



# Investor Presentation

January 2022



**RGP**  
To the Power of Human™





Within this presentation, we make forward-looking statements regarding future events or future financial performance of the Company. We wish to caution you that such statements are only predictions and actual events or results may differ materially.

Please refer to our most recent 10-K report for a discussion of some of the risks and uncertainties that may cause our business, results of operations, and financial condition to differ materially from those expressed or implied by forward-looking statements made within this presentation.

Additionally, the Company undertakes no obligation to update any of the information presented in light of new information or future events.





# Human Agility **Ignites** **Opportunity** and Impact



**Kate Duchene**

Chief Executive Officer



# Company Overview.

- Nasdaq Ticker: RGP
- Global footprint across North America, Europe and Asia Pacific
- Big Four heritage, brought agility to professional services
- Successful evolution from pure play staffing firm to human capital partner for professional staffing and project consulting
- Macro trends around workforce agility, greatly accelerated by the global pandemic, favor RGP's model
- Superior alternative for the growing professional gig workforce
- RGP's first-to-market, employee-model digital staffing platform connecting talent and business directly



# Investment Highlights.

- Emerging leader in the Now of Work, positioned for strong growth as agile workforce strategy is accelerated by the global pandemic
- Extensive global client base propelling consistent growth from targeted Client and Healthcare vertical programs
- Scalable global platform with digital transformation capabilities aligned with marketplace demand
- Variable cost operating platform reduces utilization risk and enhances resilience
- Robust free cash flow generation supporting reliable shareholder returns



# By The Numbers.



**2,500 clients**  
**1,850 MSAs globally**



**88% of Fortune 100 clients &**  
**76% of Fortune 500**



**74% retention rate of Top 100**  
**clients over last 5 years**



**45 countries in which**  
**clients are served**

**\$712M**

LTM Q2 FY22  
Revenue

**38.7%**

LTM Q2 FY22  
Gross Margin

**10.9%**

LTM Q2 FY22  
Adjusted EBITDA Margin

**4,200 employees**  
[billable consultants\* & management personnel]



**3-Year average**  
**consultant tenure**



**34% N. American consultants**  
**hired via employee referrals**



**63% employees comprised**  
**of minorities & women**



\*not all are FTEs

# Meet The Executive Team.

Every leader at RGP contributes to a work-life built on Loyalty, Integrity, Focus, Enthusiasm, Accountability and Talent. These values come together to tell the unique story of **LIFE AT RGP**.



**Kate Duchene**  
CEO



**Tim Brackney**  
President & COO



**Jenn Ryu**  
CFO



**Katy Conway**  
CPO



**Lauren Elkerson**  
CLO



**Bhadresh Patel**  
CDO

# Focused on Creating and Unlocking Shareholder Value.

RGP delivers competitive returns to its shareholders.

\$82M  
Dividends\*

\$47M  
Share Repurchases\*

\*over the last 5 years

3  
Percent

Industry Leading  
Dividend Yield

10  
Years

Not A Single  
Missed Dividend Payment





# The Now of Work.

In a world where technology is changing the way we do business at an accelerated pace, RGP's value lies in agility.

We connect clients with the people who can execute real business transformation in a way that is intrinsically human.

**RGP, the expert in human agility.**

2019

## Well Positioned In A Growing Marketplace.

Global Statistics from Staffing Industry Analysts:



**\$500B**

Spend by businesses with staffing firms



**\$523B**

Spend by businesses with SOW consultants




**\$9.4B\***

Spend by businesses with human cloud workers


\*growth from 2019 was ~40%



# Perfectly Positioned for the Impact of a Global Pandemic.



What are the most important long-term impacts/changes to your company resulting from the COVID-19 pandemic?



RGP is perfectly positioned to help these leaders implement and achieve greater agility for the years ahead.

C-suite executives globally see workforce flexibility – including hours, remote work, greater agility and the use of flexible labor – as dominating the key long-term impacts from COVID-19.

# RGP – Your Next-Gen Human Capital Partner.



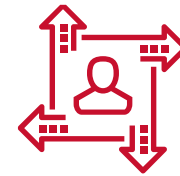
## **Project Consulting** 60% of Revenue

We partner with you to deliver value and impact, bringing our depth of experience and "sleeves up" approach to project execution.



## **Professional Staffing** 35% of Revenue

Tapping into our agile talent pool, we mobilize the right resources to support your organization's transformation journey.



## **Managed Services** 4% of Revenue

From digital workflows to back-office functions, we support vital business processes, freeing you to focus on transformation.



