

2018 Q2 Investor Relations Presentation



- ▶ NURSE AND ALLIED STAFFING
- ▶ PHYSICIAN STAFFING
- ▶ OTHER HUMAN CAPITAL MANAGEMENT

Forward Looking Statements

This presentation contains forward-looking statements. Statements that are predictive in nature, that depend upon or refer to future events or conditions or that include words such as “expects”, “anticipates”, “intends”, “plans”, “believes”, “estimates”, “appears”, “seeks”, “will” and variations of such words and similar expressions are intended to identify forward-looking statements.

These statements involve known and unknown risks, uncertainties and other factors that may cause our actual results and performance to be materially different from any future results or performance expressed or implied by these forward-looking statements. Factors that might cause such differences include, but are not limited to, those discussed in the Risk Factors section of our Annual Report on Form 10-K for the year ended December 31, 2017, and our other Securities and Exchange Commission filings made prior to the date hereof.

Although we believe that these statements are based upon reasonable assumptions, we cannot guarantee future results and readers are cautioned not to place undue reliance on these forward-looking statements, which reflect management’s opinions only as of the date of this filing. There can be no assurance that (i) we have correctly measured or identified all of the factors affecting our business or the extent of these factors’ likely impact, (ii) the available information with respect to these factors on which such analysis is based is complete or accurate, (iii) such analysis is correct or (iv) our strategy, which is based in part on this analysis, will be successful. The Company undertakes no obligation to update or revise forward-looking statements.





Our Business



Strategic Initiatives



Marketplace Dynamics



Our Financials

Redefining Our Business Operations and Structure to Meet the Dynamic Needs of the Healthcare Industry by Providing a Full Suite of Workforce Solutions





Our Business

Cross Country Has Experienced Transformational Growth

2017 Revenue: \$865M
Adj. EBITDA: \$43M or 5.0%

Starting in 2013, Cross Country Healthcare has increased its market share of the ~\$16B healthcare staffing market, while nearly doubling revenue and increasing Adj. EBITDA from \$4M to over \$40M



Ranked #1 as the largest provider of Per Diem Staffing in the U.S.



Became a market leader in workforce solutions; **record MSP wins** over the last 2 years



Diversified and expanded into **high growth, high margin** Education Staffing



Built one of the largest branch networks with **70+ locations** in the U.S., responding to the shift from acute care to ambulatory care



