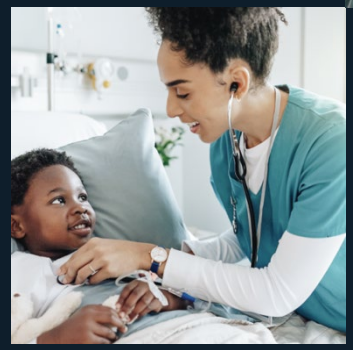
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Investor Roadshow

November 2026

FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements relating to our plans and expectations including, without limitation, statements regarding the future performance and operations of our business, expectations regarding market expansion and stabilization in demand, and operational efficiencies, 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 presentation 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, changes in government policies, political instability, epidemics and global trade uncertainty, (2) our ability to maintain profit margins, (3) our ability to attract and retain clients, (4) the concentration of our revenue among a limited number of clients, (5) our ability to access sufficient capital to finance our operations, including our ability to comply with covenants contained in our revolving credit facility, (6) our ability to successfully execute on business strategies and further digitalize our business model, (7) factors relating to any unsolicited offer to purchase the shares of the Company, actions taken by the Company or its shareholders in response to such an offer, and the effects of such an offer on the Company's business; (8) actions of activist investors including costs and expenses incurred to address activism-related matters and the distraction of management from business operations in responding to those actions, including any proposals or a proxy contest for the election of directors at our annual meeting of shareholders; (9) our ability to attract sufficient qualified candidates and employees to meet the needs of our clients, (10) new laws, regulations, and government incentives that could affect our operations or financial results, (11) any reduction or change in tax credits we utilize, including the Work Opportunity Tax Credit, (12) our ability to successfully integrate acquired businesses, and (13) 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. Other information regarding factors that could affect our results is included in our Securities and 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.

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Investment Highlights

Market Leader	Market leader in U.S. staffing and global RPO with increasingly diverse service offerings to meet evolving client needs
Attractive Industry	Highly fragmented industry with strong secular growth drivers
Compelling Strategies	Enhancing sales functions, expanding in high-growth end-markets and high-value roles, accelerating digital transformation, and driving efficiencies to deliver long-term, profitable growth
Return of Capital	Strong balance sheet and cash flow to support future growth opportunities and the return of excess capital to shareholders
Experienced Leadership Team	Deep human capital expertise with proven success driving growth and delivering value to stakeholders

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Leader in U.S. Staffing & Global Recruitment Process Outsourcing

Total talent ecosystem delivering full spectrum of digitally-enabled, specialized workforce solutions

OUR MISSION **TO CONNECT PEOPLE AND WORK**

COMPANY OVERVIEW

- Leading provider of specialized workforce solutions, transforming the way employers and talent connect in an ever-changing world of work
- Comprehensive suite of solutions across recruitment, attraction, assessment, and workforce management, offering scalable and customized delivery to fit each client's footprint and operating model

SOLUTIONS & VALUE PROPOSITION

U.S. Staffing

General and skilled workforce for temporary and on-site jobs

- ✓ 35+ years of industry expertise
- ✓ Proprietary technology and national footprint

Global RPO

Recruitment process outsourcing and talent advisory solutions

- ✓ End-to-end solutions and deep market expertise
- ✓ Award-winning capabilities to run employer branded campaigns

AWARDS & RECOGNITION

Everest Group® · SIA Staffing Industry Analysts · HRO Today · NelsonHall · energage Top Workplaces 2024 USA · 2025 World's Most Ethical Companies Ethisphere



TBI Key Stats

$1.6B
2025 REVENUE

$133M
SHARE REPURCHASES LAST FIVE YEARS

10M+
PEOPLE CONNECTED WITH WORK

3M+
CLIENTS SERVED

TOP 5
MARKET POSITION IN U.S. INDUSTRIAL STAFFING

50 STATES
NATIONWIDE COVERAGE

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Solving Workforce Challenges

Companies turn to human capital experts with innovative workforce solutions to solve growing talent challenges

Digital Engagement

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 and the "gig" economy are **changing the world of work** requiring a disciplined approach to hiring.

