

Q4 2021

Investor Relations



Mar 2022

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, 2021, 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.

CCRN at a glance



+ proud history



\$2B+ Annual Revenue



> 300% stock growth



~ \$1B Enterprise Value



> 2K corporate employees



~100 MSP clients



Agenda

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SECTION 1

Cross Country Healthcare Today



Corporate Vision

Become the leading workforce solutions and staffing provider for healthcare, by utilizing the latest technologies for end-to-end connectivity and ease of use, delivering exceptional customer service and a world class candidate experience, to increase shareholder value.

Leveraging **One Cross Country**, we will deliver on our commitment to be recognized by healthcare providers, practitioners, and clients as the best-in-class innovative workforce solutions company.

Enablers for Success

MISSION

Connecting people and jobs through intuitive technologies and innovative solutions, we enable healthcare practitioners and organizations to achieve their goals, always ensuring clinical excellence and exceptional patient care comes first.

VALUES

We are Cross Country... Guided by our core values, how we conduct our business, how we treat our employees and how we serve our customers is what defines us!

We Are Connected

Providing an effortless experience with simplicity and ease-of-use.

We Are Accountable

Operating with the highest level of integrity and respect.

We Are Compassionate

Nurturing relationships with those we serve.

We Are Driven

Delivering proven quality service and excellence.

We Are Entrepreneurial

Fostering creativity that encourages innovation and fun.

Proud Legacy



A Forward-Thinking Leadership Team

Seasoned, progressive and innovative management with proven ability to navigate and succeed in a highly competitive, rapidly changing and growing market



Kevin C. Clark
Co-Founder & CEO



John Martins
Group President, Delivery



Buffy White
Group President,
Workforce Solutions



Susan E. Ball
EVP, General Counsel
& Chief Admin Officer



William J. Burns
EVP & CFO



Pamela Jung
President, WSG



Philip Noe
CIO



Gerald Purgay
Chief Marketing Officer



Colin McDonald
SVP, CHRO

Diversified, Experienced Board Composition



W. Larry Cash

Retired President, Financial Services and Chief Financial Officer, Community Health Systems



Kevin C. Clark

Co-Founder and Chief Executive Officer



Thomas C. Dircks

Managing Director of Charterhouse Group, Inc.



Gale Fitzgerald

Retired Former Principal of TranSpend, Inc.



Darrell S. Freeman, Sr.

Executive Managing Director of Zycron



Janice E. Nevin, M.D., MPH

President and Chief Executive Officer, ChristianaCare



Mark Perlberg

Managing Director, Nautic Partners, LLC



Joseph A. Trunfio, Ph.D.

Retired President and Chief Executive Officer of Atlantic Health System

OUR CLIENTS

The Trusted Partner to Health Systems and School Districts Across the Nation



SECTION 2

Operational Highlights & Marketplace Dynamics

Operational Vision



Exceptional candidate and client experience



Consultative and insights driven sales approach



Innovative integrated IT platform



High productivity and speed to market



Sophisticated leading edge digital marketing



Efficient tech-enabled shared services



Market Dynamics

GENERAL TRENDS

Given the fluidity and speed of Covid spread, demand remains highly volatile across specialties and geographies.

As bill rates normalize, for how long they will remain above pre-Covid levels remains uncertain.

Fee for value environment with higher emphasis on quality care and patient experience.

Increased adoption of strategic staffing partnerships such as MSPs on the rise.

Shift from acute to outpatient and ambulatory care centers.

Highly fragmented market that favors companies of scale

SUPPLY & DEMAND

Supply and demand imbalance likely to exacerbate as healthcare professionals experience fatigue or burnout and seek to leave the workforce or retire early.

Persistent clinician shortages continue to keep compensation high and put downward pressure on bill-pay spreads. Additionally, there are new and emerging roles that are needed within hospitals.

1M+

New RNs needed by 2022 to avoid a labor shortage

1/3

Current RNs will reach retirement in the next 10 years

TECHNOLOGY

The gig economy requires agile and mobile solutions, with tech enabled services and data analytics gaining adoption.

