
**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

FORM 8-K

**CURRENT REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE
SECURITIES AND EXCHANGE ACT OF 1934**

Date of Report (Date of earliest event reported) **September 17, 2003**

LABOR READY, INC.

(Exact name of Registrant as specified in its charter)

Washington
(State or other jurisdiction of
incorporation or organization)

91-1287341
(IRS Employer
Identification No.)

**1015 A Street
Tacoma, Washington 98402**
(Address of principal executive offices, including zip code)

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

ITEM 9. REGULATION FD DISCLOSURE

Copies of slide presentations which will be presented by us at the Labor Ready 2003 Analyst Presentation held at the Marriott Marquis hotel in New York city on September 17, 2003 at 12:10 PM (ET), and generally to members of the financial and investment community from time to time (the "Investor Presentation"), are attached to this Report as Exhibit 99.1 and are also available on Labor Ready's website, www.laborready.com. The Investor Presentation is being furnished pursuant to Regulation FD and Item 9 of Form 8-K.

In accordance with General Instruction B.2 of Form 8-K, the information contained in the Investor Presentation shall not be deemed "Filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, nor shall it 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

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.

September 17, 2003

LABOR READY, INC.

By: /s/ Joseph P. Sambataro, Jr.
Chief Executive Officer

2

EXHIBIT INDEX

<u>Exhibit Number</u>	<u>Description</u>
99.1	Investor Presentation

3

LABOR READY

Dependable Temporary Labor.

2003 ANALYST PRESENTATION

September 17, 2003

New York



We Put People to Work.

[Link to searchable text of slide shown above](#)

SAFE HARBOR STATEMENT

Cautionary Note about 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 within the meaning of the federal securities laws. Our actual results may differ materially from those expressed in any forward-looking statements made by us. Forward-looking statements involve a number of risks of uncertainties including, but not limited to, the risks described in the Company's most recent 10-K and 10-Q filings. All forward-looking statements are qualified by those risk factors.

LABOR READY
Dependable Temporary Labor.

[Link to searchable text of slide shown above](#)

INTRODUCTION TO DIRECTORS

- **Robert Sullivan**
Chairman
- **Mark Beatty**
- **Tom McChesney**
- **Gates McKibbin**
- **Joe Sambataro**
- **Carl Schafer**
- **Bill Steele**



[Link to searchable text of slide shown above](#)

MANAGEMENT TEAM

- **Tim Adams**
General Counsel
- **Bob Breen**
Director, Strategic Planning & Analysis
- **Rick Christmas**
CIO
- **Steve Cooper**
CFO
- **John Hopkins**
Regional VP, Operations/West
- **Gary North**
Regional VP, Operations/East & U.K.
- **Tom Stonich**
VP Human Resources



[Link to searchable text of slide shown above](#)

2003 ANALYST PRESENTATION AGENDA

- Overview
- Industry Trends
- Labor Ready Value Proposition
- Company Goals & Strategies
- Key Financial Metrics & Results



[Link to searchable text of slide shown above](#)

LABOR READY

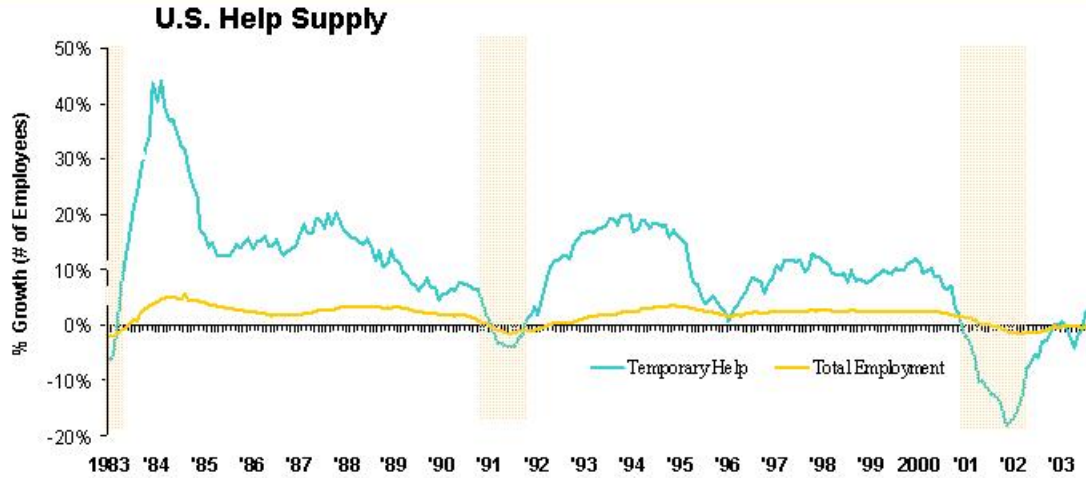
Dependable Temporary Labor.



