

Investor Day 2022

Cross Country Healthcare
September 14, 2022



Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), and the Private Securities Litigation Reform Act, and are subject to the "safe harbor" created by those sections. 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 in 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. Except as may be required by law, the Company undertakes no obligation to update or revise forward-looking statements.





John A. Martins

President and CEO

LEADERSHIP | 1

TECHNOLOGY | 2

CULTURE | 3

GO TO MARKET | 4

DELIVERY | 5

OUR ROADMAP AND PLAN

Long-term, sustainable, profitable growth





EVOLVE

ELEVATE

EXECUTE

\$31B

Total addressable
staffing market

2.6M

Healthcare Jobs to be
Added by 2031

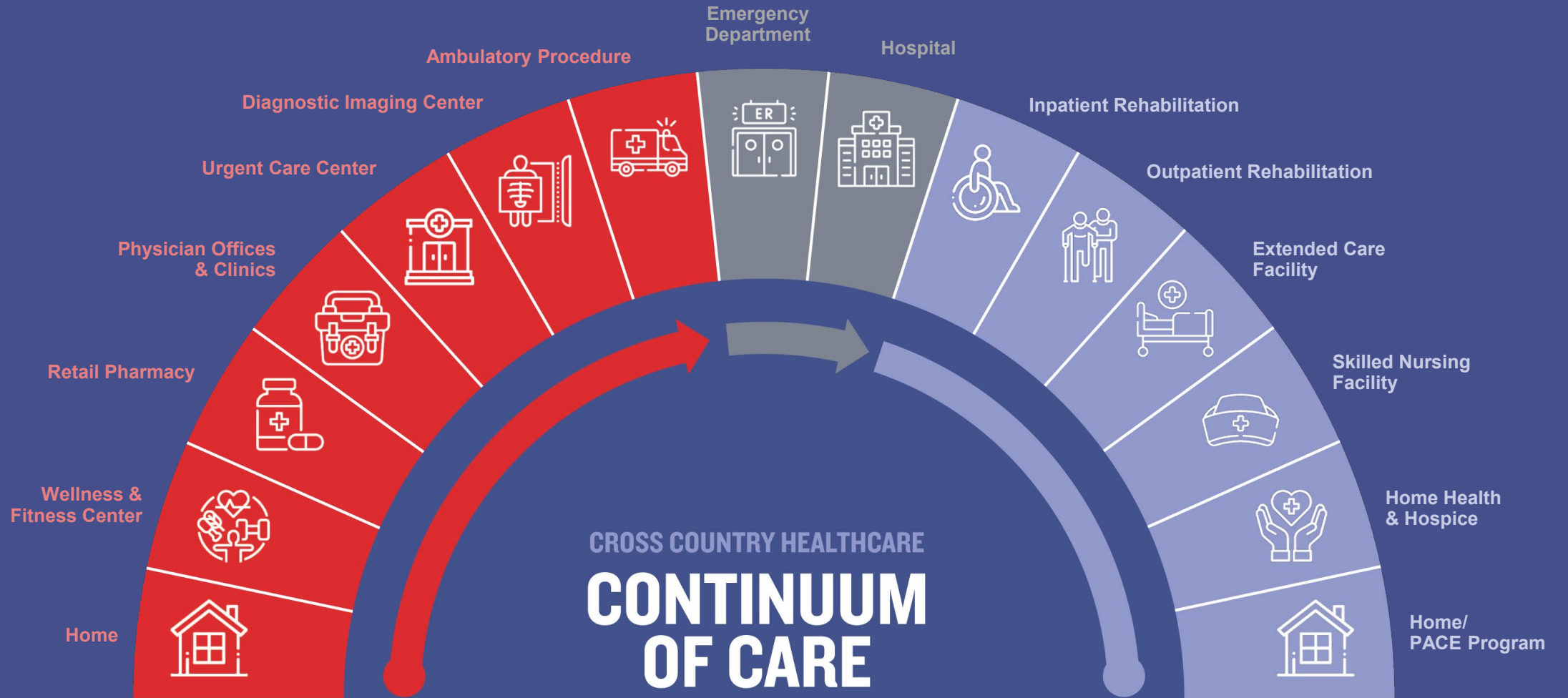


OUR ROADMAP AND PLAN

A digitally transformed,
innovative enterprise with diverse
capabilities to help clients solve
their most pressing labor
challenges



Continuum of Care



\$100M

Share repurchase program

~3%

Outstanding shares
repurchased in Q3'22





Bill Burns

Executive Vice President,
Chief Financial Officer

LEADERSHIP

1

TECHNOLOGY

2

CULTURE

3

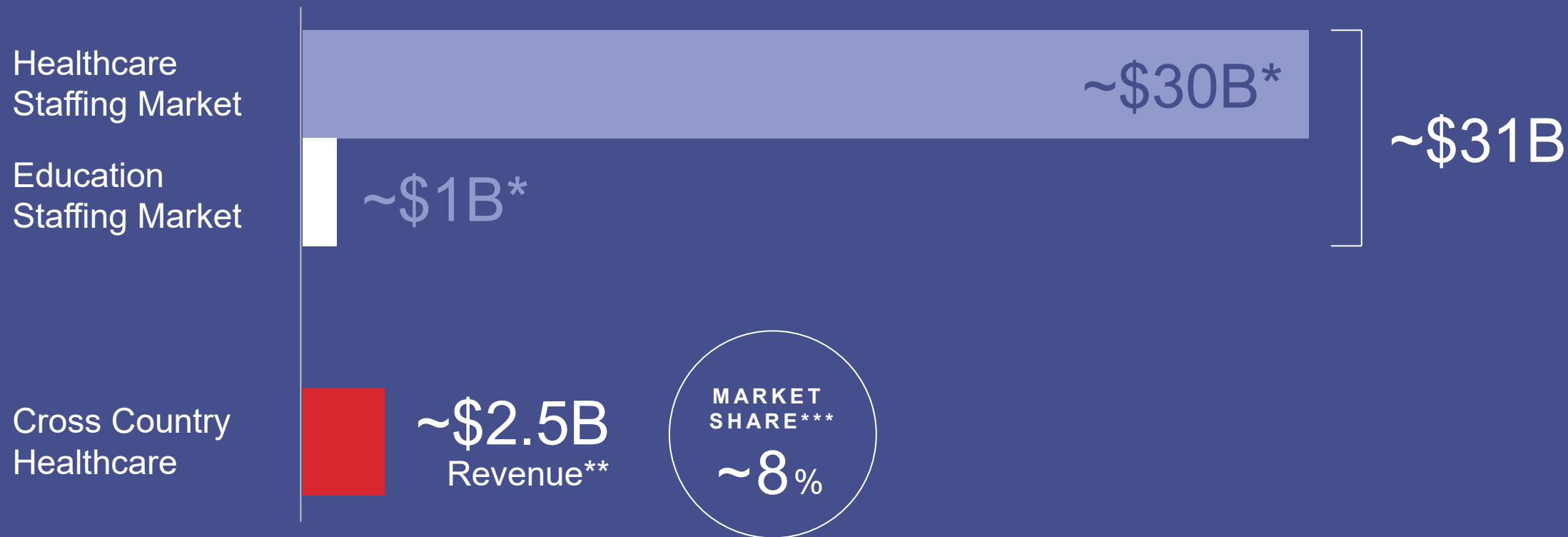
GO TO MARKET

4

DELIVERY

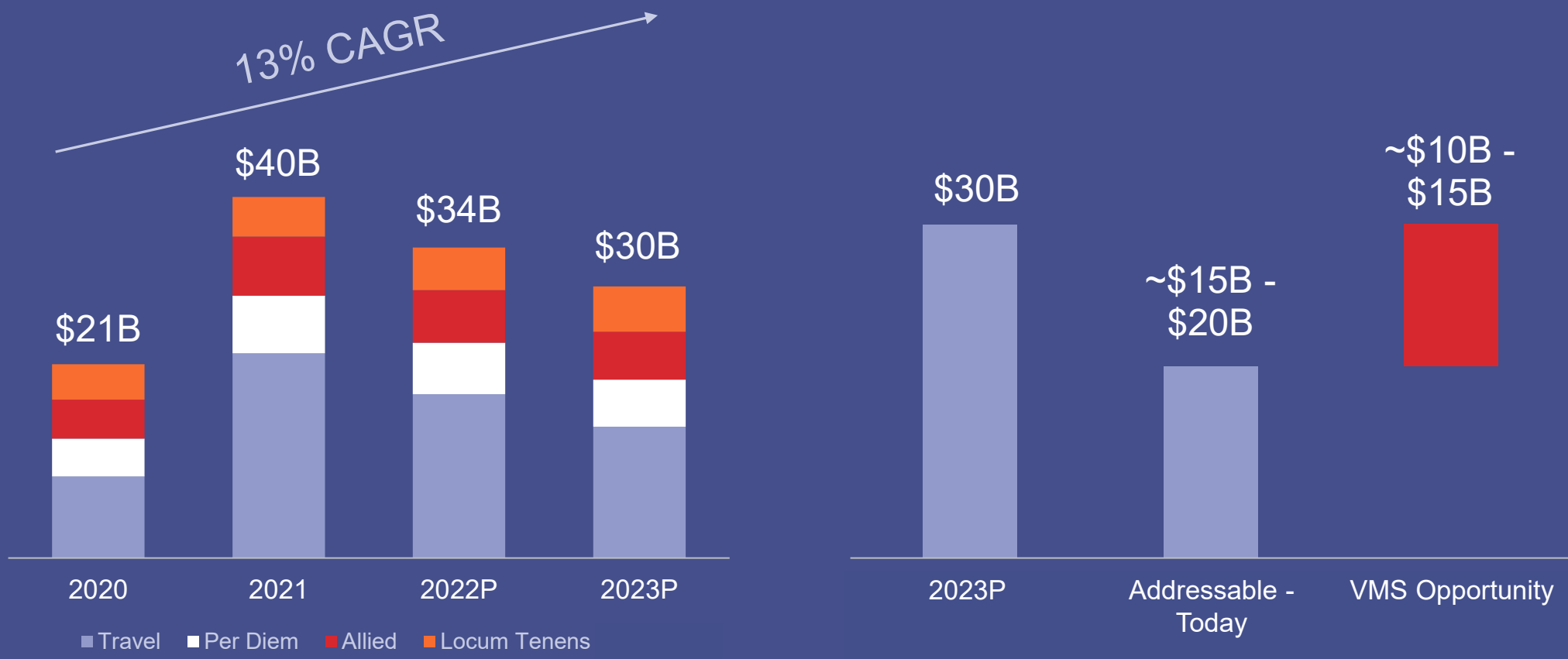
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Total Addressable Market

