Baird 2019 Global Consumer, Technology & Services Conference

Ted Hanson, President & CEO
Jim Brill, CAO
Rand Blazer, President, Apex Systems

June 4th, 2019
Certain statements made in this news release are “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and involve a high degree of risk and uncertainty. Forward-looking statements include statements regarding our anticipated financial and operating performance.

All statements in this release, other than those setting forth strictly historical information, are forward-looking statements. Forward-looking statements are not guarantees of future performance, and actual results might differ materially. In particular, we make no assurances that the estimates of revenues, gross margin, SG&A, amortization, effective tax rate, net income, diluted shares outstanding, contract backlog, book-to-bill ratio, Adjusted EBITDA, Adjusted Net Income, and related per share amounts (as applicable) set forth above will be achieved. Factors that could cause or contribute to such differences include actual demand for our services, our ability to attract, train and retain qualified staffing consultants, our ability to remain competitive in obtaining and retaining clients, the availability of qualified contract professionals, management of our growth, continued performance and improvement of our enterprise-wide information systems, our ability to manage our litigation matters, the successful integration of our acquired subsidiaries, and other risks detailed from time to time in our reports filed with the SEC, including our Annual Report on Form 10-K for the year ended December 31, 2018, as filed with the SEC on March 1, 2019 and our Quarterly Report on Form 10-Q for the quarter ended March 31, 2019, as filed with the SEC on May 10, 2019. We specifically disclaim any intention or duty to update any forward-looking statements contained in this news release.
ASGN At a Glance

History of Success
(NYSE: ASGN) is one of the foremost providers of IT and professional services in the technology, digital, creative, engineering and life sciences fields across commercial and government sectors. Operating through its Apex, Oxford and ECS segments, ASGN helps leading corporate enterprises and government organizations develop, implement and operate critical IT and business solutions through its integrated offering of professional staffing and IT solutions.

Addressable Market of $282 billion
• Early mover in the “shared economy”
• Favorable tailwinds: digital transformation; favorable legislation; improving government market

Track Record of Financial Excellence
• 21 consecutive quarters of above industry growth
• $3.6 billion in LTM revenue\(^1,2\)
• $426 million in LTM Adj. EBITDA
• $247 million in LTM free cash flow

Deep, Trusted Customer Relationships
• 15,000 customer relationships
• Relationships with 350 of Fortune 500
• ~26,000 billable professionals

1 Last twelve months as of 3/31/19.
2 Pro forma to include acquisitions of ECS and Creative Circle as if these acquisitions occurred at the beginning of 2015. Does not include DHA pre-acquisition.
3 U.S. Staffing market size from Staffing Industry Analysts’ “US Staffing Industry Forecast, April 19, 2019” and independent 3rd party (Parthenon) analysis of freelance market.
4 Commercial IT Services from Gartner; Technavio; Comptia; SIA Parthenon-EY CIO Survey (Light Deliverable Services).
5 Government IT Solutions from Wolf Den Associates.
Well-Positioned to Benefit from Market Forces

**The World of Work is Changing**
- More task and project-based work
- Variable human capital cost to improve productivity
- Increased adoption of shared resources delivery model
- Increasing client demand for value-added services

**Increasing Technology Adoption & Specialization**
- Increasing demand for specialized technical talent
- Specialized in skillsets and specific industry technologies
- Cybersecurity, Analytics, AI, Cloud & Digital are fastest-growing

**Favorable Labor and Immigration Legislation**
- Increasing risk of worker misclassification
- Ever-changing laws impacting worker usage
- Increasing demand for domestic technical resources

**Strong and Resilient U.S. Government Market**
- Favorable budget and procurement trends driving long-term contract awards
- Continued demand for NextGen IT offerings and secure, modernized systems
## Segment Overview

### APEX SEGMENT
- **SERVICE OFFERINGS**
  - Mission critical IT skills and solutions
  - Creative/Digital skills and solutions

### OXFORD SEGMENT
- **SERVICE OFFERINGS**
  - High-end IT, Engineering and Life Sciences skills and solutions
  - Permanent Placement solutions
  - Information Technology, Engineering, F&A, Healthcare

