

A smiling woman with long blonde hair, wearing an orange top and gold triangle earrings, is seated at a table in a meeting. She is holding a white document and gesturing with her right hand. In the foreground, the back of a person's head and shoulder is visible, slightly out of focus. The background shows a blurred office setting with a whiteboard and a window looking out onto a bright outdoor scene.

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GLOBAL PROFESSIONAL SERVICES

Investor Presentation.

January 2026



Within this presentation, we make “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933 as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements relate to expectations concerning matters that are not historical facts. Such forward-looking statements may be identified by words such as “anticipates,” “believes,” “can,” “continue,” “could,” “estimates,” “expects,” “forecast,” “future,” “intends,” “may,” “plans,” “potential,” “predicts,” “remain,” “should,” “strategy” or “will” or the negative of these terms or other comparable terminology. In this presentation, such statements include statements regarding our strategic and operational plans. These 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.

Risks and uncertainties include, but are not limited to, the following: risks related to an economic downturn or deterioration of general macroeconomic conditions, potential adverse effects to our and our clients’ liquidity and financial performances from bank failures or other events affecting financial institutions, 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 or key sales professionals, 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 use artificial intelligence and machine learning in our business, 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, possible disruption of our business from our past and future acquisitions, the possibility that our recent rebranding efforts may not be successful, our potential inability to adequately protect our intellectual property rights, 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, the possible impact of activist shareholders, the possibility that we are unable to or elect not to pay our quarterly dividend payment, and other factors and uncertainties as are identified in our most recent Annual Report on Form 10-K for the year ended May 31, 2025, which was filed on July 28, 2025, and our other public filings made with the Securities and Exchange Commission (File No. 000-32113). 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.

Ideal Partner for Transformation.

Business today is evolving in real time. AI is rewriting the rules of how work gets done. Transformation is constant, and as challenges grow more complex, expertise must flex, adapt, and deliver at speed.

RGP is a global professional services firm purpose-built for a new environment. With roots in Deloitte and 30 years of experience, we help enterprises move faster, operate smarter and scale more efficiently.



LTM Total Revenue

\$507M

10-Yr Return of Capital

\$399M

Who We Serve

90%

Of Fortune 100 & 78% of Fortune 500

Clients Across Regions

~ 1,500

North America, Europe, APAC & Latin America

Built to Work How Enterprises Need Us



Investment Highlights.

At RGP, we've created a durable business with the right fundamentals. It's how we serve our clients with speed, quality, and staying power. **And it's why investors trust us to outperform across market cycles:**

- Diversified across industries, regions & service lines
- Strong client retention & growing lifetime value
- Leveraging AI for digital transformation & global execution
- Focus on value-based pricing discipline & tech-enabled delivery and operations



Robust Global Platform

Our global, award-winning talent network and loyal client partnerships continue to create repeatable, scalable growth



Enhanced Financial Performance

Significant pricing upside through value-based pricing, delivery cost efficiency through blended agile and bench teams, and improving operating leverage through a redesign of our operating model to achieve reduced costs and enhance our consulting capabilities.



Strong Balance Sheet and Liquidity

Zero debt and 60% variable cost structure yields superior flexibility.



