

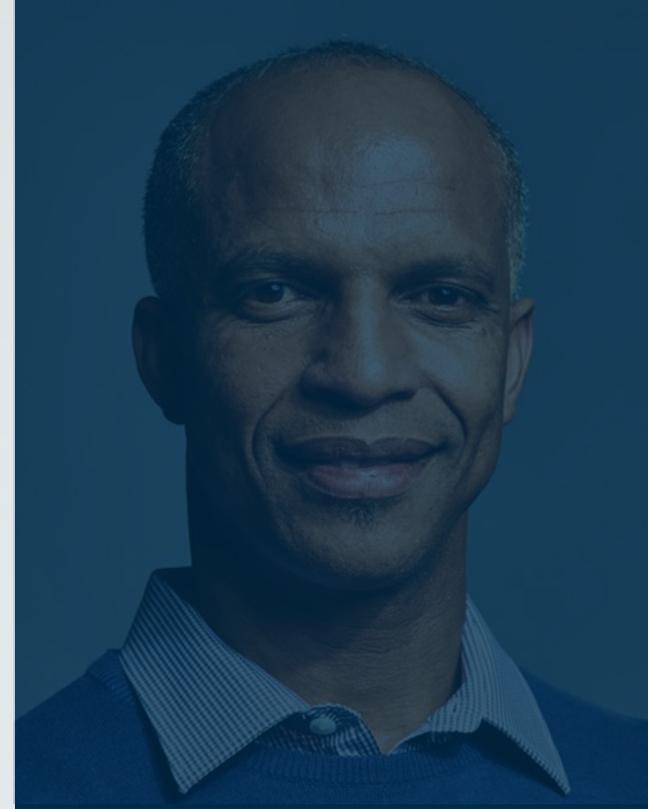
RGP

To the Power of Human™

RGP Investor Day Presentation

Update on our company, workforce, clients, and future.

April 2022



Within this presentation, we make “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Such forward-looking statements may be identified by words such as “anticipates,” “believes,” “can,” “continue,” “could,” “estimates,” “expects,” “intends,” “may,” “plans,” “potential,” “predicts,” “remain,” “should” or “will” or the negative of these terms or other comparable terminology. In this presentation, such statements include statements regarding our growth and operational plans. Such statements and all phases of the Company’s operations are subject to known and unknown risks, uncertainties, and other factors that could cause our actual results, levels of activity, performance or achievements, and those of our industry to differ materially from those expressed or implied by these forward-looking statements.

The disclosures we make concerning risks, uncertainties, and other factors that may affect our business or operating results included in Part I, Item 1A of our Fiscal Year 2021 Form 10-K and our other public filings made with the SEC should be reviewed carefully. These risks and uncertainties include, but are not limited to, the following: risks arising from epidemic diseases, such as the COVID-19 pandemic, the possible adverse effects from economic conditions or changes in the use of outsourced professional services consultants, the highly competitive nature of the market for professional services, risks related to the loss of a significant number of our consultants, or an inability to attract and retain new consultants, the possible impact on our business from the loss of the services of one or more key members of our senior management, risks related to potential significant increases in wages or payroll-related costs, our ability to secure new projects from clients, our ability to achieve or maintain a suitable pay/bill ratio, our ability to compete effectively in the competitive bidding process, risks related to unfavorable provisions in our contracts which may permit our clients to, among other things, terminate the contracts partially or completely at any time prior to completion, our ability to realize the level of benefit that we expect from our restructuring initiatives, risks that our recent digital expansion and technology transformation efforts may not be successful, our ability to build an efficient support structure as our business continues to grow and transform, our ability to grow our business, manage our growth or sustain our current business, our ability to serve clients internationally, additional operational challenges from our international activities including an economic downturn caused by social, political, regulatory, legal, and economic risks in the countries and regions in which we operate, possible disruption of our business from our past and future acquisitions, risks that our computer hardware and software and telecommunications systems are damaged, breached or interrupted, risks related to the failure to comply with data privacy laws and regulations and the adverse effect it may have on our reputation, results of operations or financial condition, our ability to comply with governmental, regulatory and legal requirements and company policies, the possible legal liability for damages resulting from the performance of projects by our consultants or for our clients’ mistreatment of our personnel, risks arising from changes in applicable tax laws or adverse results in tax audits or interpretations, the possible adverse effect on our business model from the reclassification of our independent contractors by foreign tax and regulatory authorities, the possible difficulty for a third party to acquire us and resulting depression of our stock price, the operating and financial restrictions from our credit facility, risks related to the variable rate of interest in our credit facility, and the possibility that we are unable to or elect not to pay our quarterly dividend payment. Additional risks and uncertainties not presently known to us or that we currently deem immaterial may also affect our business or operating results.

You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date hereof.

The Company does not intend, and undertakes no obligation, to update the forward-looking statements in this presentation to reflect events or circumstances after the date hereof or to reflect the occurrence of unanticipated events, unless required by law to do so.



Welcome

Kate Duchene
CEO



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- COVID cases are surging in Europe. Here's what the US should expect.
- Stock markets are supposed to drop when the Fed hikes interest rates. So why are they rallying now?

CAREERS • GREAT RESIGNATION

Sabbaticals are companies' latest weapon against the Great Resignation

BY ANNE KADET
March 15, 2022 9:09 AM PDT

Everyone Is Quitting. Here's the Right Way to Do It.

From understanding why you want to leave to tackling health insurance and retirement plans, here's your guide to a graceful exit — without leaving money on the table.

Forbes

Feb 24, 2022, 08:15am EST | 438 views

Expanding The Concept Of Diversity In The Workplace And The Role Of Language

F Sanjyot P. Dunung Forbes Councils Member
Forbes Business Council COUNCIL POST | Membership (Fee-Based)
Small Business

MIT Technology Review

HUMANS AND TECHNOLOGY

Shaping the future of hybrid work

The 2020 coronavirus pandemic had a transformative effect on where—and how—we worked. Nearly two years in, technological and cultural changes are cultivating a fairer, kinder normal.

crunchbase news UNICORN BOARD SOMETHING VENTURED: STARTUP AND VC DIVERSITY FUNDING

BUSINESS • EDUCATION TECH • STARTUPS • VENTURE

'Great Resignation' Drives Billions In VC Dollars To Upskilling Startups

Joanna Glasner February 10, 2022

FAST COMPANY

CO.DESIGN TECH WORK LIFE NEWS IMPACT PODCASTS VIDEO RECOMMENDER INNOVATION FEST

02-21-22

Is the 4-day workweek the answer to the Great Resignation?