Additionally, there is increased utilization of systems to attract candidates and interact with clients. Predictive intelligence, real time dashboards, and artificial intelligence are all gaining momentum.

1/4

People in U.S. who searched for or found a job on Facebook

65%

All Indeed hires made in the U.S. by online sources

AGING DEMOGRAPHICS

America's aging population is driving an increased need for nurses to administer care. By 2040, about one in five Americans will be age 65 or older, up from about one in eight in 2000.

Furthermore, the aging crisis is further compounded by the prevalence of chronic disease and corresponding increased expected end of life spend from Medicare.

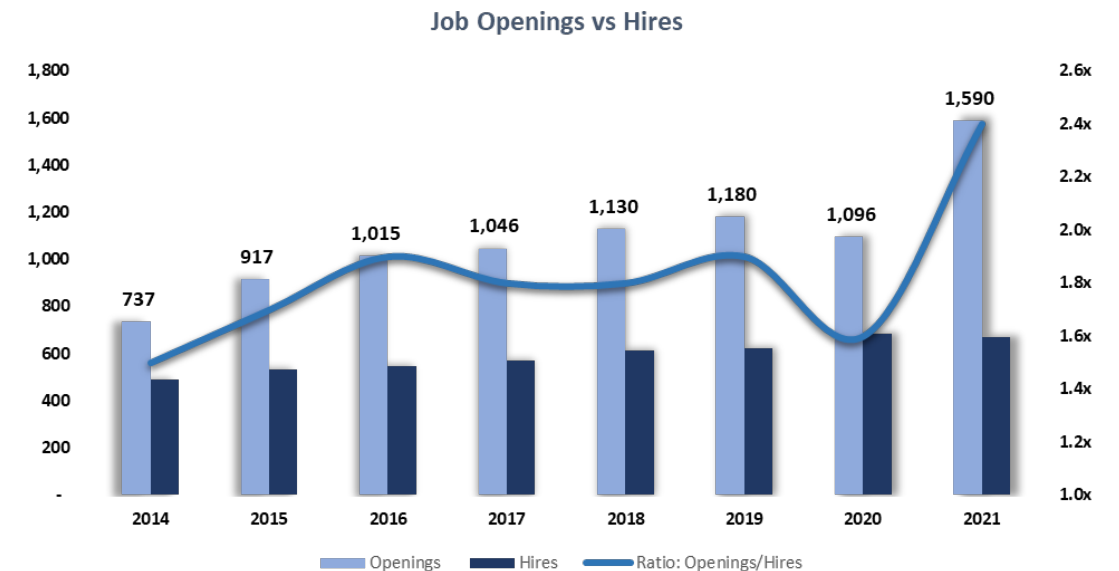
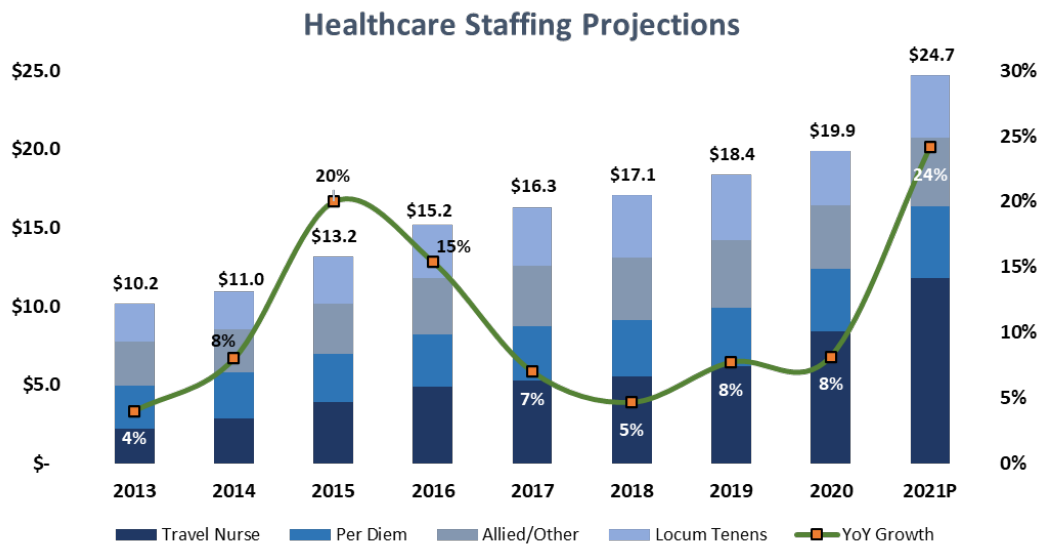
39%

