25.2%** | 21.1% |

Refer to the last slide of the appendix for footnotes.

Footnotes:

1. Amortization of software as a service assets is reported in selling, general and administrative expense. Note, amortization of software as a service assets was included as an adjustment to net income during transitory periods ending with fiscal 2022 and is only considered an adjustment to EBITDA going forward to be consistent with the treatment of depreciation and amortization.
2. Accelerated depreciation for the existing systems being replaced by the upgraded PeopleReady technology platform.
3. Costs associated with upgrading legacy PeopleReady technology.
4. Other adjustments for the 13 weeks ended June 25, 2023 primarily include workforce reduction costs of $0.6 million ($0.2 million in cost of services and $0.4 million in selling, general and administrative expense). Other adjustments for the 13 weeks ended June 26, 2022 primarily include a benefit of $1.4 million from forfeited stock awards associated with the CEO transition that were expensed in prior years, partially offset by $0.8 million of costs incurred while transitioning to a new third party administrator for workers' compensation.
5. Total tax effect of each of the adjustments to U.S. GAAP net income using the effective income tax rate for the respective periods.
6. These third-party processing fees are associated with generating hiring tax credits.

trueblue
THE PEOPLE COMPANY®

# Investor Roadshow Presentation

JULY 2023

# Forward-looking statements

This document contains forward-looking statements relating to our plans and expectations including, without limitation, statements regarding the future performance and operations of our business, expected growth from our digital investments, and the expected amount and timing of any share repurchases, all of which are subject to risks and uncertainties. Such statements are based on management's expectations and assumptions as of the date of this release and involve many risks and uncertainties that could cause actual results to differ materially from those expressed or implied in our forward-looking statements including: (1) national and global economic conditions which can be negatively impacted by factors such as rising interest rates, inflation, political instability, epidemics and global trade uncertainty, (2) our ability to attract sufficient qualified candidates and employees to meet the needs of our clients, (3) our ability to attract and retain clients, (4) our ability to maintain profit margins, (5) our ability to successfully execute on business strategies to further digitalize our business model, (6) the timing and amount of common stock repurchases, if any, which will be determined at management's discretion and depend upon several factors, including market and business conditions, the trading price of our common stock and the nature of other investment opportunities, (7) new laws, regulations, and government incentives that could affect our operations or financial results, (8) our ability to access sufficient capital to finance our operations, including our ability to comply with covenants contained in our revolving credit facility, and (9) any reduction or change in tax credits we utilize, including the Work Opportunity Tax Credit. Other information regarding factors that could affect our results is included in our Securities Exchange Commission (SEC) filings, including the company's most recent reports on Forms 10-K and 10-Q, copies of which may be obtained by visiting our website at www.trueblue.com under the Investor Relations section or the SEC's website at www.sec.gov. 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 references to future financial estimates are included for informational purposes only and subject to risk factors discussed in our most recent filings with the SEC. Any comparisons made herein to other periods are based on a comparison to the same period in the prior year unless otherwise stated.

## Investment highlights

| | |
|---|---|
| Market Leader | Market leader in U.S. blue collar staffing and global RPO with increasingly diverse service offerings |
| Industry Growth Prospects | Highly fragmented industry with strong growth potential from secular forces |
| Compelling Strategies | Advancing technology applications and enhancing the experience for those we serve to grow market share |
| Return of Capital | Strong balance sheet and cash flow to support stock buybacks |
| Experienced Leadership Team | Deep human capital expertise with proven success driving growth and delivering value to stakeholders |

# Our Mission: Connecting People and Work

**84,000**
Clients served annually with strong diversity[1]

**611,000**
People connected to work during 2022

One of the largest U.S. industrial staffing providers

One of the largest global RPO providers

**2022 Revenue**

**$2.3B**

**Returning Value to Shareholders**
(Share repurchases last 5 years)

**$204M**


All segments earned the Top Workplaces USA Award issued by Energage

HRO Today magazine repeatedly recognizes PeopleScout as a global market leader

Thousands of veterans hired each year via internal programs as well as Hiring Our Heroes and Wounded Warriors

Recognized for breakthrough board practices that promote greater diversity and inclusion