Employees out on billing increased from **~3,000** in 2012 to **~7,500** in 2017

2012 Revenue: \$443M
Adj. EBITDA: \$4M or 0.9%



Cross Country Today

Industry Leader with a Nationwide Platform in Growing Healthcare Staffing Market



Nurse & Allied Staffing



Physician Staffing



Other Human Capital Management

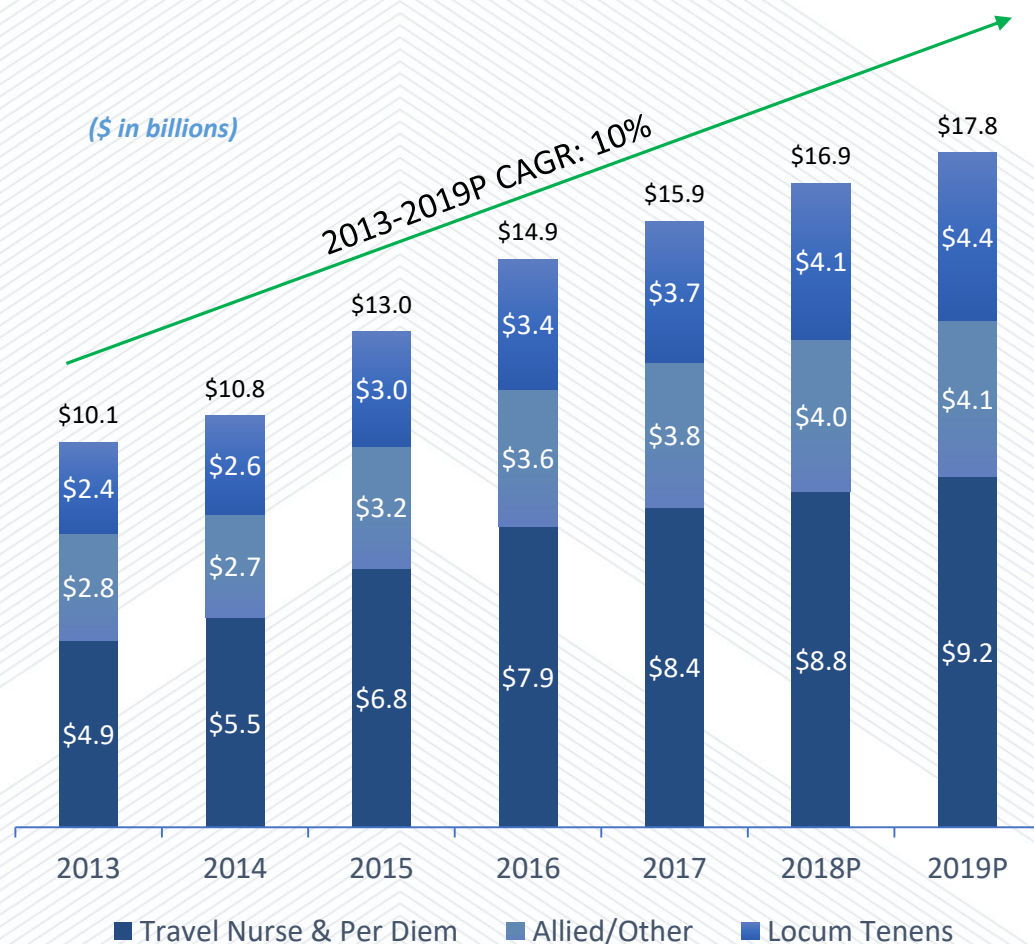


- 29,000+ professionals on assignment at 6,975 facilities in 2017
- 80+ MSP programs serving approximately 3,160 facilities
- #1 provider of per diem staffing in the United States
- Full national coverage through our large branch network



Healthcare Staffing Marketing Overview

Cross Country is Well Positioned to Capitalize on Market Growth



- ✓ 3rd largest healthcare staffing provider in the U.S. with ~6% market share
- ✓ National players of scale are positioned to capitalize on a fragmented market
- ✓ Recent organizational changes enhance operational focus, while providing platform for expansion
- ✓ Aging healthcare workforce combined with additional flexibility required by millennial nurses increases demand for staffing amid continued growth in healthcare spend

CCRN: ~6% Market Share¹

Source: SIA April 2018 U.S. Staffing Industry Forecast

1. 2017 market share pro-forma for acquisition of Advantage RN



Evolving Go To Market Strategy

Transitioned from Traditional Staffing Company to Provider of a Broad Suite of Value Added Workforce Solutions

Traditional Staff Augmentation

- Travel Nursing
- Travel Allied
- Per Diem Nursing, Allied & Pharmacy
- Locum Tenens
- Education Staffing
- Physician Search
- Executive Search



Workforce Solutions

- Managed Services Programs
- Optimal Workforce Solutions
- EMR Transition & Upgrade Staffing
- Educational Services
- Predictive Labor Management
- Recruitment Process Outsourcing
- IRP Consulting & Development

Strength of a National Footprint

Our National Coverage Creates Significant Market Differentiation



● Cross Country Healthcare Locations

~75 Locations Across the U.S.

- ✓ Positioned to support the growth in staffing needs of ambulatory care & other outpatient services
- ✓ Higher concentration of geographically diverse providers increases appeal of broad expertise and positioning
- ✓ Trend towards MSP contracting requires partners with national scale
- ✓ National presence increases brand awareness and enhances appeal to healthcare professionals
- ✓ Provides platform for cross-selling additional capabilities through existing channels



Significant Growth in Our MSP Business

The Growth in Our MSP Business Has Strengthened Key Customer Relationships and Improved Client Retention Rates, While Positioning Cross Country as a Leader in MSP

80+ MSP Clients

310+ acute care facilities

2,850+ ambulatory care and other healthcare facilities

9,600+ Healthcare Professionals in **266** clinical and non-clinical specialties placed in 2017

136,250+ Travel Assignments and Per Diem Shifts were filled in 2017

New MSP Revenue Under Management*

2017

~\$111M
23 Wins

2016

~\$77M
20 Wins

2015

~\$30M
<10 Wins

2014

~\$25M
<10 Wins

* New MSP revenue under management is incremental and does not include the total MSP spend under management.