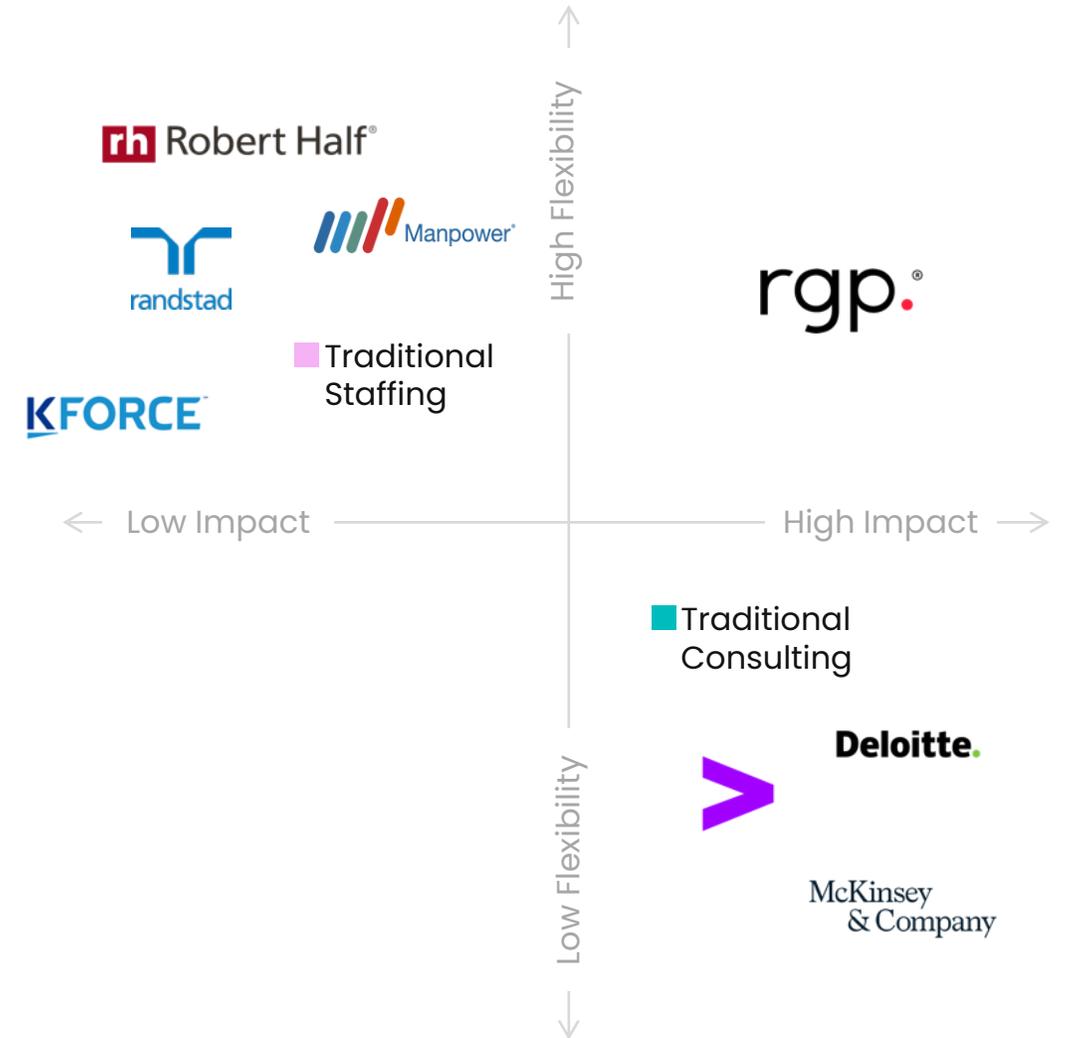
Return of Capital

Ability to generate cash flow that supports opportunistic share repurchases and industry-leading dividend yield

A Model That Breaks the Mold.

Traditional consulting and staffing models weren't built for today's reality. RGP offers a model designed for today's business challenges. Here's how it works:

- **Flexible by Design:** Consulting, on-demand talent, and outsourced solutions
- **Led by Senior Expertise:** 70% of our consultants bring 16+ years of experience to the table
- **Built to Scale Globally:** Local presence + offshore execution = reach, speed, and efficiency



RGP's High-Impact Solutions.

Clients often come to us for one solution and stay for more. We might start with finance transformation, risk, or compliance, then grow into digital, operations, and beyond. That's how we build long-term client value, energized teams, and diversified revenue streams.