Work has never just happened in an office, from Monday to Friday, and between the hours of 9 to 5. Finally some companies are starting to think differently about the best way to get things done.

JPMorgan is raising pay for its junior bankers. Again.

Bloomberg

The New York Times

Starbucks ends its plan to require worker vaccination and testing.

The coffee company is among the first major employers to roll back plans after the Supreme Court blocked the Biden administration's mandate for large businesses.

Starbucks baristas in training in Cheektowaga, N.Y. The company said the vast majority of its workers were vaccinated. Libby March for The New York Times

“**Projects** are increasingly driving both short-term performance and long-term value creation...

...through more-frequent organizational transformations, faster development of new products, quicker adoption of new technologies, and so on.”

In 2017, the Project Management Institute estimated that the value of project-oriented economic activity worldwide would grow from **\$12 trillion** in 2017 to **\$20 trillion** in 2027, in the process putting some **88 million people to work in project management-oriented roles**—and those estimates were made before nations started spending trillions on pandemic-recovery projects.



**Harvard
Business
Review**

RGP, Trendy Before it was Cool.

“We believe many professionals are **embracing project-based careers** because of the more flexible hours and work arrangements, and the opportunity for skill development that they provide. Resources Connection is positioned to capitalize on the confluence of these industry trends by providing clients with **high-quality, project-based professional assistance** and by offering professionals rewarding, **flexible careers.**”

RGP S-1, September 2000

“We offer our associates careers that combine many of the advantages of working for a traditional professional services firm with the **flexibility of project-based work.**”

RGP S-1, September 2000

“[Don Murray] recognized the **power of women in business**; of having different perspectives around the table when you’re trying to solve problems. He really laid the foundation.”

Kate Duchene,
Source Global Research 2018

How RGP Delivers the New World of Work.

RGP™



Leading project execution firm powering clients' operational and change initiatives



Big Four heritage, pioneering professional services agility in the late 90s



Global footprint across North America, Europe and Asia Pacific

Nasdaq Ticker:
RGP

Forbes **2022**

AMERICA'S **BEST**
MANAGEMENT
CONSULTING FIRMS

POWERED BY STATISTA

Forbes **2022**

AMERICA'S
BEST MIDSIZE
EMPLOYERS

POWERED BY STATISTA



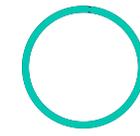
Our Business Model is Organically Diverse and Inclusive.

RGP™

Minorities or Women



52.6%
of our NA employees*



100%
of our executive leaders



40%
of our directors

Paradigm for Parity Coalition Company
2020 Women on Boards "W" Winning Company

*As of October 2021



Morgan Stanley



Alphabet



Johnson & Johnson

amazon

MCKESSON



NOVARTIS



TRUIST 



Kraft *Heinz*

Walmart 

 Microsoft



2,500
clients

1,850
MSAs globally

88%
of Fortune 100

76%
of Fortune 500

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

Clients served in
45 countries

Enabling Agility for **The Project Economy**.

← We support project needs →

Run this Place

Operational Needs

- Supporting clients' operational needs and filling gaps to help clients maintain operational excellence
- Bringing highly experienced talent with professional services and industry experience to co-deliver alongside client teams
- Key buyer set includes C-Suite leaders like the CFO, CAO, CPO, CIO, CMO, and CHRO
- The Great Resignation and tightening professional labor market has spurred demand for these services

Change this place

Transformational Needs

- Leading and supporting complex change initiatives with a **Sleeves Up** ethos
- Bringing expertise in Project Management and Organizational Change Management across a myriad of subject matter areas
- Projects focused on Finance, Digital, Supply Chain and Compliance Transformation
- Relentless pace of change driving unprecedented transformation activity in our client base

Our Portfolio of Transformative Brands.

RGP™

RGP™

A global consulting firm focused on project execution with experienced and diverse talent.

HUGO
by RGP™

Digital platform that matches mid-level Finance & Accounting professionals with project work.

COUNTSY

On-Demand Backoffice
Accounting | HR | CFO | Platform

veracity.
AN RGP COMPANY

Digitally obsessed, human-centered problem solvers transforming businesses for the modern world.

taskforce
An RGP company

A superior provider of temporary management, a firm specialized in the provision of top-rung Interim Managers.

SITRICK AND COMPANY
A UNIT OF SITRICK GROUP, LLC
LOS ANGELES | NEW YORK | SAN FRANCISCO | BOSTON | WASHINGTON DC

Corporate, financial, transactional and crisis communications – ranked among the nation's top strategic communications firms.

Enterprise Growth Drivers.

A number of transformative levers, bolstered by highly favorable macro trends, position RGP for strong growth in the coming years.



Brand Clarity + Amplification

Bring clarity and focus to our brand architecture and brand positioning to own the opportunity around project execution



Go-To-Market Operations

Continue to grow and expand strategic account and industry programs, improve pricing, digitize and optimize the consultant and client experience, and create a new Emerging Account segment



Digital

Expand high-demand digital transformation offerings



HUGO

Increase adoption of and reliance on self-service digital engagement platform to drive faster long-term growth in professional staffing business



M&A

Pursue highly targeted acquisition opportunities in tip-of-the-spear areas like digital transformation and workforce strategy

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We Started with a Deep Dive.

Employee Input

"I see a greater **willingness to trust** us with higher-level projects than we've seen in the past."

"We're their **savior-partner** that delivers talent **they can turn projects over** to and never look back."

"We should be using words like project consulting or project execution. There's such a big space there, and **we do project work so well, maybe better than anyone.**"

Client Input

"RGP folks are here start to finish, and we count on that through line."

"Assert the spot you're in, **own it** and be excited about it! **You're the best** that does that."

"We value RGP's ability to drive issues and programs independently. They have the **skill and direction to execute.**"

Our Sweet Spot.

RGP™



RGP™
Project Execution



Staffing

Consulting

Our New Brand Voice.

RGP™

RGP™

**Project
Execution**

Positioning

Experts that Execute.™

Vision

Business transforms when projects perform.™

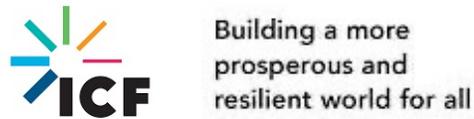
Employer Brand Mantra

To the Power of Human®

Tagline

...

Peer Taglines.