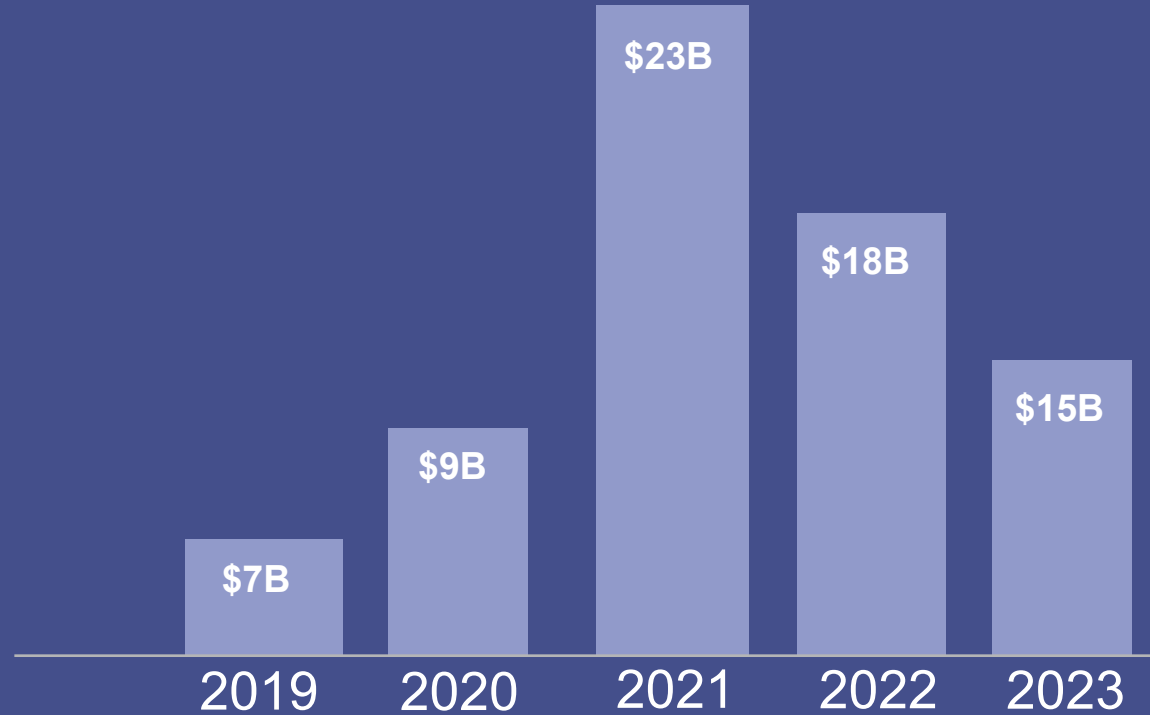


* Per SIA, US Staffing Industry Forecast, May 2022 Update., 2023 estimate
 ** Cross Country Healthcare (CCH) trailing twelve month revenue ending June 2022
 *** Based on CCH estimates for 2022 and SIA estimated market size.

The Healthcare Staffing Market



Travel Nursing Evolution through the Pandemic



Our Experience:

~3x Total Travelers

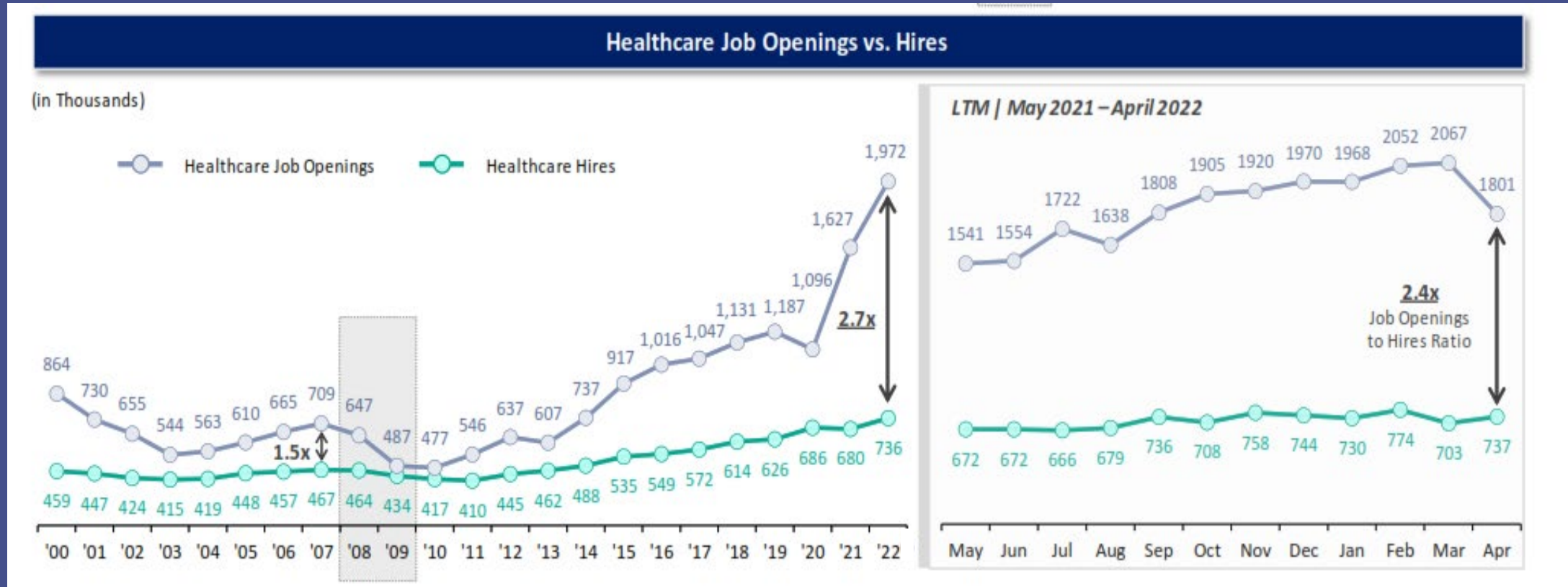
~10x age 25 or younger

~3x between ages of 26 - 41

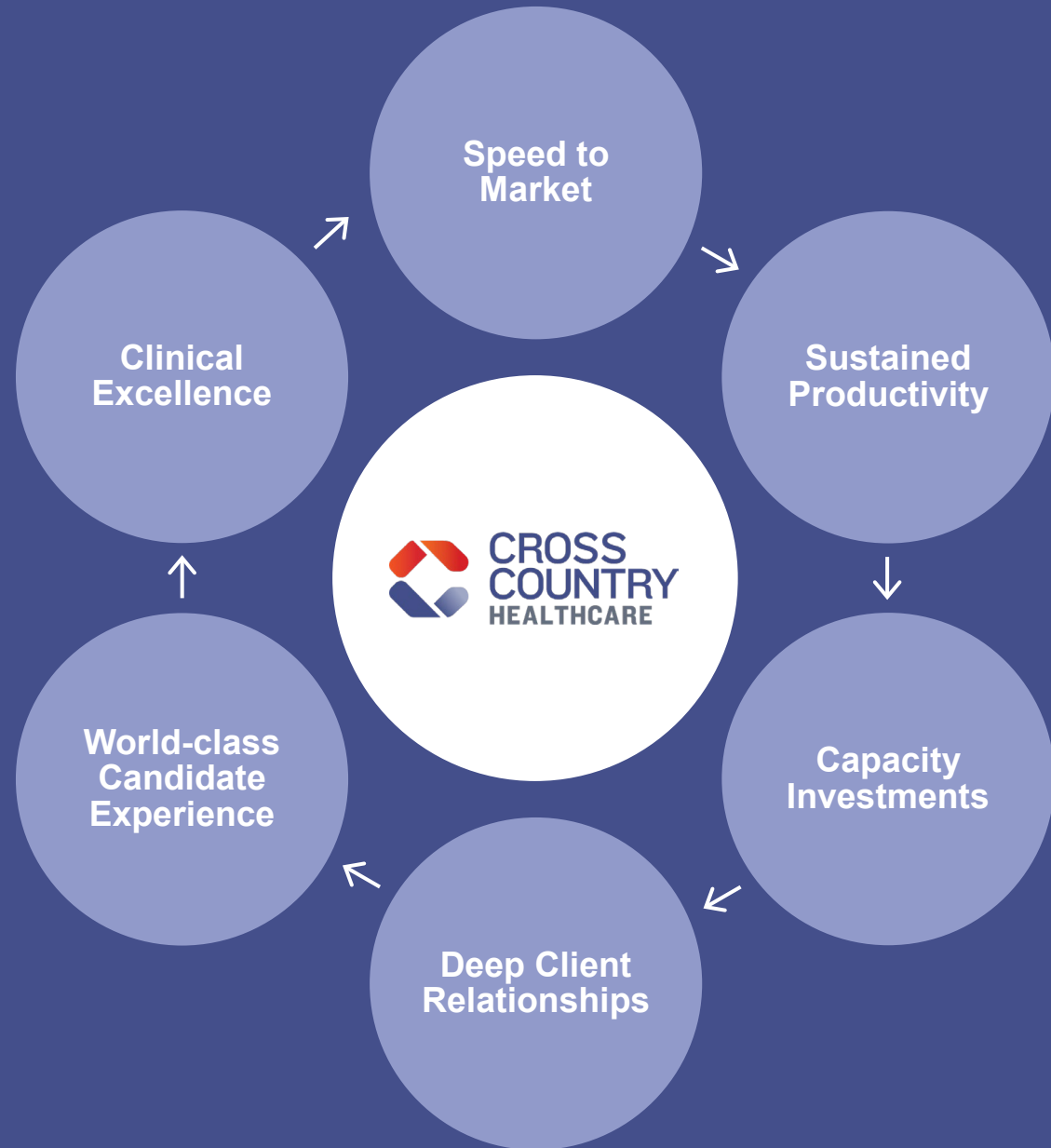
	2019	2020	2021	2022	2023	'23 vs. Pre-Pandemic	CAGR
Bill Rate	\$	\$\$	\$\$\$	\$\$\$	\$\$	35%	8%
FTEs (in thousands)	50	85	100	90	80	60%	13%



Contingent Usage



Our Success is Built Upon



Proven Ability to Execute

REVENUE:

7 Straight Quarters Double Digit Growth

13 out of 14 Quarters Meeting or Exceeding Guidance & Consensus

Adj. EBITDA:

7 Straight Quarters High-Single to low-Double Digit Margin

12 out of 14 Quarters Meeting or Exceed Guidance & Consensus

6 Straight Quarters Outpaced Revenue growth vs publicly traded peer

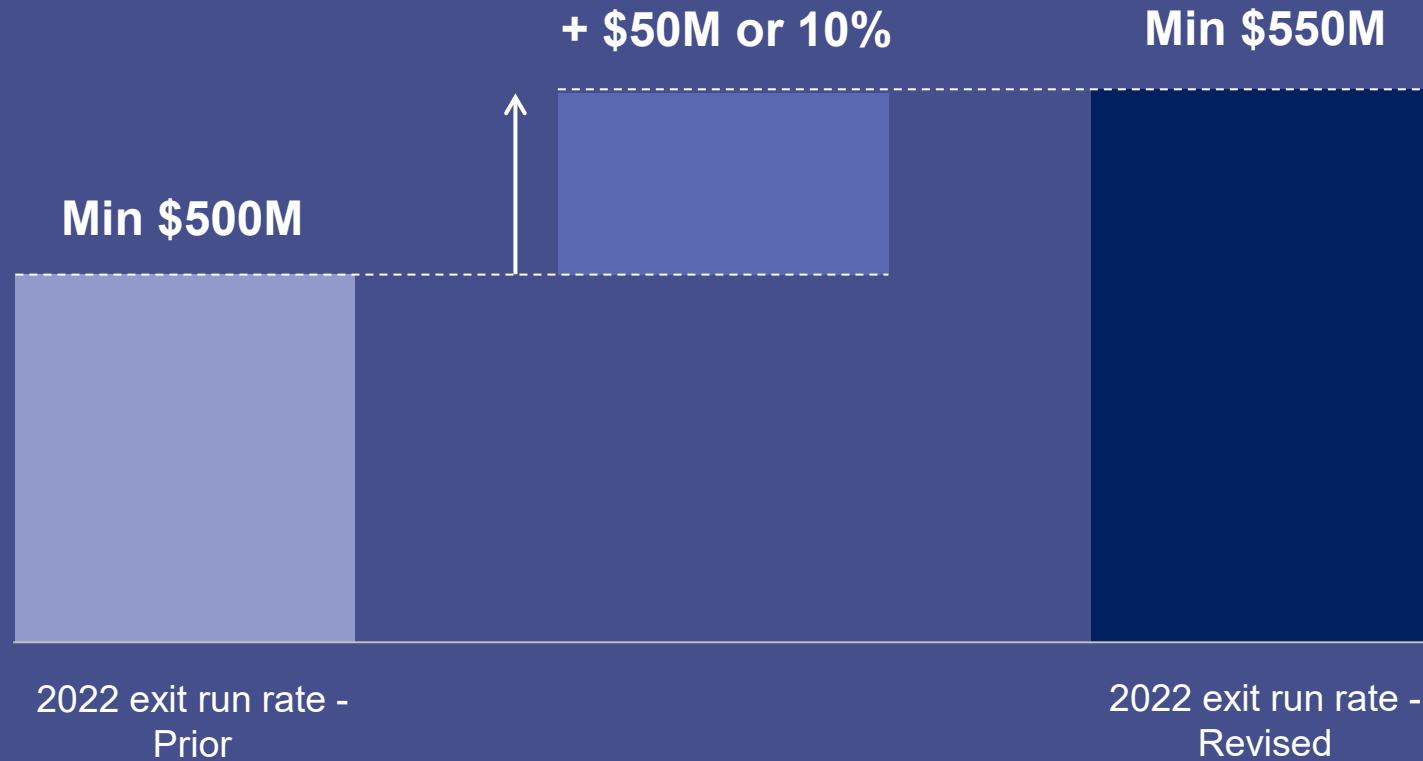


Raising Q3 Guidance

THIRD QUARTER 2022	ORIGINAL GUIDANCE	REVISED GUIDANCE
Revenue	\$605 - \$615M	\$615M - \$625M
Adj. EBITDA	\$55M - \$60M	\$58M - \$63M
Adj. EPS	\$0.85 - \$0.95	\$0.90 - \$1.00



Fourth Quarter Revenue Outlook



2023 Full Year

2023 Minimum Guidance

Revenue

\$2.2B

Adj. EBITDA

\$200M

AEBITDA %

+9%





Susan Ball

Executive Vice President,
Chief Administrative Officer
and General Counsel

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TECHNOLOGY | 2

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GO TO MARKET | 4

DELIVERY | 5

“A relationship of this length can only succeed if trust is established between the parties and that is certainly the case for Northwell’s partnership with Cross Country Healthcare.”

- EVP and Chief Nurse Executive of Northwell Health



95%

Onboarding On-time start rate

<0.5%

Clinical cancellation rate





Phillip Noe

Chief Information Officer

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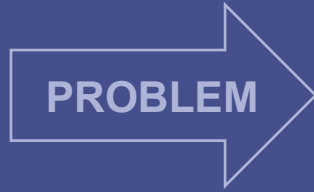
DELIVERY | 5