Growth of the 65-and-older population as of 2020

18M

Projected increase in aging population from 2020–2030

Healthcare Staffing Market and Economic Update



Per SIA (Sep 2021)

Comprehensive Capability Portfolio



Staffing Solutions

- Nurse and Allied
- Locums
- Advanced Practitioners
- Educators
- Non-clinical



Workforce Solutions

- Managed Service Programs
- Channel Partnerships
- Labor Disruption
- Rapid Response

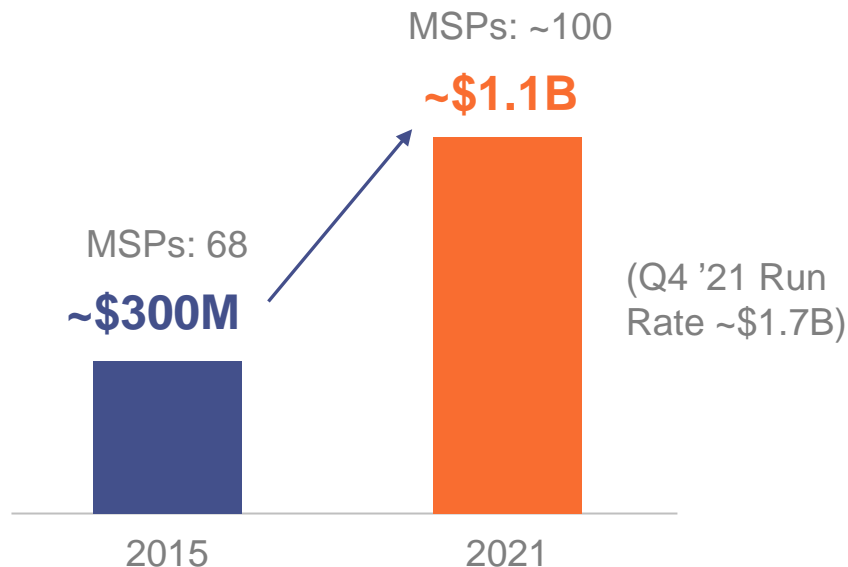


Workforce Advisory

- Recruitment Process Outsourcing
- Permanent Placements
- Project Management
- Resource Pool Management

Continued Expansion of Managed Service Programs

Expanding customer relationships represent significant opportunity for growth with increased spend under management, new cross-selling opportunities and improved capture rates



~100

MSP's across more than 550 facilities

9,600+

Healthcare professionals in 300+ clinical and non-clinical specialties placed

154,000+

Travel assignments and per diem shifts were filled

~70%

Cross Country Healthcare capture

M&A's Expanding Capabilities Across the Healthcare Continuum & Technology Ecosystem



- Premier workforce solutions provider in the growing home health care setting and leader in staffing for temporary staff in elder/senior care
- Services include consulting, human capital management solutions, recruitment process outsourcing, vendor mgmt. and direct hire
- Expands market with further penetration into full continuum of care
- Entrance into home care market which is gaining popularity and improved satisfaction compared to nursing home setting
- Founded in 2001, Joint Commission Certified