### ECS SEGMENT
- **SERVICE OFFERINGS**
  - High-end IT solutions for the Federal Government

### LTM REVENUES

<table>
<thead>
<tr>
<th>Segment</th>
<th>Revenues (in Million)</th>
<th>Consolidated Revenues %</th>
<th>Growth Year-Over-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>APEX</td>
<td>$2.4 Billion</td>
<td>65.1%</td>
<td>13.1%</td>
</tr>
<tr>
<td>OXFORD</td>
<td>$609.5 Million</td>
<td>16.8%</td>
<td>3.0%</td>
</tr>
<tr>
<td>ECS</td>
<td>$661.1 Million</td>
<td>18.1%</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

Includes DHA revenues from the date of acquisition of January 25, 2019.
Pro forma to include ECS as if the acquisition occurred at the beginning of 2017. Does not include DHA pre-acquisition.
ASGN Range of IT Services

ECS Offerings

Apex & Oxford Segment Offerings

Strategy

Architecture

Design

Systems Deployment (incl. upgrades)

Service Centers

Technical Staffing
## Competitive Differentiators

### Apex and Oxford Segments

#### Client Flexibility
- Talent that meets project needs
- Adaptable resources
- Higher utilization rates

#### Competitive Pricing
- Lower fixed costs without sacrificing quality
- Reduced recruiting, onboarding and training fees

#### Access to Highly Skilled Labor
- Deep candidate database
- Access to highly-skilled, agile labor pool

#### Strong Project Control
- Greater control over project visibility & quality
- Decreased project ramp-up time
- Prequalified, vetted resources

### Delivery Model Comparison

<table>
<thead>
<tr>
<th>Delivery Model</th>
<th>Client Flexibility</th>
<th>Competitive Pricing Policy</th>
<th>Access to Skilled Labor</th>
<th>Strong Project Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apex and Oxford</td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
</tr>
<tr>
<td>Client FTEs</td>
<td><img src="#" alt="Red" /></td>
<td><img src="#" alt="Red" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Green" /></td>
</tr>
<tr>
<td>IT Consulting Firm</td>
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<td><img src="#" alt="Red" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Yellow" /></td>
</tr>
<tr>
<td>IT Staffing Firm</td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Red" /></td>
<td><img src="#" alt="Red" /></td>
</tr>
<tr>
<td>Offshore Labor</td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Red" /></td>
</tr>
<tr>
<td>Outsourced Labor</td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Red" /></td>
</tr>
</tbody>
</table>

#### Category Representation:
- **Green**: Fully
- **Yellow**: Likely
- **Red**: Not Likely
Value Added Service Offerings
Apex & Oxford Segments

Managed Services

- Workforce Management
  Demand Planning, Resource Management, Recruiting, Training & Logistics

- Support Service Centers
  SOC, NOC, Help Desk, Desk-Side, Legacy Applications, EHR & ERP, Call Centers

- Centers of Excellence
  Project Management, QA & Testing, Trainer Programs, SW Dev Centers, EHR & ERP, Research Support & COEs

- Coding & Auditing
  ICD-10 Coding and Quality Assurance for Medical Records

Managed Projects

- Digital Enterprise Solutions
  Marketing, Finance, Healthcare, Human Resources, CRM, Analytics

- PMO Consulting
  IT Governance, Assessments, Advisory Services, OCM, Future State Visioning

- Compliance & Quality Assurance
  Support Compliance with Int'l Regulations, Standards and Industry Practices

- Commissioning, Qualification & Validation
  Enable Facilities, Equipment & Processes to Function as Intended

- Software Development
  Data Management, Business Intelligence, Custom Application Development, Mobile Devices

- Migration Services
  Windows, Desktop, Servers, Data Center, Server Consolidations

- IT Security
  Cybersecurity Assessments & Security-Related Projects
ECS is an emerging large IT solutions and services provider to major government and commercial clients.

ECS relies on highly skilled teams to solve hard, large scale problems via long-term contracts. We combine technical talent, deep customer knowledge, employee and corporate certifications, and leading edge technical partnerships to provide superior solutions.