Strategic Initiatives

Our Path Forward

We are Focused on Delivering Value and Increasing Efficiencies for Customers Across the Healthcare Staffing and Workforce Solutions Landscape

	Focus Areas	Goals
Our Clients	<ul style="list-style-type: none"> ✓ Coverage ✓ Capacity ✓ Effectiveness 	<ul style="list-style-type: none"> • Drive client engagement and satisfaction with a dedicated account management and a value-based sales approach • Capitalize on cross-selling opportunities leveraging the full suite of value-add services
Our Candidates	<ul style="list-style-type: none"> ✓ Attraction ✓ Conversion ✓ Retention 	<ul style="list-style-type: none"> • Enhance the total candidate experience, leading to higher placements and renewals • Expand the pool of healthcare professionals through efficient and cost-effective sources
Our Operations	<ul style="list-style-type: none"> ✓ Efficiency ✓ Standardization ✓ Automation 	<ul style="list-style-type: none"> • Streamline and improve core processes for efficiency and scalability • Improved operating leverage driving higher profitability
Our People	<ul style="list-style-type: none"> ✓ Productivity ✓ Performance ✓ Accountability 	<ul style="list-style-type: none"> • Metrics driven, performance-based culture • Increase the speed to full-productivity for all revenue producing employees



Reorganizing the Business for Success

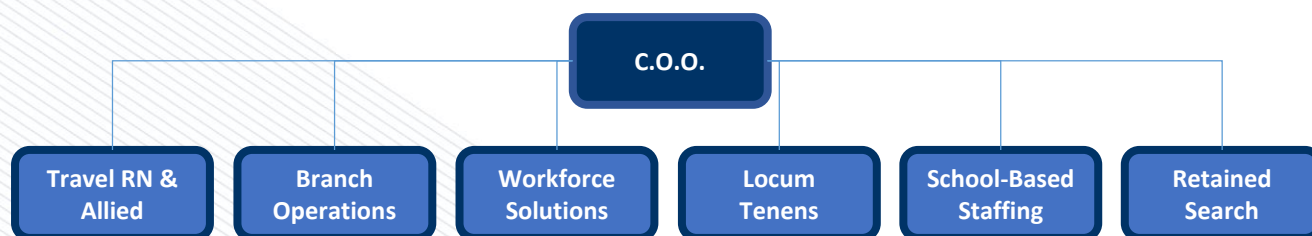
Cross Country Has Taken Active Steps to Develop a More Structured Organization and Leadership Model That Is Focused On Operational Efficiencies and Effectiveness