[1] No single client accounted for more than 4% of total revenue for FY 2022

# Three specialized segments meet diverse client needs

| peopleready A TRUEBLUE COMPANY | peoplescout A TRUEBLUE COMPANY | peoplemanagement A TRUEBLUE DIVISION |
|---|---|---|
| On-demand general and skilled labor for industrial jobs | Talent solutions for outsourcing the recruiting process for permanent employees | Contingent, on-site industrial staffing and commercial driver services |


| | PeopleReady | PeopleScout | PeopleManagement |
|---|---|---|---|
| Incremental Segment profit margin[2] | 15 – 20% | 27 – 32% | 8 – 13% |

[1] Revenue and segment profit calculations based on FY 2022. We evaluate performance based on segment revenue and segment profit. Segment profit includes revenue, related cost of services, and ongoing operating expenses directly attributable to the reportable segment. Segment profit excludes depreciation and amortization expense, unallocated corporate general and administrative expense, interest expense, other income, income taxes, and other adjustments not considered to be ongoing.

[2] Average, estimated margin associated with additional organic revenue.

# Solving workforce challenges

**Workforce solutions are in high demand as businesses increasingly turn to human capital experts to solve talent challenges.**

### Remote Recruiting

The **worker supply chain** is becoming increasingly decentralized. TrueBlue's digital strategy connects people anywhere at any time.

### Artificial Intelligence

Companies are seeking ways to become **more nimble** and **efficient**. Deploying AI to source human capital will be a competitive differentiator.

### Workforce Complexity

Many factors, including globalization, the "gig" economy and diversity are **changing the world of work** requiring a disciplined approach to hiring.

trueblue
THE PEOPLE COMPANY®

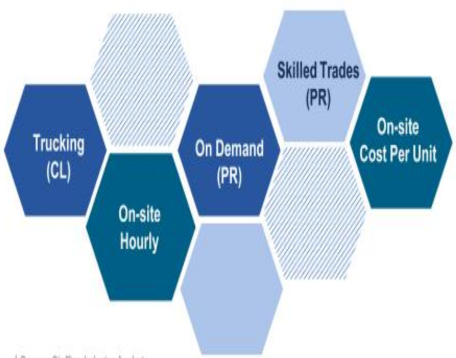
A **robust** value proposition with high-touch, specialized, digital **solutions** for staffing, workforce management and recruitment process outsourcing.

# US Industrial Staffing: Large and attractive market

## United States Staffing Market ~$220B[1]

**Represents ~30% of $680B global staffing market**


**Industrial temporary staffing ($39B)**
**One of the largest U.S. segments (~20%)**




## Why Industrial Staffing?

- **One of the largest segments** of the U.S. staffing industry ($39B in 2022)
- **Highly fragmented** with no **dominant** competition
- **Digital adoption** by the industry can expand growth opportunity, like rideshare companies did for the taxi industry
- Capitalize on **ecommerce logistics** as online retail continues to grow
- Unique growth opportunity to fill key **skilled trades** positions as baby boomers retire
- The Biden Administration's **infrastructure** and **clean energy** plans are expected to inject **billions** into the labor market
- The industry **rebounds quickly** in the early stages of a recovery

[1] Source: Staffing Industry Analysts
Note, industrial temporary staffing includes various occupations such as: laborers, packers, construction workers, skilled trades, machinists, janitors, etc.

# Recruitment Process Outsourcing: High margin plus double-digit revenue growth

## Global RPO Market ~$6B[1]

Strong history of growth with a 2017-2022 market CAGR of ~13%

North America represents 50% followed by EMEA (30%) and APAC (20%)

50% in Technology, Manufacturing & Life Science industries

## Why RPO?

- "Immature" market with no single dominant player
- Traditionally "sticky" business model with high client retention and engagement
- Industry produced double-digit annual revenue growth historically and recovered swiftly from recent recession
- Industry poised for growth as companies seek new solutions to increasing labor challenges



[1] Source: Everest Group

# Strategically positioned for secular growth

## *Strong position in attractive vertical markets*

| | | |
|---|---|---|
| Manufacturing | 20% | ▪ Political climate favoring investments in domestic manufacturing facilities |
| Transportation | 16% | ▪ Acute supply / demand gap and high turnover creating the need for temporary truck drivers |
| Construction | 16% | ▪ Skilled worker shortages in key areas where TrueBlue specializes and has a recruiting edge (e.g. skilled construction)<br>▪ Flight to the suburbs will be a tailwind for the industry |
| Retail | 14% | ▪ E-commerce driving the need for more warehouses and more workers per warehouse to facilitate expedited delivery and returns |