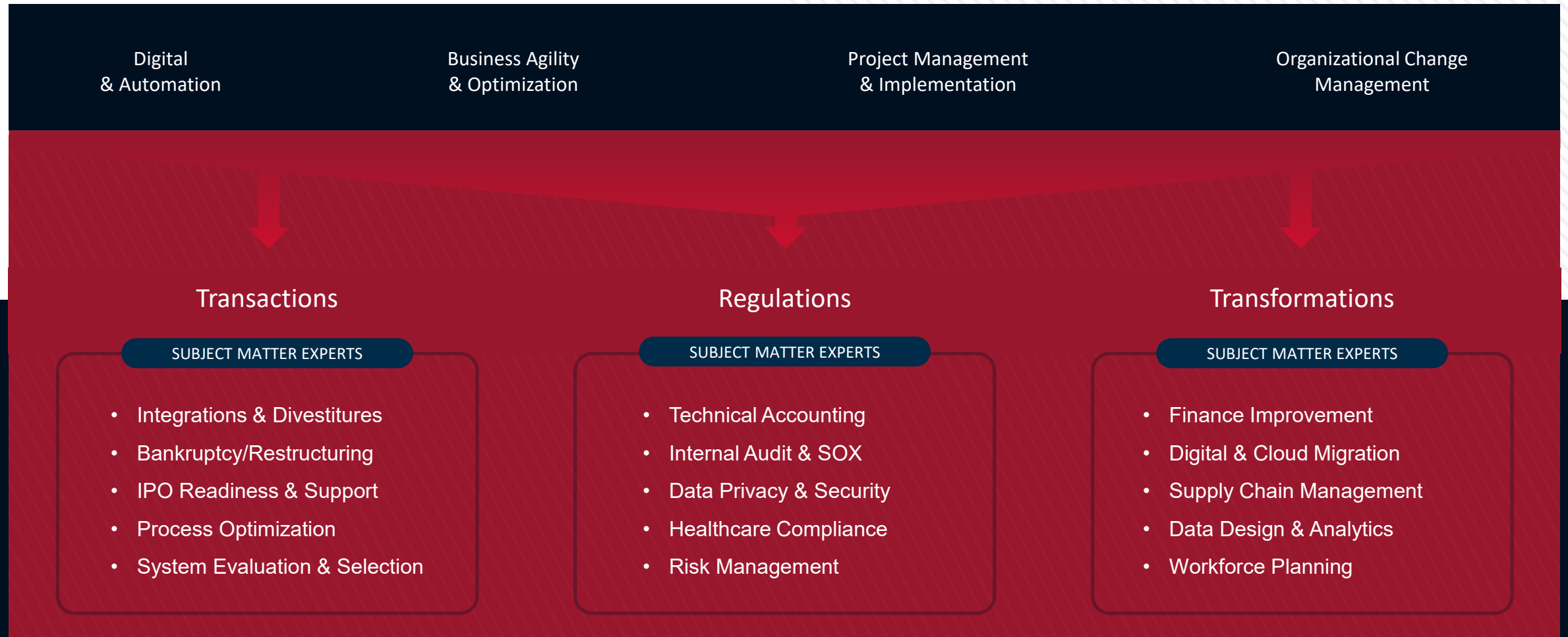
## **Executive Search** 1% of Revenue

Our award-winning executive recruiters will help you quickly find and assess top talent for business-critical positions.

# Project Consulting.

RGP supports client initiatives by bringing our depth of experience and applying our **Sleeves Up** approach to project delivery. The result is quite simple: **Value & Impact**

RGP™



# Agility in Action.

## Enterprise PMO Assessment & Optimization:

Tuning the Engine for Agility and Growth

## Global HR Transformation:

Bringing Digital Technology to Project Management

### The Challenge

A Global Automotive Financial Services client was seeking to enhance the speed of development and delivery of key projects while maintaining high quality. RGP was asked to optimize the Enterprise Project Management Office (EPMO) organization and drive adoption of Agile practices among client employees.

### Our Impact

RGP established a governance framework for Agile and hybrid project approaches that promoted transparency while easing the transition to new ways of working.

- Enabled better decision making by building interactive dashboards that provided a consolidated view of client's project portfolio.
- Enabled more effective use of resource skills, knowledge and desire.
- Facilitated the successful adoption of Agile and Hybrid project delivery approaches.
- Facilitated the resolution of dependencies between projects and helped to increase the pace of change being delivered.

### The Challenge

A Fortune 100 Financial Services client asked RGP to course correct an inflight multi-year global HR transformation initiative. The Big 4 firm leading the initiative for over a year was not making good traction. The client enlisted RGP's support (through a two-in-the-box model) to ensure the successful establishment of its Global HR Transformation PMO.