Our New Brand Voice.

RGP™

RGP™

**Project
Execution**

Positioning

Experts that Execute.™

Vision

Business transforms when projects perform.™

Employer Brand Mantra

To the Power of Human®

Tagline

Dare to Work Differently.™

Talent Facing

- Directly implies that **there's another way to work as a consultant** beyond the Big 4 pyramid.
- Leads directly to a conversation about our **flexibility, project choice, and borderless/hybrid** way of working.

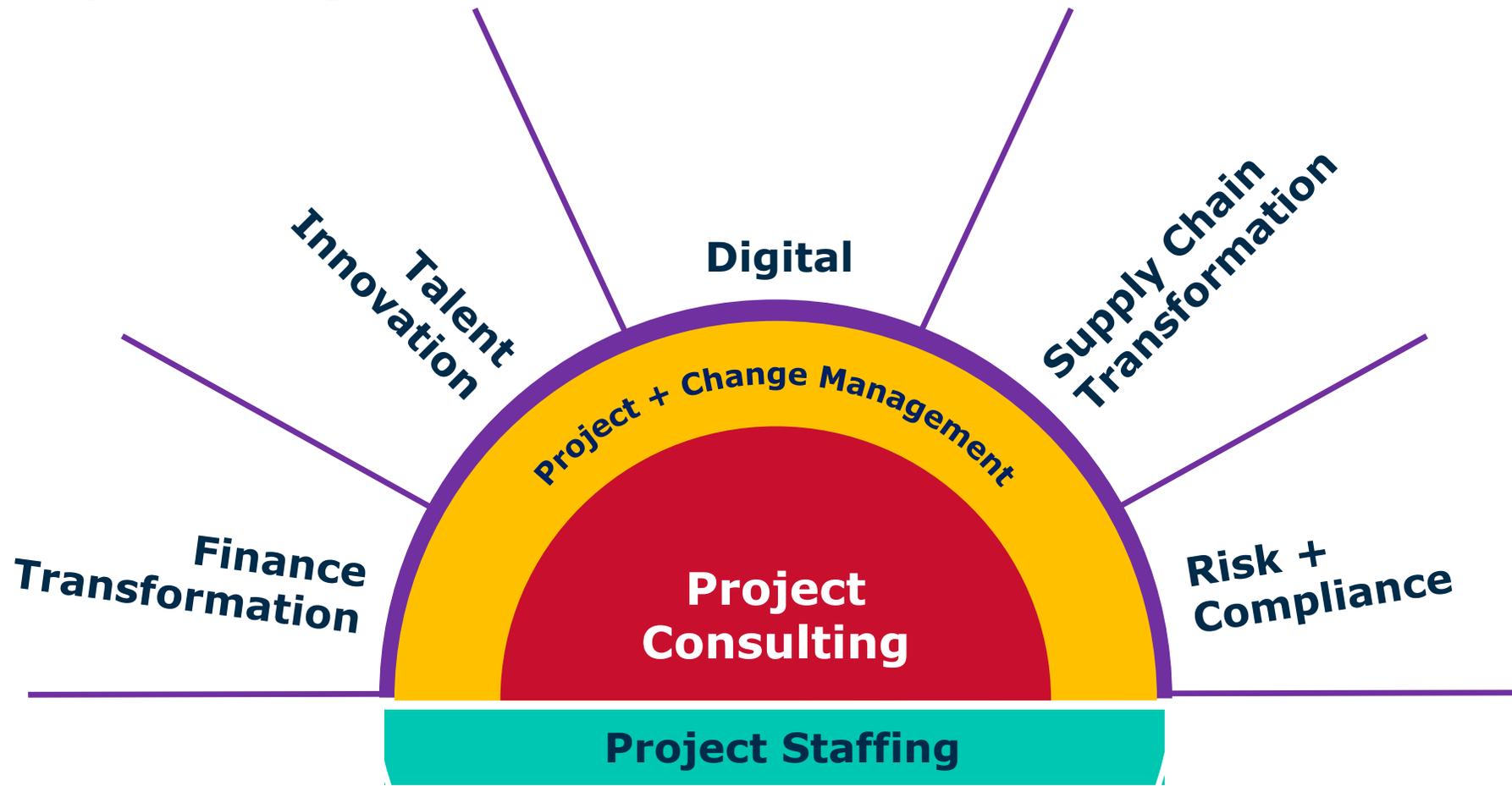
Dare to **Work Differently**.™

Client Facing

- Recognizes that **the traditional employed model is stale** and no longer talent's preference.
- Leads to a conversation about the Project Economy and **the future of sustainable business**.
- Reflects the **changing way work is done with captive teams** – introduces employee and workplace experience automation, collaboration, and engagement... which all demand digital solutions.

Going to Market with Our **Expertise Out Front.**

“Front doors” will lead to our core capabilities, supported by our strategic staffing resources.



Going to Market with Our Expertise Out Front.

Our portfolio of brands complement our project capabilities, driving clients to core RGP.



Our Market, Our Future

Tim Brackney

President and Chief Operating Officer



Today's Talent Demands a New Way of Working.

1

Employees expect flexible options.

88% of knowledge workers say that when searching for a new position, **they will look for one that offers complete flexibility** in hours and location.

2

Employees want to re-imagine how productivity is measured.

86% of employees say they would prefer to work for a company that **prioritizes outcomes over output.**

3

Employees want to work with a diverse team.

86% of employees assert that a **diverse workforce will become even more important** as roles, skills, and company requirements change over time.

4

Employees want jobs that will help them upskill and reskill.

82% of employees believe that workers will need to **hone their current skills** or acquire new ones at least annually in order to maintain competitive advantage in a global job market.



**We've been
working this
way since '99.**

Let's Hear from Our Consultants.

Cindy Dailey

15 years with RGP



Clients Served:



Asif Mohammad

17 years with RGP



Clients Served:



Natalie Herazy

8 years with RGP



Clients Served:





“Remaining competitive in a globalized world is no longer about having the strongest legacy or most well-known brand. It’s about being agile enough to respond to industry changes and disruption as it happens, and it’s about having the **right talent on hand to meet organizational goals.**”

Forbes



**Deploy brand-new telemedicine model
for top national healthcare network**

RGP™

A photograph of a man and a woman in business attire. The man, in the foreground, is smiling broadly and looking towards the woman. The woman is in profile, looking back at him. They appear to be in a professional setting. A dark blue semi-transparent banner is overlaid across the middle of the image, containing white text.