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A **robust** value proposition with high-touch, specialized, digitally enabled **solutions** for staffing and recruitment process outsourcing.

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U.S. Temporary Industrial & Healthcare Staffing

Large market with strong secular headwinds

- Highly **fragmented** and benefits players of **scale**
- **Digital adoption** expands the growth potential
- Unique growth opportunity to fill key **skilled trades** and **healthcare** positions as population ages and retires
- Industry **rebounds quickly** in early stages of recovery



Global RPO

High margin and poised for growth

- **Nascent** market with no single dominant player
- Traditionally **sticky** business model with high client retention and engagement
- Strong history of **double-digit** industry growth
- Industry poised for **growth** as companies seek new solutions to increasingly complex labor challenges

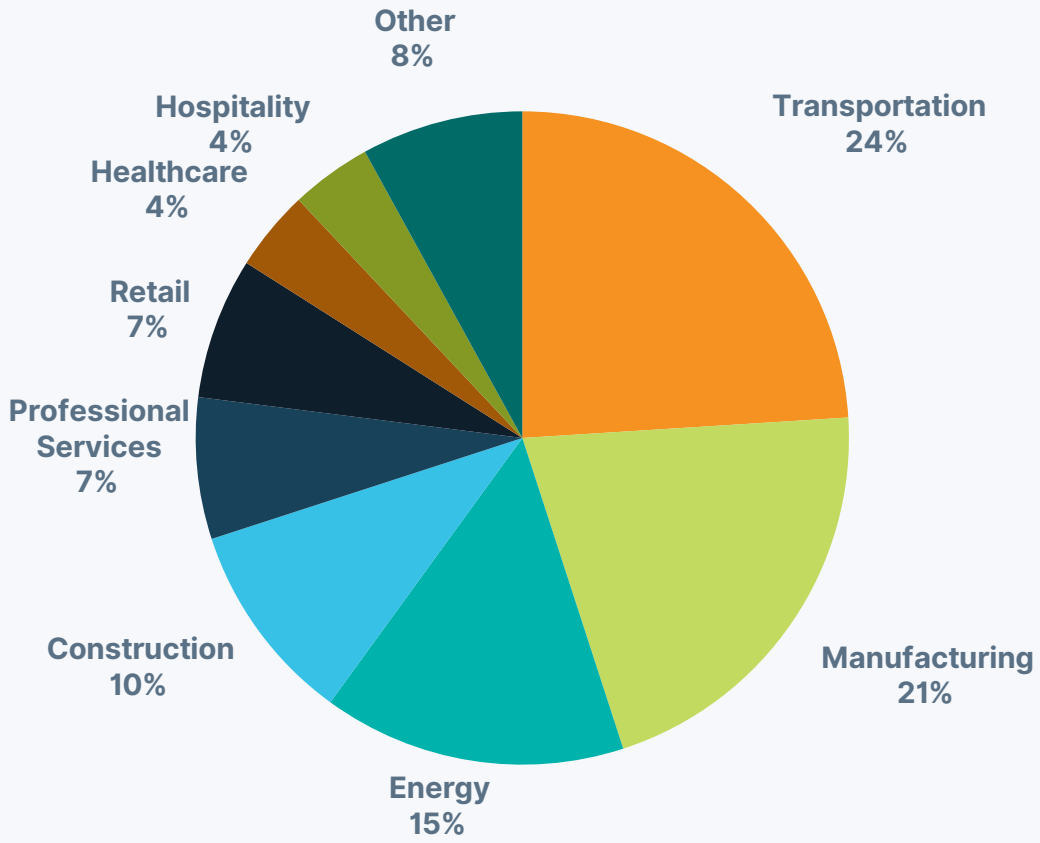
Total addressable market of ~80 billion[1]