Actions

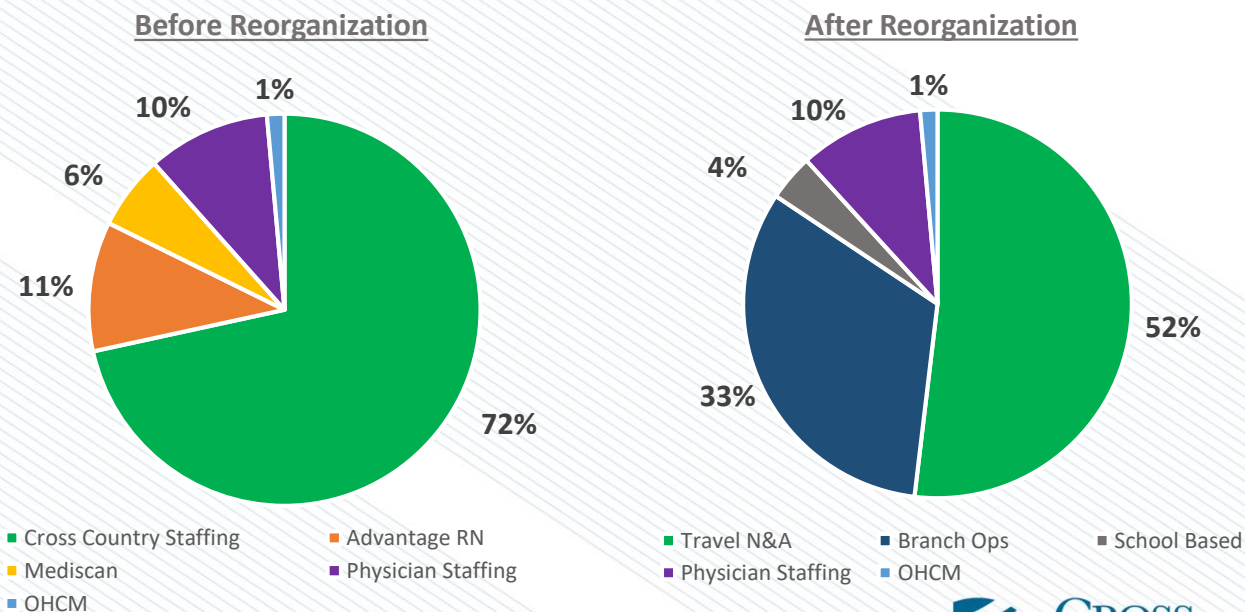
- Created the new role of C.O.O. with oversight over all business operations
- Separated the Travel and Branch Per Diem businesses to optimize management and operations of two different business models

Objectives

- Focus on operational efficiencies and consolidation