*Labor Ready has 790 offices in the U.S.,
Canada and U.K.*

[Link to searchable text of slide shown above](#)

TRENDS IN TEMPORARY STAFFING



Cycle Expansions and Contractions: (1) Economic expansion began in November 1982; (2) Economic contraction began in July 1990 and expansion began in March 1991; (3) Economic contraction began in March 2001.

Source: Bureau of Labor Statistics non-seasonally adjusted employment growth for temporary help services (NAICS code 60561320) and total non-farm employment.

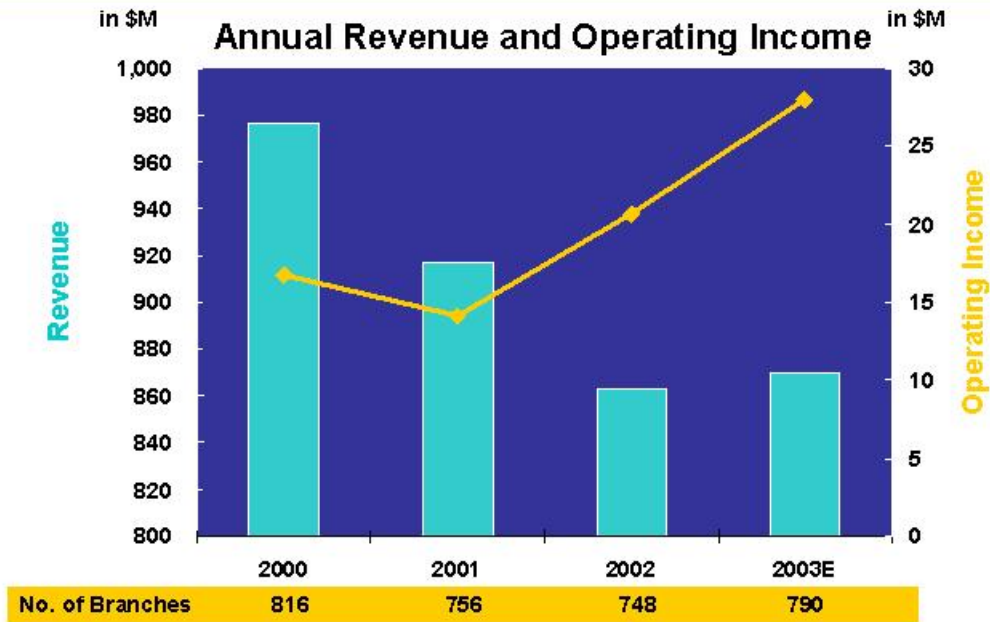
[Link to searchable text of slide shown above](#)



Recent reports on the U.S. economy have been optimistic...

[Link to searchable text of slide shown above](#)

2000–2003 OPERATING INCOME GROWTH



[Link to searchable text of slide shown above](#)

LABOR READY'S VALUE PROPOSITION



Workers:

- Opportunity
- Flexibility
- Work Today – Paid Today
- Bridge to Permanent Employment
- Safety Training

We Put People To Work.

LABOR READY
Dependable Temporary Labor.

[Link to searchable text of slide shown above](#)

LABOR READY'S VALUE PROPOSITION



Customer:

- Flexibility
- Eliminates workers' compensation and payroll tax exposure
- Reduces fixed costs
- Quick fill of employment needs
- Dependable, temporary labor



[Link to searchable text of slide shown above](#)

COMPANY GOALS & STRATEGIES

- Improve branch profitability
- Expand in smaller markets in U.S.
- Expand in U.K.



[Link to searchable text of slide shown above](#)

BRANCH PROFITABILITY

- Increase same-store sales
 - Current branches at 50% of capacity
- Branch Manager Compensation Program
- Improve customer service
- Deliver 30 % gross margins
- Control costs



[Link to searchable text of slide shown above](#)

SMALLER MARKETS EXPANSION

- Opened 25 new branches in U.S. and Canada in 2003
 - Close to 300 markets available
- Smaller market branch model
 - Smaller footprint
 - Different market criteria
 - Zero impact on existing branches



[Link to searchable text of slide shown above](#)

U.K. EXPANSION

- **Opened 15 locations in 2003**
 - Estimated 100 locations available
 - Currently operating 46 locations
- **Expanded geographic reach**



[Link to searchable text of slide shown above](#)