[1] Source: Staffing Industry Analysts and Everest Group

Deep vertical expertise serving critical end markets & a diversified client base

- Political climate favoring investments in domestic **manufacturing** facilities
- Structural **skilled labor** shortages in construction and transportation
- E-commerce growth heightens the need for **worker flexibility** and warehouse efficiency
- Growing scrutiny around **workforce compliance**
- Strong secular forces in **healthcare** with aging population

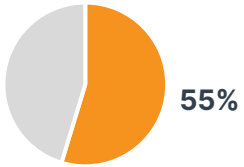
2025 Revenue by Vertical



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Portfolio of leading brands delivering scalable, specialized workforce solutions

PeopleReady



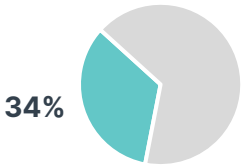
On-demand general and skilled labor for industrial jobs

peopleready
A TRUEBLUE COMPANY

National scale, rapid fulfillment and tech-enabled deployment via proprietary JobStack™ platform

20 – 25%
Incremental Margin[1]

PeopleManagement



Contingent, on-site industrial staffing and commercial driver services

staff management | smx
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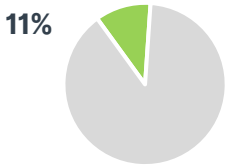
SIMOS
A TRUEBLUE COMPANY

CENTERLINE
A TRUEBLUE COMPANY

Proprietary technology and deep expertise in flexible, on-site and productivity-based staffing solutions

10 – 15%
Incremental Margin

PeopleSolutions



Professional and specialized talent solutions including RPO, talent advisory and healthcare staffing

peoplescout
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HSP healthcare staffing professionals
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Digitally-enabled platform delivering healthcare staffing in U.S. and RPO solutions across the globe

25 – 30%
Incremental Margin

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% of total 2025 revenue.

[1] Average estimated segment profit margin associated with additional organic revenue.

Strong position to capitalize on growth opportunities



People
3,000+ talented, dedicated and mission driven people

Technology
Sophisticated technology providing a differentiated user experience and enabling sales

Experience
35+ years of industry expertise and deep client relationships

Market Presence
Significant scale and expansive market presence

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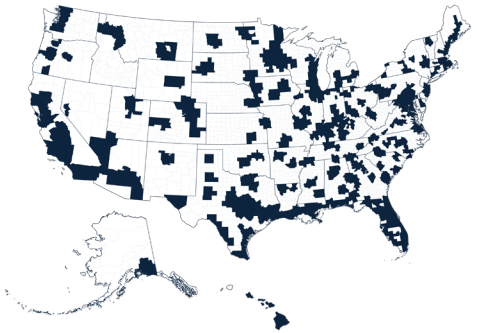
Omnichannel Workforce Delivery—connecting employers and talent across the U.S.

Layered for coverage and built for growth — meeting employers and talent wherever they are and wherever they are going



Branch-Based

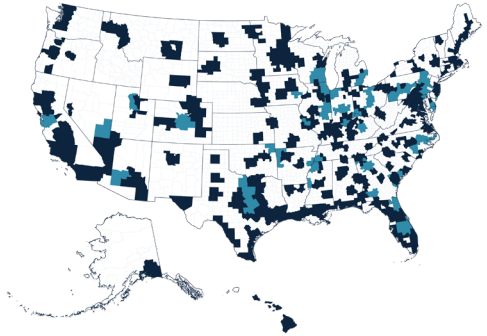
Localized staffing support through branches across all 50 states, connecting businesses with talent in their communities.