- Realize cost savings by operating more efficiently and effectively
- Increase the performance and profitability of our locum tenens and search businesses
- Support the shift from acute care to ambulatory care
- Enhance model for cross-selling
- Streamline decision making process



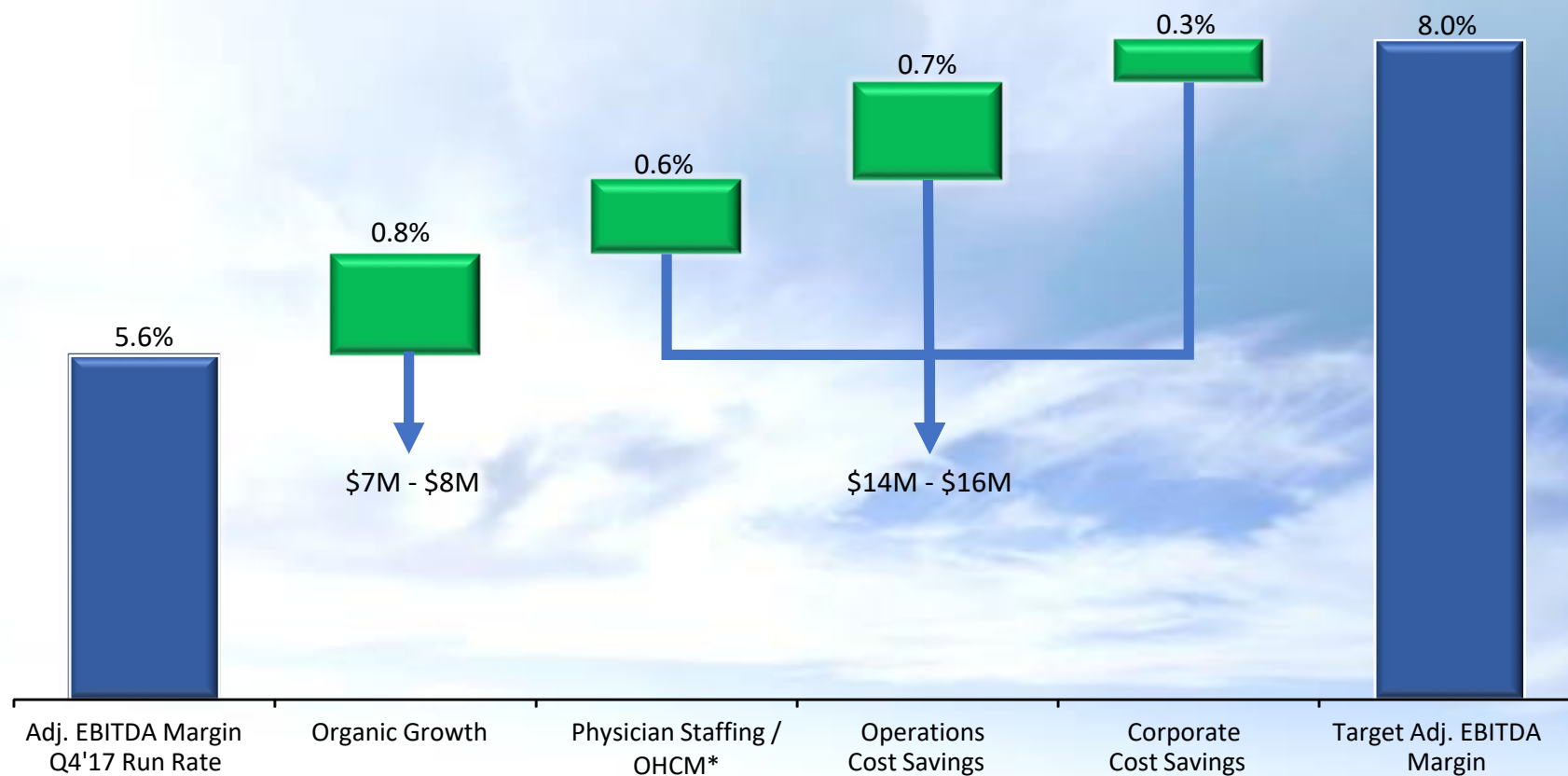
Business Segmentation Based On FY 2017 Revenue*