FINANCIAL METRICS & RESULTS

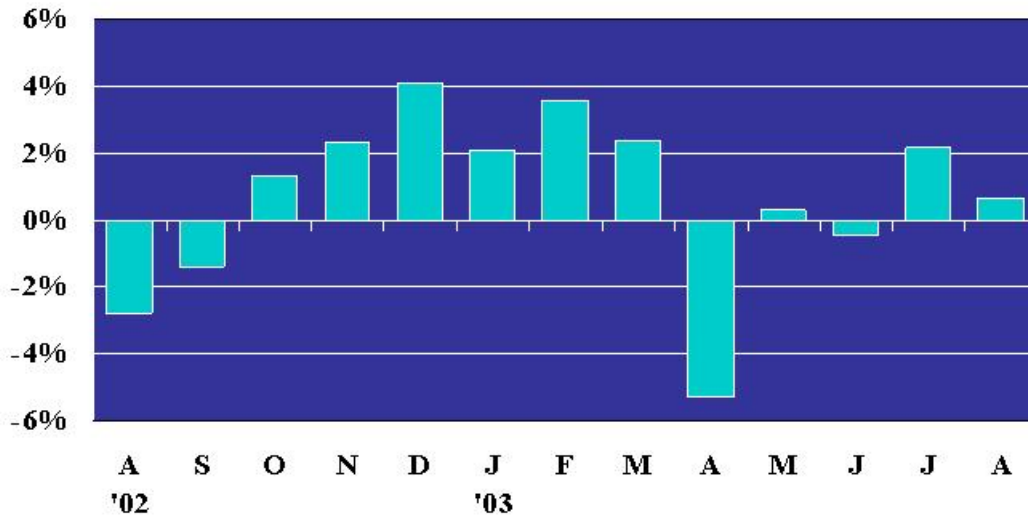
- **Sales Trends**
- **Smaller Market Branch Update**
- **U.K. Update**
- **Leverage in Current Operations**
- **Current Year Estimates**



[Link to searchable text of slide shown above](#)

SALES GROWTH TRENDS

Year over Year Sales Growth



Dec. 2002 and Jan. 2003 growth rates shown before year end cut off adjustments.

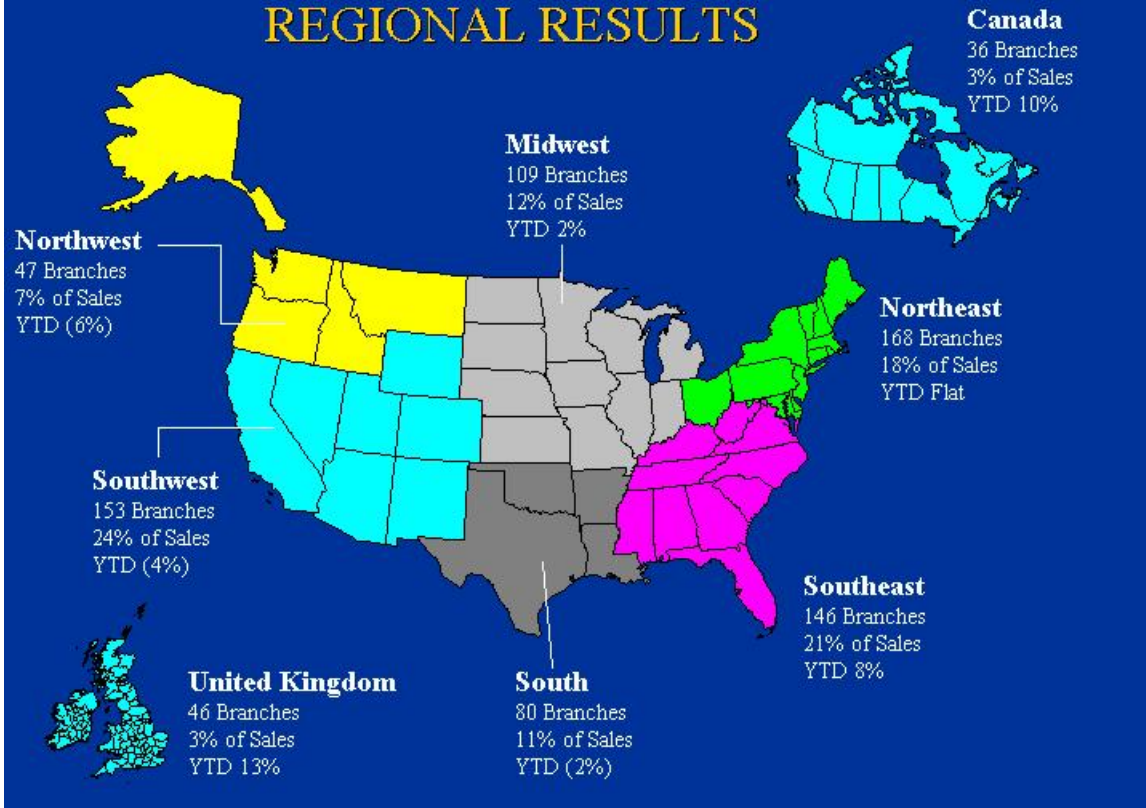
[Link to searchable text of slide shown above](#)

SALES GROWTH COMPONENTS



[Link to searchable text of slide shown above](#)