Embedded On-Site

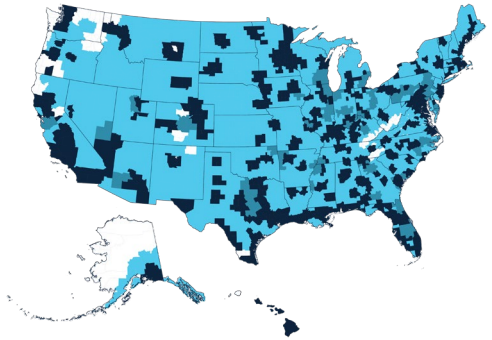
Embedded teams manage high-volume staffing directly at client locations, delivering operational efficiency and workforce continuity.

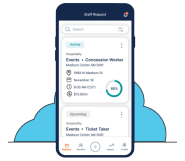




Project & Field-Based

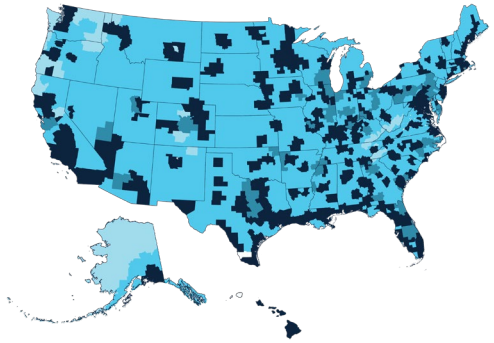
Mobile teams deployed to support construction sites, facility ramp-ups, retail setups, and field-based operations across the U.S.





Mobile Talent Management

App-powered, self-serve access to talent—enabling real-time hiring and flexible workforce management anytime, anywhere.



Driving differentiated value for employers

- ✓ Specialized workforce solutions across contingent, skilled, and professional
- ✓ Compliance focused operations to reduce risk and drive continuity at scale
- ✓ Proprietary technology accelerates hiring and improves access to talent

Delivering access, choice and opportunity to talent

- ✓ Broad access to roles across industries, regions, and experience levels
- ✓ Mobile platform gives talent control over when, where, and how they work
- ✓ Upskilling and assessments unlock growth and support long-term retention

**Maps are illustrative*

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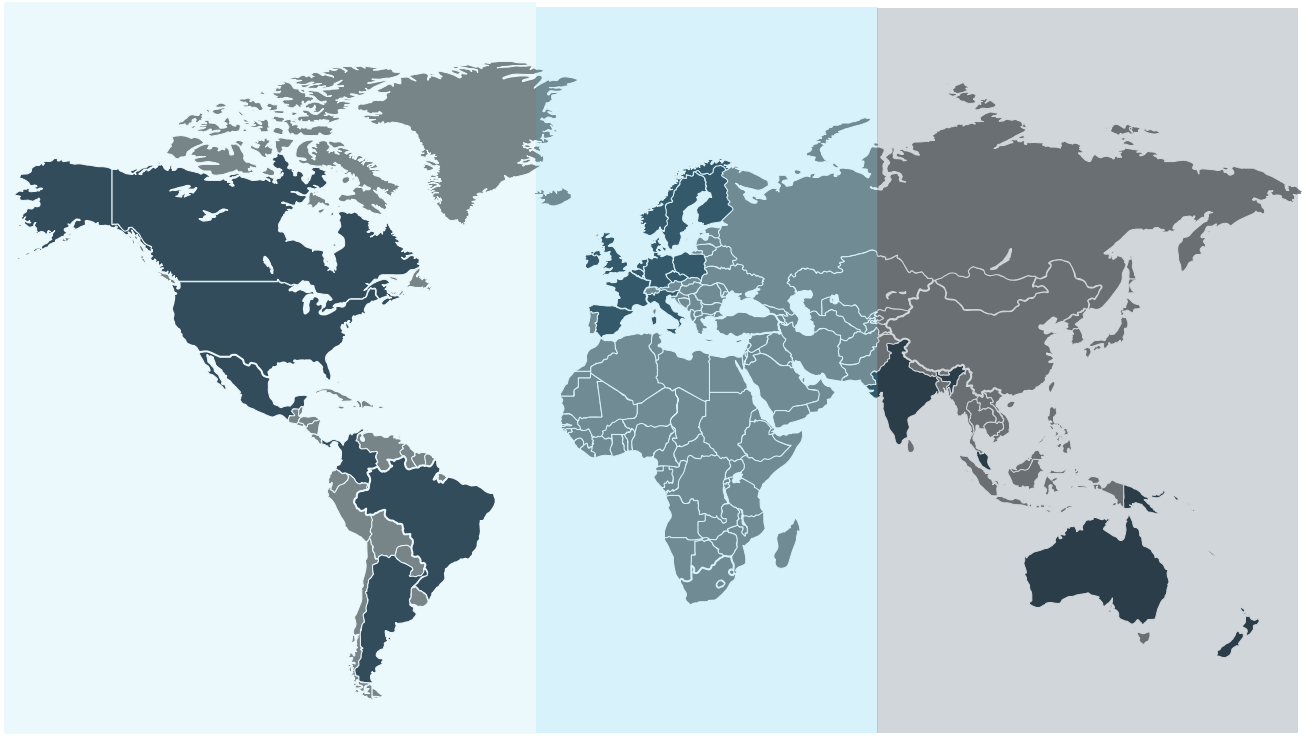
Strategic, scalable RPO solutions for global talent needs