Our Expertise
- Cloud Solutions
- Cybersecurity
- AI / Machine Learning
- Software & Systems
- Digital Modernization
- Science & Engineering

Our Customers
- Department of Defense
- Intel and Homeland Security
- Federal Civilian
- State, Local, and Education
- Leading Commercial Companies

Key Technology Partners
- Amazon Web Services (AWS)
- Microsoft
- McAfee
- Google
- Elastic
High Free Cash Flow Supports Acquisition Strategy

- Maintained Strong Credit Rating throughout Periods of Leveraging & Deleveraging
- Transformed Business from Purely Staffing to Foremost Provider of IT Consulting Solutions
- Expanded through Organic Growth & Strategic Acquisitions
ASGN’s free cash flow increased 50.3% Y-Y. The company strategically allocated its free cash flow between organic investments, acquisitions and debt repayment, while simultaneously maintaining a fairly low leverage ratio. ASGN is on track to generate roughly $368 million in free cash flow by 2022.

1 Leverage ratio provides information about our compliance with loan covenants and is calculated in accordance with our credit agreement, as filed with the Securities and Exchange Commission ("SEC"), by dividing our total indebtedness by trailing 12 month Adjusted EBITDA.
5-Year Growth Plan to $5 Billion in 2022

2017 Revenues

$3.2B

Targeted CAGR of 6 to 7 percent
(3 to 4 percentage points above industry growth rates)

Leverage Market Position
- Geographic footprint, sales driven platform and long-standing customer relationships

Scale Value-Added Services
- Leverages vast contingent labor pool rather than full-time bench resources
- Value-added services have grown and will continue to grow faster than staffing

Expand Presence in Government IT Services
- Broad contract vehicle access to facilitate continued growth
- Capitalize on improving federal market dynamics
- Focus efforts on cybersecurity, infrastructure, science & engineering, NextGen IT

2022 Revenues (Before Acquisitions)

$4.3B to $4.5B

Acquired Revenues

$5.0B

2022 Revenues (Including Acquisitions)

$3.2B

Pursue Strategic Acquisitions
- Leverage track record of successful integrations
- Acquirer of choice
- Target $500 - $700 million of acquired revenue through 2022

5-Year CAGR of 9.3 Percent

1 Pro forma to include ECS as if the acquisition occurred at the beginning of 2017.
Financial Review
Summary of Pro Forma Financial Results

Consistent above industry growth, stable margins and high free cash flow generation

USD in millions

Revenues

2015 2016 2017 2018 LTM

$2,640 $2,947 $3,214 $3,549 $3,638

CAGR: 10.0%

USD in millions

Gross Profit & Margin

2015 2016 2017 2018 LTM

$827 $899 $962 $1,050 $1,070

31.3% 30.5% 29.9% 29.6% 29.4%

CAGR: 8.0%

USD in millions

Adjusted EBITDA & Margin

2015 2016 2017 2018 LTM

$309 $341 $379 $420 $426

11.7% 11.6% 11.8% 11.8% 11.7%

CAGR: 10.0%

USD in millions

Free Cash Flow & Margin

2015 2016 2017 2018 LTM

$99 $172 $172 $259 $247

4.8% 7.1% 6.6% 7.6% 6.8%

CAGR: 29.0%

Note: Results are presented on a pro forma basis, which assume the acquisitions of Creative Circle and ECS occurred at the beginning of 2015, except Free Cash Flow & Margin, which are on a reported basis.
Q1 2019 Comparative Financial Results

Adjusted EPS, a non-GAAP financial measure, is defined as EPS adjusted for (i) acquisition, integration and strategic planning expenses, (ii) amortization of identifiable intangible assets and (iii) credit facility amendment expenses. Does not include the “Cash Tax Savings on Indefinite-lived Intangible Assets.” These savings total $7.0 million per quarter ($0.13 per diluted share) and represent the economic value of the tax deduction that we receive from the amortization of goodwill and trademarks.

Adjusted EBITDA, a non-GAAP financial measure, is defined as EBITDA (earnings before interest, income taxes, depreciation and amortization) adjusted for, among other things, acquisition, integration, strategic planning expenses and stock based compensation.

Pro forma revenue growth rate assumes the acquisition of ECS occurred at the beginning of 2017.