Personas	Capabilities & Services		Technologies	Key Industry Expertise
<ul style="list-style-type: none">  CFO  CAE  CHRO  COO  CIO  CTO 	<p>Enterprise Strategy & Ops. Performance</p> <ul style="list-style-type: none"> Change & Transformation Management Human-Centered Experience Design Research & Insights Process Optimization & Automation Merger Integration Cost Reduction & Optimization 	<p>Finance & Accounting</p> <ul style="list-style-type: none"> Finance Transformation Operational & Technical Accounting Tax & Treasury Financial/SEC Reporting Financial FP&A Strategic Sourcing 	<ul style="list-style-type: none">      	<ul style="list-style-type: none"> Financial Services Healthcare Technology Retail & CPG
	<p>Digital, Technology & Data</p> <ul style="list-style-type: none"> Digital Transformation & Platform Modernization Technology Strategy & Transformation Data & Analytics Artificial Intelligence 	<p>Governance, Risk & Compliance</p> <ul style="list-style-type: none"> IT & Operational Risk Risk Assurance & Internal Audit Controls & SOX Readiness Regulatory Compliance 		



Our Edge? **It's Our People.**

We've built a bench of seasoned experts who clients trust to lead.

53%

Big 4 Experience

53% of Consultants Have Big 4, Big Consulting or Big Law Experience



Award-Winning

Award-Winning Talent in AI Innovation, EX & Tech Experiences

70%

16+ Yrs. Experience

In North America, Among Our Consultants: 70% Have 16+ Years' Experience & 8% Have 9-15 Years' Experience

6

Years Avg. Tenure

Our Expert Consultants Have Been With Us an Average of 6 Years

A Flexible Cost Model to Support Financial Agility.

Our variable cost structure helps us stay nimble by flexing expenses with revenue. This means we remain resilient through economic cycles, quickly responding to market shifts to protect operating margin. Flexible cost structure combined with significant upside for pricing leverage **positions us for long-term profitable growth.**



Focused on Gross Margin Expansion

Our agile delivery team adjusts with revenue and reduces utilization risk, together with pricing upside position us for further gross margin expansion



Improving Cost Structure

Our flexible incentive compensation model drives performance, while our enhanced technology will drive efficiency and scale for profitable growth



EBITDA Margin Upside Opportunity

Our margin expands as we continue to leverage pricing upside and realize the impact of operating efficiencies



Robust Free Cash Flow

Our Free Cash Flow allows for a balanced and opportunistic capital allocation strategy

Strategic Capital Allocation.

Growth Investments Capitalize on Compelling Opportunities



Global Delivery Centers: We build global delivery centers to expand our capabilities and drive market reach



Digital Innovation & AI Development: We continuously invest in digital innovation and AI to create advanced experiences in response to market demand



Go-To-Market Clarity: By streamlining our service architecture, we're establishing clarity that makes our capabilities easier to sell and easier to buy

Return of Capital to Shareholders*

Total Dividends Paid

\$167M

Total Share Repurchases

\$231M

Industry-leading Dividend Yield**

8.7%

Consistent Quarterly Dividend Payments

10Yrs.

*Metrics over the last 10 years

**Based on annualized dividends and most recent quarter-end stock price



FINANCIAL HIGHLIGHTS

Results of Operations.

		FY 2022	FY 2023	FY 2024	FY 2025	LTM Q2 FY 2026
	(\$ in thousands)					
Revenue		\$ 805,018	\$ 775,643	\$ 632,801	\$ 551,331	\$ 506,739
Revenue Growth Rate		27.9%	(3.6%)	(18.4%)	(12.9%)	(8.1%)
Gross Margin		39.3%	40.4%	38.9%	37.6%	38.0%
Adjusted SG&A Percentages ⁽¹⁾		26.6%	27.5%	30.7%	33.4%	34.4%
Adjusted EBITDA ⁽²⁾		\$ 103,131	\$ 100,194	\$ 51,483	\$ 23,457	\$ 18,591
Adjusted EBITDA Margin ⁽²⁾		12.8%	12.9%	8.1%	4.3%	3.7%

(1) Excludes stock-based compensation expense, amortized ERP system costs, technology transformation costs, acquisition costs, restructuring costs, contingent consideration adjustments, gain on sale of building and CEO transition costs. See the Appendix for reconciliations of Non-GAAP measures.

(2) Adjusted EBITDA is earnings before interest, taxes, depreciation, amortization, stock-based compensation expense, amortized ERP system costs, goodwill impairment charge, technology transformation costs, acquisition costs, restructuring costs, contingent consideration adjustments, gain on sale of building and CEO transition costs. Adjusted EBITDA Margin is calculated by dividing Adjusted EBITDA by revenue. See the Appendix for reconciliations of Non-GAAP Measures.



