Q4 2018 Earnings

February 2019

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 clients, (3) our ability to attract sufficient qualified candidates and employees to meet the needs of our clients, (4) our ability to maintain profit margins, (5) new laws and regulations that could affect our operations or financial results, (6) our ability to successfully complete and integrate acquisitions, (7) our ability to successfully execute on business strategies to further digitize our business model, and (8) 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 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.

Results and strategy overview

FY 2018

Revenue progress

- Total revenue flat, or +1% organic excluding Amazon and PlaneTechs[1]
- PeopleReady (largest segment) returned to growth
- PeopleScout (highest margin segment) grew double digit
- PeopleManagement (lowest margin segment) declined, primarily due to the loss of Amazon and the PlaneTechs divestiture

Strong EPS results

- EPS +22% and adjusted EPS +31%[1]
- Third consecutive year of gross margin expansion

Strategic progress & capital return

- JobStack™ – 3 million dispatches in 2018
- Affinix™ – Successfully launched industry leading technology
- TMP acquisition – UK RPO business accelerates global competitiveness
- PlaneTechs divestiture – concentrates focus on more profitable, higher growth markets
- $35M of stock repurchased; $58M remaining under current authorization

Q4 2018

Revenue in-line with company outlook

- Total revenue -3% v. outlook of -4% to -2%
- Organic revenue growth flat excluding Amazon and PlaneTechs

EPS in-line with company outlook

- EPS of $0.37 v. outlook of $0.34 to $0.41
- EPS -8% and adjusted EPS +20%
- Twelfth consecutive quarter of gross margin expansion (+150 bps)

Strategic progress & capital return

- JobStack – 872,000 dispatches in Q4
- Affinix – won award for Best Advance in RPO Technology[2]
- $10M of stock repurchased

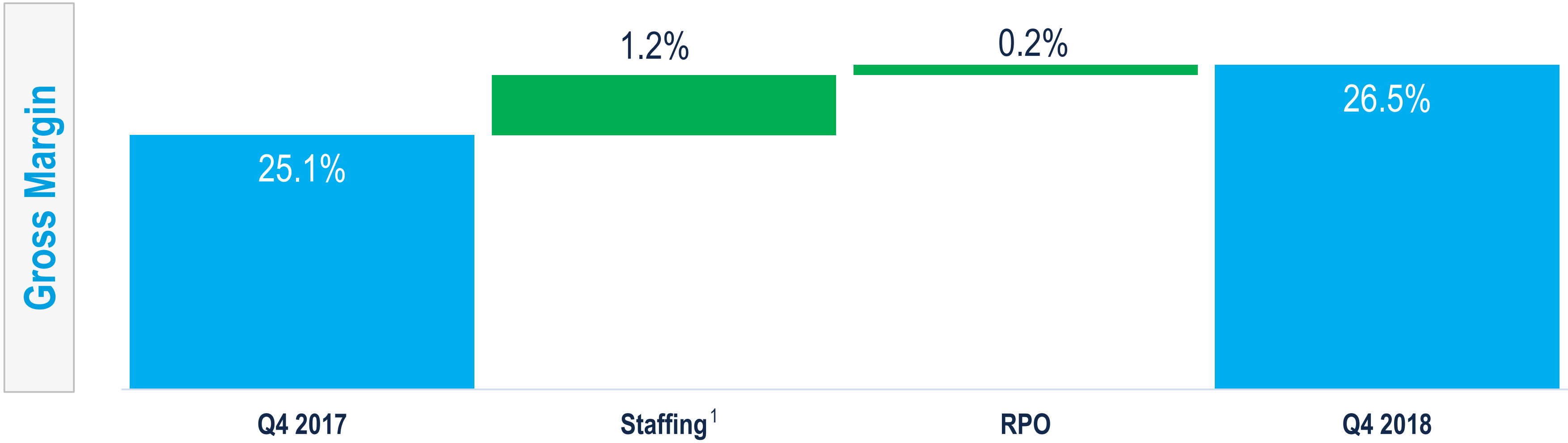
[1] See the appendix to this presentation and "Financial Information" in the investors section of our website at www.trueblue.com for a definition and full reconciliation of non-GAAP financial measures to GAAP financial results.
[2] In Dec. 2018, Affinix won the gold award in the Brandon Hall Group's 2018 Human Capital Management (HCM) Excellence Awards program in the "Best Advance in Recruitment Process Outsourcing (RPO) Technology" category.

