Q2 2018 Earnings Results

July 30, 2018

Forward-Looking Statements

This document contains forward-looking statements relating to our plans and expectations, 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, (2) our ability to attract and retain customers, (3) our ability to maintain profit margins, (4) new laws and regulations that could have a material effect on our operations or financial results, (5) our ability to successfully complete and integrate acquisitions (6) our ability to attract sufficient qualified candidates and employees to meet the needs of our customers, (7) our ability to successfully execute on business strategies and initiatives such as the consolidation of our service lines and leveraging of mobile technology, and (8) uncertainty surrounding the interpretation and application of the recent 2017 Tax Cuts and Jobs Act and 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 reference 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 a complete perspective 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 2018 summary

Total company and PeopleReady returned to growth

- Total revenue +1% v. -2% in Q1
- Organic revenue[1] excluding PlaneTechs[2] +2% v. -2% in Q1
- PeopleReady, the largest segment, +2% v. -5% in Q1
- PeopleManagement -7%, -2% excluding PlaneTechs
- PeopleScout +25%, +19% organic

Strong EPS results

- EPS +42% and adjusted EPS[3] +36%
- Programs to lower cost of sales are working – gross margin +150 bps
- Adjusted EBITDA[3] +9% and adjusted EBITDA margin +40 bps

Acquisition of TMP Holdings LTD in the UK

- Provides immediate access to the 2nd largest RPO market in the world (after the US)
- Increases PeopleScout's ability to compete for multi-continent engagements

Return of capital

- $19M of stock repurchased in Q2, $74M available under authorization

[1] Organic revenue excludes acquired revenue. On June 12, 2018, TrueBlue acquired TMP Holdings LTD, a mid-sized RPO provider in the UK. See press release and presentation at trueblue.com for further details on the acquisition.
[2] In mid-March 2018, we entered into an asset purchase agreement with a private, strategic buyer pursuant to which we sold our PlaneTechs service line. Growth presented excluding both current and prior year PlaneTechs results.
[3] See the appendix to this presentation and "Financial Information" in the investors section of our website at www.trueblue.com for a definition and full reconciliation of non-GAAP financial measures to GAAP financial results.

Financial summary

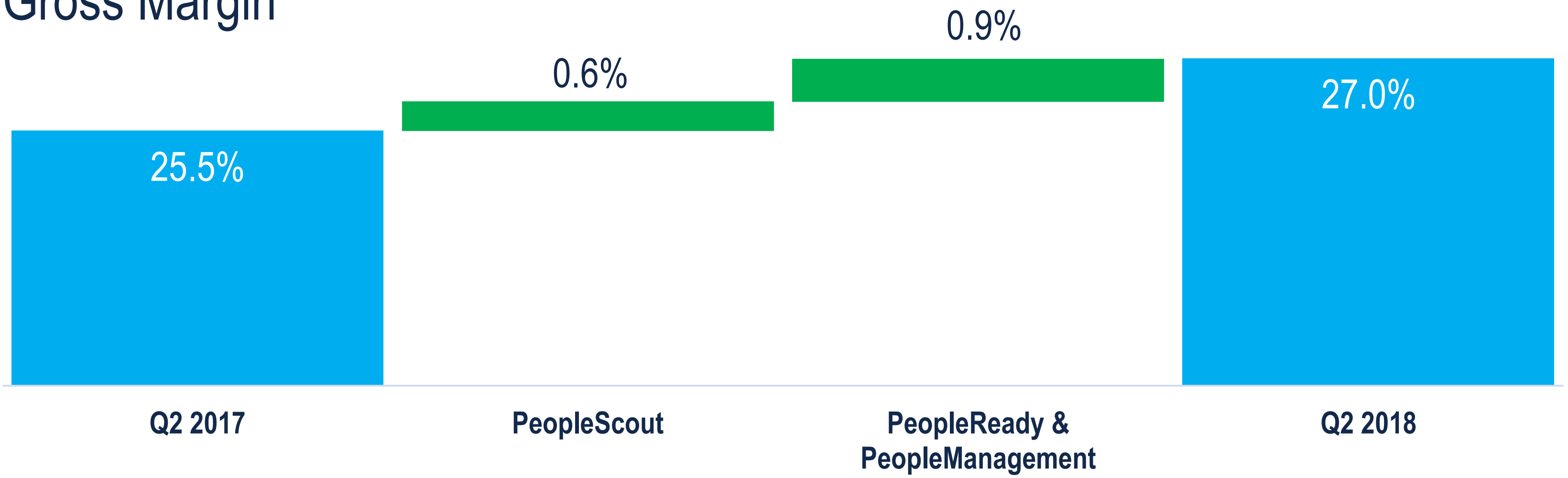
Amounts in millions, except per share data	Q2 2018	Y/Y Change
Revenue	$614	1% (+2% organic, ex-PlaneTechs)
Net Income	$17.7	+35%
Net Income Per Diluted Share	$0.44	+42%
Adjusted Net Income[1]	$23.1	+33%
Adj. Net Income Per Diluted Share	$0.57	+36%
Adjusted EBITDA	$33.4	+9%
Adjusted EBITDA Margin	5.4%	+40 bps