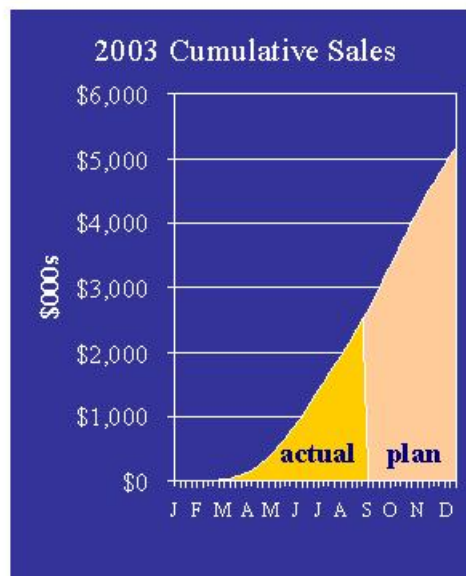
REGIONAL RESULTS



[Link to searchable text of slide shown above](#)

SMALLER MARKET BRANCH OFFICES

- Smaller markets
- Lower cost model
- 25 offices so far
- Close to 300 office potential for U.S. & Canada
- These offices posted losses of \$340,000 through August; we expect them to breakeven in 2003



LABOR READY
Dependable Temporary Labor.

[Link to searchable text of slide shown above](#)

SMALLER MARKET OFFICE LOCATIONS



Current Locations



[Link to searchable text of slide shown above](#)

U. K. FINANCIAL SUMMARY

August 2003 YTD

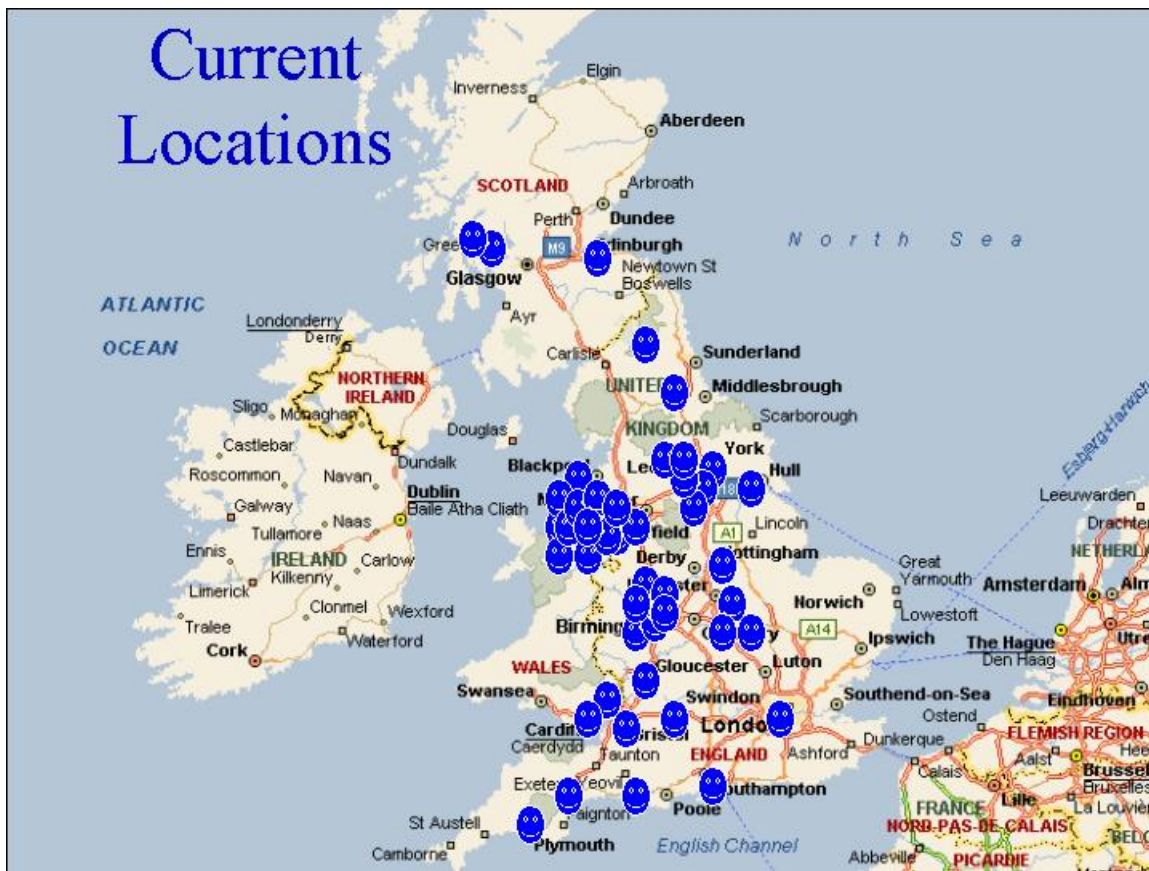
	One Year and Older Offices	15 New Offices	YTD All Offices	FY 2003E	FY 2002
Revenues	\$ 14,400	\$ 800	\$ 15,200	\$ 30,600	\$ 23,200
Branch Profit (Loss)	\$ 1,000	\$ (1,100)	\$ (100)	\$ -	\$ (600)

in thousands



[Link to searchable text of slide shown above](#)