Offerings that combine global scale, role-specific precision & creative workforce strategies trusted by leading employers worldwide

Digitally-Enabled RPO Capabilities

Full-Cycle RPO	Comprehensive recruitment support from requisition through onboarding, helping organizations fill hard-to-fill professional roles and meet high-volume hiring needs.
Project RPO	Agile, time-bound recruitment support that helps organizations scale quickly for defined hiring initiatives
Recruiter On-Demand	Experienced recruiters embedded within client teams to supplement in-house capacity and accelerate speed-to-hire
Talent Advisory	Strategic consulting across employer branding, candidate experience, and workforce planning to attract and retain talent
Managed Service Provider	Centralized management of contingent workforce programs driving cost control, risk reduction, and improved workforce visibility

Trusted Globally



Americas

Europe Middle East & Africa

Asia - Pacific

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Executing on a clear growth strategy in a massive untapped market

Enhanced Sales Function



- Strengthen sales **model** to drive **scalable** growth
- Elevate **sales** capabilities to **capture** demand
- Leverage **strengths** and **synergies** to deliver profitable growth

Market Expansion



- Expand in **high-growth** and **under-penetrated** end markets and **high-value** roles
- Capitalize on **secular** growth **opportunities** to deliver long-term, sustainable growth
- **Diversify** our business to increase market share and revenue potential

Digital Transformation



- Drive competitive **advantage** through **proprietary** innovation
- Enhance client and talent **engagement** through **data** and **automation**
- **Unlock** enterprise **efficiency** of scale

Maintain operational excellence and deliver efficiencies



Enhancing our sales function to accelerate growth and capture demand

Strengthen sales model to drive scalable growth

- Increase sales **focus** and maximize reach to **accelerate** growth
- **Strategically** expand sales team to target largest market **opportunities**

Elevate sales capabilities to capture demand

- Expand **strategic partnerships** to unlock **growth** opportunities
- Leverage **data-driven** insights to deepen **engagement**

Leverage strengths and synergies to deliver profitable growth

- Increase **collaboration** across well-established brands with deep **expertise**
- **Unlock** the full value of our assets

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Expanding our share in attractive end markets

Expand in high-growth and under-penetrated end markets and high-value roles

- Capture further growth opportunities in **energy** work leveraging strong market position and proven track record of success
- Strategically expand our **geographic** presence, particularly with our skilled and healthcare staffing businesses

Capitalize on secular growth opportunities to deliver long-term, sustainable growth

- Well-positioned to fill structural staffing shortages in areas like **skilled trades**
- Focused growth in attractive end markets like **healthcare**
- Powerful secular forces that play to our **strengths**