**TBI FY 2022 Mix by Vertical**

## *Powerful secular forces in industrial staffing*

**Positive Demographic Trends**

- Deepening of the general contingent labor pool as workers across the generational spectrum are embracing the gig economy (e.g. millennials with side-hustles and semi-retired baby boomers)

**Compelling Technology**

- Industry is ripe for digital disruption
- Potential for large providers with sizeable transaction volume to capture market share
- Opportunity to enhance efficiency and growth

**Capitalizing on Industry Evolution**

- Heightened scrutiny around worker classification (contractor v. employee)
- Offering a variety of workforce management solutions (e.g. PPO, Employer of Record, MSP) to help clients find compliant solutions

# Strategy highlights and priorities

**peopleready** A TRUEBLUE COMPANY

- Digitalize our business model to gain market share from smaller, less capitalized competitors and reduce expenses
- Advance JobStack™ capabilities to better accommodate our associates and increase worker supply
- Enhance training and expand geographic and vertical coverage to drive sales and improve the client and associate experience

**peoplescout** A TRUEBLUE COMPANY

- Augment sales team to enable specialization and gain market share in high growth sectors
- Seek opportunities to grow domestically and globally through acquisition and / or new product offerings
- Advance technology platform with a focus on improving client delivery and recruiting efficiency

**peoplemanagement** A TRUEBLUE DIVISION

- Leverage sales resource investments to expand into under-penetrated geographic markets
- Increase adoption of on-site workflow product offering to expand margin profile
- Invest in client and associate care in addition to retention programs

***Advance technology and enhance the experience for those we serve to grow market share***

# PeopleReady: Focusing on digital transformation and operational excellence

- Combine the strength of our **geographic footprint** and **JobStack™** capabilities
  - Customers and associates can connect 24/7 via JobStack app
  - Expansive coverage through branches and regional service centers
  - Digitalization enables operational efficiencies

- **Enhance** customer and associate **experience**
  - Renewed emphasis on account management to improve customer retention
  - Employee programs emphasizing learning and development to strengthen service delivery and talent retention

- Grow market share in **specialized verticals**
  - Well-positioned to capitalize on growing renewable energy vertical
  - Skilled labor shortages in areas where we specialize

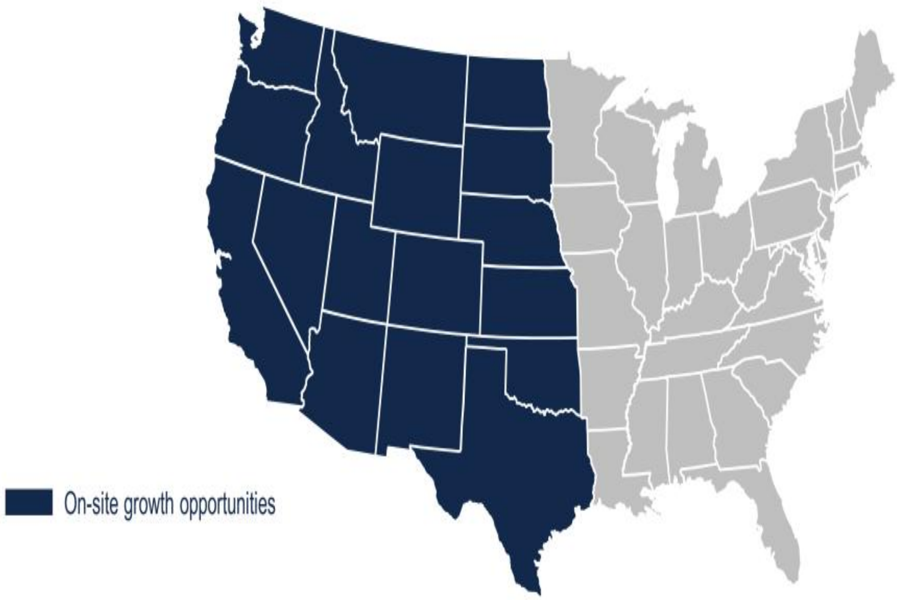
# PeopleScout: Industry leader with historically high margins

- **Strong Growth Prospects**
  - **Demonstrated track record** servicing large employers with dynamic needs in growing industries
  - Augmenting sales teams to **gain market share** in high growth sectors
  - **Global focus** as growing number of deals are multi-region and multi-country