<table>
<thead>
<tr>
<th></th>
<th>Revenues</th>
<th>Net Income</th>
<th>EPS</th>
<th>Adj. EPS</th>
<th>Adj. EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$923.7</td>
<td>$34.9</td>
<td>$0.66</td>
<td>$0.93</td>
<td>$97.1</td>
</tr>
<tr>
<td>Y-Y Pro Forma</td>
<td>+34.8%</td>
<td>+20.1%</td>
<td>+18.7%</td>
<td>+11.1%</td>
<td>+29.9%</td>
</tr>
</tbody>
</table>

$ in millions, except per share amounts
Financial Estimates for Q2 2019

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Gross Margin</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>$967.0 - $977.0</td>
<td>29.3% - 29.7%</td>
<td>$48.6 - $52.3</td>
</tr>
<tr>
<td>Y-Y Growth of 10.1% to 11.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EPS</th>
<th>Adj. EPS</th>
<th>Adj. EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0.91 - $0.98</td>
<td>$1.15 - $1.22</td>
<td>$113.7 - $118.7</td>
</tr>
<tr>
<td>Y-Y Growth of 6.7% to 11.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adjusted EPS, a non-GAAP financial measure, is defined as EPS adjusted for (i) acquisition, integration and strategic planning expenses, (ii) amortization of identifiable intangible assets and (iii) credit facility amendment expenses. Does not include the “Cash Tax Savings on Indefinite-lived Intangible Assets.” These savings total $7.0 million per quarter ($0.13 per diluted share) and represent the economic value of the tax deduction that we receive from the amortization of goodwill and trademarks.

Adjusted EBITDA, a non-GAAP financial measure, is defined as EBITDA (earnings before interest, income taxes, depreciation and amortization) adjusted for, among other things, acquisition, integration, strategic planning expenses and stock based compensation.

Depreciation of $2.6 million included in costs of services related to an ECS project and depreciation of $7.6 million included in SG&A expenses are added back in the determination of Adjusted EBITDA.
## Progress on 5-Year Plan Targets

### 5-Year Plan Financial & Operating Targets (2018 – 2022)

- **Annual Revenue growth of 6 to 7 percent**\(^1\)
- **Revenues from acquisitions $0.5 to $0.7 billion**\(^2\)
- **Maintain Gross Margins**\(^3\)
- **Increase Adjusted EBITDA margin from 11.8% in 2017 to 12.0% to 12.5% in 2022**
- **5 Year Cumulative Free Cash Flow target $1.4 to $1.5 billion**

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### Progress Relative to 5-Year Plan

<table>
<thead>
<tr>
<th></th>
<th>2022 Targets</th>
<th>LTM 3/31/19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>$ 5,000.0</td>
<td>$ 3,638.3</td>
</tr>
<tr>
<td><strong>Growth Rate</strong></td>
<td>9.3%</td>
<td>10.8%</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>$ 612.5</td>
<td>$ 425.5</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA Margin</strong></td>
<td>12.3%</td>
<td>11.7%</td>
</tr>
<tr>
<td><strong>Free Cash Flow (&quot;FCF&quot;)</strong></td>
<td>$ 367.5</td>
<td>$ 246.7</td>
</tr>
<tr>
<td><strong>FCF as a % of Revenues</strong></td>
<td>7.4%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

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1. Approximately 3 to 4 percentage points above current estimated industry growth rate.
2. Estimate necessary to close gap between organic growth and 2022 revenue target of $5.0 billion.
3. Before the effects of new Acquisitions.

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Adjusted EBITDA and Free Cash Flow amounts and margins are at the mid-point of the 2022 targets.
Appendix
**Selected Financial Data ($ in millions)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues Consolidated</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assignment</td>
<td>$594.5</td>
<td>$620.0</td>
<td>$634.4</td>
</tr>
<tr>
<td>Permanent Placement</td>
<td>32.0</td>
<td>33.3</td>
<td>32.7</td>
</tr>
<tr>
<td>ECS</td>
<td>137.0</td>
<td>144.9</td>
<td>153.1</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$763.5</td>
<td>$798.2</td>
<td>$820.2</td>
</tr>
<tr>
<td><strong>Apex Segment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assignment</td>
<td>$471.3</td>
<td>$491.3</td>
<td>$506.4</td>
</tr>
<tr>
<td>Permanent Placement</td>
<td>11.2</td>
<td>11.2</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$482.5</td>
<td>$502.5</td>
<td>$517.5</td>
</tr>
<tr>
<td><strong>Oxford Segment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assignment</td>
<td>$123.2</td>
<td>$128.7</td>
<td>$128.0</td>
</tr>
<tr>
<td>Permanent Placement</td>
<td>20.8</td>
<td>22.1</td>
<td>21.6</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$144.0</td>
<td>$150.8</td>
<td>$149.6</td>
</tr>
<tr>
<td><strong>ECS Segment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assignment</td>
<td>$137.0</td>
<td>$144.9</td>
<td>$153.1</td>
</tr>
<tr>
<td>Permanent Placement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$137.0</td>
<td>$144.9</td>
<td>$153.1</td>
</tr>
</tbody>
</table>