Current Locations



[Link to searchable text of slide shown above](#)

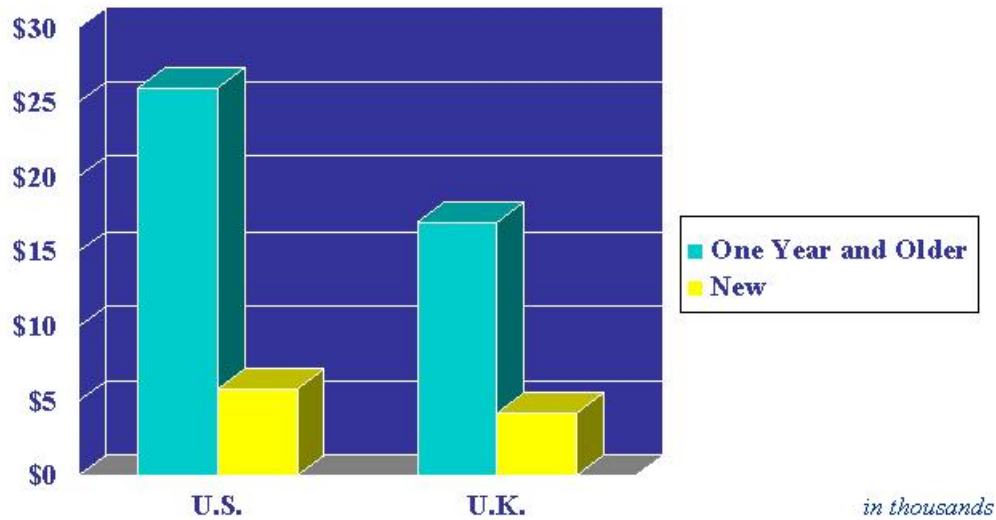
Current Locations



Planned Locations

[Link to searchable text of slide shown above](#)

Q-3 AVG. WEEKLY SALES VOLUMES



LABOR READY
Dependable Temporary Labor.

[Link to searchable text of slide shown above](#)

KEY OPERATING METRICS

- **Gross margin trends**
- **SG&A reduction**
- **Branch Maturation**

LABOR READY
Dependable Temporary Labor.

[Link to searchable text of slide shown above](#)

GROSS MARGIN TRENDS

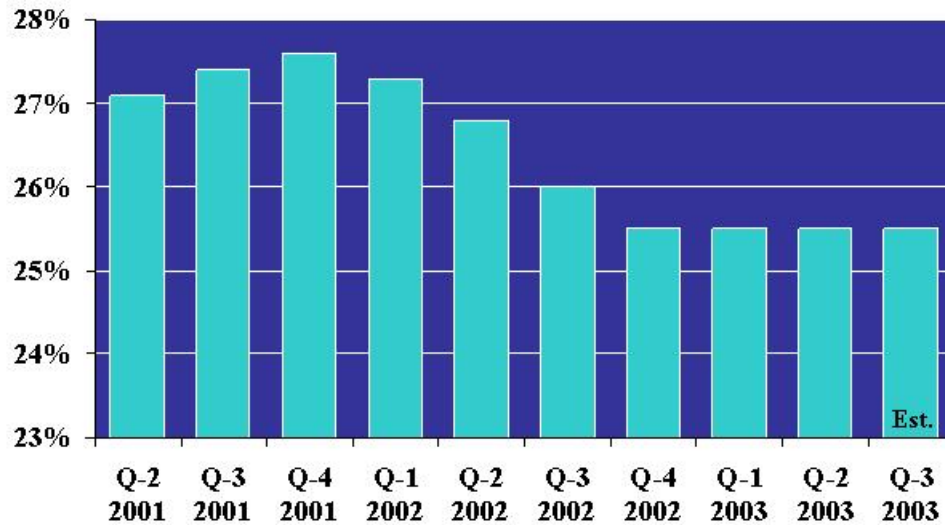


LABOR READY
Dependable Temporary Labor.