FINANCIAL HIGHLIGHTS

Segment Financial Measures.

Q2 FY2026

	ON-DEMAND TALENT	CONSULTING	EU / ASIA PACIFIC	OUTSOURCED SERVICES	ALL OTHER
Revenue	\$ 43,024	\$ 42,613	\$ 20,097	\$ 9,352	\$ 2,646
Adjusted EBITDA ⁽¹⁾	\$ 4,066	\$ 4,452	\$ 1,473	\$ 1,719	\$ 354

(\$ in thousands)

Q2 FY2025

	ON-DEMAND TALENT	CONSULTING	EU / ASIA PACIFIC	OUTSOURCED SERVICES	ALL OTHER
Revenue	\$ 53,452	\$ 60,643	\$ 19,701	\$ 9,246	\$ 2,396
Adjusted EBITDA ⁽¹⁾	\$ 5,605	\$ 9,723	\$ 1,480	\$ 1,546	\$ (526)

(\$ in thousands)

(1) Adjusted EBITDA is a measure of performance used by our Chief Operating Decision Makers to assess the performance of our operating segments. Adjusted EBITDA is defined as net income (loss) before interest, taxes, depreciation, amortization, stock-based compensation expense, amortized ERP system costs, goodwill impairment charge, technology transformation costs, acquisition costs, restructuring costs, gain on sale of building and CEO transition costs. See Historical Segment Information for additional information.



FINANCIAL HIGHLIGHTS

Balance Sheets.

		FY 2023	FY 2024	FY 2025	Q2 FY 2026
	(\$ in thousands)				
Cash		\$ 116,784	\$ 108,892	\$ 86,147	\$ 89,810
Current Assets		\$ 264,066	\$ 240,755	\$ 203,686	\$ 193,192
Total Assets		\$ 531,999	\$ 510,914	\$ 304,688	\$ 289,273
Current Liabilities		\$ 97,084	\$ 72,433	\$ 75,402	\$ 73,121
Long-term Debt		\$ —	\$ —	\$ —	\$ —
Total Liabilities		\$ 117,479	\$ 92,151	\$ 97,607	\$ 94,686
Equity		\$ 414,520	\$ 418,763	\$ 207,081	\$ 194,587
Working Capital		\$ 166,982	\$ 168,322	\$ 128,284	\$ 120,071
Net Cash*		\$ 116,784	\$ 108,892	\$ 86,147	\$ 89,810

*Net Cash is calculated as Cash less Long-term Debt



FINANCIAL HIGHLIGHTS

Cash Flow Generation.

(\$ in thousands)

	FY 2023	FY 2024	FY 2025	LTM Q2 FY 2026
Cash from Operating Activities	\$ 81,636	\$ 21,919	\$ 18,899	\$ 25,468
Less: Capital Expenditures	\$ (2,012)	\$ (1,143)	\$ (2,711)	\$ (1,149)
Free Cash Flow*	\$ 79,624	\$ 20,776	\$ 16,188	\$ 24,319
Income Taxes Paid (Refund)	\$ (2,913)	\$ 11,161	\$ 2,353	\$ 1,179
Normalized Free Cash Flow*	\$ 76,711	\$ 31,937	\$ 18,541	\$ 25,498
Normalized EBITDA*	\$ 84,682	\$ 37,193	\$ 5,538	\$ (2,384)
Normalized Free Cash Flow Conversion* (Normalized FCF/ Normalized EBITDA)	90.6%	86.0%	334.8%	-1069.5%

* Normalized EBITDA, Free Cash Flow, Normalized Free Cash Flow and Normalized Free Cash Flow conversion presented are Non-GAAP Measures. Please refer to the Appendix for reconciliations of Non-GAAP Measures.

Let's Connect.



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Appendix.

Historical Segment Information.