*Revenue presented on a Proforma basis for Advantage RN acquisition



Path to 8% Adjusted EBITDA Margin



* Other Human Capital Management

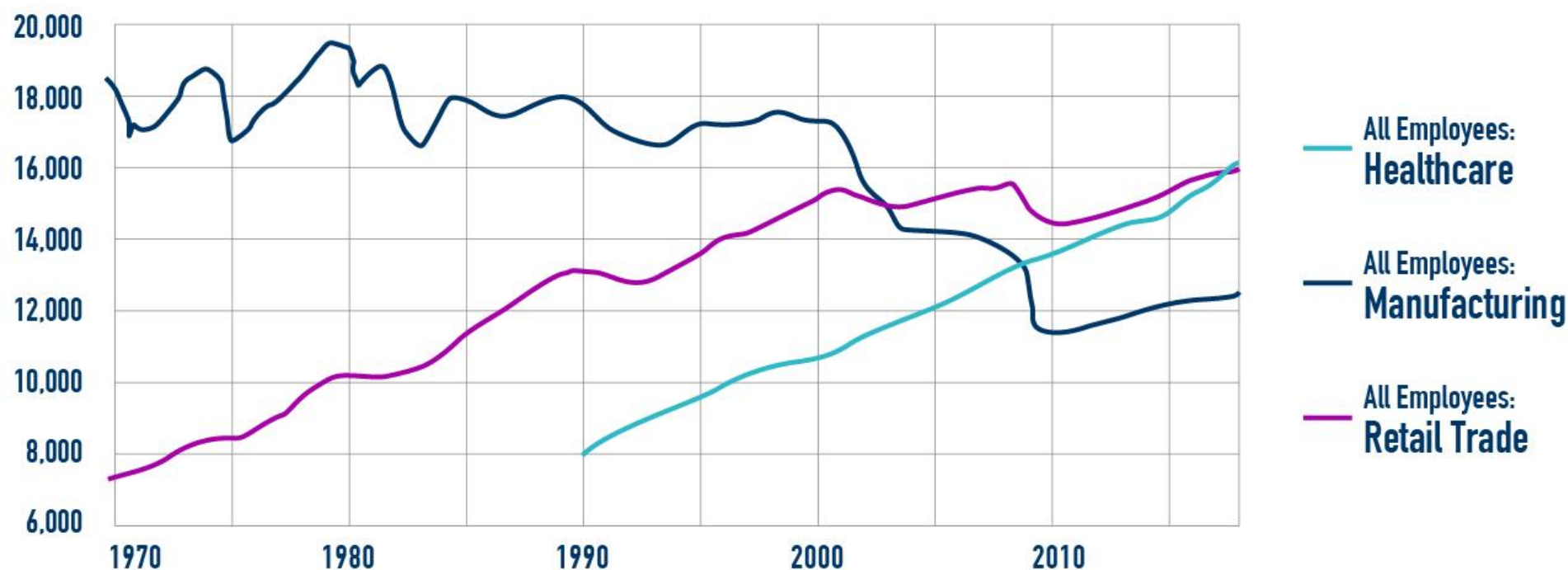


Marketplace Dynamics

Healthcare Surpasses Manufacturing and Retail as the Largest Employer in the U.S.

At the turn of the century, there were seven million more jobs in manufacturing than there were in healthcare, while in 2007, just prior to the Great Recession, there were 2.4 million more jobs in retail than in healthcare. As of 2017, healthcare now employs more people than both the manufacturing and retail industries.

NUMBER OF EMPLOYED PERSONS BY INDUSTRY 1970-2017



Drivers of Supply and Demand

The Healthcare Workforce

- **300,000** healthcare jobs added in 2017
- **70,000** nurses retiring annually
- **73%** of baby boomer nurses plan to retire in 3 years or less
- **Millennial nurses** change jobs more frequently and work less hours than older nurses, creating unplanned vacancies in hospitals
- **30% of the physician workforce** between the ages of 55 to 75



Aging of the Population

- **75 million baby boomers** continue to drive demand for healthcare services
- **80%** Have at least one Chronic condition
- **Americans ≥ 65 years old** to grow ~36-39% by 2020 and consume 3x-4x as much healthcare
- **All baby boomers are now over 50 years of age** (24.5% of the total population)

Healthcare Legislation

- **20 million people** now have health insurance through the Affordable Care Act
- An estimated **14M covered** under Medicaid expansion