[Link to searchable text of slide shown above](#)

SELLING, GENERAL & ADMIN. COSTS

Trailing four quarters as a percentage of sales

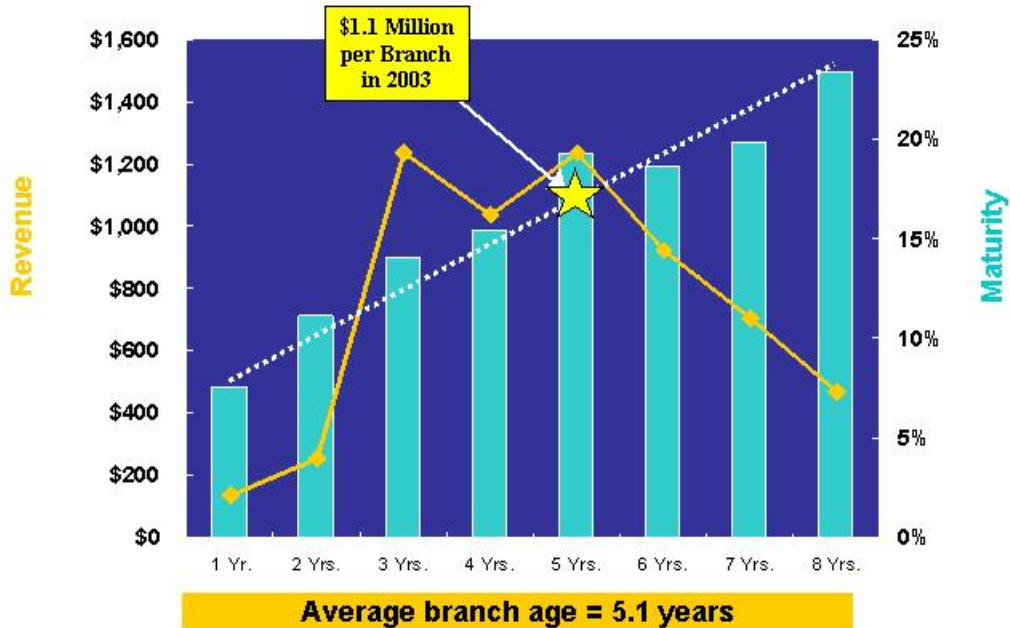


LABOR READY
Dependable Temporary Labor.

[Link to searchable text of slide shown above](#)

BRANCH MATURITY DRIVES REVENUE

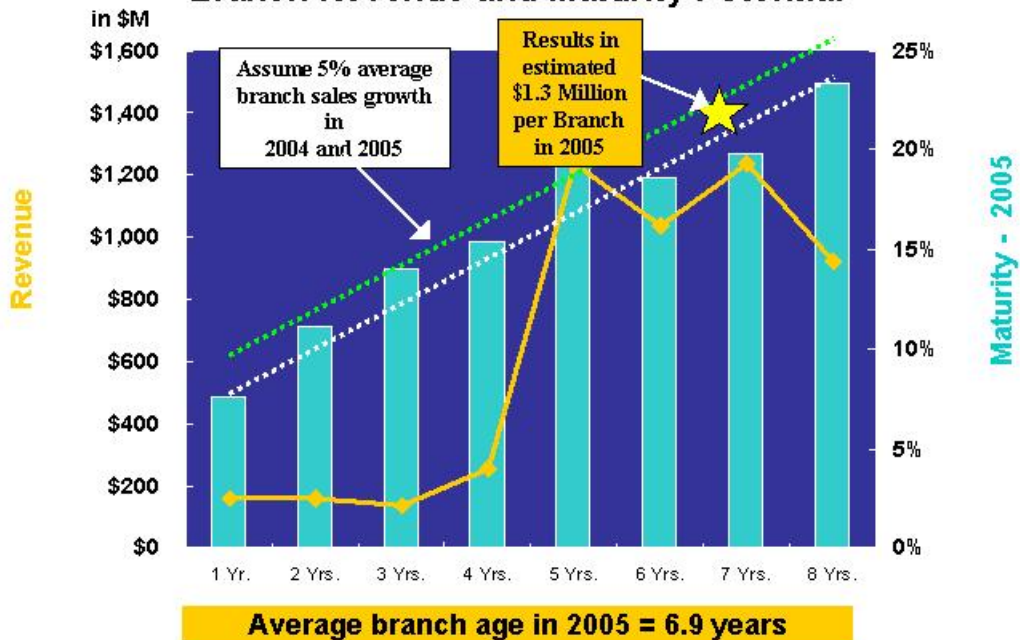
Current Branch Revenue and Maturity



[Link to searchable text of slide shown above](#)

BRANCH MATURITY DRIVES REVENUE

Branch Revenue and Maturity Potential



[Link to searchable text of slide shown above](#)