(Unaudited)	THREE MONTHS ENDED				
	NOVEMBER 23, 2024	FEBRUARY 22, 2025	MAY 31, 2025	AUGUST 30, 2025	November 29, 2025
(\$ in thousands)					
Revenue					
On-Demand Talent	\$53,452	\$47,089	\$52,962	\$44,442	\$43,024
Consulting	60,643	52,597	50,950	43,641	42,613
Europe & Asia Pacific	19,701	18,576	21,342	19,888	20,097
Outsourced Services	9,426	9,367	11,333	9,994	9,352
Other	2,396	1,809	2,753	2,264	2,646
Total Consolidated	\$145,618	\$129,438	\$139,340	\$120,229	\$117,732
Adjusted EBITDA					
On-Demand Talent	\$5,605	\$2,567	\$6,385	\$4,422	\$4,066
Consulting	9,723	5,914	8,328	5,045	4,452
Europe & Asia Pacific	1,480	841	1,930	837	1,473
Outsourced Services	1,546	1,493	3,148	2,330	1,719
Other	(526)	(727)	(118)	(183)	354
Unallocated items	(8,172)	(8,437)	(9,843)	(9,752)	(8,019)
Total Consolidated *	\$9,656	\$1,651	\$9,830	\$3,065	\$4,045
Consolidated net income (loss)	(\$68,715)	(\$44,052)	(\$73,306)	(\$2,405)	(\$12,661)
Average bill rate⁽¹⁾					
Consolidated bill rate	\$123	\$123	\$125	\$121	\$122
On-Demand Talent	\$140	\$140	\$143	\$140	\$143
Consulting	\$154	\$159	\$158	\$160	\$164
Europe & Asia Pacific	\$59	\$59	\$64	\$60	\$61
Outsourced Services	\$140	\$137	\$140	\$136	\$133

* Information reconciling Adjusted EBITDA to net income (loss) on a consolidated basis is included on slide 17.

(1) Average bill rates are calculated by dividing total revenue by the total number of billable hours.

Consolidated Reconciling Information.

(Unaudited)

	(\$ in thousands)	THREE MONTHS ENDED				
		NOVEMBER 23, 2024	FEBRUARY 22, 2025	MAY 31, 2025	AUGUST 30, 2025	NOVEMBER 29, 2025
Consolidated net income (loss)		(\$68,715)	(\$44,052)	(\$73,306)	(\$2,405)	(\$12,661)
Adjustments:						
Amortization expense		1,569	1,407	1,419	1,193	1,143
Depreciation expense		462	464	402	348	339
Interest income, net		(215)	(106)	(75)	44	(214)
Income tax expense (benefit)		(7,732)	(5,589)	7,974	477	714
Consolidated EBITDA		(\$74,631)	(\$47,876)	(\$63,586)	(\$343)	(\$10,679)
Stock-based compensation expense		1,948	1,908	1,337	2,281	1,625
Amortized ERP system costs ⁽¹⁾		–	609	678	702	702
Technology transformation costs ⁽²⁾		2,043	1,574	–	–	–
Acquisition costs ⁽³⁾		515	492	465	425	474
Goodwill impairment ⁽⁴⁾		79,482	42,039	69,032	–	–
Restructuring costs ⁽⁵⁾		299	2,905	1,904	–	2,894
CEO transition costs ⁽⁶⁾		–	–	–	–	9,029
Consolidated adjusted EBITDA		\$9,656	\$1,651	\$9,830	\$3,065	4,045