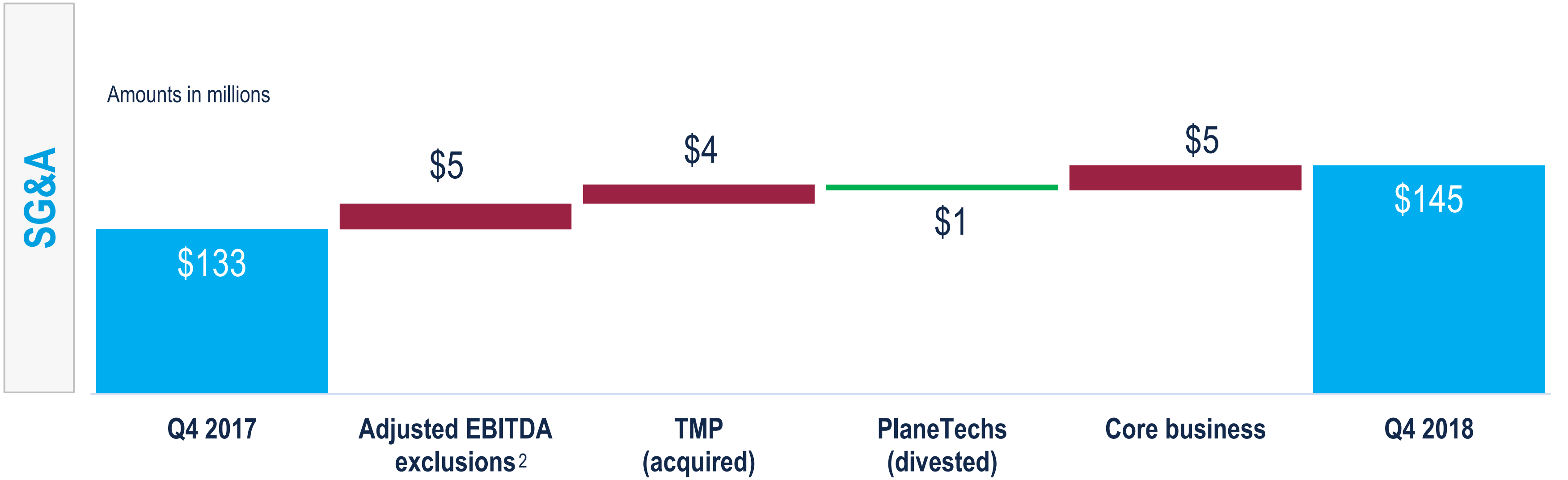
Financial summary

Amounts in millions, except per share data	FY 2018	% Change	Q4 2018	% Change
Revenue	$2,499	Flat *(1% organic ex-Amazon and PlaneTechs)*	$650	-3% *(Flat organic ex-Amazon and PlaneTechs)*
Net Income	$65.8	19%	$14.9	-9%
Net Income Per Diluted Share	$1.63	22%	$0.37	-8%
Adjusted Net Income[1]	$91.9	28%	$24.3	16%
Adj. Net Income Per Diluted Share	$2.28	31%	$0.61	20%
Adjusted EBITDA[1]	$128.9	3%	$32.8	-8%
Adjusted EBITDA Margin	5.2%	20 bps	5.0%	-30 bps

[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





Figures may not sum due to rounding.