Provide captive project management support for large-scale finance transformation for Fortune 100 social media client

RGP[™]

Enterprise Growth Drivers.

A number of transformative levers, bolstered by highly favorable macro trends, position RGP for strong growth in the coming years.



Brand Clarity + Amplification

Bring clarity and focus to our brand architecture and brand positioning to own the opportunity around project execution



Go-To-Market Operations

Continue to grow and expand strategic account and industry programs, improve pricing, digitize and optimize the consultant and client experience, and create a new Emerging Account segment



Digital

Expand high-demand digital transformation offerings



HUGO

Increase adoption of and reliance on self-service digital engagement platform to drive faster long-term growth in professional staffing business



M&A

Pursue highly targeted acquisition opportunities in tip-of-the-spear areas like digital transformation and workforce strategy

Our Go-to-Market Growth Levers.



Expand
**marquee
account**
and **industry
vertical**
programs



Stand
up new
**Emerging
Accounts**
program



Improve
pricing to
align with
market
and value



**Digitize and
optimize** the
consultant
and client
experience

Digital

Bhadresh Patel

Chief Digital Officer and CEO of Veracity —
An RGP Company



The future of digital is **human**.

We believe in strengthening **the synergy between people and technology** through **powerfully connected experiences** that **empower employees**, engage customers and transform businesses for the modern world.

A Little Bit About Us.

Strong Partnership

Founded in 2015 and acquired by RGP in July 2019.

Global Scale

RGP and Veracity maintain professionals worldwide, each with an average range of 10-25 years of experience.

Proven Experience

Veracity's strong technical expertise, and human-centered approach enable us to completely transform businesses.

Capabilities that Enable End-to-End Business Transformation.

Core Objectives

- Customer Acquisition
- Customer Retention
- Revenue Growth
- Conversion
- Speed to Market

Target Audience

- Consumers (B2C)
- Organizations (B2B)



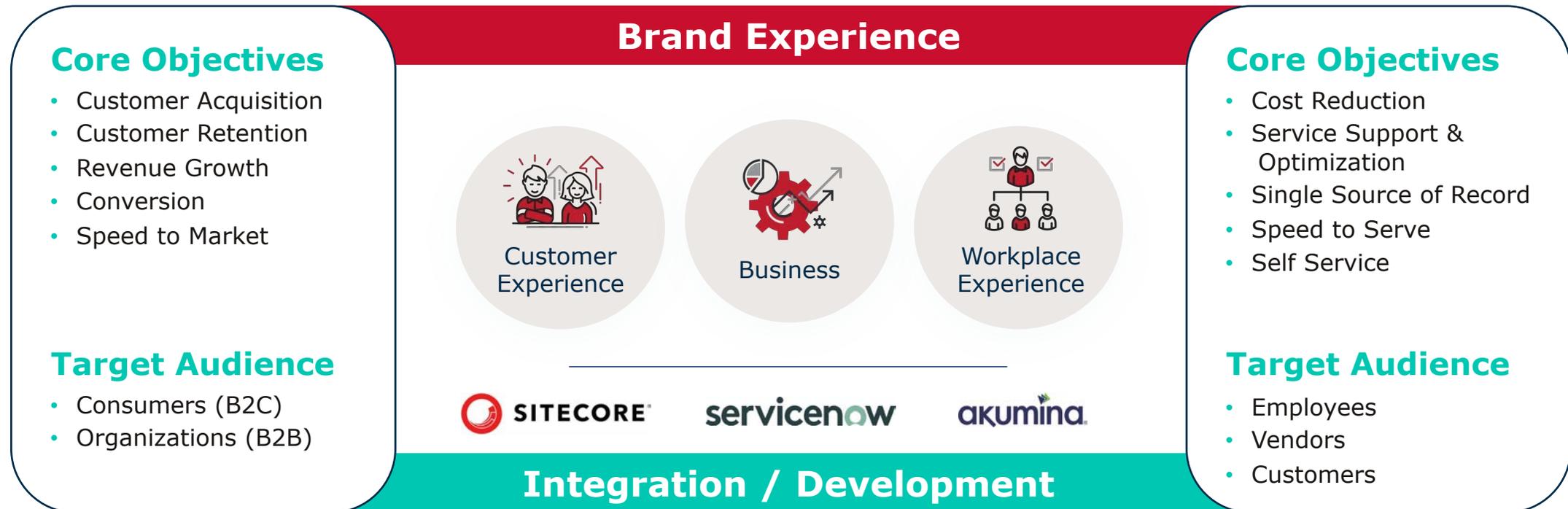
Core Objectives

- Cost Reduction
- Service Support & Optimization
- Single Source of Record
- Speed to Serve
- Self Service

Target Audience

- Employees
- Vendors
- Customers

Capabilities that Enable End-to-End Business Transformation.