- (1) Amortized ERP system costs represent the amortization of capitalized technology transformation costs related to a newly implemented ERP system, which was recorded within SG&A on the Consolidated Statement of Operations.
- (2) Technology transformation costs represent costs included in net income related to the Company's initiative to upgrade its technology platform globally, including a cloud-based ERP system and talent acquisition and management systems. Such costs primarily include hosting and certain other software licensing costs, third-party consulting fees and costs associated with dedicated internal resources that are not capitalized.
- (3) Acquisition costs primarily represent costs included in net income (loss) related to the Company's business acquisition. These costs include transaction bonuses, cash retention bonus accruals, and fees paid to the Company's broker, legal counsel, and other professional services firms.
- (4) The effect of the goodwill impairment charge recognized was related to the Consulting segment during the three months ended May 31, 2025, the On-Demand Talent and Consulting segments during the three months ended February 22, 2025, the On-Demand Talent and Europe and Asia Pacific segments during the three months ended November 23, 2024.
- (5) Restructuring costs during the three months ended November 29, 2025 related to the Company's transformation initiative to redesign and streamline its operating model to achieve a reduced cost structure, as well as integrating Reference Point's consulting capabilities into the existing consulting business to form a more cohesive consulting segment (the "2026 Transformation Initiative") which included 1) engaging a third-party advisor to assist in conducting a comprehensive review of our global operations, 2) workforce reductions affecting management and administrative roles and 3) employee termination costs in connection with previous restructuring activities. Restructuring costs during the three months ended May 31, 2025 and February 22, 2025 related to the Company's global cost reduction plan, including a reduction in force intended to reduce costs and streamline operations (the "2025 Restructuring Plan"), which was authorized in December 2024 and May 2025.
- (6) CEO transition costs related to non-recurring costs incurred in connection with the separation of the Company's former CEO.

Segment Reconciling Information.



(Unaudited)

(\$ in thousands)

THREE MONTHS ENDED

NOVEMBER 23, 2024 FEBRUARY 22, 2025 MAY 31, 2025 AUGUST 31, 2025 NOVEMBER 29, 2025

Adjusted EBITDA:

On-Demand Talent	\$5,605	\$2,567	\$6,385	\$4,422	\$4,066
Consulting	9,723	5,914	8,328	5,045	4,452
Europe & Asia Pacific	1,480	841	1,930	837	1,473
Outsourced Services	1,546	1,493	3,148	2,330	1,719
All Other	(526)	(727)	(118)	183	354
Unallocated items ⁽¹⁾	(8,172)	(8,437)	(9,843)	(9,752)	(8,019)
Adjustments:					
Stock-based compensation expense	(1,948)	(1,908)	(1,337)	(2,281)	(1,625)
Amortized ERP system costs ⁽²⁾	–	(609)	(678)	(702)	(702)
Technology transformation costs ⁽³⁾	(2,043)	(1,574)	–	–	–
Acquisition costs ⁽⁴⁾	(515)	(492)	(465)	(425)	(474)
Goodwill impairment ⁽⁵⁾	(79,482)	(42,039)	(69,032)	–	–
Restructuring costs ⁽⁶⁾	(299)	(2,905)	(1,904)	–	(2,894)
CEO transition costs ⁽⁷⁾	–	–	–	–	(9,029)
Amortization expense	(1,569)	(1,407)	(1,419)	(1,193)	(1,143)
Depreciation expense	(462)	(464)	(402)	(378)	(339)
Interest income, net	215	106	75	(44)	214
Income (loss) before income tax expense (benefit)	(76,447)	(49,641)	(65,332)	(1,928)	(11,947)
Income tax expense (benefit)	7,732	5,589	(7,974)	(477)	(714)
Net income (loss)	(\$68,715)	(\$44,052)	(\$73,306)	(\$2,405)	(12,661)

(1) Unallocated items are generally comprised of unallocated corporate administrative costs, including management and board compensation, corporate support function costs and other general corporate costs that are not allocated to segments.

(2) Amortized ERP system costs represent the amortization of capitalized technology transformation costs related to a newly implemented ERP system, which was recorded within SG&A on the Consolidated Statement of Operations.

(3) Technology transformation costs represent costs included in net income (loss) related to our initiative to upgrade its technology platform globally, including a cloud-based ERP system and talent acquisition and management systems. Such costs primarily include hosting and certain other software licensing costs, third-party consulting fees and costs associated with dedicated internal resources that are not capitalized.

(4) Acquisition costs primarily represent costs included in net income (loss) related to our business acquisition. These costs include transaction bonuses, cash retention bonus accruals, and fees paid to the Company's broker, legal counsel, and other professional services firms.

(5) The effect of the goodwill impairment charge recognized was related to the Consulting segment during the three months ended May 31, 2025, the On-Demand Talent and Consulting segments during the three months ended February 22, 2025 and the On-Demand Talent and Europe and Asia Pacific segments during the three months ended November 23, 2024.