Diversify our business to increase market share and revenue potential

- Targeting RPO expansion in higher **skill** placements and more attractive product **offerings**



Accelerating digital transformation across the enterprise

Drive competitive advantage through proprietary innovation

- Extend the **reach** of digitally enabled staffing and recruitment solutions to support **scalable** growth, cost **efficiency** and margin **expansion**

Enhance client and talent engagement through data and automation

- Expand value-added platform capabilities to elevate user **experience**, deepen **engagement**, and enhance **profitability**
- Apply **AI** and behavioral data to deliver **smarter**, more **personalized** solutions that **strengthen** client and talent loyalty

Unlock enterprise efficiency at scale

- Advance modular deployment, **automation**, and **analytics** to improve decision velocity and **enterprise-wide** resource **utilization**

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Delivering efficiencies and enhancing long-term profitability

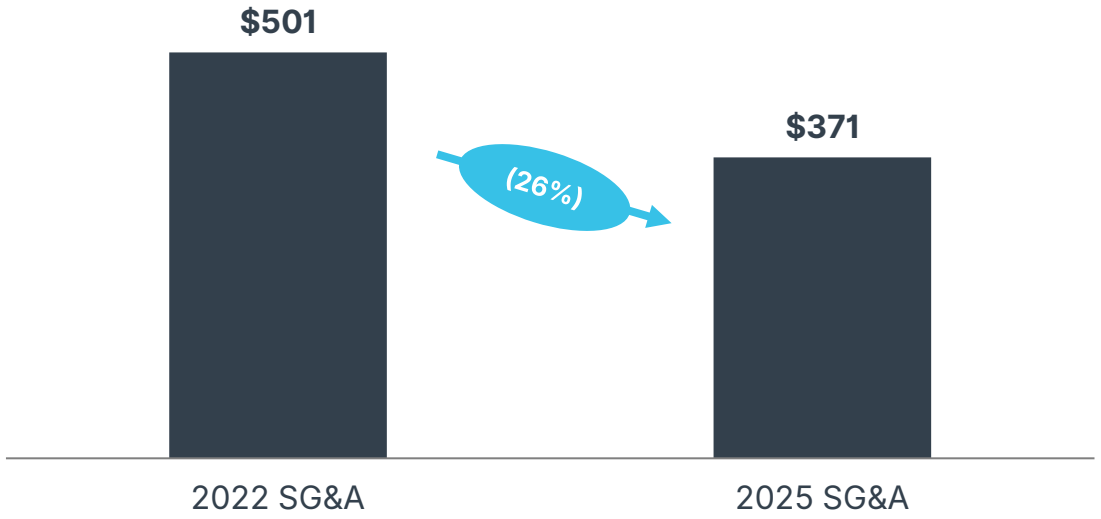
DRIVING EFFICIENCIES

- **Simplify organizational structure**
- **Enhance automation and technology**
- **Drive operational efficiencies**
- **Increase scalability and leverage**