- Net income growth is higher than adjusted EBITDA as a result of a lower effective income tax rate as well as lower amortization and depreciation
- Adjusted EBITDA margin benefiting from gross margin expansion

[1] See the appendix to this presentation and "Financial Information" in the investors section of our website at www.trueblue.com for a definition and full reconciliation of non-GAAP financial measures to GAAP financial results.

Gross margin and SG&A bridges

Gross Margin



Amounts in millions

SG&A

*Integration and acquisition costs and implementation costs for cloud-based systems.

Q2-18 segment update

Amounts in millions	PeopleReady	PeopleManagement	PeopleScout
Revenue	$377	$179	$58
% Growth	*+2%*	*-7%* *(-2% ex-PlaneTechs)*	*+25%* *(+19% organic)*
Segment Profit[1]	$23.2	$4.7	$11.3
% Growth	*21%*	*-25%* *(-15% ex-PlaneTechs)*	*+12%* *(+9% organic)*
% Margin *Y/Y Change*	*6.1%* *+100 bps*	*2.6%* *-60 bps*	*19.5%* *-230 bps*
Notes:	• Revenue growth of +2% in Q2 v.-5% in Q1 • Revenue growth was broad-based, driven by a consistent focus on business development activity	• PlaneTechs business was divested in Q1 2018 • Revenue lower due to lower production volume with select clients • 20 bps of margin compression from a client service level benefit in the prior year	• Fourth consecutive quarter of double-digit revenue growth • Margin compression from $1M of administrative costs that are not expected to continue

[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 goodwill and intangible impairment charges, depreciation and amortization expense, unallocated corporate general and administrative expense, interest, other income and expense, income taxes, and costs not considered to be ongoing costs of the segment. Segment profit is comparable to segment adjusted EBITDA amounts reported in prior years.

Segment strategy highlights

peopleready
A TRUEBLUE COMPANY

- Worker component of JobStack™ mobile app fully deployed
- 6,975 unique clients on JobStack as of Q2-18
- Expect 10,000 clients to be actively using JobStack by the end of 2018
- 15%+ operating margin on incremental organic revenue

peoplemanagement
A TRUEBLUE DIVISION

- Attractive on-premise solution
  - Perfect fit for larger clients with longer-duration / strategic need for contingent workers
  - Strength in the e-commerce vertical
  - Internal focus on new client wins and margin expansion

peoplescout
A TRUEBLUE COMPANY

- Global RPO market experiencing strong growth
- Industry leading proprietary technology – recently launched Affinix™, a next-generation HR tool
- Attractive-margin business with compelling value proposition

Cross-Selling: Leverage significant opportunities with key strategic accounts

TMP Holdings LTD acquisition overview

Overview	• TMP Holdings LTD is a mid-sized RPO / employer branding provider operating in the United Kingdom, which is the second largest RPO market in the world • Brings UK presence and referenceable UK RPO clients which add credibility in winning new multi-continent RPO engagements • The acquisition also adds employer branding capabilities, an area of increasing importance to RPO clients		
NTM Financial Outlook[1]	Revenue Segment profit[2]	\$50M \$3M	• EPS impact +\$0.01[3] • Adjusted EPS impact +\$0.04[4]
Transaction Highlights	Acquisition date	June 12, 2018	
	Net-of-cash purchase price	\$23M	• Purchased 100% of outstanding stock
	Valuation multiple	7.5x	• Based on purchase price divided by NTM segment profit
	Financing	Existing facility	• Existing debt facility used to finance transaction

[1] "NTM" — next twelve months.
[2] 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 goodwill and intangible impairment charges, depreciation and amortization expense, unallocated corporate general and administrative expense, interest, other income and expense, income taxes, and costs not considered to be ongoing costs of the segment.
[3] Excludes transaction and integration costs.
[4] Adjusted EPS excludes amortization of intangibles and adjusts income taxes to the expected effective tax rate of 16%. See “Financial Information” in the investors section of our website at www.trueblue.com for a definition and full reconciliation of non-GAAP financial measures to GAAP financial results.