[1] Margin improvement primarily due to improvements in workers' compensation expense and payroll taxes.

[2] Adjusted EBITDA further excludes from EBITDA Work Opportunity Tax Credit third-party processing fees, acquisition/integration costs and other costs. 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.

Q4 2018 results by segment

Amounts in millions	PeopleReady	PeopleManagement	PeopleScout
Revenue	$399	$184	$67
% Growth	*2%*	*-18%* *(-4% ex-Amazon and PlaneTechs)*	*31%* *(6% organic)*
Segment Profit[1]	$22	$5	$12
% Growth	*4%*	*-40%*	*14%*
% Margin *Change*	*5.5%* *10 bps*	*2.8%* *-100 bps*	*17.5%* *-280 bps*
Notes:	• Revenue headwind of approximately $9M (-2% growth) from previously disclosed energy business peak in Q4 2017	• Revenue decline primarily due to loss of Amazon Canadian business in Q3 2018 and divestiture of PlaneTechs in Q1 2018 • Segment profit headwind of approximately $3M (-32% growth) from Amazon loss and PlaneTechs divestiture	• Margin compression due to TMP acquisition (as part of their business, TMP purchases recruitment media for clients and the pass-through nature of these costs creates margin dilution)

[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

- 15%+ potential operating margin on incremental revenue
- JobStack creating favorable differentiation with clients and associates
- >30% of all orders now filled by JobStack

peoplemanagement
A TRUEBLUE DIVISION

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

peoplescout
A TRUEBLUE COMPANY

- Compelling value proposition with attractive margins
- Global RPO market experiencing strong growth
- Leverage TMP acquisition to compete on global opportunities
- Industry leading proprietary technology – rolling out Affinix, a next-generation HR tool

Boost shareholder returns through share repurchase

Transforming our business for a digital future

JobStack™

peopleready
A TRUEBLUE COMPANY

Mobile app that algorithmically connects workers with jobs

- Competitive differentiation enhances client and worker loyalty
- **4.6** stars in iOS app store (worker app)
- >30% of all orders now filled by JobStack

http://www.peopleready.com/jobstack/

Industry leading platform for sourcing, screening and delivering a permanent workforce

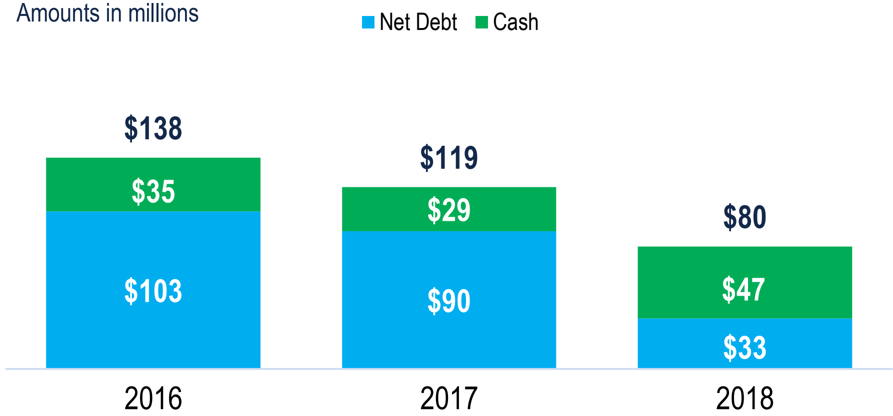
- Driving value via higher candidate satisfaction, faster conversion rates, reduced time to fill and client scalability
- Winner of the 2018 HRO Today TekTonic Award for Candidate Experience
- Winner of the 2018 Brandon Hall Award for Best Advance in RPO Technology