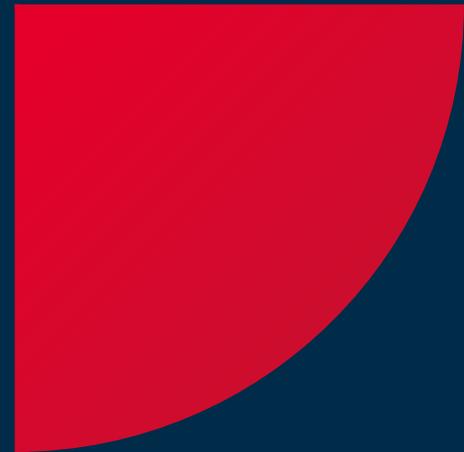




veracity.
AN RGP COMPANY

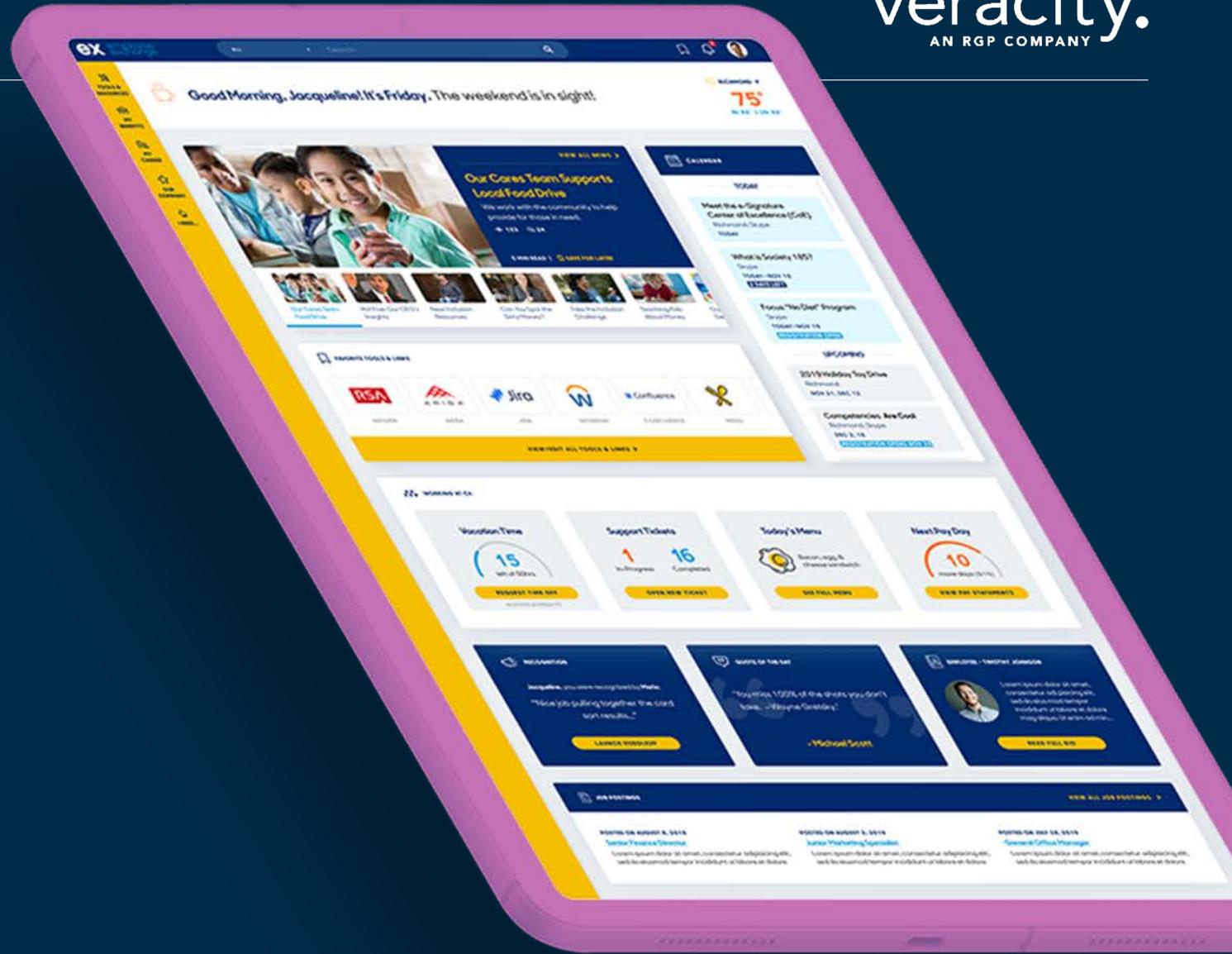
Digital

Case Studies



DIGITAL TRANSFORMATION Employee Experience.

veracity.
AN RGP COMPANY

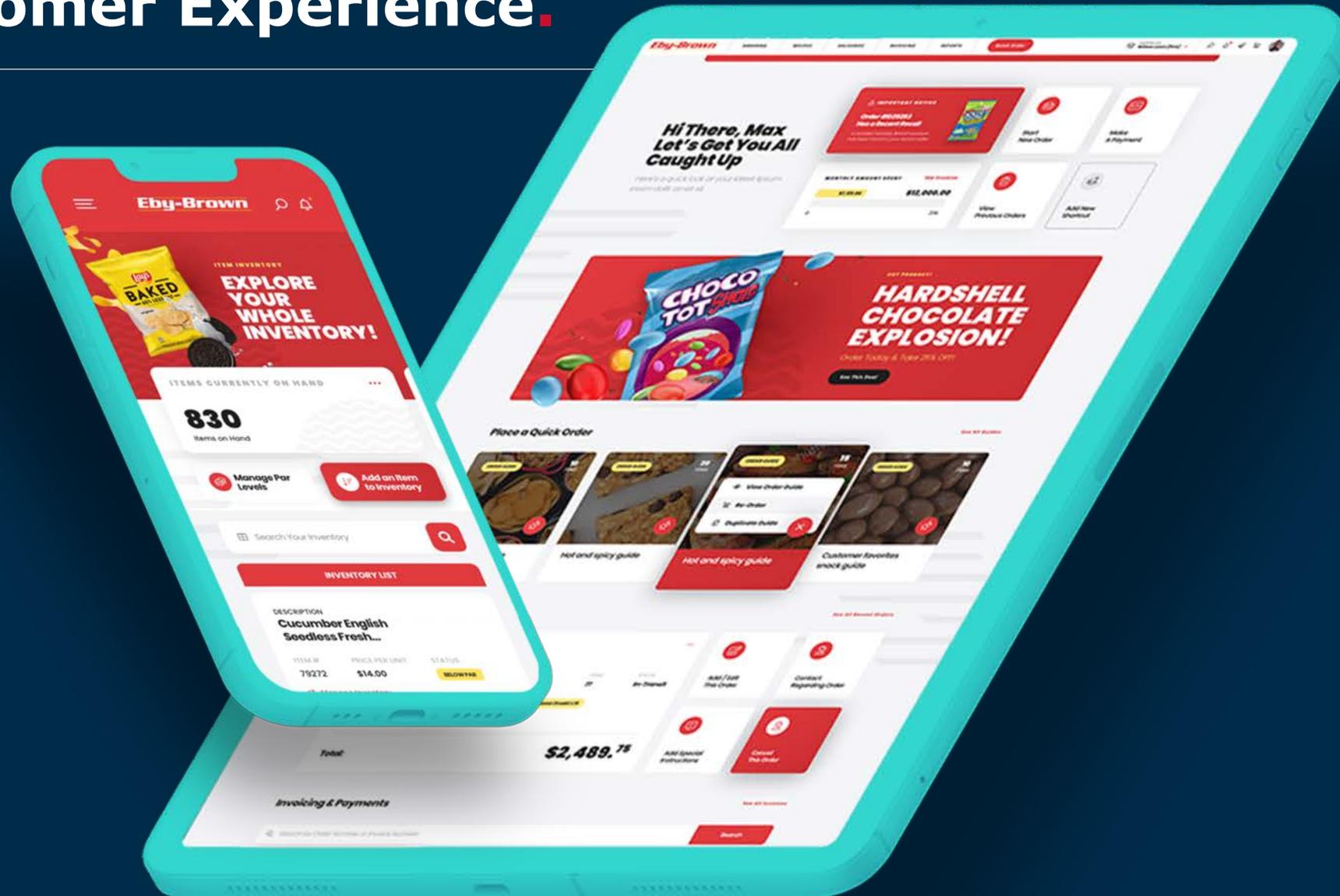


DIGITAL TRANSFORMATION Workplace Experience.