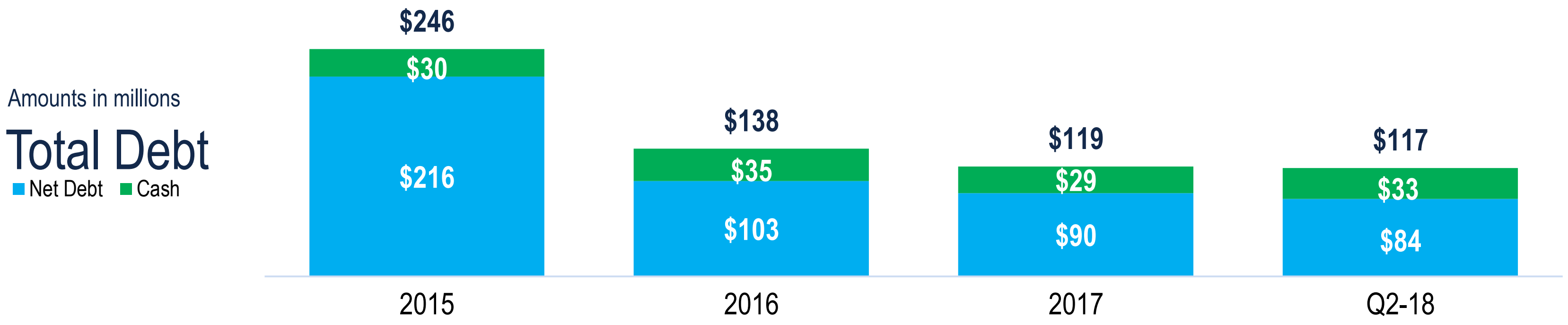
TMP strengthens PeopleScout's European presence

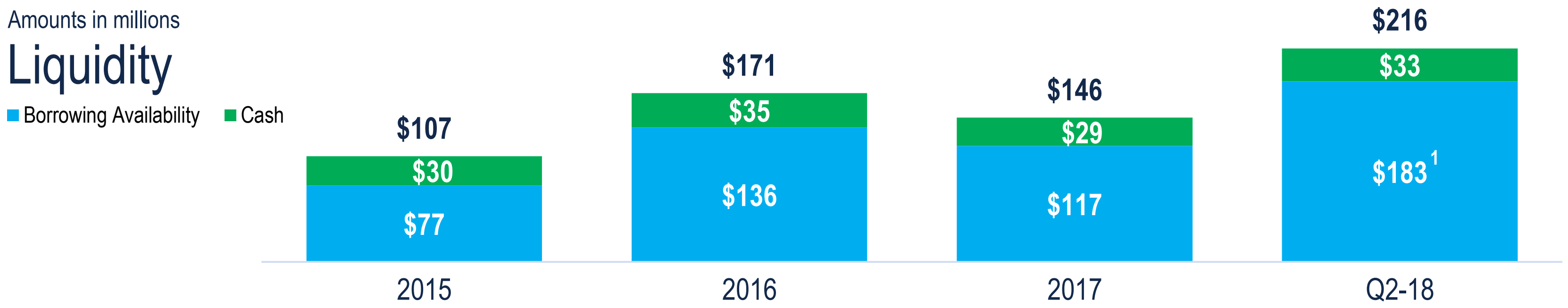
peoplescout™ A TRUEBLUE COMPANY + **TMP Holdings LTD**