https://www.peoplescout.com/affinix/

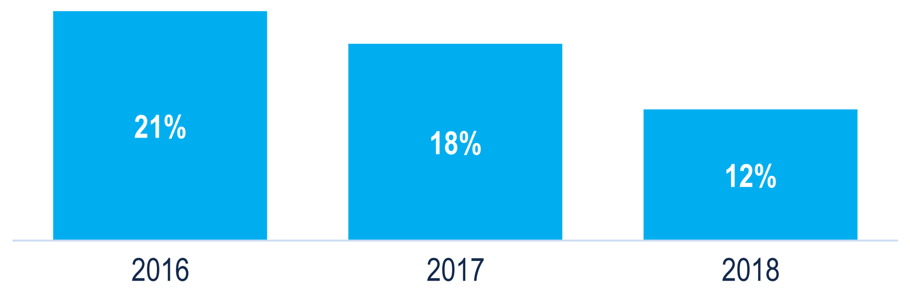
Strong balance sheet and return of capital

Total Debt

Amounts in millions

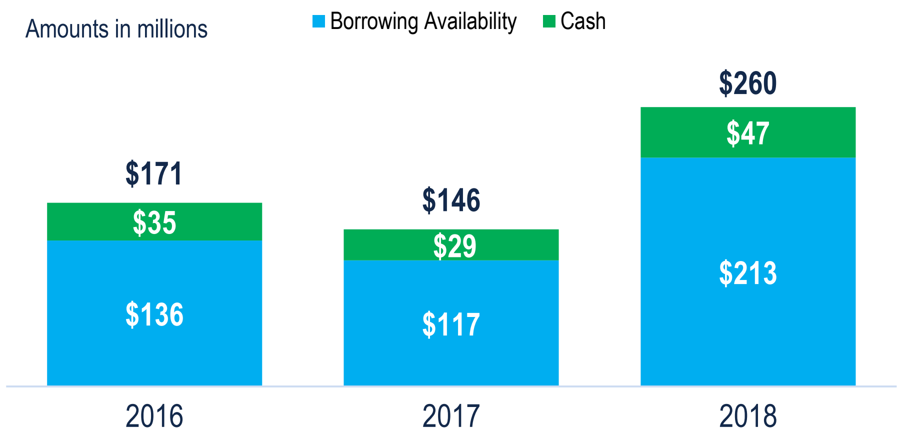


Debt to Total Capital[1]

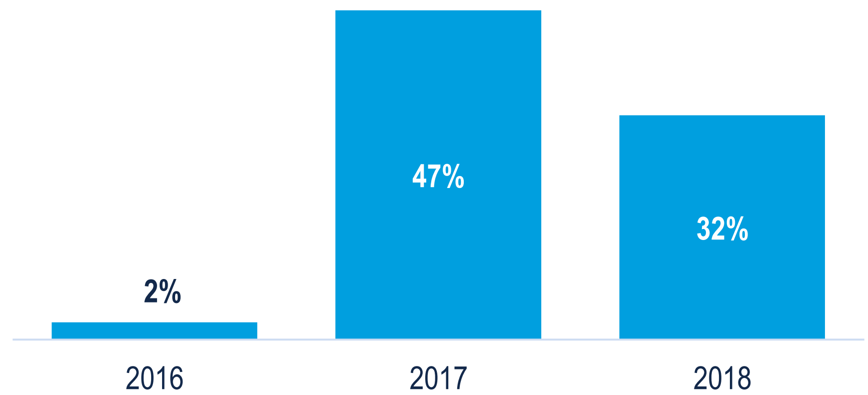


Liquidity

Amounts in millions



Share Repurchase % of Free Cash Flow[2]



Note: Balances as of fiscal period end.

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

[2] Free cash flow calculated as net cash provided by operating activities less capital expenditures. 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.