BRANCH PROFIT POTENTIAL

Sensitivity analysis based on



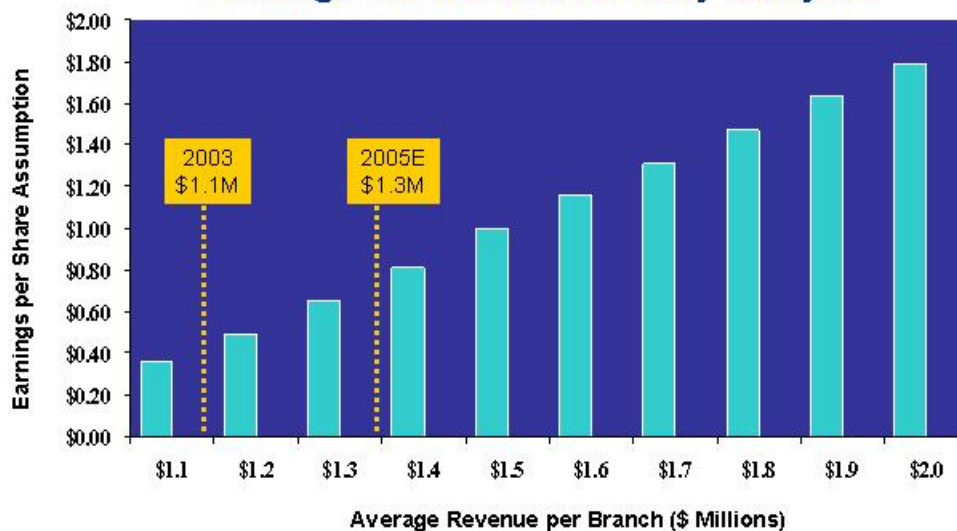
Revenue	\$1,100,000	\$1,300,000
Gross Profit	330,000	390,000
<i>Gross Profit Margin</i>	30%	30%
Branch Expenses	200,000	210,000
<i>As a % of Revenue</i>	18%	16%
Operating Income	\$130,000	\$180,000
<i>Operating Income Margin</i>	12%	14%



[Link to searchable text of slide shown above](#)

OPERATING LEVERAGE DRIVES PROFITS

Earnings Per Share Sensitivity Analysis (a)



(a) Earnings per share sensitivity analysis based on 790 offices, 30% gross profit margin, management's estimates of fixed and variable expenses, regional and back office overhead and related assumptions, at varying levels of per office revenues.

[Link to searchable text of slide shown above](#)

2003 EARNINGS ESTIMATES

	2001	2002	2003 Forecast ^(a)
▪ Revenue	\$917M	\$863M	\$865-\$875M
▪ EPS	\$0.23	\$0.28	\$0.36-\$0.39
▪ Operating Income	\$14M	\$21M	\$28M

a) Based on management guidance issued on September 15, 2003



[Link to searchable text of slide shown above](#)

INVESTMENT HIGHLIGHTS

- Market leader in fragmented industry
- Large and growing markets
- Diverse customer base
- Nearly 600,000 workers
- Scalable and flexible model
- Strong earnings potential



Labor Ready is poised to realize significant operating leverage as it benefits from an economic recovery and the maturation of its branch expansion program executed in the 1990s.



[Link to searchable text of slide shown above](#)

Searchable text section of graphics shown above

LABOR READY®

Dependable Temporary Labor.

2003 ANALYST PRESENTATION

September 17, 2003

New York

We Put People to Work.

SAFE HARBOR STATEMENT

Cautionary Note about 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 within the meaning of the federal securities laws. Our actual results may differ materially from those expressed in any forward-looking statements made by us. Forward-looking statements involve a number of risks of uncertainties including, but not limited to, the risks described in the Company's most recent 10-K and 10-Q filings. All forward-looking statements are qualified by those risk factors.

[LOGO]

INTRODUCTION TO DIRECTORS

- **Robert Sullivan**
Chairman
 - **Mark Beatty**
 - **Tom McChesney**
 - **Gates McKibbin**
 - **Joe Sambataro**
 - **Carl Schafer**
 - **Bill Steele**
-

MANAGEMENT TEAM

- **Tim Adams**
General Counsel
 - **Bob Breen**
Director, Strategic Planning & Analysis
 - **Rick Christmas**
CIO
 - **Steve Cooper**
CFO
 - **John Hopkins**
Regional VP, Operations/West
 - **Gary North**
Regional VP, Operations/East & U.K.
 - **Tom Stonich**
VP Human Resources
-

2003 ANALYST PRESENTATION AGENDA

- **Overview**
- **Industry Trends**

- **Labor Ready Value Proposition**
 - **Company Goals & Strategies**
 - **Key Financial Metrics & Results**
-

[LOGO]
Dependable Temporary Labor.

[GRAPHIC]
*Labor Ready has 790 offices in the U.S.,
Canada and U.K.*

TRENDS IN TEMPORARY STAFFING

U.S. Help Supply

[CHART]

Cycle Expansions and Contractions: (1) Economic expansion began in November 1982; (2) Economic contraction began in July 1990 and expansion began in March 1991; (3) Economic contraction began in March 2001.

Source: Bureau of Labor Statistics non-seasonally adjusted employment growth for temporary help services (NAICS code 60561320) and total non-farm employment.

[GRAPHIC]

Recent reports on the U.S. economy have been optimistic...

2000—2003 OPERATING INCOME GROWTH

Annual Revenue and Operating Income

[CHART]

LABOR READY'S VALUE PROPOSITION

[GRAPHIC]

Workers:

- **Opportunity**
- **Flexibility**
- **Work Today – Paid Today**
- **Bridge to Permanent Employment**
- **Safety Training**

We Put People To Work.