Our Industry Today

TRADITIONAL HEALTHCARE STAFFING



Growing by Acquisitions

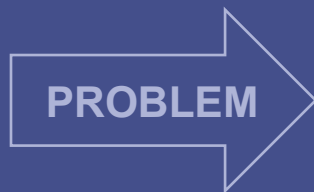


Lack an Integrated Tech Stack

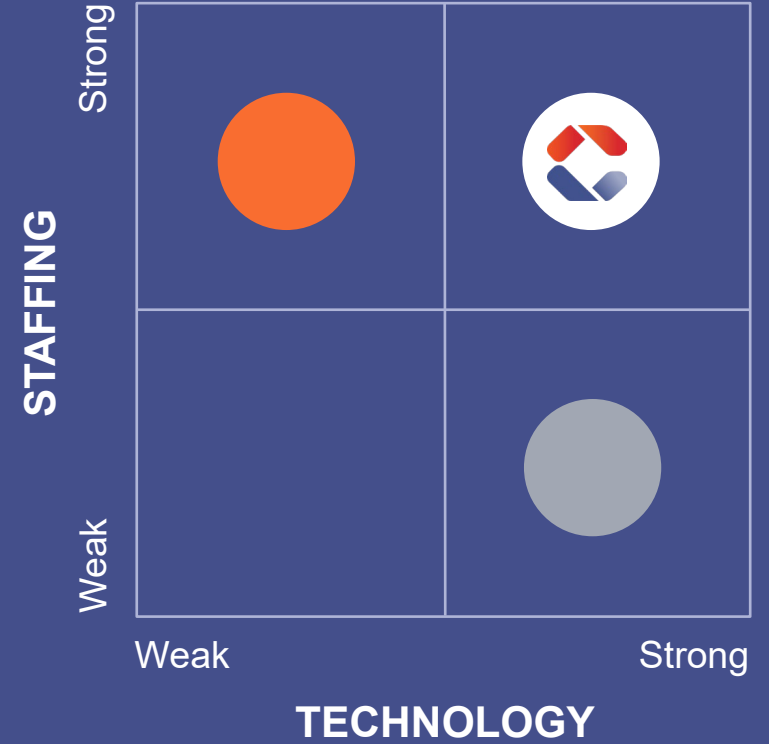
TECH DISRUPTORS



Tech-focused Solutions



Lack Staffing Industry Experience



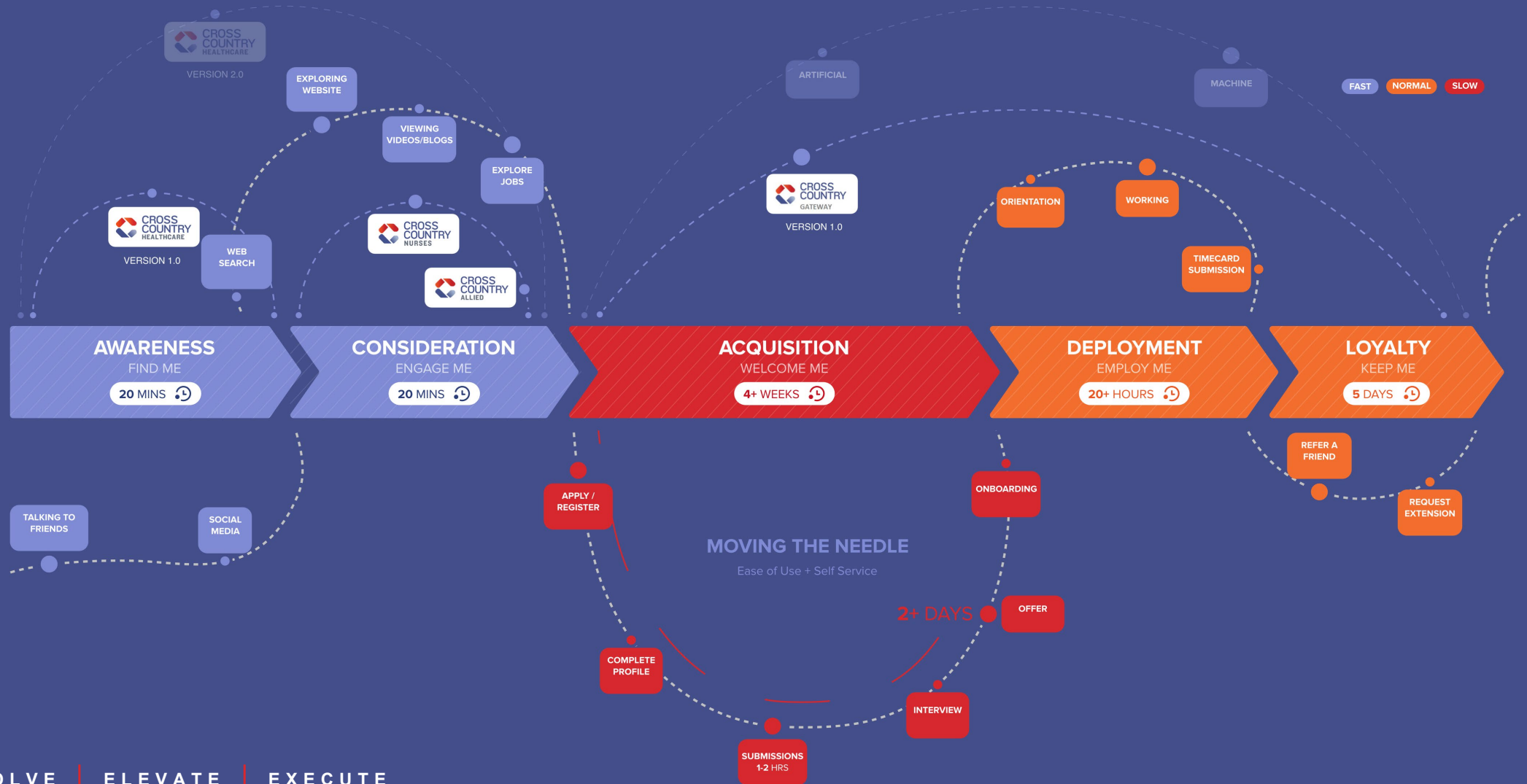
THE BENEFIT

Speed and accuracy
across the entire
professional and client
experience.