Outlook

2019 outlook

Amounts in millions, except per share data

Q1 2019 Outlook

	Key Messages	Revenue	Adj. EBITDA / Segment Profit
Total	• **Increased demand for PeopleReady offset by other revenue and pricing headwinds** ○ PeopleReady – accelerating demand; strength in small business revenue (65% of revenue) ○ PeopleManagment – retail headwinds impacting near-term revenue and profitability ○ PeopleScout – solid new logo wins but scope expansions lag; two client headwinds • **Despite near term headwinds, planning for top and bottom-line growth during 2019**	\$552 to \$569 *0% to 3% growth* *-3% to 0% organic*	\$15 to \$17 *-24% to -13% growth*
PeopleReady	• Revenue growth accelerating from 2% in Q4 2018 • \$4M of revenue headwind from weather in Q1 2019	\$326 to \$334 *3% to 5% growth*	\$9 to \$10 *-8% to 5% growth*
People-Management	• Active revenue pipeline; slow conversion in Q1 2019 • Retail headwind due to loss of Amazon Canadian business effective Sept. 1, 2018 and volume / price reduction at another retail client • PlaneTechs headwind due to divestiture in mid-March 2018 (no headwind after Q1 2019)	\$161 to \$167 *-12% to -9% growth*	\$2 to \$3 *-56% to -49% growth*
PeopleScout	• 2019 book of business was well stocked with 2018 new logo wins, but slow start in scope expansions weighing on growth • Client headwinds due to one lost client that was acquired and less volume / lower margins on a large account (re-priced to reflect multi-year arrangement)	\$65 to \$68 *20% to 27% growth* *-5% to 0% organic*	\$9 to \$11 *-22% to -12% growth*

Total	Outlook	Notes
Net income per diluted share	\$0.07 to \$0.11	• Assumes an effective income tax rate of 14% • \$2.5M of add-backs related to WOTC fees, integration and acquisition costs, implementation costs for cloud-based systems and SaaS amortization • Assumes diluted weighted average shares outstanding of 39.8 million
Adjusted net income per diluted share	\$0.22 to \$0.27	
Capital expenditures	\$4	

[1] Figures may not sum to consolidated totals due to rounding.

Select 2019 outlook information

Amounts in millions

PeopleManagement

- Retail headwind due to loss of Amazon Canadian business effective Sept. 1, 2018 and volume / price reduction at another retail client
- PlaneTechs headwind due to divestiture in mid-March 2018 (no headwind after Q1 2019)

	YoY Revenue Headwind					YoY Segment Profit Headwind				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Retail (Amazon) % Growth Impact (PM / TrueBlue)	$12 (-6% / -2%)	$6 (-3% / -1%)	$6 (-3% / -1%)	n/a	$24 (-3% / -1%)	$1.4 (-25% / -7%)	$0.7 (-14% / -2%)	$0.6 (-10% / -1%)	n/a	$2.6 (-12% / -2%)
Retail (Other client) % Growth Impact (PM / TrueBlue)	$6 (-3% / -1%)	$5 (-3% / -1%)	$3 (-2% / n/a)	$1 (-1% / n/a)	$15 (-2% / -1%)	$1.6 (-29% / -8%)	$1.5 (-32% / -4%)	$0.9 (-15% / -2%)	$0.3 (-6% / -1%)	$4.3 (-20% / -3%)
PlaneTechs % Growth Impact (PM / TrueBlue)	$8 (-4% / -1%)	n/a	n/a	n/a	$8 (-1% / n/a)	n/a	n/a	n/a	n/a	n/a
Total % Growth Impact (PM / TrueBlue)	**$25** (-14% / -5%)	**$12** (-6% / -2%)	**$9** (-5% / -1%)	**$1** (-1% / n/a)	**$47** (-6% / -2%)	**$3.0** (-53% / -16%)	**$2.1** (-46% / -6%)	**$1.5** (-24% / -3%)	**$0.2** (-4% / -1%)	**$6.9** (-32% / -5%)

PeopleScout

- Client headwinds due to one lost client that was acquired and less volume / lower margins on a large account (re-priced to reflect multi-year arrangement)