- Selected was founded to help teachers and schools make higher quality matches with ease
- A diverse team and inclusion of multiple perspectives, backgrounds, and skills
- While historically focused on charter schools, expanding sales and marketing to districts and private schools
- Servicing more than 100 private and public schools with more than 20,000 active candidates in their platform
- Further investment in teacher acquisition process in order to grow faster at a low CPA

SECTION 3

Cross Country Healthcare Evolution

2022 Strategic Focus: *How We Emerge Post COVID*

- **Trusted business partner** committed to ethical practices and standards of excellence
- **Larger and more scalable organization** able to adapt to changing market dynamics
- **Leading employer of choice** by deploying digital solutions and best in class candidate journey to our professionals
- **Innovative market leader** by introduce industry leading solutions and product capabilities



Technology and Innovation

FUELING ORGANIC GROWTH

- **Mobile Marketplace**

Launched new, on demand, mobile enabled job search Marketplace app for Per Diem healthcare professionals where they can book, confirm and organize shifts.

- **Market Leading ATS**

Under our partnership with Bullhorn, we rolled out our new applicant tracking system for Cross Country Nurses and Cross Country Allied with the rest of our businesses scheduled to go live in phases.

- **Enterprise-wide CRM**

Implementing a best-in-class cloud-based CRM platform to more effectively engage prospects and manage existing client relationships

- **Business Analytics**

Introducing a BI tool to accelerate growth through adaptive market positioning and maximizing operational excellence leveraging real time AI and Machine Learning

- **Digital Marketing**

Institutionalizing sophisticated digital media strategies to source, engage and place high quality professional faster and at optimal cost



How We Win!

Speed and velocity are critical success factors in fulfilling our One Cross Country vision and strategic plan objectives.



+



Instantly
connecting
candidates
to jobs

Creating best-in-
class candidate
and client
experience



TOGETHER WE ARE ONE

ESG is Engrained in Our Core Values

WE CARE Putting **Our Planet** First

At our corporate office, we consumed:

744,410

Gallons of water

1,275,640


KWH of energy

100%

of our shredded, secured documents recycled

Additionally, Cross Country Healthcare participates in a recycling program for glass, metals and most forms of plastic.





The trees we planted in 2019 will fix one tonne of CO2, provide a day’s supply of oxygen for up to 24 people, and can be home to hundreds of species of insect, fungi, moss, mammals and plants.

WE EMPOWER Putting **Our People** First

Diversity, Equity & Inclusion

76%

Women

40%

Millennials

34%

Minorities

1,488

Total workforce

WE SERVE Putting **Our Community** First

\$100K

Awarded in FAU Scholarships



\$500K raised for Light the Night through our business partners, employees, family & friends.



We support a wide variety of charities: Breast Cancer Foundation, March of Dimes, American Heart Association, Leukemia & Lymphoma Society, Spirit of Giving Holiday Gift Drive and more.

SECTION 4

Investment Highlights & Financial Overview

Key Investment Rationale

DIGITAL INNOVATION

Modernizing and integrating our technology ecosystem and digitally transforming our enterprise to improve speed to market, cost efficiencies and productivity

COMPREHENSIVE SUITE OF SERVICES

Temporary and permanent staffing solutions (clinical and non-clinical), workforce solutions, workforce advisory services

FAVORABLE MARKET DYNAMICS

Aging demographics, job openings and turnover coupled with supply and demand imbalance. Projected growth in general healthcare and large and growing healthcare staffing market

SCALABLE BUSINESS MODEL

Ability to anticipate and respond to changing market dynamics to maximize operating leverage

FINANCIAL STRENGTH

Strong cash flow generation, conservative leverage profile, opportunity for margin accretion and M&A activity

Selected Financial Metrics

	Q4 2021	FY 2021
Revenue	\$640.7	\$1,676.7
Gross Margin %	23.0%	22.4%
Adj EBITDA \$	\$80.9	\$162.1
Adj EBITDA %	12.6%	9.7%
Adj EPS	\$1.40	\$3.06