(6) Restructuring costs during the three months ended November 29, 2025 represent employee termination costs incurred in the reduction in force and non-recurring third-party consulting costs associated with the 2026 Transformation Initiative. Restructuring costs for the three months ended May 31, 2025 and February 22, 2025 related to the 2025 Restructuring Plan, which was authorized in December 2024 and May 2025.

(7) CEO transition costs related to non-recurring costs incurred in connection with the separation of the Company's former CEO.

Reconciliation on Non-GAAP Measures.

Reconciliation of net income (loss) to Adjusted EBITDA

		FY 2022	FY 2023	FY 2024	FY 2025	LTM Q2 FY 2026
Net income (loss)	(\$ in thousands)	\$ 67,175	\$ 54,359	\$ 21,034	\$ (191,780)	\$ (132,424)
Adjustments:						
Amortization expense		4,908	5,018	5,378	5,880	5,162
Depreciation expense		3,575	3,539	3,050	1,868	1,553
Interest (income) expense, net		1,064	552	(1,064)	(544)	(351)
Income tax expense (benefit)		15,793	18,259	8,795	(4,295)	3,576
EBITDA		\$ 92,515	\$ 81,727	\$ 37,193	\$ (188,871)	\$ (122,484)
Stock-based compensation expense		8,168	9,521	5,732	6,754	7,151
Amortized ERP system costs		–	–	–	1,287	2,691
Technology transformation costs		1,449	6,355	6,901	5,474	1,574
Goodwill Impairment		–	2,955	–	194,409	111,071
Acquisition costs		–	–	1,970	2,763	1,856
Restructuring costs		833	(364)	4,087	5,061	7,703
Contingent consideration adjustment		166	–	(4,400)	–	–
Gain on Sale of Building		–	–	–	(3,420)	–
CEO Transition Costs		–	–	–	–	9,029
Adjusted EBITDA		\$ 103,131	\$ 100,194	\$ 51,483	\$ 23,457	\$ 18,591
Revenue		\$ 805,018	\$ 775,643	\$ 632,801	\$ 551,331	\$ 506,739
Net Income (Loss) Margin		8.3%	7.0%	3.3%	(34.8%)	(26.1%)
Adjusted EBITDA Margin		12.8%	12.9%	8.1%	4.3%	3.7%

Reconciliation on Non-GAAP Measures.

Reconciliation of cash from operating activities to Free cash Flow and Normalized Free Cash Flow

(\$ in thousands)	FY 2022	FY 2023	FY 2024	FY 2025	LTM Q2 FY 2026
Cash from operating activities	\$ 49,444	\$ 81,636	\$ 21,919	\$ 18,899	\$ 25,468
Less: Capital expenditures	\$ (2,961)	\$ (2,012)	\$ (1,143)	\$ (2,711)	\$ (1,149)
Free Cash Flow	\$ 46,483	\$ 79,624	\$ 20,776	\$ 16,188	\$ 24,319
EBITDA	\$ 92,515	\$ 81,727	\$ 37,193	\$ (188,871)	\$ (122,484)
Add: Goodwill Impairment	\$ -	\$ 2,955	\$ -	\$ 194,409	\$ 111,071
Add: CEO transition costs	\$ -	\$ -	\$ -	\$ -	9,029
Normalized EBITDA	\$ 92,515	\$ 84,682	\$ 37,193	\$ 5,538	\$ (2,384)
Free Cash Flow conversion (Free Cash Flow / Normalized EBITDA)	50.2%	94.0%	55.9%	292.3%	-1020.1%
Free Cash Flow	\$ 46,483	\$ 79,624	\$ 20,776	\$ 16,188	\$ 24,319
Income taxes paid (refund)	\$ 24,619	\$ (2,913)	\$ 11,161	\$ 2,353	\$ 1,179
Normalized Free Cash Flow	\$ 71,102	\$ 76,711	\$ 31,937	\$ 18,541	\$ 25,498
Normalized EBITDA	\$ 92,515	\$ 84,682	\$ 37,193	\$ 5,538	\$ (2,384)
Normalized Free Cash Flow conversion (Normalized Free Cash Flow / Normalized EBITDA)	76.8%	90.6%	86.0%	334.8%	-1069.5%

Reconciliation on Non-GAAP Measures.