	YoY Revenue Headwind					YoY Segment Profit Headwind				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Total % Growth Impact (PS / TrueBlue)	**$2** (-3% / -0%)	**$3** (-5% / -0%)	**$6** (-8% / -1%)	**$5** (-7% / -1%)	**$15** (-6% / -1%)	**$1.8** (-15% / -9%)	**$2.3** (-20% / -7%)	**$4.1** (-33% / -10%)	**$3.1** (-27% / -10%)	**$11.4** (-24% / -9%)

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

Appendix

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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: - 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 - adjust 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.
Free cash flow	Net cash provided by operating activities, minus cash purchases for property and equipment.	- Used by management to assess cash flows.

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)	Q4 2018 13 Weeks Ended Dec 30, 2018	Q4 2017 13 Weeks Ended Dec 31, 2017	Q1 2019 Outlook* 13 Weeks Ended Mar 31, 2019
Net income	**$ 14,887**	$ 16,427	$ 2,700 — $ 4,400
Amortization of intangible assets of acquired businesses (2)	**5,162**	5,331	5,000
Acquisition/integration costs (3)	**989**	—	700
Other costs (4)	**4,333**	162	1,600
Tax effect of adjustments to net income (5)	**(1,468)**	(1,538)	(1,000)
Adjustment of income taxes to normalized effective rate (6)	**357**	574	—
Adjusted net income	**$ 24,260**	$ 20,956	$ 8,900 — $ 10,600
* Totals may not sum due to rounding			
Adjusted net income, per diluted share	**$ 0.61**	$ 0.51	$ 0.22 — $ 0.27
Diluted weighted average shares outstanding	**39,926**	40,856	39,800

(in thousands, except for per share data)	2018 52 Weeks Ended Dec 30, 2018	2017 52 Weeks Ended Dec 31, 2017
Net income	**$ 65,754**	$ 55,456
Gain on divestiture (1)	**(718)**	—
Amortization of intangible assets of acquired businesses (2)	**20,750**	22,290
Acquisition/integration costs (3)	**2,672**	—
Other costs (4)	**10,317**	162
Tax effect of adjustments to net income (5)	**(5,074)**	(6,287)
Adjustment of income taxes to normalized effective rate (6)	**(1,843)**	380
Adjusted net income	**$ 91,858**	$ 72,001
Adjusted net income, per diluted share	**$ 2.28**	$ 1.74
Diluted weighted average shares outstanding	**40,275**	41,441

See the last slide of the appendix for footnotes.

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

	Q4 2018	Q4 2017	Q1 2019 Outlook*
	13 Weeks Ended	13 Weeks Ended	13 Weeks Ended
(in thousands)	Dec 30, 2018	Dec 31, 2017	Mar 31, 2019
Net income	**$ 14,887**	$ 16,427	$ 2,700 — $ 4,400
Income tax expense	**2,839**	7,185	400 — 700
Interest and other (income) expense, net	**(848)**	24	(600)
Depreciation and amortization	**10,272**	11,465	9,800
EBITDA	**27,150**	35,101	12,300 — 14,300
Work Opportunity Tax Credit processing fees (7)	**285**	337	200
Acquisition/integration costs (3)	**989**	—	700
Other costs (4)	**4,333**	162	1,600
Adjusted EBITDA	**$ 32,757**	$ 35,600	$ 14,800 — $ 16,800

* Totals may not sum due to rounding

	2018	2017
	52 Weeks Ended	52 Weeks Ended
(in thousands)	Dec 30, 2018	Dec 31, 2017
Net income	**$ 65,754**	$ 55,456
Income tax expense	**9,909**	22,094
Interest and other (income) expense, net	**(1,744)**	14
Depreciation and amortization	**41,049**	46,115
EBITDA	**114,968**	123,679
Work Opportunity Tax Credit processing fees (7)	**985**	805
Acquisition/integration costs (3)	**2,672**	—
Other costs (4)	**10,317**	162
Adjusted EBITDA	**$ 128,942**	$ 124,646

See the last slide of the appendix for footnotes.