OUR GATEWAY PORTAL

A Frictionless, Simple Candidate Experience



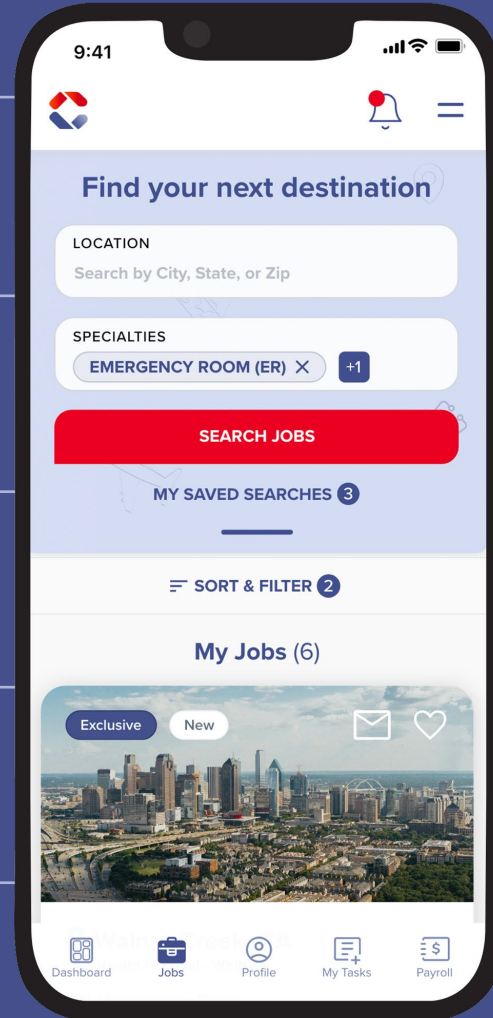
GATEWAY CANDIDATE PORTAL

Digital Credentialing
Wallet

Candidate
Loyalty

Machine Learning/
Artificial Intelligence

Real Time
Notifications



Instant Interviews

Quick Extensions

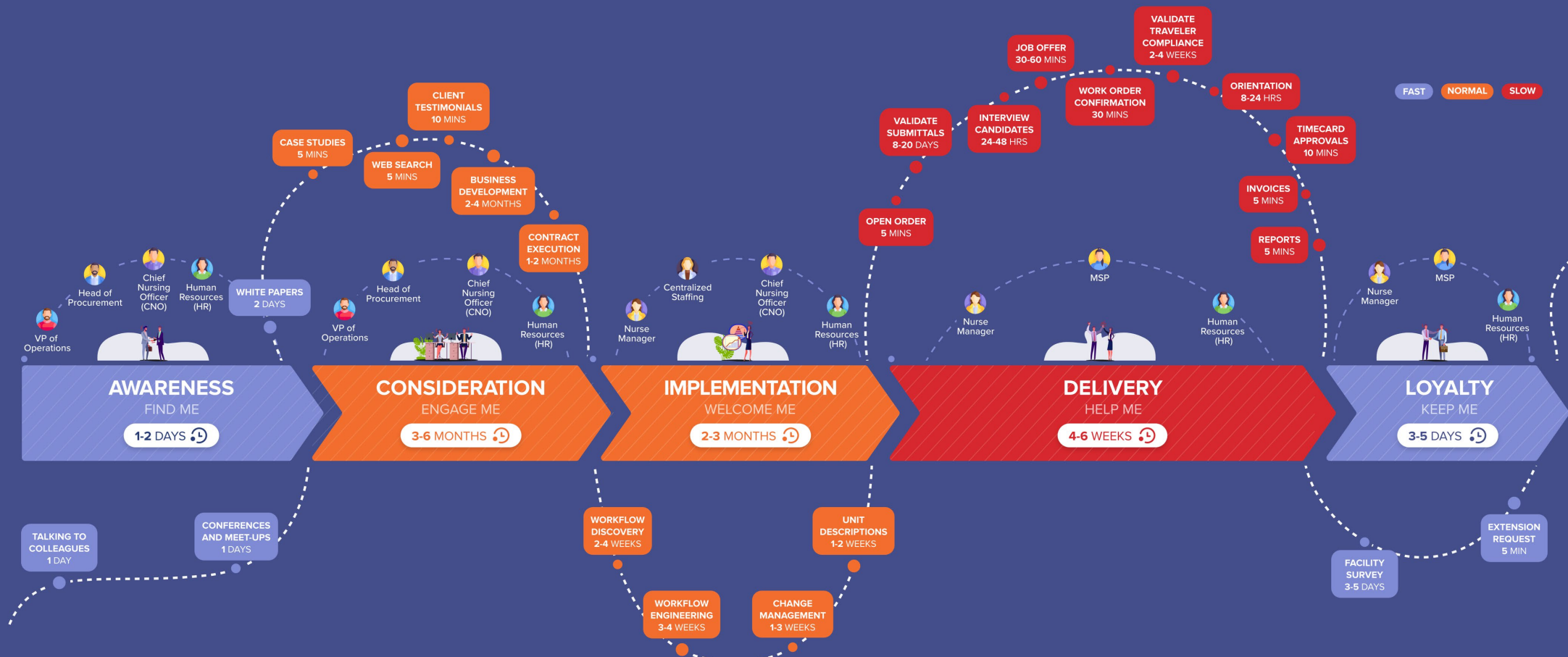
Job Offers

Pay Package Quotes



OUR INTELLIFY VMS

A Frictionless, Simple Client Experience



OUR INTELLIFY CLIENT PORTAL

Client Needs

Integration and Partnership

Machine Learning/
Artificial Intelligence

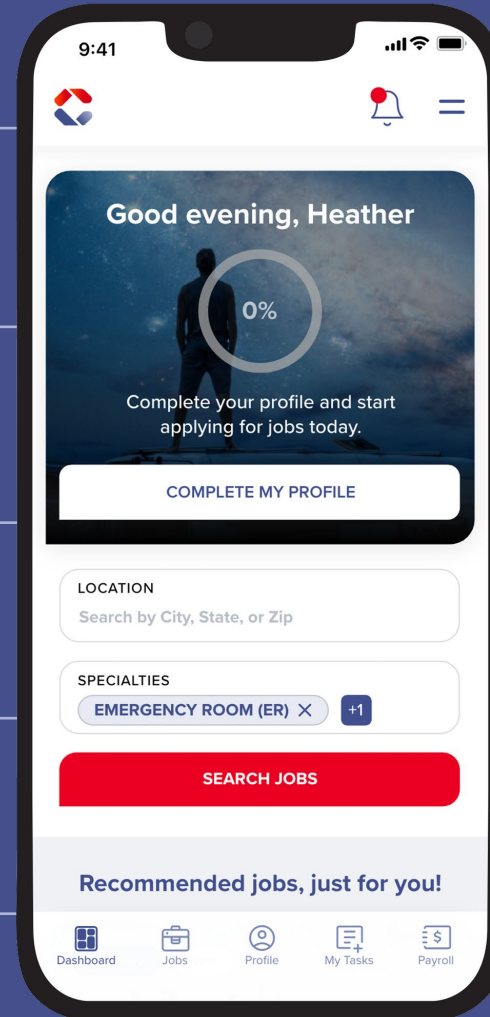
Time to Market

Customer Data

Smart Schedule

Vendor Neutral

Talent Forecasting





Implementing self service automation

Improving producer efficiency and capacity

Leveraging data and analytics to improve decision making





Colin McDonald

Chief Human Resources Officer

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TECHNOLOGY | 2

CULTURE | 3

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DELIVERY | 5

Recruit

Train

Engage



We are:

Connected

Accountable

Compassionate

Driven

Entrepreneurial



1,100+

Most employees hired in a single year

~20%

Average attrition rate

\$350M

Revenue from first-year travel
recruiters over the last 12 months



42%

New hires from healthcare and staffing industry

81%

Number of employees retained

100%

Employees work where they are most productive



36%

Increase in promotions YTD
compared to 2021

87%

Employees predicted as a low
flight risk using our internal
Business Intelligence (BI) system



42%

Employees identifying as minorities

87%

Employees who believe CCH is committed to diversity

78%

Female employees

88%

Employees who believe the company respects individuals and values their differences