DIGITAL TRANSFORMATION Customer Experience.

veracity.
AN RGP COMPANY



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Digital Macro Market.

▲ **23%**

\$608B billion in 2021 and is expected to expand at a 23.1% CAGR from 2022 to 2030.¹

89%

89% of all companies have already adopted a digital-first business strategy or plan to do so.²

3x

Investments in digital transformation are 3x the rate of overall IT spend.³

+50%

More than half of CIOs plan to increase staffing to accelerate digital initiatives.⁴

¹Grand View Research ²Foundry/IDG ³Forrester ⁴Gartner

The Why

- Increased Efficiency
- Speed to Market
- Reduced Costs
- Improved Employee Experience and Retention
- Improved Customer Experience / Acquisition / Retention
- Increased Quality
- Regulatory Compliance
- Data Driven Insights
- Innovation
- Social / Corporate Responsibility

How We're Building with **RGP**.

Extending Client Relationships

Through RGP's long-standing partnerships with Fortune 500 and other large-scale global organizations, we've quickly expanded our client roster.

Growing Domain Expertise

Our relationship with RGP is introducing us to clients with a broad range of aspiration for digital evolution. We are meeting, exceeding, and elevating their expectations through continuous innovation.

Expanding Transformational Capabilities

RGP's core offerings of Change Management and Data Analytics are deepening our digital transformation capabilities, generating new business opportunities and expanding engagements with current clients.

Scaling Agile Talent

Through RGP, we are able to efficiently and effectively scale projects by relying on agile talent resources to support delivery of end-to-end services.

The RGP logo is displayed in a large, bold, red sans-serif font. The background behind the logo is a white curved shape that transitions into a teal and red curved shape at the top and bottom right of the page.The veracity. logo is displayed in a dark grey sans-serif font. Below the main text, the words "AN RGP COMPANY" are written in a smaller, all-caps, dark grey sans-serif font. The background behind the logo is a white curved shape that transitions into a teal and red curved shape at the top and bottom right of the page.

Investing for Growth.

Capitalizing on strong and favorable market demand for digital transformation services, we are investing strategically to fuel growth of the business, which includes critical investment in our *people*, a core component of our success.

1 Sales & Marketing

Continue scaling
Sales and Marketing

2 Geographic Expansion

Continue scaling
North America and
establish a
presence in Europe

3 Capability

Expand service
offerings and
scale Offshore
Development
Center of Excellence

4 Acquisitions

Pursue acquisition
of targets with
complementary
capabilities to drive
synergistic growth

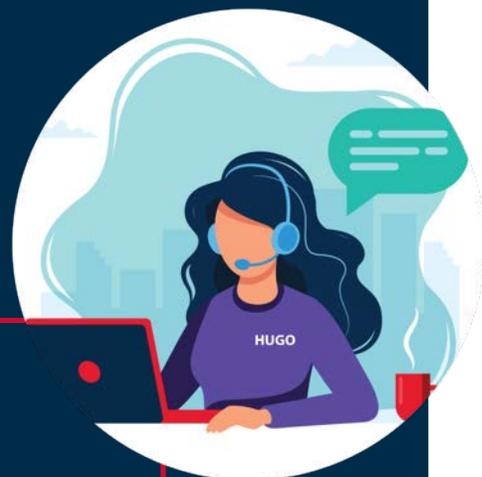
HUGO

By RGP

Steve DelVecchia
Head of HUGO



HUGO is:



A digital
work platform

Focused on
professional staffing

with an
"employed" model



"A staffing platform first mover in Finance & Accounting is RGP, which recently launched a platform called HUGO (short for 'Human Go')."

March 2022

Clients:



Why HUGO.

1

Clients and talent are ready for this.

2

The staffing experience is overdue for disruption.

3

Untapped revenue stream.

4

Margin and opex synergies.

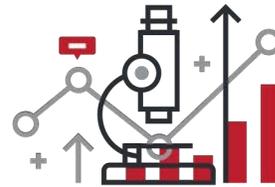
Why We Will Win.



**RGP is the
perfect company**



**Large existing client
and talent bases**



**Enterprise-grade
technology**



Enterprise Growth Drivers.

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Existing Growth Trends, Accelerated by the Pandemic.



**Contingent
workforce**

**Remote/Hybrid
work models**

Staffing industry

Existing Growth Trends, Accelerated by the Pandemic.

**Millennial hiring
managers**

**Digital staffing
platforms**

**Digital tools and
transformation**

Existing Growth Trends, Accelerated by the Pandemic.

Synergies

**RGP clients
& consultants**

**Cross-selling,
lead generation**



Q1 '23

- Geo Entry – **CA**
- HUGO Feature Drop 1



Q2 '23

- Geo Entry – **TX**
- HUGO Feature Drop 2



Q3 '23

★ **Growth Inflection Point**

- Final Major HUGO Feature Drop
- Talent Hits Target Mass
- Marketing Ramp Begins
- Cross Selling Push



Q4 '23

- Geo Entry – **GA**

...And Beyond

- + Service Offerings
- + Geographies
- + Adding Features

Meet COUNTSY

Mairtini Ni Dhomhnaill
Founder of Countsy





US Venture Investment.

↑ **97%**

YoY

2020

\$167B

2021

\$330B

\$80B

into US
early-stage
start-ups ('21)

Meet Countsy.

Why Countsy?

Countsy knows how hyper growth companies need to scale their backoffice functions over time.



Accurate and timely **reports** for the founders and investors.



Sophisticated **technology platform** that scales.



Flexible **fractional resources** in response to a dynamic environment.



As the startup evolves, we evolve — **transaction ready**, from People Operations to GAAP financials and board reporting.

We Establish and Manage a Startup's Operations. **COUNTSY**



GAAP Accounting

Smooth accounting function

- Tight month-end close
- Transparent cash burn and runway
- Due diligence ready financials.