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

Total Company	Q4 2018	Q4 2017	2018	2017
	13 Weeks Ended	13 Weeks Ended	52 Weeks Ended	52 Weeks Ended
(in thousands)	Dec 30, 2018	Dec 31, 2017	Dec 30, 2018	Dec 31, 2017
Revenue from services	**$ 650,147**	$ 669,625	**$ 2,499,207**	$ 2,508,771
Acquired entity revenue (3)	**(13,075)**	—	**(30,958)**	—
Organic revenue	**637,072**	669,625	**2,468,249**	2,508,771
Amazon revenue (8)	**(205)**	(24,052)	**(23,941)**	(53,435)
PlaneTechs revenue (9)	—	(10,405)	**(8,005)**	(44,327)
Organic revenue excluding Amazon and PlaneTechs	**$ 636,867**	**$ 635,168**	**$ 2,436,303**	$ 2,411,009

Segments	PeopleScout		PeopleManagement	
	Q4 2018	Q4 2017	Q4 2018	Q4 2017
	13 Weeks Ended	13 Weeks Ended	13 Weeks Ended	13 Weeks Ended
(in thousands)	Dec 30, 2018	Dec 31, 2017	Dec 30, 2018	Dec 31, 2017
Revenue from services	**66,707**	50,731	**184,324**	225,865
Acquired entity revenue (3)	**(13,075)**	—	—	—
Organic revenue	**53,632**	50,731	**184,324**	225,865
Amazon revenue (8)	—	—	**(205)**	(24,052)
PlaneTechs revenue (9)	—	—	—	(10,405)
Organic revenue excluding Amazon and PlaneTechs	**$ 53,632**	**$ 50,731**	**$ 184,119**	$ 191,408

See the last slide of the appendix for footnotes.

4. RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOWS *(Unaudited)*

	2018	2017	2016	2015
	52 Weeks Ended	52 Weeks Ended	53 Weeks Ended	52 Weeks Ended
(in thousands)	Dec 30, 2018	Dec 31, 2017	Jan 1, 2017	Dec 25, 2015
Net cash provided by operating activities	**$ 125,692**	$ 100,134	$ 260,703	$ 72,072
Capital expenditures	**(17,054)**	(21,958)	(29,042)	(18,394)
Free cash flows	**$ 108,638**	$ 78,176	$ 231,661	$ 53,678

Footnotes:

1. Gain on the divestiture of our PlaneTechs business sold mid-March 2018.
2. Amortization of intangible assets of acquired businesses, as well as accretion expense related to the SIMOS acquisition earn-out for 2017.
3. Acquisition/integration costs and acquired entity revenue relate to the acquisition of TMP Holdings LTD completed on June 12, 2018.
4. Other costs for the 13 weeks and 52 weeks ended December 30, 2018 include implementation costs for cloud-based systems of $2.2 million and $6.7 million, respectively, and accelerated vesting of stock associated with the CEO transition of $2.1 million and $3.6 million, respectively. Other costs for the 13 weeks and 52 weeks ended December 31, 2017 include a workforce reduction charge of $2.5 million primarily associated with employee reductions in the PeopleReady business, offset by $2.3 million of workers' compensation benefit. The workers' compensation benefit is associated with the favorable settlement of insurance coverage associated with a former insurance company and other items not considered part of our core operations. Other costs for the 13 weeks ended March 31, 2019 include anticipated implementation costs for cloud-based systems of $1.3 million and amortization expense associated with software as a service assets of $0.3 million.
5. Total tax effect of each of the adjustments to U.S. GAAP net income using the expected ongoing rate of 14 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 14 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.
8. Loss of Amazon Canadian business effective September 1, 2018.
9. PlaneTechs business sold mid-March 2018.