Dan White

Chief Commercial Officer

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DELIVERY | 5

\$84M

New MSP contracts signed
in 2022

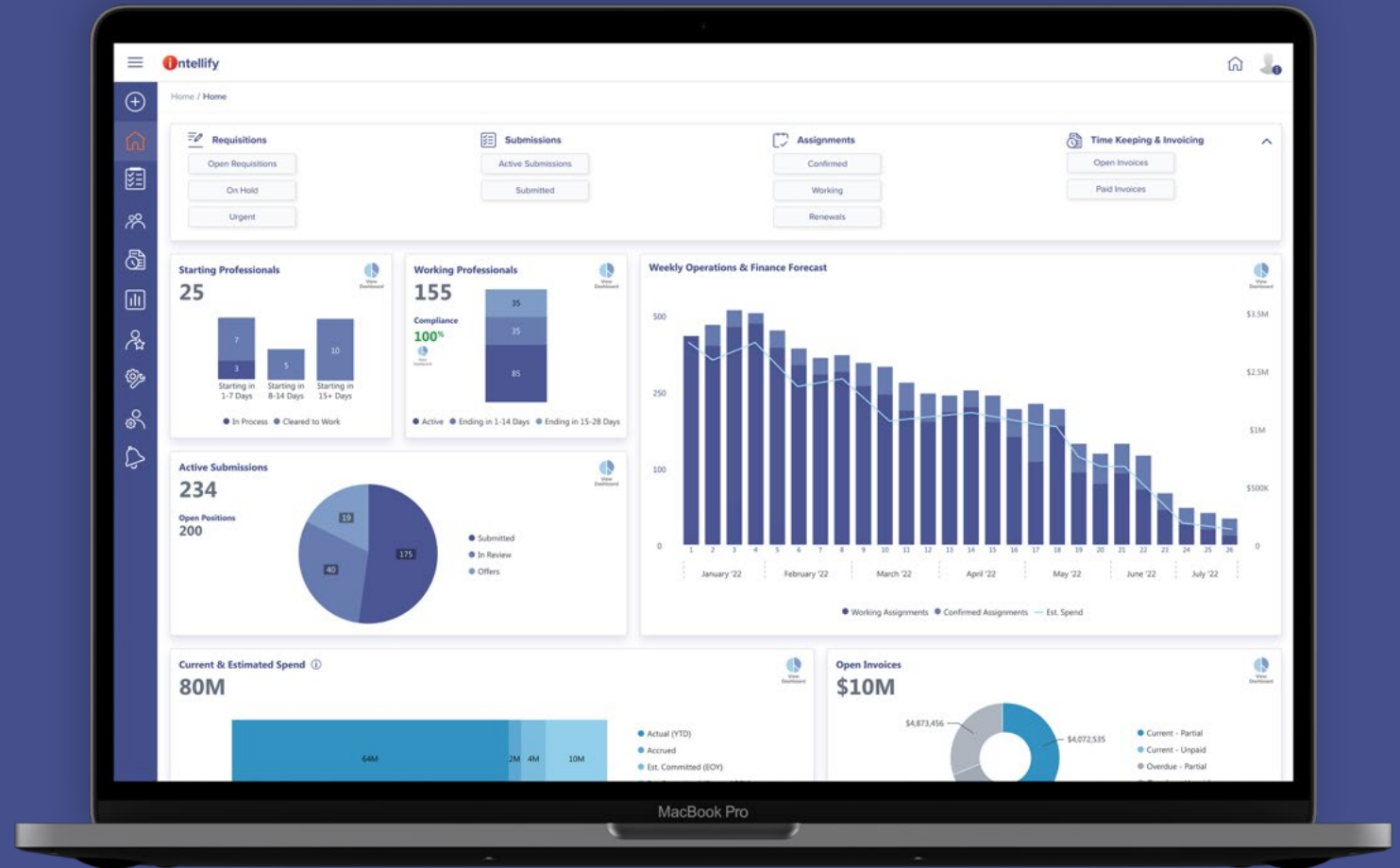
\$70M

MSP verbal awards
in contracting for Q3'22



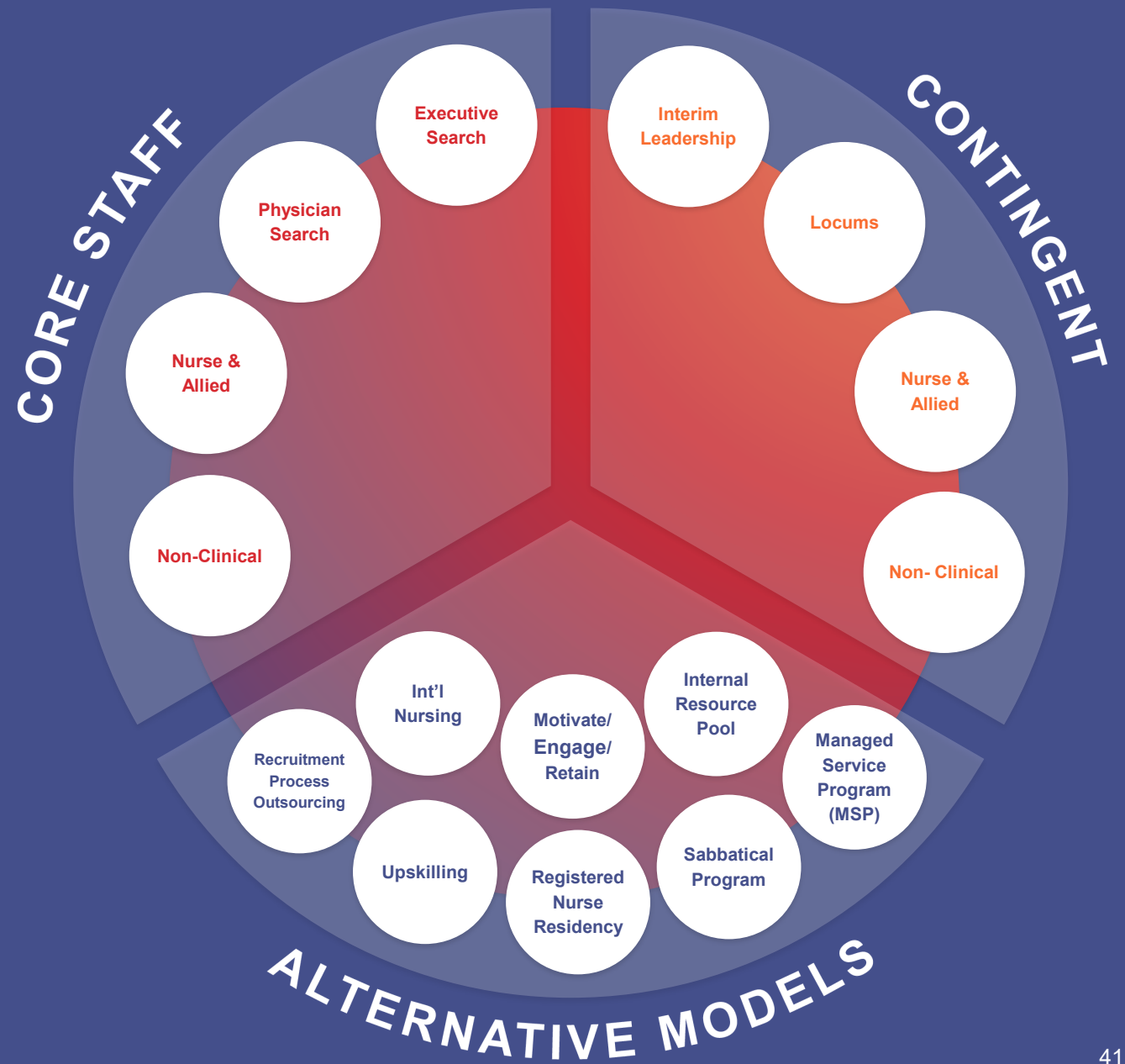
A Tech-Enabled Workforce Platform

Intellify™ is our proprietary Vendor Management System (VMS) that automates the process of finding, scheduling and managing staff via one centralized platform



OUR WORKFORCE PLATFORM

Talent Offerings





Amiee Hawkins

SVP Enterprise Operations



Marc Krug

Group President, Delivery

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1

TECHNOLOGY

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CULTURE

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GO TO MARKET

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DELIVERY

5

CASE STUDY 1

- 700+ professionals mobilized in <2 weeks
- Onsite regulatory audit: 100% no deficiencies
- 5% converted to perm staff

CASE STUDY 2

- 209 positions filled
- 500+ unique candidates sourced
- Average 1.7 days to submission



Our Delivery Model – Six Tenants

- 1 Source the right professional for the opportunity
- 2 Transparency in compensation
- 3 Customer success with exceptional service to our professionals and clients
- 4 Continuous engagement throughout the professional and client lifecycle
- 5 Speed and purpose: speed to partner, speed to support, and speed to deliver
- 6 Retention from the first contact to a lifelong partnership



Ramp-up Time of New Travel Recruiters

CURRENT

1.5 Weeks

PREVIOUS

3-4 Months



Improving Recruiter Productivity

- Recruiter productivity 2X across our travel business lines
- Technology automates non-revenue generating tasks
- 24/7 recruitment model maximizes potential productivity