Strong Economy

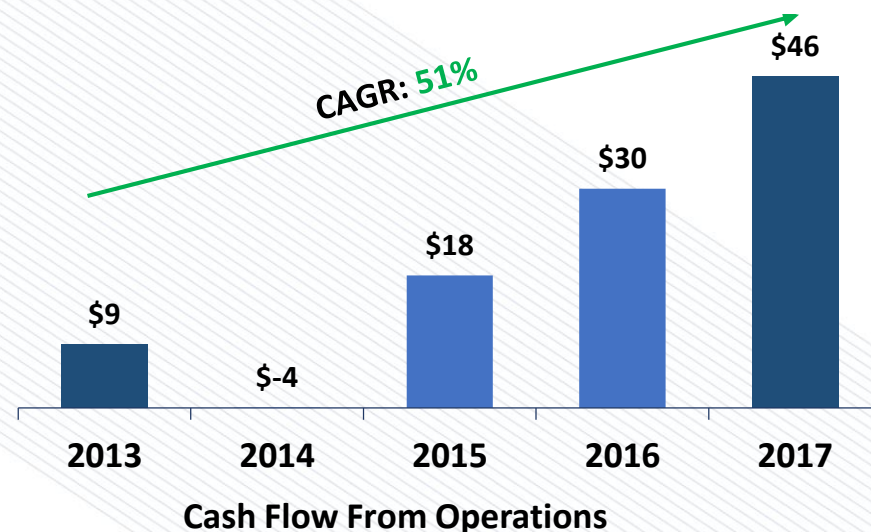
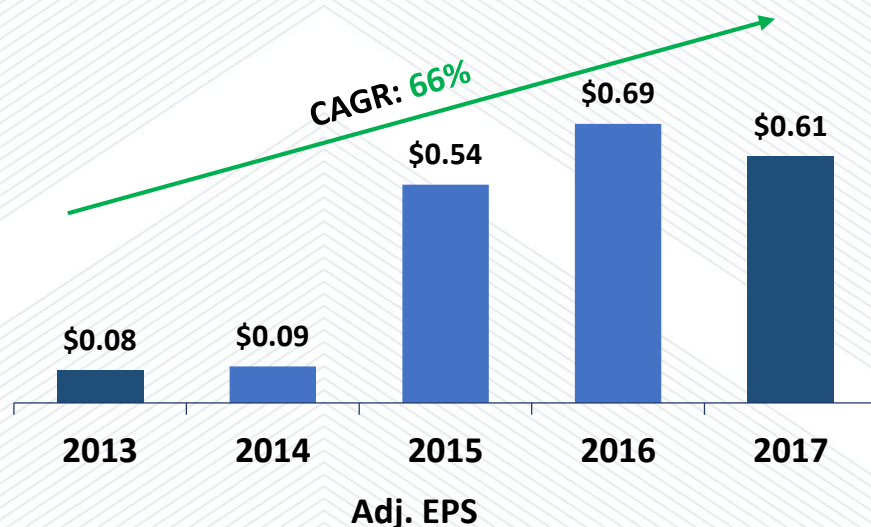
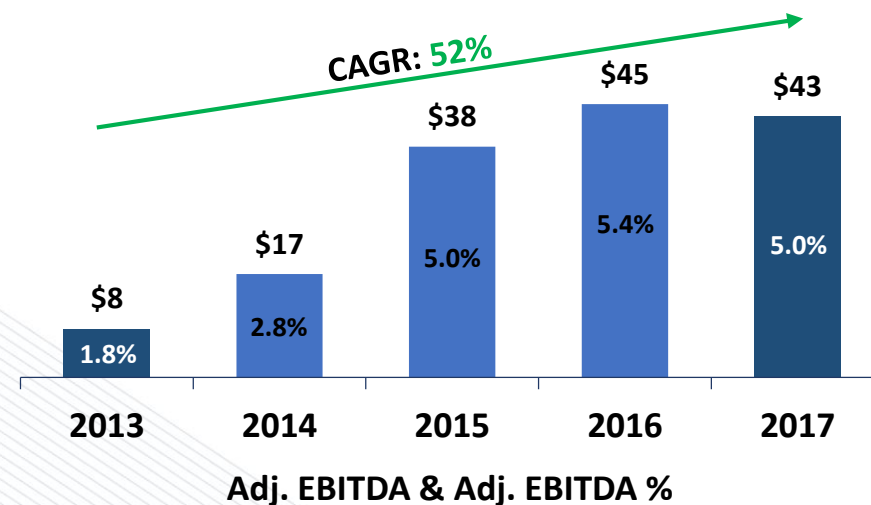
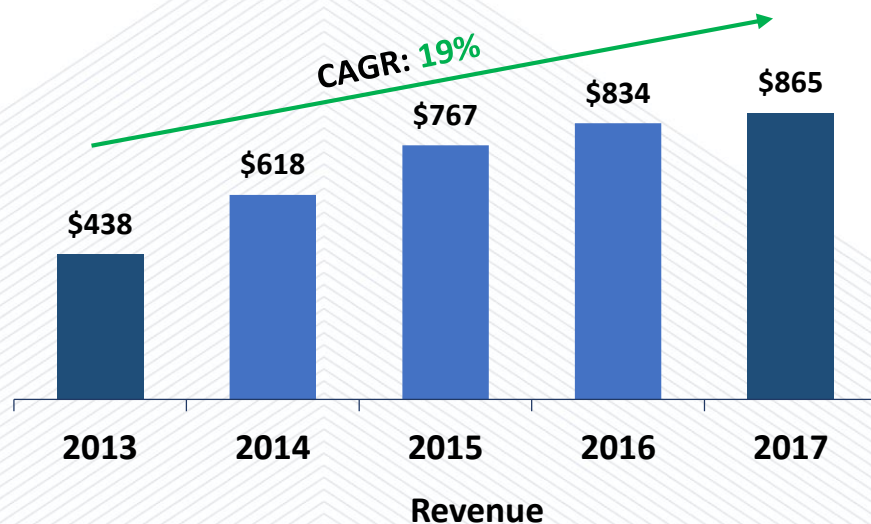
- **Strong** job market
- **Stable** economy
- **Low** unemployment