Reconciliation of run-rate SG&A leverage

(\$ in thousands)	FY 2022	FY 2023	FY 2024	FY 2025	LTM Q2 FY 2026
GAAP SG&A expense	\$224,721	\$228,842	\$208,864	\$202,024	\$204,119
Less:					
Stock-based compensation expense	8,168	9,521	5,732	6,754	7,151
Amortized ERP system costs	–	–	–	1,287	2,691
Technology transformation costs	1,449	6,355	6,901	5,474	1,574
Acquisition costs	–	–	1,970	2,763	1,856
Restructuring costs	833	(364)	4,087	5,061	7,703
CEO transition costs	–	–	–	–	9,029
Contingent consideration adjustment	166	–	(4,400)	–	–
Gain on sale of building	–	–	–	(3,420)	–
Adjusted SG&A	\$214,105	\$213,330	\$194,574	\$184,105	\$174,115
Revenue	\$805,018	\$775,643	\$632,801	\$551,331	\$506,739
Adjusted SG&A leverage	26.6%	27.5%	30.7%	33.4%	34.4%

Segment Reconciling Information.



Three Months Ended

(\$ in thousands)

	NOVEMBER 23, 2024	% OF REVENUE ⁽¹⁾	NOVEMBER 29, 2025	% OF REVENUE ⁽¹⁾
Adjusted EBITDA:	(Unaudited)		(Unaudited)	
On-Demand Talent	\$5,605	10.5%	\$4,066	9.5%
Consulting	9,723	16.0%	4,452	10.4%
Europe & Asia Pacific	1,480	7.5%	1,473	7.4%
Outsourced Services	1,546	16.4%	1,719	18.4%
All Other	(526)	-22.0%	354	13.4%
Unallocated items ⁽²⁾	(8,172)		(8,019)	
Adjustments:				
Stock-based compensation expense	(1,948)		(1,625)	
Amortized ERP system costs ⁽³⁾	—		(702)	
Technology transformation costs ⁽⁴⁾	(2,043)		—	
Acquisition costs ⁽⁵⁾	(515)		(474)	
Goodwill impairment ⁽⁶⁾	(79,482)		—	
Restructuring costs ⁽⁷⁾	(299)		(2,894)	
CEO transition costs ⁽⁸⁾	—		(9,029)	
Amortization expense	(1,569)		(1,143)	
Depreciation expense	(462)		(339)	
Interest income, net	215		214	
Income (loss) before income tax expense	(76,447)		(11,947)	
Income tax expense	7,732		(714)	
Net income (loss)	\$(68,715)		\$(12,661)	

(1) Segment Adjusted EBITDA Margin is calculated by dividing segment Adjusted EBITDA by segment revenue.

(2) Unallocated items are generally comprised of unallocated corporate administrative costs, including management and board compensation, corporate support function costs and other general corporate costs that are not allocated to segments.

(3) Amortized ERP system costs represent the amortization of capitalized technology transformation costs related to a newly implemented ERP system, which was recorded within SG&A on the Consolidated Statement of Operations.

(4) Technology transformation costs represent costs included in net income (loss) related to our initiative to upgrade its technology platform globally, including a cloud-based ERP system and talent acquisition and management systems. Such costs primarily include hosting and certain other software licensing costs, third-party consulting fees and costs associated with dedicated internal resources that are not capitalized.

(5) Acquisition costs primarily represent costs included in net income (loss) related to our business acquisition. These costs include transaction bonuses, cash retention bonus accruals, and fees paid to the Company's broker, legal counsel, and other professional services firms.

(6) The effect of the goodwill impairment charges recognized during the three months ended November 23, 2024 was related to the On-Demand Talent and Europe and Asia Pacific segments.

(7) Restructuring costs during the three months ended November 29, 2025 represent employee termination costs incurred in the reduction in force and non-recurring third-party consulting costs associated with the 2026 Transformation Initiative.

(8) CEO transition costs represent non-recurring costs incurred in connection with the separation of the Company's former CEO.