Bill Burns

Executive Vice President,
Chief Financial Officer

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What We Do



Travel



Local



Locums



Education



Home



Search

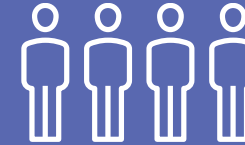


MSP / VMS

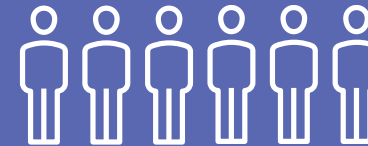
PEOPLE + PROCESS + TECHNOLOGY

= RESULTS

Prior



Today



+100%
Capacity

x

+50%
Productivity

=

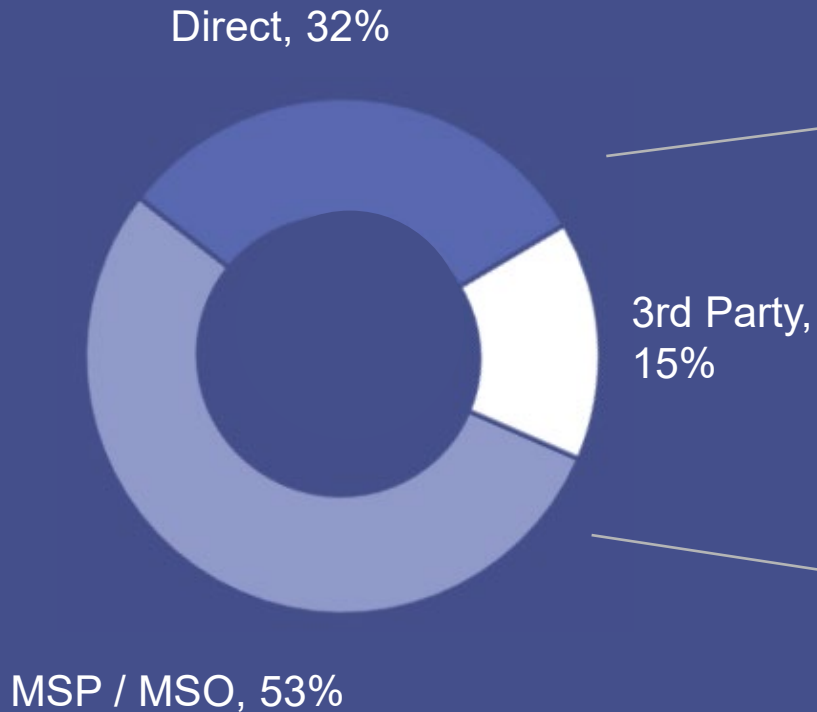
3X
Revenue



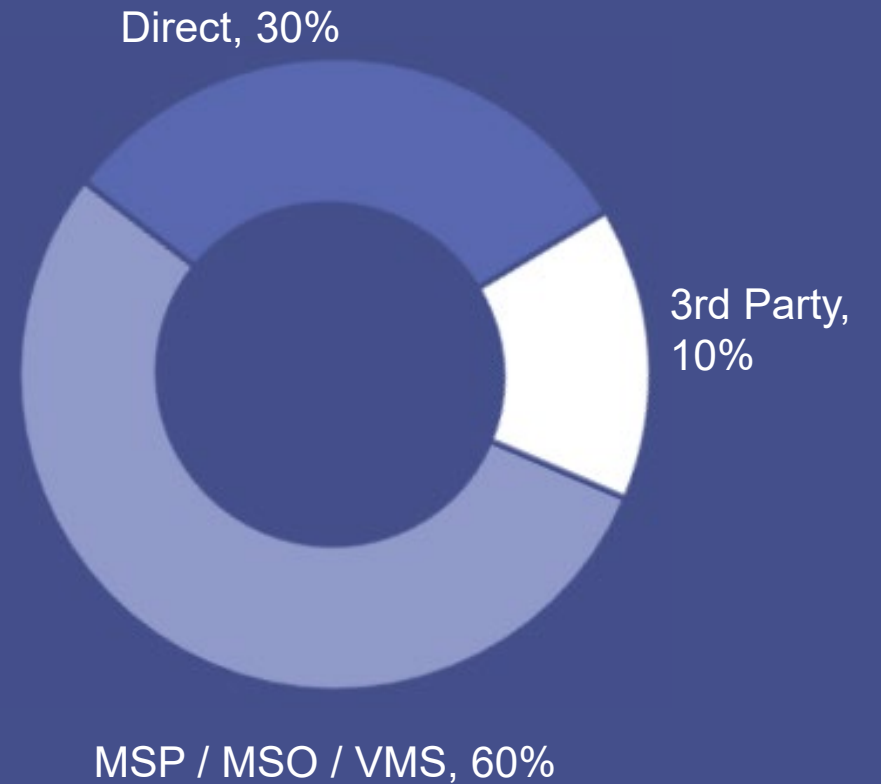
Strong Client Relationships

Revenue by Client Contract Type

TODAY



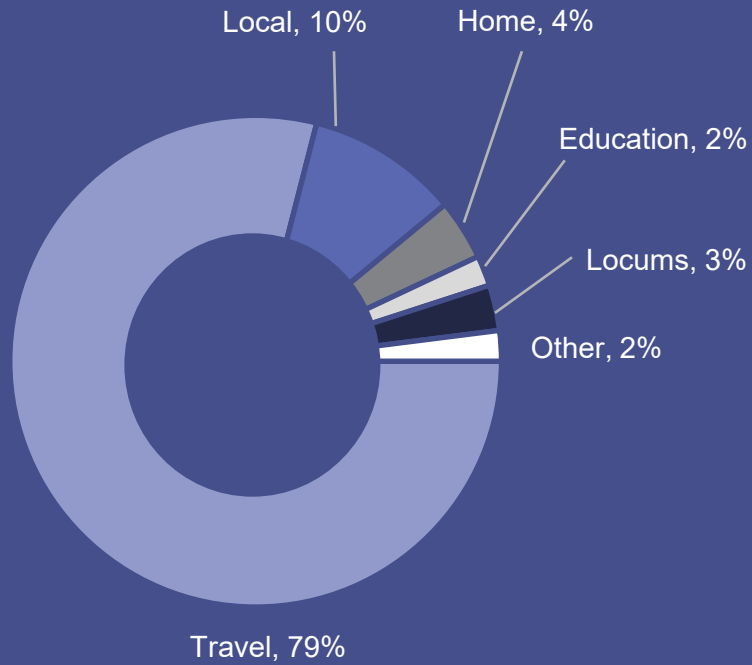
FUTURE GOAL



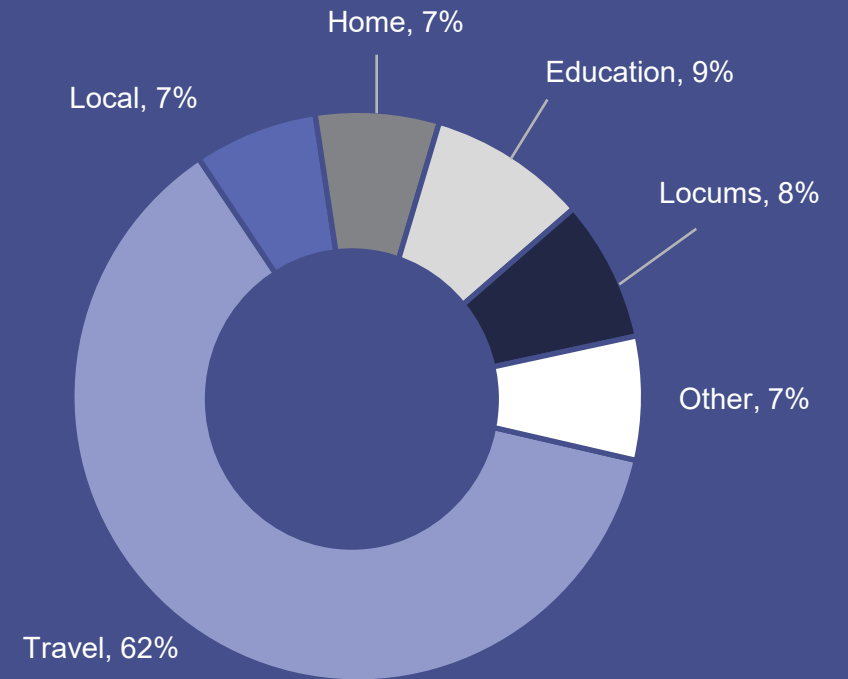
Expanding Lines of Business

Improving Diversification Through Growth Across Higher Margin Business

TODAY

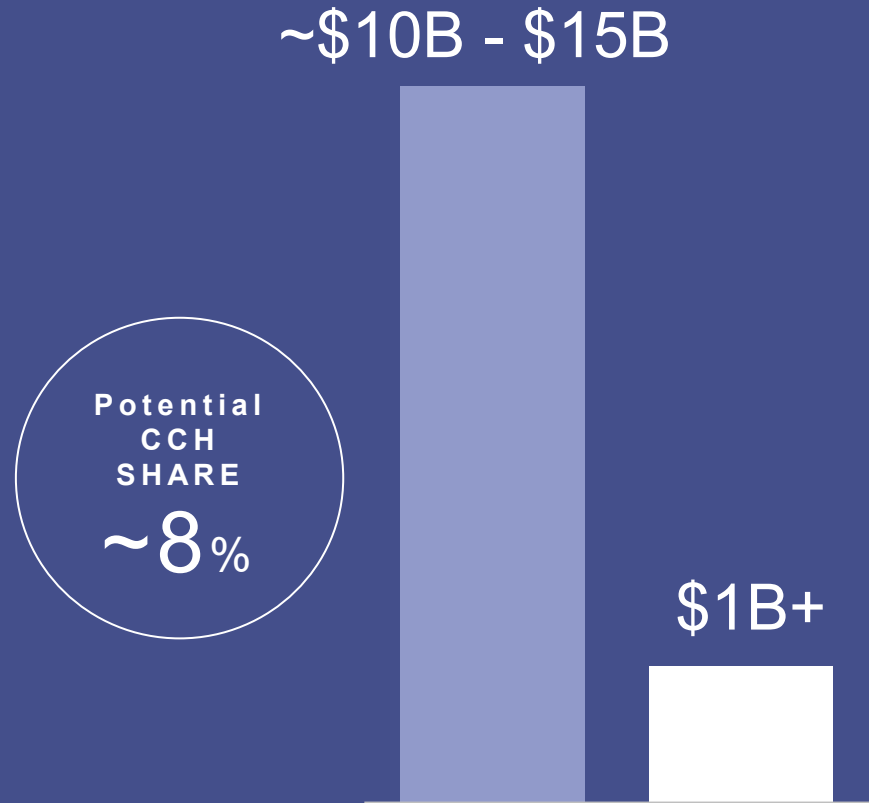


FUTURE GOAL



Vendor Neutral Opportunity

Expanding Market Opportunity through Technology



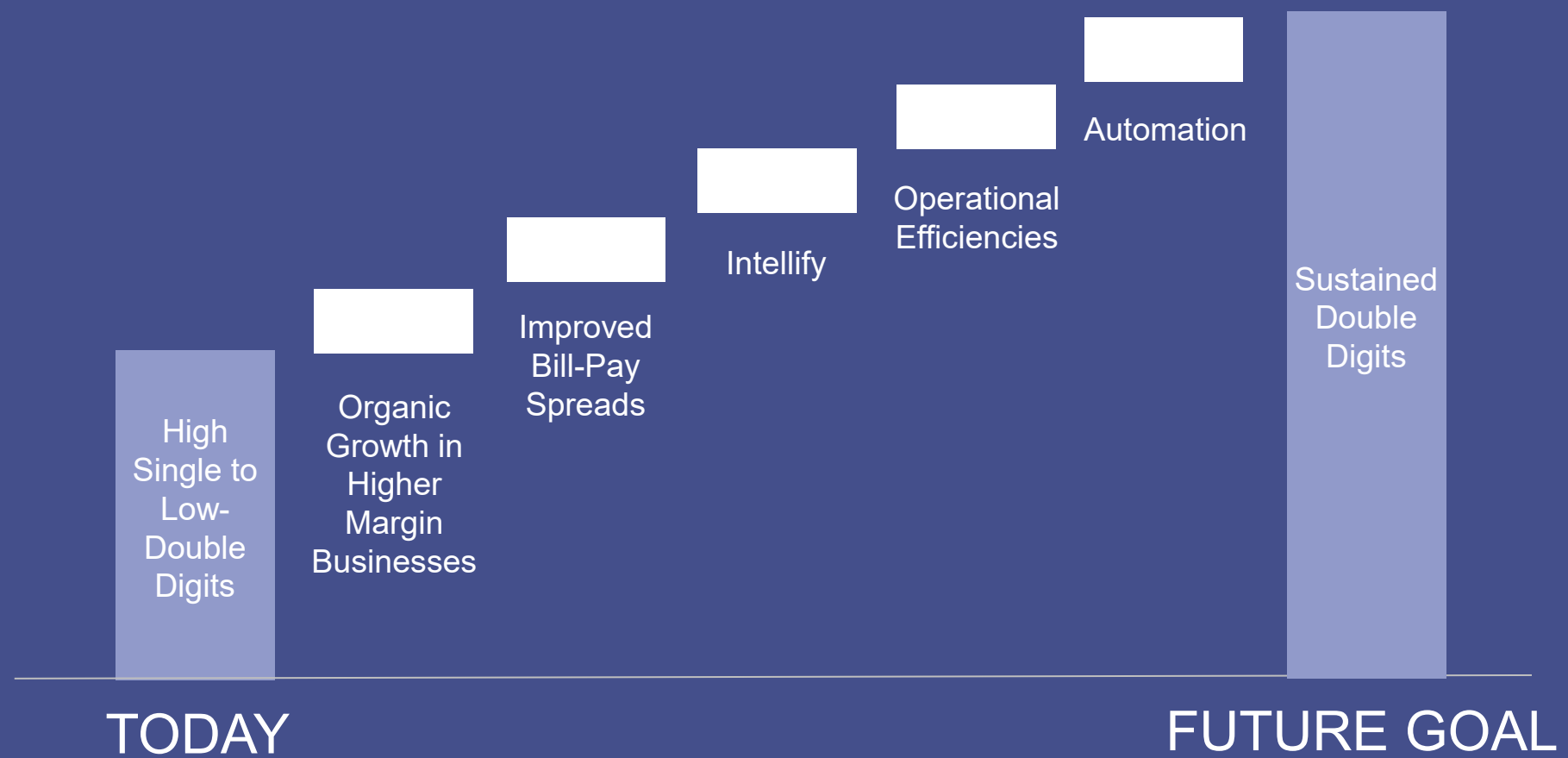
Scenario for Illustrative Purposes Only

	REVENUE	MARGIN
20% Capture	\$200M	20%-25%
80% Subs	\$50M	~95%+
Total	\$250M	~40%

Vendor Neutral Opportunity based on CCH Estimates



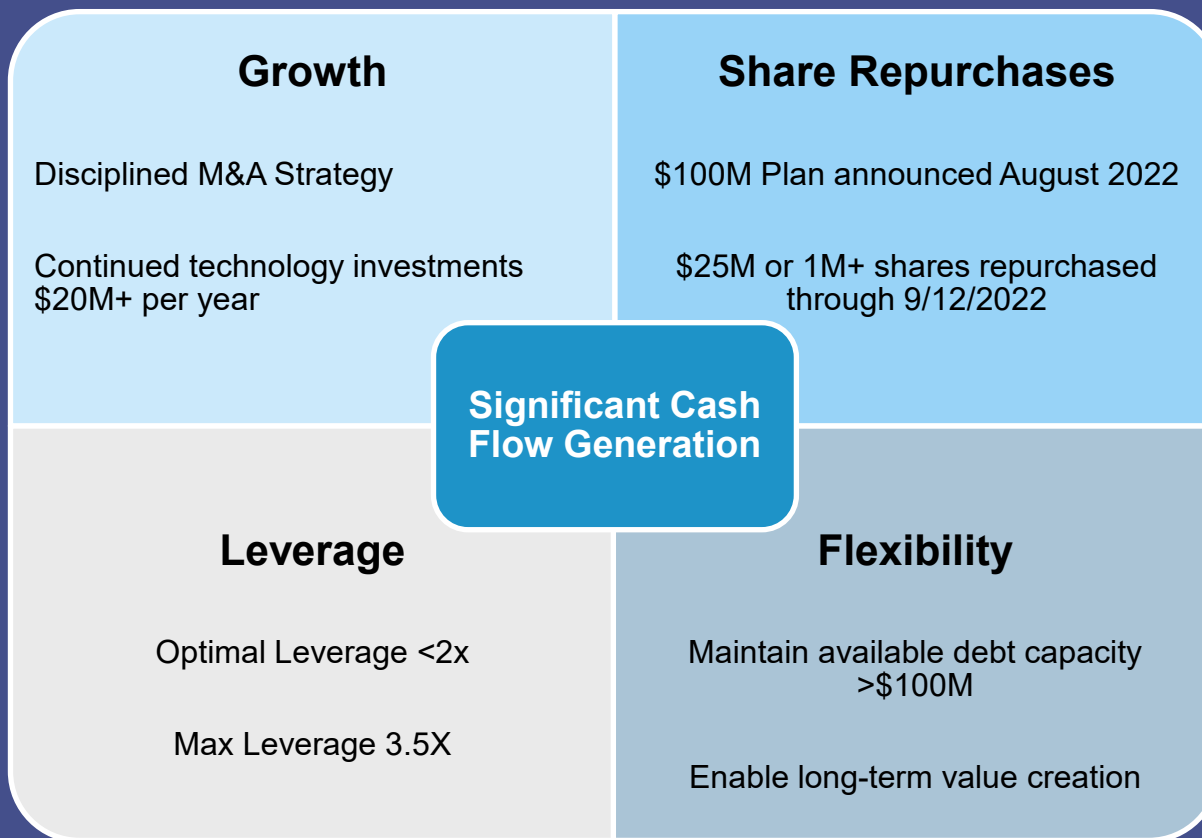
Levers for Margin Growth



Capital Allocation Strategy

Target Annual Free Cash Flow (FCF) Generation >60% of AEBITDA

Estimate ~15%-25% of FCF towards Debt Service

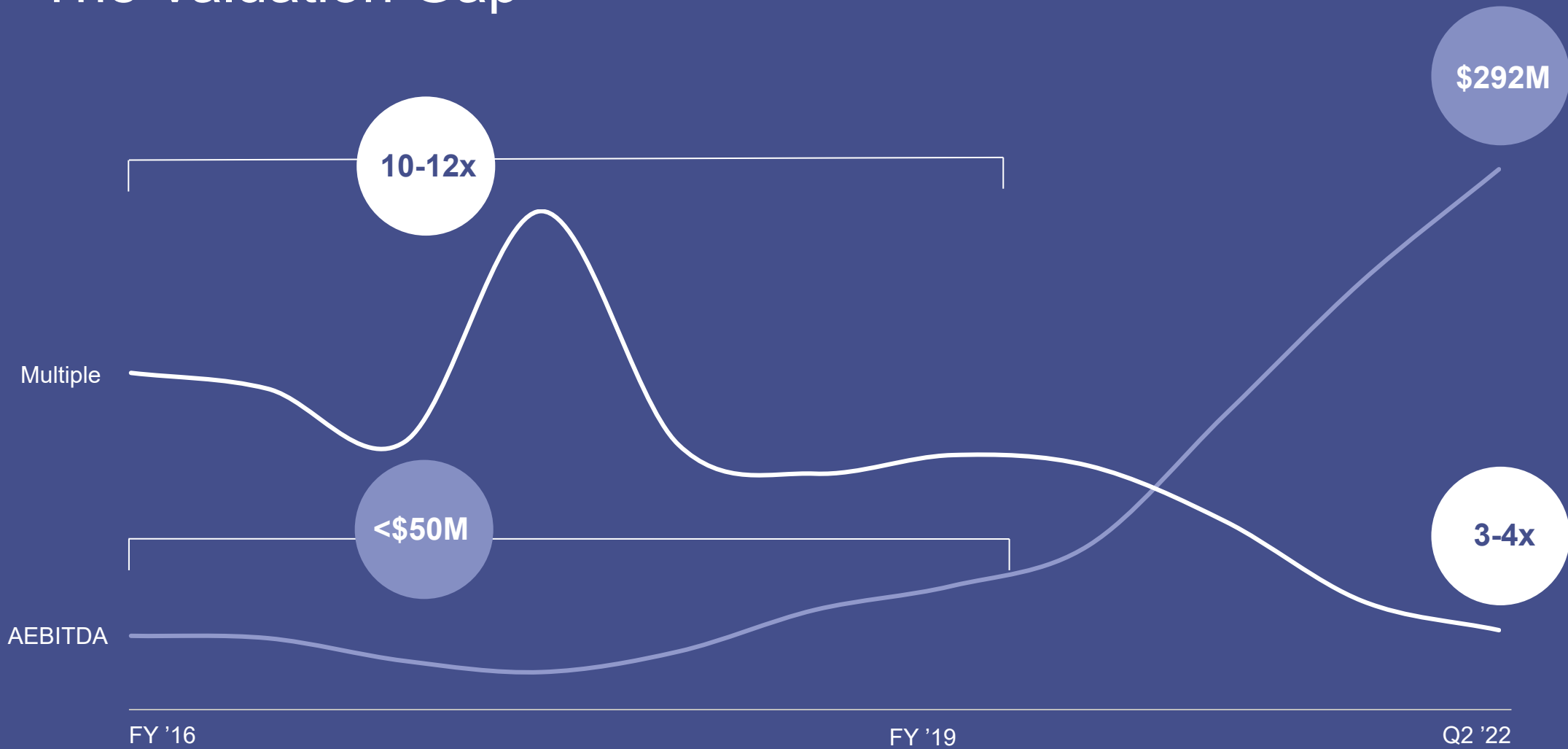


Estimate ~5-15% of FCF towards Share Repurchases, depending on share price and valuations

Sufficient Liquidity to be Opportunistic
Potential to accelerate certain investments



The Valuation Gap





Q&A

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 stockholders before interest expense, income tax expense (benefit), depreciation and amortization, acquisition and integration-related costs, restructuring (benefits) costs, legal settlements and fees, impairment charges, gain or loss on derivative, loss on early extinguishment of debt, gain or loss on disposal of fixed assets, gain or loss on lease termination, gain or loss on sale of business, other expense (income), net, equity compensation, and applicant tracking system costs.

Adjusted Earnings Per Diluted Share (EPS) is defined as net income (loss) attributable to common stockholders per diluted share before the diluted EPS impact of acquisition and integration-related costs, restructuring (benefits) costs, legal settlements and fees, impairment charges, gain or loss on derivative, loss on early extinguishment of debt, gain or loss on sale of business, applicant tracking system costs, and nonrecurring income tax adjustments.

Free Cash Flow (FCF) is a non-GAAP financial measure and is defined as cash provided by or used in operations, less capital expenditures.