### Our Impact

RGP provided expert project management services enabled by a proprietary digital project management tool to simplify and solve the client's governance/execution problems.

- Created custom templates to capture individual project plans, tasks and dependencies.
- Built analytic algorithm metric-based management reports and dashboards to monitor, measure and report on progress.
- Digital Project Management Framework, LaunchPM provided senior management with a customized view of program/project dashboards along with real time collaboration capabilities across the program.

# Digital Transformation.

## Improving the Customer Experience: A Global Approach

### The Challenge

A large government entity, needed a solution that would streamline data and allow for more proactive outreach. Siloed data systems made it cumbersome for their constituents to update personal records. In an effort to improve the customer experience, they enlisted Veracity to develop a digital solution.

### Our Impact

Veracity, as a part of a larger team, led a program to develop a solution that provides a 360-degree view of all constituent data across departments and channels.

- Created a self-service platform to allow constituents to easily update their own contact information online or by phone.
- Developed a solution to distribute data seamlessly across the entire agency.
- Delivered significant impact to the client's constituents, garnering White House recognition.
- Built the foundation for future innovation efforts to further respond proactively to the end constituents' needs.

## Prescribing Digital Workflow: Mitigating Fraud Risk

### The Challenge

Our client, a Fortune 100 company, asked Veracity to automate and streamline a manual claim administration process. The client desired a digitally empowered process that is more efficient and more proactive in identifying potential fraudulent claims to prevent any exploitation of the program.

### Our Impact

Veracity developed a case management system on the ServiceNow platform that identifies potential fraud and streamlines claims adjudication, yielding significant cost savings.

- Hosted virtual design sessions and mapped the entire current state process flow.
- Designed an intuitive experience with automated processes, turning months of work into days.
- Provided a single source of truth that allows our client to flag and investigate potential fraud.
- Built a cohesive solution that proactively generates potential fraud leads and automates workflow processes to remediate the cases.

# Professional Staffing.

Enabling agility in the **NOW** of Work.

RGP's **human-first** approach to professional staffing means we are relentlessly committed to the perfect match. We **deeply understand our buyer set**, their resourcing needs and the importance of the intangibles.

And while our people are highly experienced, pedigreed and diverse, it is undeniably their **humanity and humility** which differentiates RGP in the professional staffing marketplace.

KEY BUYER SET	PRIORITY ROLES
Chief Financial Officer	<ul style="list-style-type: none"><li>▪ Corp Controller Director</li><li>▪ Accounting Director</li><li>▪ Finance VP</li></ul>
Chief Audit Officer	<ul style="list-style-type: none"><li>▪ Regulatory Compliance Experts</li><li>▪ Internal Auditors</li><li>▪ IT Security &amp; Privacy Auditors</li></ul>
Chief Procurement Officer	<ul style="list-style-type: none"><li>▪ Project Manager</li><li>▪ Contacts Manager Director</li><li>▪ Strategic Sourcing</li></ul>
Chief Information Officer	<ul style="list-style-type: none"><li>▪ Program Manager</li><li>▪ Project Manager</li><li>▪ Systems Specialists</li></ul>
Chief Human Resources Officer	<ul style="list-style-type: none"><li>▪ Director</li><li>▪ HR Director</li><li>▪ Total Rewards Director</li><li>▪ Workforce Planning</li></ul>

# Digital Engagement.

## The Future of Professional Staffing

The powerful digital staffing platform was designed to offer clients unprecedented **transparency, speed and control**. Our vision is to create a curated digital hub where talent and business can connect and engage directly.

# HUGO

Human + Go

Coming Soon

Let's Begin

## Key Differentiators

### Paradigm Platform

Designed to challenge the status quo, through delightful design coupled with empowering transparency and control.

### Empowering and Rewarding the User

Tools that empower and reward users while lowering overhead.

### An Employee Model

HUGO represents employees of RGP. The connection to talent is stronger and associated employment risks are mitigated when compared to contractor-based marketplaces.

### The Power of Choice

Clients at any time can choose to access the expertise of RGP personnel throughout the HUGO experience.