**Note:** Revenues are presented on a pro forma basis, which assumes the acquisition of ECS occurred at the beginning of 2017. Adjusted EBITDA and Adjusted Net Income are presented on a reported basis.

**Selected Financial Data**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Income</strong></td>
<td>$22.4</td>
<td>$33.1</td>
<td>$34.9</td>
</tr>
<tr>
<td>Loss from discontinued operations, net of tax</td>
<td>(0.0)</td>
<td>0.1</td>
<td>0.0</td>
</tr>
<tr>
<td>Interest expense</td>
<td>8.5</td>
<td>6.1</td>
<td>7.1</td>
</tr>
<tr>
<td>Provision for income taxes</td>
<td>12.7</td>
<td>20.2</td>
<td>18.9</td>
</tr>
<tr>
<td>Depreciation</td>
<td>6.0</td>
<td>6.1</td>
<td>6.4</td>
</tr>
<tr>
<td>Amortization of intangible assets</td>
<td>8.5</td>
<td>8.3</td>
<td>8.2</td>
</tr>
<tr>
<td><strong>EBITDA (non-GAAP measure)</strong></td>
<td>58.1</td>
<td>73.6</td>
<td>75.5</td>
</tr>
<tr>
<td>Stock-based compensation</td>
<td>5.6</td>
<td>6.0</td>
<td>6.4</td>
</tr>
<tr>
<td>Acquisition, integration and strategic planning expenses</td>
<td>0.9</td>
<td>0.7</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA (non-GAAP measure)</strong></td>
<td>$64.6</td>
<td>$80.5</td>
<td>$83.4</td>
</tr>
</tbody>
</table>

**Reconciliation of Net Income to Adjusted Net Income**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net income</strong></td>
<td>$22.4</td>
<td>$33.1</td>
<td>$34.9</td>
</tr>
<tr>
<td>Loss from discontinued operations, net of tax</td>
<td>(0.0)</td>
<td>0.1</td>
<td>0.0</td>
</tr>
<tr>
<td>Credit facility amendment expenses</td>
<td>2.0</td>
<td>(0.1)</td>
<td>0.8</td>
</tr>
<tr>
<td>Acquisition, integration and strategic planning expenses</td>
<td>0.9</td>
<td>0.7</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Non-GAAP net income</strong></td>
<td>24.2</td>
<td>33.6</td>
<td>36.3</td>
</tr>
<tr>
<td>Amortization of intangible assets</td>
<td>8.5</td>
<td>8.3</td>
<td>8.2</td>
</tr>
<tr>
<td>Income taxes on amortization for financial reporting purposes not deductible for income tax purposes</td>
<td>(0.4)</td>
<td>(0.4)</td>
<td>(0.4)</td>
</tr>
<tr>
<td><strong>Adjusted Net Income (non-GAAP measure)</strong></td>
<td>$32.3</td>
<td>$41.5</td>
<td>$44.1</td>
</tr>
</tbody>
</table>

**Cash tax savings on indefinite-lived intangible assets**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash provided by operating activities</td>
<td>$43.8</td>
<td>$39.8</td>
<td>$54.6</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>(6.8)</td>
<td>(6.4)</td>
<td>(4.8)</td>
</tr>
<tr>
<td><strong>Free cash flow (non-GAAP measure)</strong></td>
<td>$37.0</td>
<td>$33.4</td>
<td>$49.8</td>
</tr>
</tbody>
</table>

Note: Revenues are presented on a pro forma basis, which assumes the acquisition of ECS occurred at the beginning of 2017. Adjusted EBITDA and Adjusted Net Income are presented on a reported basis.