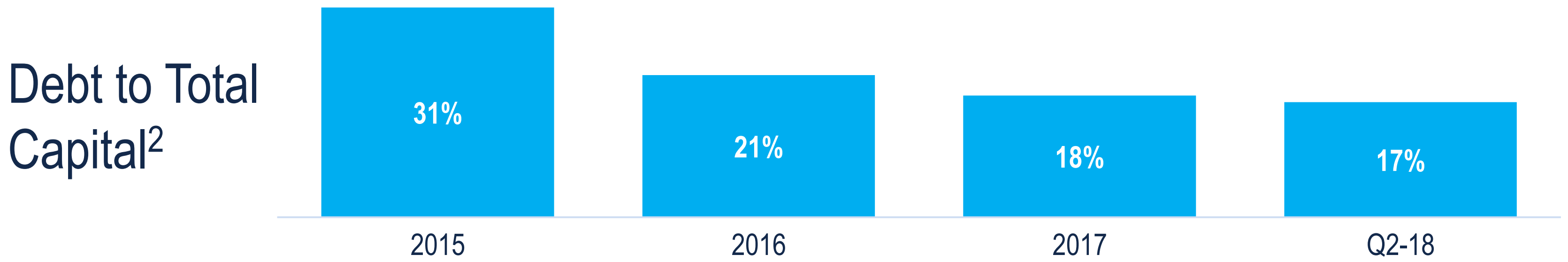
Increases scale in a high growth RPO market	• Bolsters PeopleScout's position as #1 global provider of RPO services[1] • Global RPO market is expected to grow 12% over the next five years[2]
Expands presence in high margin business	• PeopleScout's segment profit margin was >20% in 2017
Provides opportunity to accelerate growth with multi-continent engagements	• 30% of all RPO engagements are now multi-country[2] • UK presence improves our ability to compete on multi-continent RPO engagements
Employer branding adds new in-demand solution	• Employer branding present in >50% of all RPO engagements • Adds an appealing solution to our existing RPO services
Entry into attractive UK market	• UK RPO market is the 2nd largest in the world (after the US) • TMP is a recognized RPO provider in the UK

[1] Source: Everest Group. Overall RPO rankings by annual number of hires (2017).
[2] Source: NelsonHall. Estimated market CAGR from 2017-2022; % multi-country RPO contracts for 2016/2017.

Lower debt and ample liquidity







Note: Balances as of fiscal period end.

[1] Q2-18 borrowing availability is a pro forma calculation based on the new $300M credit facility established in July 2018 less total outstanding bank debt at the end of Q2 2018. The new facility replaced our prior asset backed facility which was set to expire in June 2019. Please see the Form 8-K filed with the SEC on July 16, 2018 for additional details. Prior period borrowing availability represents borrowing available under the prior asset-backed credit facility.

[2] Calculated as total debt divided by the sum of total debt plus shareholders' equity.

Outlook

trueblue
THE PEOPLE COMPANY

Q3 2018 outlook

Amounts in millions, except per share data

Revenue	Outlook	% Growth	Pro-forma % Growth[1]	Notes
Total[2]	$662 to $677	0% to 2%	1% to 3%	• Total company and PeopleReady headwind of about 1% from PeopleReady hurricane-related business in Q3-17
PeopleReady	$413 to $423	0% to 2%	0% to 2%	
PeopleManagement	$181 to $185	-8% to -6%	1% to 4%	• Amazon notified the company that it plans to assume full responsibility for the labor at its Canadian fulfillment centers effective September 1, 2018
PeopleScout	$68 to $70	39% to 42%	10% to 12%	

Profitability & Capital Expenditures	Outlook	Notes
Net income per diluted share	$0.54 to $0.60	• Assumes an effective income tax rate of 16% • $4.6M of add-backs related to integration and acquisition costs, implementation costs for cloud-based systems and accelerated vesting of stock associated with the CEO transition • Assumes diluted weighted average shares outstanding of 40.1 million
Adjusted net income per diluted share	$0.75 to $0.81	
Capital Expenditures	$4	

[1] Pro-forma % growth reflects organic growth excluding Amazon and PlaneTechs from both current and prior year results for PeopleManagement and acquired TMP revenue from PeopleScout.
[2] Figures may not sum to consolidated totals due to rounding.

Select 2018 outlook information

Amounts in millions

PeopleManagement: Amazon

- Loss of Amazon Canadian business effective September 1, 2018 is expected to create a revenue headwind of approximately $8M in Q3-18 (4% growth headwind for PeopleManagement and 1% for total TBI) and $24M in Q4-18 (11% for PeopleManagement and 4% for total TBI)

Memo: Amazon Historical	Q3-17	Q4-17	Q1-18	Q2-18	TTM	TTM % of Total TBI
Revenue	$11	$24	$12	$6	$53	2%
Segment Profit	1.4	2.4	1.4	0.7	5.9	5%

PeopleReady: Energy

- The quarterly run-rate for this business is about $10M in 2018 and faces a prior year comparison of $15M in Q3-18 and $26M in Q4-18

Memo: Energy Historical	Q3-17	Q4-17	Q1-18	Q2-18	TTM	TTM % of Total TBI
Revenue	$15	$26	$13	$8	$61	2%

Note: Figures may not sum to consolidated totals due to rounding.