Investor Reporting & Financial Planning

The Countsy CFO

- Financial modelling
- Board meeting attendance and reporting
- Due diligence process.



Total Rewards & People Operations

Comprehensive HR function

- Employees' benefits
- Insurance
- 401(k) plans
- Policies and procedures
- Labor law / compliance.



High-Touch Services

Cloud-based tools coupled with expertise and on-demand resources to have a clear vision for the business today, and over time.

We've Helped Scale Thousands of Clients.

COUNTSY



Financial Outlook

Jenn Ryu
CFO

Deloitte. *Ucla* **E*TRADE**



Financial Performance FY20 vs FY22E.¹

RGP

 Revenue: CAGR	 Adj. EBITDA Margin Expansion	 Adj. EBITDA CAGR	 SG&A² Leverage Improvement	 Diluted EPS Expansion
7%	320bps	27%	360bps	40%
FY22E: \$801M	FY22E: 11.7%	FY22E: \$93M	FY22E: 27.1%	FY22E: ~1.7+/share ³

Key Drivers:

- Focus on client centricity
- Aligned incentives to business performance
- European profitability
- Better sales execution
- Streamlined cost structure
- Macro tailwinds

(1) FY22 Estimates are based on actual results through Q3 FY22 and the mid-point of Q4 guidance estimates provided on the company's earnings call on April 6, 2022.

(2) Run-rate SG&A – see non-GAAP reconciliation in the appendix

(3) Assumed 34 million weighted average diluted common shares

Opportunities Ahead – Efficiency & Margin Drivers.

1

Modernize global technology platform

- Improve operational efficiency
- Scale growth
- Enhance user experience

2

Leverage HUGO's automation and self-service capabilities to drive operational efficiency

- Migrate staffing to HUGO
- Digitize talent and client sourcing
- Automate supply & demand matching

3

Targeted go-to market team structure aligned to client segments

- Drive sales effectiveness
- Optimize cost to serve

4

Continue global real estate reduction strategy

- Maintain physical offices in select core markets
- Increase flexibility through co-working spaces

Global Technology Modernization.

A global technology and process transformation aimed at improving operational efficiency, scaling business growth, transforming customer experience and creating long-term sustainability.

Creating Long-Term Value Through Enhanced Efficiency.



Speed and Accuracy in matching of supply and demand
Faster revenue and cash conversion



Automation and simplification of business processes
Reduced operating cost and increased scalability



Better client and talent retention
Lower client and talent acquisition cost

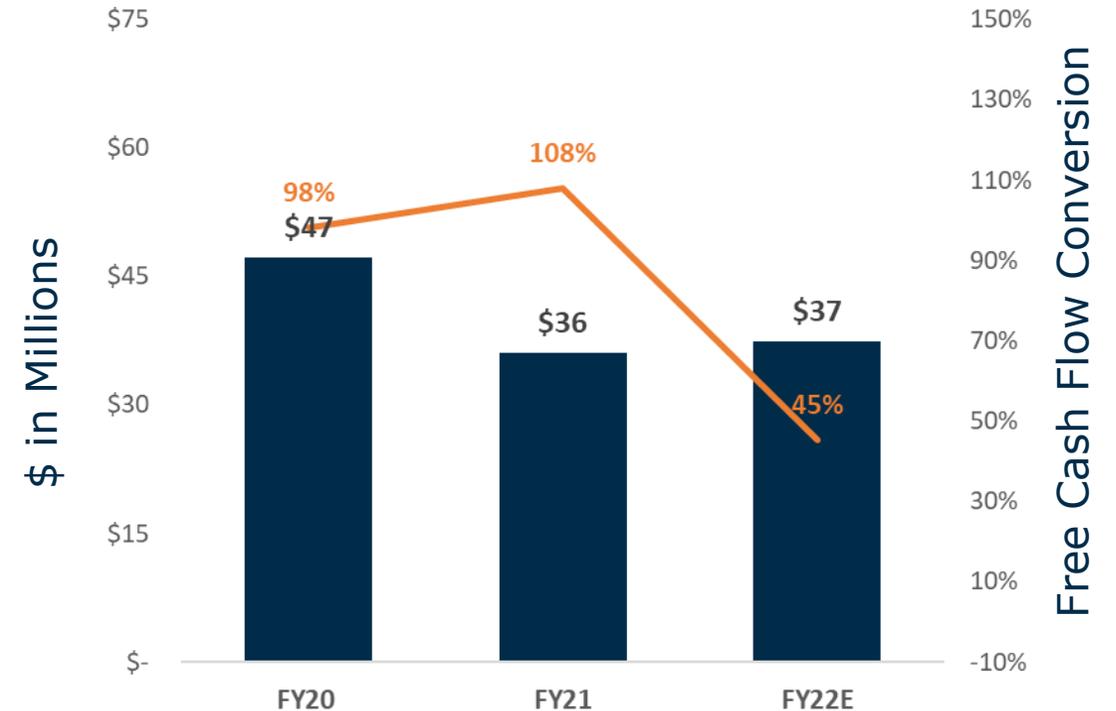


Robust business intelligence and data analytics
Faster and better business decisions

Capital Structure and Liquidity.

	May 25, 2019	Feb 26, 2022
Current Ratio	2.10x	2.40x
Debt to Capital Ratio	0.13x	0.13x
Leverage Ratio (Debt / adj. EBITDA)	0.66x	0.58x
Available Liquidity *	\$93.1M	\$167.9M