- **Affinix Technology: A Differentiated Experience**
  - Connects clients and candidates using AI, machine learnings and predictive analytics ideal in today's **remote recruiting** landscape
  - Provides a superior **candidate experience**, which is critical as our clients compete for talent

# PeopleManagement: Expanding market share and margin

- Business model is more insulated from cyclical changes due to the **outsourced nature** of our client relationships
- Sales teams are scaling in **underserved markets** to **expand share**
- Opportunity to **raise margin profile** through higher penetration of workflow solutions, special project teams and mobile driver services




**~80% of on-site revenue is in the East and Midwest**

# ESG principles help us make sound decisions

## Key Statistics:

- 75% of board members are women or racially diverse
- 50% of senior management are women
- 88% of voting shareholders approved executive compensation

## How ESG guides our decision making:

- Code of conduct and business ethics framework
- Board of directors oversight & governance
- Executive compensation structure
- Enterprise risk management program

## External ESG Ratings

MSCI

AAA Rating

SUSTAINALYTICS

a Morningstar company

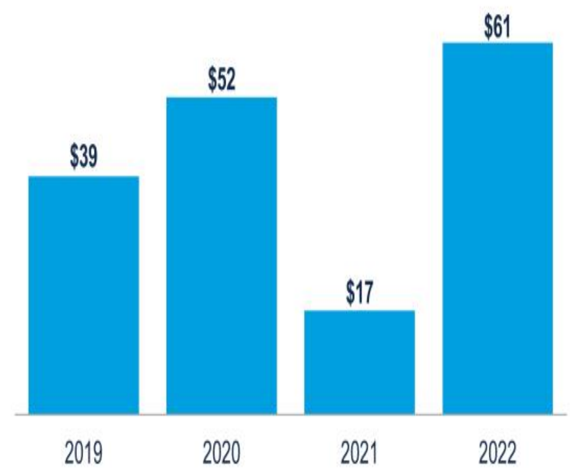
Risk Ranking: Low
Risk Exposure: Low
Risk Management: Average

# Balance sheet remains strong with zero debt and ample liquidity

Amounts in millions

## Liquidity


## Share repurchases




Note: Figures may not sum to consolidated totals due to rounding. Balances as of fiscal period end.
[1] Borrowing availability is based on maximum borrowing availability under our most restrictive covenant

# Focused capital strategy

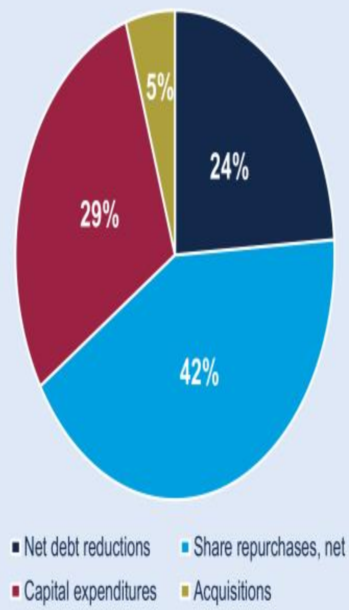
***Investing in technology and returning excess capital to shareholders***

## Capital allocation priorities

- Strategic technology investments to further digitalize our business model
- Return excess capital to shareholders through share repurchases
- Disciplined acquisition strategy to supplement organic revenue growth

## Historical use of capital

(2018 - 2022)



## Strong track record of returning capital to shareholders

**$204 million of capital returned to shareholders via share repurchases over the last five years (2018-2022)**

| | |
|---|---|
| 1 Year | 2.2M shares repurchased<br>6% reduction in shares outstanding |
| 3 Years | 6.4M shares repurchased<br>17% reduction in shares outstanding |
| 5 Years | 9.6M shares repurchased<br>23% reduction in shares outstanding |

# Leadership with deep industry experience

**Steve Cooper**
**Director and CEO**

20+ years of industry experience

12 years as TrueBlue CEO

TrueBlue Director since 2006

**Derrek Gafford**
**EVP and CFO**

20+ years of industry experience

19 years of CFO experience

TrueBlue CFO since 2006

**Taryn Owen**
**President and COO**

20+ years of industry experience

10 years as business leader

TrueBlue President & COO since 2022

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