ENHANCED LONG-TERM PROFITABILITY

Optimized fixed cost base drives high incremental margins

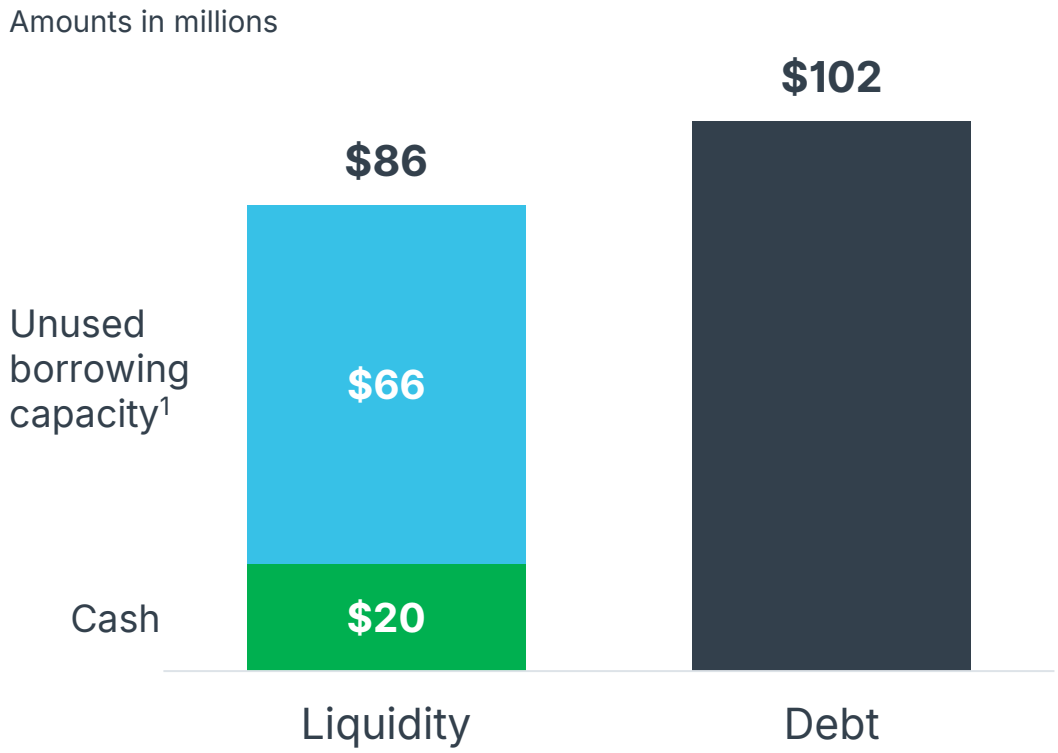
*Amounts in millions



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Strong balance sheet and focused capital strategy

Ample liquidity



Balanced capital priorities

- Strategic investments to accelerate **organic growth**
- Reduce debt to strengthen liquidity position and drive enhanced **financial flexibility**
- Excess capital **returned to shareholders** through share repurchases

Note: Figures are as of fiscal 2026 third quarter period end and may not sum to consolidated totals due to rounding.
[1] Borrowing under our revolving credit agreement is subject to a borrowing base determined by eligible receivable accounts less specified reserves.

Leadership with deep expertise



Taryn Owen
President and Chief Executive Officer



Carl Schweihs
EVP and Chief Financial Officer



Garrett Ferencz
EVP and Chief Legal Officer



Rick Betori
EVP and President, PeopleScout



Jeff Dirks
SVP and Chief Digital Officer



Mike Kruszewski
SVP and President, PeopleReady On-Demand



Greg Netolicky
SVP and Chief People Officer



Jill Quinn
SVP and President, Centerline and Skilled Trades



Caroline Sabetti
SVP and Chief Marketing and Communications Officer



Jerry Wimer
SVP and President, On-Site Staffing

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TrueBlue Highlights

Mission Driven

Connecting People and Work

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- **Market Leader**
- **Attractive Industry**
- **Compelling Strategies**
- **Return of Capital**
- **Experienced Leadership Team**

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Thank You.

TrueBlue, Inc. (NYSE: TBI) is a leading provider of specialized workforce solutions. As The People Company®, we put people first — advancing our mission to connect people and work while delivering smart, scalable solutions that help businesses grow and communities thrive. Since our founding, TrueBlue has connected more than 10 million people with work and served over 3 million clients across a variety of industries. Powered by proprietary, digitally enabled platforms and decades of expertise, our brands — PeopleReady, PeopleScout, Staff Management | SMX, Centerline, SIMOS, and Healthcare Staffing Professionals — provide a full spectrum of flexible staffing, workforce management, and recruitment solutions that bring precision, speed, and scale to the changing world of work.