# Driving Growth With Client & Industry Programs.

## Client Program

- Dedicated account teams serving needs of RGP's largest clients globally
- Strong growth since inception in 2018 (24.9% CAGR) & strong pipeline
- Over half of clients in this program have achieved double-digit revenue growth YOY
- Represented one-third of consolidated revenue in FY22 Q2

## Healthcare Industry Program

- Strong growth since inception in 2018 (10.8% CAGR)
- Over 50% YOY growth in Payer (Insurance) and Provider segments in FY22 Q2
- 602 revenue-generating clients since inception and 267 in FY22 Q2
- Serving 70% of the Top 40 health systems and 60% of Fortune 500 Life Sciences companies

# Environmental, Social & Corporate Governance.

## We are environmentally conscious.

As a global professional services firm, our environmental footprint is relatively small. However, we do what we can to be responsible by:

- Reducing our use of print-based marketing materials in favor of digital assets.
- Actively working to shrink our physical footprint by expanding our use of technology to work more virtually.

## We believe in the power of diversity.

Our business model is organically inclusive and diverse. We are a human capital business dedicated to bringing the very best talent to our clients irrespective of gender, race, ethnicity or sexual orientation.

We are a Paradigm for Parity Coalition company and a 2020 Women on Boards “W” Winning Company.

## We approach business human-first.

As a human-first business, our employees are our greatest asset and top priority. Leadership is relentlessly committed to ensuring employee engagement and satisfaction at all levels of the organization, from our internal management team to our consultant population.

RGP Kids Academy connects children of RGP employees with volunteer tutors and coaches from across the RGP ecosystem.



CXO Team Comprised Of Minorities And Women



Employees Comprised Of Minorities & Women



Board Comprised Of Female Directors

# RGP Is a Human-First Culture.

**L.I.F.E.A.T.** RGP has a distinctively human-first culture and employee experience. Each RGP experiences and contributes to a work-life built on:

**Loyalty**

**Integrity**

**Focus**

**Enthusiasm**

**Accountability**

**Talent**

## Our Track Record Speaks for Itself

34 %

N. American  
Consultants Hired  
Via Referrals

3 YRs

Average  
Consultant  
Tenure

33 %

N. American  
Consultants  
Are Boomerangs



America's  
Best Midsize  
Employers

FORBES, 2021



Best  
Management  
Consulting  
Firms

FORBES, 2021

# RGP family of Companies.

Each of the companies in the RGP Family brings unique value to the marketplace, augmenting our brand in ways that drive additional opportunities.

## *taskforce*

A curated group of C-suite leaders who solve transformational business problems on an interim basis.

## veracity.

Digital agency enabling business transformation through technology, design and strategy.

## COUNTSY

YOUR BACK OFFICE HERO

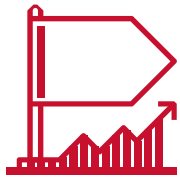
Accounting and HR as a service for venture-backed startups.

## SITRICK AND COMPANY

A UNIT OF SITRICK GROUP, LLC

LOS ANGELES | NEW YORK | SAN FRANCISCO | BOSTON | WASHINGTON DC

A top strategic communications firm specializing in corporate, financial and transactional crisis communications.



## Revenue Growth

Building revenue through organic growth and strategic acquisitions

Driving organic revenue growth with focus on key clients, key industry verticals and core markets

Steady upward trend in average bill rates with significant upside



## Gross Margins

Industry leading GM of 38.7% for the last twelve months Q2 FY22

Strong bill-pay ratio reflective of on-going pricing initiatives and discipline

Evolving the mix of business to further expand GM



## EBITDA Performance

Adjusted EBITDA of 10.9% for the last twelve months Q2 FY22

Upward momentum in margin expansion while driving operating leverage and efficiency

~70% of total cost is variable based on agile operating model

# Financial Highlights.

## Results Of Operations

(\$000S)	F2018	F2019	F2020	F2021	LTM Q2 FY22
Revenue	654,129	728,999	703,353	629,516	712,327
Gross Margin	37.6%	38.7%	39.2%	38.3%	38.7%
Growth Rate	12.1%	11.4%	(3.5%)	(10.5%)	13.2% <sup>(3)</sup>
<b>SG&amp;A Percentage <sup>(1)</sup></b>	<b>31.0%</b>	<b>29.9%</b>	<b>30.7%</b>	<b>30.2%</b>	<b>27.9%</b>
Adjusted EBITDA <sup>(2)</sup>	43,164	64,701	59,885	52,795	77,483
Adjusted EBITDA Margin	6.6%	8.9%	8.5%	8.4%	10.9%

(1) Excludes stock-based compensation, restructuring costs, contingent consideration and technology transformation costs

(2) Adjusted EBITDA is earnings before interest, taxes, depreciation, amortization, contingent consideration adjustments, restructuring costs, stock-based compensation and technology transformation costs