\$2B+ TTM a/o 3.31.22

Dollars in millions, except Adj EPS

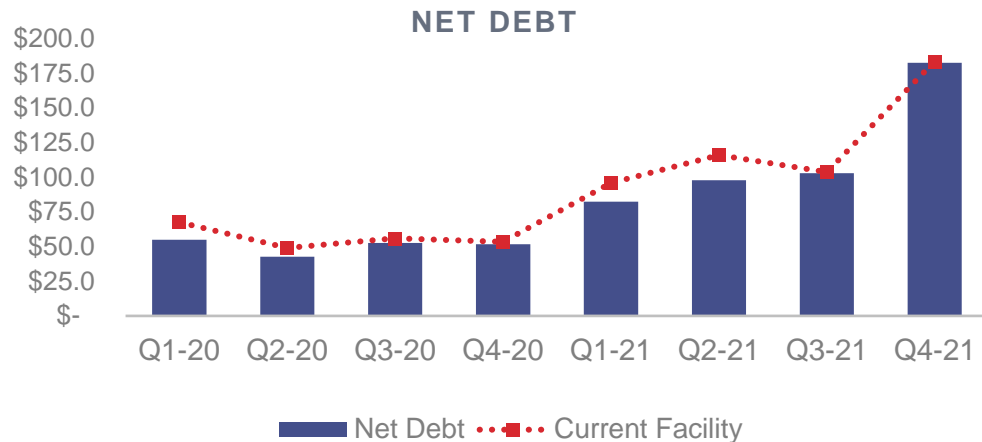
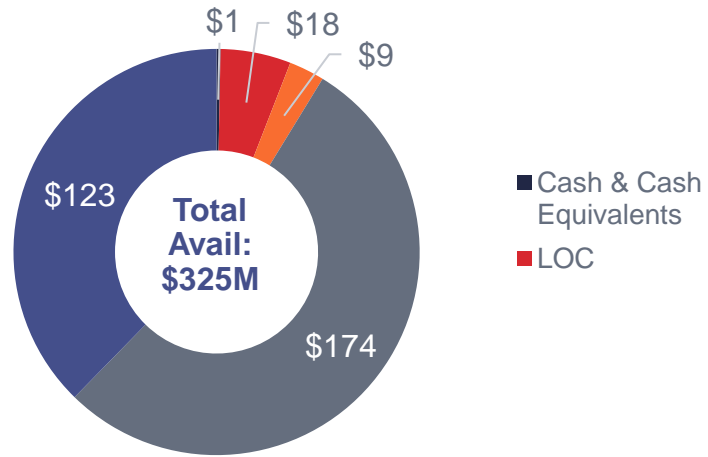
HIGHLIGHTS

- | | Q4'21 | FY'21 |
|-------------------|----------------|--------------------|
| • Revenue..... | +197% | +100% YoY |
| • Adj EBITDA..... | +600% | +350% YoY |
| • Adj EPS..... | +\$1.23 | +\$2.60 YoY |

Q1-22 GUIDANCE

- Revenue.....**\$750M–\$760M**
- YoY Growth.....**128%–131%**
- Adj EBITDA.....**\$85M–\$90M**
- Adj EPS.....**\$1.40–\$1.50**

Liquidity Profile



Cash Flow From Operations (QTD) **\$-73M**

Current Facility **\$184M**

Cash & Cash Equivalents **\$1M**

Net Funded Debt **\$182M**

Total Net Leverage Ratio ^(a) **~1.1x**

Fixed Charge Coverage Ratio ^(b) **~11.4x**

CAPITAL ALLOCATION STRATEGY

- Targeted Investments
- Strategic, Accretive, Acquisitions
- Debt Repayment
- Share Repurchases

^(a) Net Funded 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)

Investment Summary & Key Priorities



SECTION 5

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 settlements and fees, impairment charges, gain on derivative liability, loss on early extinguishment of debt, other income, net, equity compensation, legacy system replacement costs, 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, legacy system replacement costs, and nonrecurring income tax adjustments.