Appendix

trueblue®
THE PEOPLE COMPANY

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
EBITDA and Adjusted EBITDA	EBITDA excludes from net income: - interest and other income (expense), net, - income taxes, and - depreciation and amortization. Adjusted EBITDA, further excludes: - Work Opportunity Tax Credit third-party processing fees, - acquisition/integration costs and - other costs.	- Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business. - Used by management to assess performance and effectiveness of our business strategies. - Provides a measure, among others, used in the determination of incentive compensation for management.
Adjusted net income and Adjusted net income, per diluted share	Net income and net income per diluted share, excluding: - adjustment to the gain on divestiture, - amortization of intangibles of acquired businesses, as well as accretion expense related to acquisition earn-out, - acquisition/integration costs, - other costs, - tax effect of each adjustment to U.S. GAAP net income, and - adjusted income taxes to the expected effective tax rate.	- Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business. - Used by management to assess performance and effectiveness of our business strategies.
Organic revenue	Revenue from services excluding acquired entity revenue.	- Enhances comparability on a consistent basis and provides investors with useful insight into the underlying trends of the business. - Used by management to assess performance and effectiveness of our business strategies.

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

(in thousands, except for per share data)	Q2 2018 13 Weeks Ended Jul 1, 2018	Q2 2017 13 Weeks Ended Jul 2, 2017	Q3 2018 Outlook* 13 Weeks Ended Sep 30, 2018
Net income	**$ 17,732**	$ 13,134	$ 21,700 — $ 24,200
Adjustment to the gain on divestiture (1)	**290**	—	—
Amortization of intangible assets of acquired businesses (2)	**5,174**	5,742	5,200
Acquisition/integration costs (3)	**457**	—	1,600
Other costs (4)	**1,264**	—	3,000
Tax effect of adjustments to net income (5)	**(1,150)**	(1,608)	(1,600)
Adjustment of income taxes to normalized effective rate (6)	**(673)**	110	—
Adjusted net income	**$ 23,094**	$ 17,378	$ 29,900 — $ 32,400
Adjusted net income, per diluted share	**$ 0.57**	$ 0.42	$ 0.75 — $ 0.81
Diluted weighted average shares outstanding	**40,469**	41,856	40,100

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

(in thousands)	Q2 2018 13 Weeks Ended Jul 1, 2018	Q2 2017 13 Weeks Ended Jul 2, 2017	Q3 2018 Outlook* 13 Weeks Ended Sep 30, 2018
Net income	**$ 17,732**	$ 13,134	$ 21,700 — $ 24,200
Income tax expense	**2,576**	5,260	4,100 — 4,600
Interest and other (income) expense, net	**968**	(155)	200
Depreciation and amortization	**10,101**	12,287	10,400
EBITDA	**31,377**	30,526	36,500 — 39,500
Work Opportunity Tax Credit processing fees (7)	**264**	16	200
Acquisition/integration costs (3)	**457**	—	1,600
Other costs (4)	**1,264**	—	3,000
Adjusted EBITDA	**$ 33,362**	$ 30,542	$ 41,300 — $ 44,300

* Totals may not sum due to rounding

See the last slide of the appendix for footnotes.

3. RECONCILIATION OF U.S. GAAP REVENUE TO ORGANIC REVENUE *(Unaudited)*

(in thousands)	Q2 2018 13 Weeks Ended Jul 1, 2018	Q2 2017 13 Weeks Ended Jul 2, 2017
Revenue from services	**$ 614,301**	$ 610,122
Acquired entity revenue	**(2,851)**	—
Organic revenue	**$ 611,450**	$ 610,122

Footnotes:

1. Adjustment to the gain on the divestiture of our PlaneTechs service line as we continue to finalize actual costs incurred. PlaneTechs was sold mid-March 2018.
2. Amortization of intangible assets of acquired businesses as well as accretion expense related to the SIMOS acquisition earn-out.
3. Acquisition/integration costs relate to the acquisition of TMP Holdings LTD completed on June 12, 2018.
4. Other costs for the 13 weeks ended Jul. 1, 2018 and the Q3 2018 outlook include implementation costs for cloud-based systems. Other costs included in the Q3 2018 outlook also include accelerated vesting of stock per the CEO's employment contract associated with the leadership transition.
5. Total tax effect of each of the adjustments to U.S. GAAP net income using the expected ongoing rate of 16 percent for 2018, due to the enacted U.S. Tax Cuts and Jobs Act, and 28 percent for 2017.
6. Adjustment of the effective income tax rate to the expected ongoing rate of 16 percent for 2018, due to the enacted U.S. Tax Cuts and Jobs Act, and 28 percent for 2017.
7. These third-party processing fees are associated with generating the Work Opportunity Tax Credits, which are designed to encourage employers to hire workers from certain targeted groups with higher than average unemployment rates and reduce our income taxes.