[LOGO]

[GRAPHIC]

Customer:

- **Flexibility**
- **Eliminates workers' compensation and payroll tax exposure**
- **Reduces fixed costs**

- **Quick fill of employment needs**
 - **Dependable, temporary labor**
-

COMPANY GOALS & STRATEGIES

- **Improve branch profitability**
 - **Expand in smaller markets in U.S.**
 - **Expand in U.K.**
-

BRANCH PROFITABILITY

- **Increase same-store sales**
 - **Current branches at 50% of capacity**
 - **Branch Manager Compensation Program**
 - **Improve customer service**
 - **Deliver 30 % gross margins**
 - **Control costs**
-

SMALLER MARKETS EXPANSION

- **Opened 25 new branches in U.S. and Canada in 2003**
 - **Close to 300 markets available**
 - **Smaller market branch model**
 - **Smaller footprint**
 - **Different market criteria**
 - **Zero impact on existing branches**
-

U.K. EXPANSION

- **Opened 15 locations in 2003**
 - **Estimated 100 locations available**
 - **Currently operating 46 locations**
 - **Expanded geographic reach**
-

FINANCIAL METRICS & RESULTS

- **Sales Trends**
 - **Smaller Market Branch Update**
 - **U.K. Update**
 - **Leverage in Current Operations**
 - **Current Year Estimates**
-

SALES GROWTH TRENDS

Year over Year Sales Growth

[CHART]

Dec. 2002 and Jan. 2003 growth rates shown before year end cut off adjustments.

SALES GROWTH COMPONENTS

Same Store Growth

[CHART]

New Store Growth

[CHART]

REGIONAL RESULTS

[GRAPHIC]

SMALLER MARKET BRANCH OFFICES

- Smaller markets
- Lower cost model
- 25 offices so far
- Close to 300 office potential for U.S. & Canada
- These offices posted losses of \$340,000 through August; we expect them to breakeven in 2003

2003 Cumulative Sales

[CHART]

[LOGO]

SMALLER MARKET OFFICE LOCATIONS

[GRAPHIC]

Current Locations

U. K. FINANCIAL SUMMARY

	August 2003 YTD				
	One Year and Older Offices	15 New Offices	YTD All Offices	FY 2003E	FY 2002
Revenues	\$ 14,400	\$ 800	\$ 15,200	\$ 30,600	\$ 23,200
Branch Profit (Loss)	\$ 1,000	\$ (1,100)	\$ (100)	\$ —	\$ (600)

in thousands

Current Locations

[GRAPHIC]

[GRAPHIC]

Q-3 AVG. WEEKLY SALES VOLUMES

[CHART]

[LOGO]

KEY OPERATING METRICS

- **Gross margin trends**
- **SG&A reduction**
- **Branch Maturation**

GROSS MARGIN TRENDS

[CHART]

SELLING, GENERAL & ADMIN. COSTS

Trailing four quarters as a percentage of sales

[CHART]

BRANCH MATURITY DRIVES REVENUE

Current Branch Revenue and Maturity

[CHART]

Average branch age = 5.1 years**Branch Revenue and Maturity Potential**

[CHART]

Average branch age in 2005 = 6.9 years

BRANCH PROFIT POTENTIAL

	<u>Sensitivity analysis based on</u>	
Revenue	\$ 1,100,000	\$ 1,300,000
Gross Profit	330,000	390,000
<i>Gross Profit Margin</i>	30 %	30 %
Branch Expenses	200,000	210,000
<i>As a% of Revenue</i>	18 %	16 %
Operating Income	\$ 130,000	\$ 180,000
<i>Operating Income Margin</i>	12 %	14 %

[LOGO]

Earnings Per Share Sensitivity Analysis (a)

[CHART]

Average Revenue per Branch (\$ Millions)

(a) Earnings per share sensitivity analysis based on 790 offices, 30% gross profit margin, management's estimates of fixed and variable expenses, regional and back office overhead and related assumptions, at varying levels of per office revenues.

2003 EARNINGS ESTIMATES

	2001	2002	2003 Forecast (a)
• Revenue	\$ 917M	\$ 863M	\$865-\$875M
• EPS	\$ 0.23	\$ 0.28	\$0.36-\$0.39
• Operating Income	\$ 14M	\$ 21M	28M

a) Based on management guidance issued on September 15, 2003

[LOGO]

INVESTMENT HIGHLIGHTS

- Market leader in fragmented industry
- Large and growing markets
- Diverse customer base
- Nearly 600,000 workers
- Scalable and flexible model
- Strong earnings potential

[GRAPHIC]

Labor Ready is poised to realize significant operating leverage as it benefits from an economic recovery and the maturation of its branch expansion program executed in the 1990s.