Our Financials

Financial Performance

(\$ in millions except for per share data)



Robust Organic & Acquisition Growth



Growing Shareholder Value



Strong Cash Flow Generation



Liquidity Profile

	As of 6/30/18 (\$ in millions)
Cash Flow from Operations (YTD)	\$17.9M
Term Loan Outstanding	\$97.5M
Cash & Cash Equivalents	\$32.6M
Net Debt	\$64.9M
Total Net Leverage Ratio ^(a)	~1.5x
Fixed Charge Coverage Ratio ^(b)	~5.3x

(a) Net Debt at period end divided by Adj. EBITDA (on TTM basis)

(b) EBITDA less capital expenditures, taxes paid, and restricted payments divided by fixed charges (on TTM basis)



Financial Summary

Financial Summary (\$ in millions)		
	Q2 2018 Actuals	Q3 2018 Guidance (Low – High)
Revenue	\$205M	\$195M - \$205M
Gross Margin %	26.2%	25.5% - 26.0%
Adj EBITDA \$	\$8.7M	\$8M - \$9M
Adj EPS	\$0.05	\$0.02 - \$0.04

Summary

CCRN is well positioned to capitalize on trends!

- Leading national provider of Healthcare Staffing and Workforce Solutions
- Compelling \$17B market with favorable dynamics
 - Continued strong demand supporting growth
 - Stable economic conditions
 - Aging RN/Physician populations; significant shortages expected over the next 5-10 years
 - Projected RN/Physician shortages
 - Affordable Care Act
 - Shift to ambulatory care
- Opportunity for organic growth at or above market
- Restructured the organization and leadership model to focus on operational efficiencies and effectiveness
- Opportunity to leverage and right size cost structure to drive best-in-class performance
- 8% adjusted EBITDA margin target





Appendix

Non-GAAP Financial Measures

This presentation references non-GAAP (Generally Accepted Accounting Principles) financial measures. Such non-GAAP financial measures are provided as additional information and should not be considered substitutes for, or superior to, financial measures calculated in accordance with U.S. GAAP. Such non-GAAP financial measures are provided for consistency and comparability to prior year results; furthermore, management believes they are useful to investors when evaluating the Company's performance as they exclude certain items that management believes are not indicative of the Company's operating performance. Such non-GAAP financial measures may differ materially from the non-GAAP financial measures used by other companies. The financial statement tables that accompany our press releases include a reconciliation of each non-GAAP financial measure to the most directly comparable U.S. GAAP financial measure and a more detailed discussion of each financial measure; as such, the financial statement tables should be read in conjunction with the presentation of these non-GAAP financial measures.

This presentation also references pro-forma information which reflects the impact from acquisitions and divestitures as of the beginning of periods being presented or compared.

Adjusted EBITDA is defined as net income (loss) attributable to common shareholders before interest expense, income tax expense (benefit), depreciation and amortization, acquisition-related contingent consideration, acquisition and integration costs, restructuring costs, legal settlement charge, loss on sale of business, impairment charges, gain on derivative liability, loss on early extinguishment of debt, other income, net, equity compensation, and net income attributable to non controlling interest in subsidiary.

Adjusted Earnings Per Diluted Share (EPS) is defined as net income (loss) attributable to common shareholders per diluted share before the diluted EPS impact of acquisition-related contingent consideration, acquisition and integration costs, restructuring costs, impairment charges, (gain) loss on derivative liability, loss on early extinguishment of debt, and nonrecurring income tax adjustments.