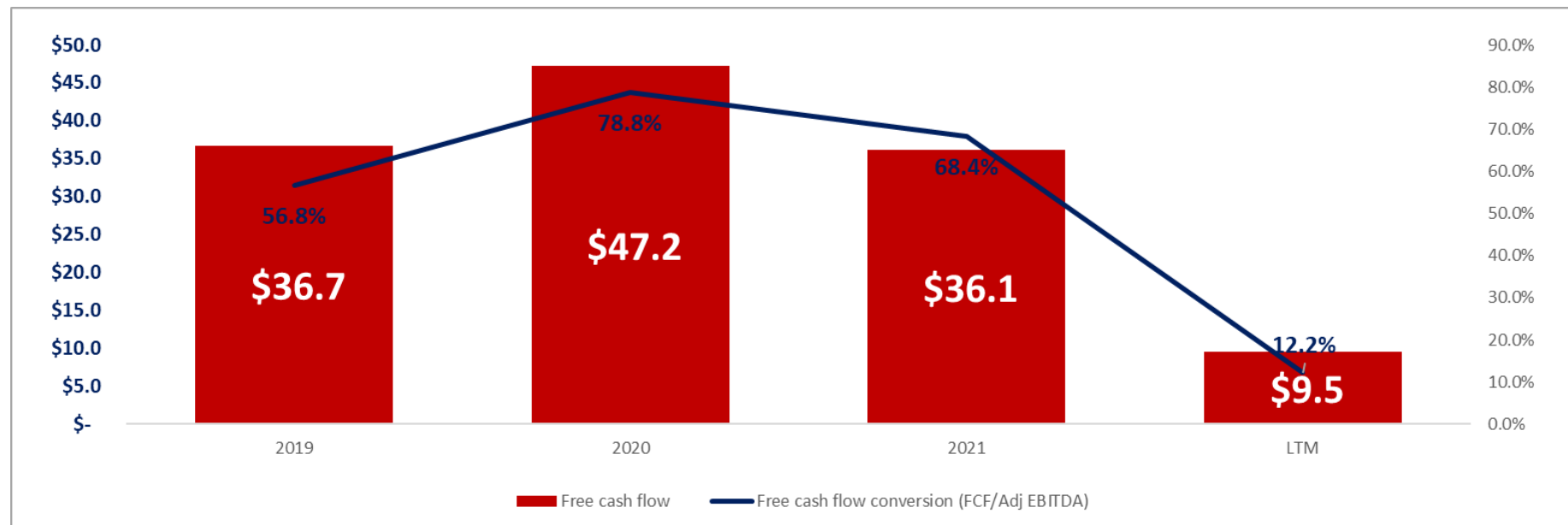
(3) Compared to FY21

# Financial Highlights.

## Balance Sheet

(\$000S)	F2018	F2019	F2020	F2021	Q2 FY22
Cash	56,470	49,026	95,624	74,391	70,633
Current Assets	194,881	191,657	230,999	235,265	260,017
Total Assets	432,674	428,370	529,181	520,644	538,212
Current Liabilities	94,524	91,416	94,901	100,906	99,086
LTD	63,000	43,000	88,000	43,000	44,000
Total Liabilities	163,849	145,974	225,520	191,098	184,612
Equity	268,825	282,396	303,661	329,546	353,600
Working Capital	100,357	100,241	136,098	134,359	160,932
Net Debt	6,530	(6,026)	(7,624)	(31,391)	(26,633)

# Strong Cash Flow Generation.



In Millions	F2019	F2020	F2021	LTM Q2 F2022
Cash from operating activities	\$ 43.6	\$ 49.5	\$ 39.9	\$ 13.8
Less: capital expenditures	(6.9)	(2.3)	(3.8)	(4.3)
Free cash flow	\$ 36.7	\$ 47.2	\$ 36.1	\$ 9.5
Adj EBITDA	\$ 64.7	\$ 59.9	\$ 52.8	\$ 77.5
Free cash flow conversion (FCF/Adj EBITDA)	56.8%	78.8%	68.4%	12.2%



# Capital Allocation Framework.

RGP generates strong operating cash flow and allocates capital between organic investments, acquisitions, debt repayment, and direct return to shareholders, while maintaining a balanced leverage ratio.

## Investment in Growth



Strategically allocate capital to organic investments and targeted M&A that drive long-term value for our shareholders.

## Debt Repayment



Strong free cash flow supports borrowing capacity and expedited deleveraging.

## Return to Shareholders



Provide return to our shareholders through dividends and share repurchases.

**RGP**

To the Power of Human™

Thank You  
For Your Time.