*Unrestricted cash + Available capacity under the credit facility



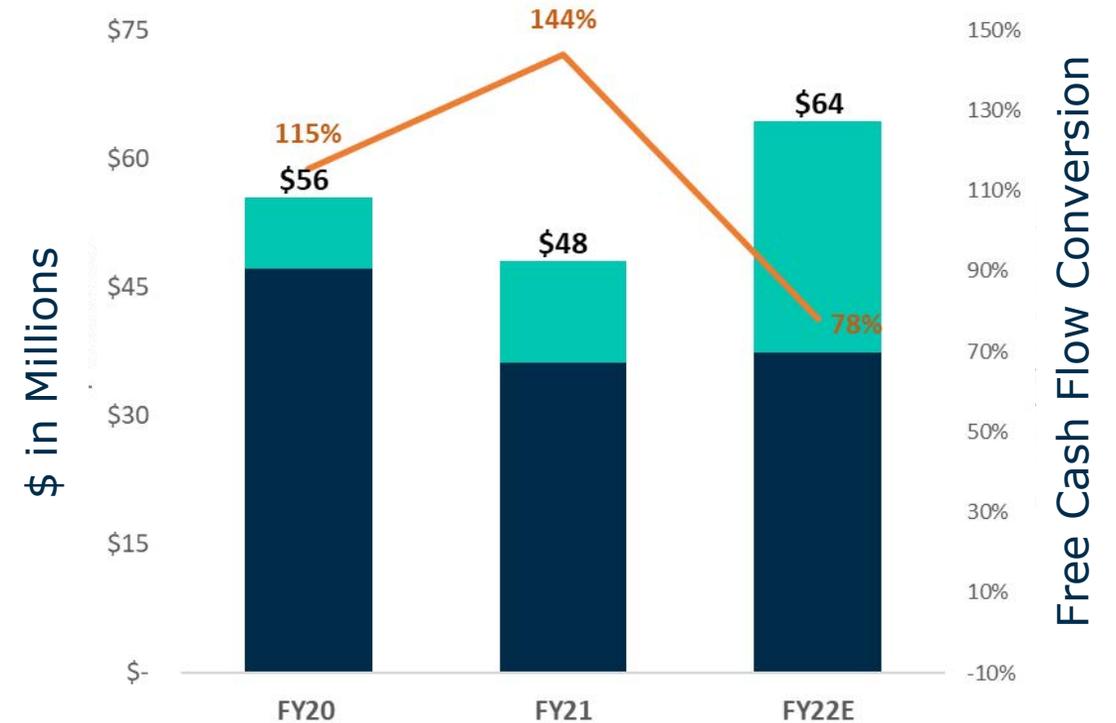
Strong Balance Sheet.

Track Record of Robust Cash Flow Generation.

Capital Structure and Liquidity.

	May 25, 2019	Feb 26, 2022
Current Ratio	2.10x	2.40x
Debt to Capital Ratio	0.13x	0.13x
Leverage Ratio (Debt / adj. EBITDA)	0.66x	0.58x
Available Liquidity *	\$93.1M	\$167.9M

*Unrestricted cash + Available capacity under the credit facility



Strong Balance Sheet.

Track Record of Robust Cash Flow Generation.

Near-Term Capital Allocation Priorities.

Technology & Digital Investments

- Modernize technology globally \$25M–\$30M

Organic Investments

- Expand digital transformation service capabilities

Other Uses of Capital

- Maintain quarterly dividends
- Balance share buyback and debt repayment
- Strategic, Tuck-In Acquisitions

Enterprise Growth Drivers.

A number of transformative levers, bolstered by highly favorable macro trends, position RGP for strong growth in the coming years.



Brand Clarity + Amplification

Bring clarity and focus to our brand architecture and brand positioning to own the opportunity around project execution



Go-To-Market Operations

Continue to grow and expand strategic account and industry programs, improve pricing, digitize and optimize the consultant and client experience, and create a new Emerging Account segment



Digital

Expand high-demand digital transformation offerings



HUGO

Increase adoption of and reliance on self-service digital engagement platform to drive faster long-term growth in professional staffing business



M&A

Pursue highly targeted acquisition opportunities in tip-of-the-spear areas like digital transformation and workforce strategy

Thoughtful, Targeted M&A to Help us Grow Faster.

RGP



Talent Innovation



Digital Transformation



Core Capability Expansion

Near-Term Objectives.

Topline growth and GM expansion

- Grow volume
- Improve pricing
- Align services to market demand

Improve and sustain margins while investing in key initiatives

- Invest in modern technology
- Elevate brand and HUGO marketing
- Invest in digital transformation services
- Invest in people programs

Financial Targets FY25.



6%–9%*

Organic Revenue Growth



Improve to 27% or below

SG&A leverage



Expand to 12% or above

Adj. EBITDA Margin

* 3-year CAGR from FY22E– FY25

* A reconciliation to the comparable GAAP measure for the forward-looking targets is not available without unreasonable efforts

RGP

To the Power of Human™

**Thank You
For Your Time.**



Appendix

Reconciliations of non-GAAP measures.

Reconciliation of net income (loss) to Adjusted EBITDA

	FY 2020	FY 2021	FY 2022 Guidance
Net income (loss)	\$ 28.3	\$ 25.2	\$ 59.2
Adjustments:			
Amortization of intangible assets	5.7	5.2	5.0
Depreciation expense	5.0	3.9	3.6
Interest expense, net	2.1	1.6	1.1
Income tax (benefit) expense	6.9	(2.5)	13.7
EBITDA	48.1	33.4	82.5
Stock-based compensation expense	6.1	6.6	8.2
Restructuring costs	5.0	8.3	0.8
Contingent consideration adjustment	0.8	4.5	0.2
Technology transformation costs			1.9
Adjusted EBITDA	\$ 59.9	\$ 52.8	\$ 93.6
Revenue	\$ 703	\$ 630	\$ 801
Adjusted EBITDA Margin	8.5%	8.4%	11.7%

*in millions

Reconciliations of non-GAAP measures.

Reconciliation of run-rate SGA leverage

	FY 2020	FY 2021	FY 2022 Guidance
GAAP SG&A expense	228.1	209.3	228.4
Less:			
Stock-based compensation expense	6.1	6.6	8.2
Restructuring costs	5.0	8.3	0.8
Contingent consideration adjustment	0.8	4.5	0.2
Technology transformation costs	-	-	1.9
Run-rate SG&A	216.27	189.92	217.35
Revenue	\$ 703	\$ 630	\$ 801
Run-rate SG&A leverage	30.7%	30.2%	27.1%

*in millions

Reconciliations of non-GAAP measures.

Reconciliation of cash from operating activities to free cash flow and normalized free cash flow

	FY 2020	FY 2021	FY 2022 Guidance
Cash from operating activities	49.5	39.9	41.0
Less: Capital expenditures	(2.3)	(3.8)	(3.6)
Free cash flow	\$ 47.2	\$ 36.1	\$ 37.4
Adj. EBITDA	\$ 59.9	\$ 52.8	\$ 93.6
Free cash flow conversion	78.8%	68.4%	40.0%
Income taxes paid	8.3	18.0	25.0
Normalized for deferral and payment of deferred payroll taxes	-	(6.0)	2.0
Normalized free cash flow	55.5	48.1	64.4
Adj. EBITDA	\$ 59.9	\$ 52.8	\$ 93.6
Free cash flow conversion	92.7%	91.1%	68.8%

*in millions