

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

---

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of  
the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported):

June 24, 2016

BARRETT BUSINESS SERVICES, INC.  
(Exact name of registrant as specified in charter)

Maryland  
(State or other jurisdiction of incorporation)

0-21886  
(SEC File Number)

52-0812977  
(IRS Employer Identification No.)

8100 N.E. Parkway Drive, Suite 200  
Vancouver, Washington  
(Address of principal executive offices)

98662  
(Zip Code)

Registrant's telephone number, including area code:

(360) 828-0700

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
  - ☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
  - ☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
  - ☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
-

**Item 2.02. Results of Operations and Financial Condition.**

**Item 7.01. Regulation FD Disclosure.**

The presentation slides that Barrett Business Services, Inc., will discuss at its 2016 Annual Meeting of Stockholders on June 24, 2016, are furnished as Exhibit 99.1 to this report and incorporated by reference.

**Item 9.01. Financial Statements and Exhibits.**

(d) Exhibits: The following exhibit is furnished with this Form 8-K:

99.1 PowerPoint slide presentation for the 2016 Annual Meeting of Stockholders held on June 24, 2016.

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

BARRETT BUSINESS SERVICES, INC.

Dated: June 24, 2016

By: /s/ Thomas J. Carley  
Thomas J. Carley  
Interim Chief Financial Officer, Treasurer and Secretary



ANNUAL MEETING OF  
SHAREHOLDERS

NASDAQ: BBSI | JUNE 2016



## FORWARD-LOOKING STATEMENTS

Statements in this presentation about future events or performance, including expectations for market opportunities, growth in new clients, rate of client retention, operating margins, workers' compensation liability, and gross revenues and diluted earnings per share, are forward-looking statements which involve known and unknown risks, uncertainties and other factors that may cause the actual results of the Company to be materially different from any future results expressed or implied by such forward-looking statements. Factors that could affect future results include economic conditions in the Company's service areas, the effect of changes in the Company's mix of services on gross margin, the Company's ability to retain current clients and attract new clients, the availability of financing or other sources of capital, future workers' compensation claims experience, the effect of changes in the workers' compensation regulatory environment in one or more of the Company's primary markets, changes in executive management, ineffectiveness of the Company's internal control over financial reporting, the Company's relationship with its primary bank lender, current and future shareholder litigation, investigation of accounting and securities law issues by government agencies, the collectability of accounts receivable, the carrying value of deferred income tax assets and goodwill, and the effect of conditions in the global capital markets on the Company's investment portfolio, among others. Other important factors that may affect the Company's future prospects are described in the Company's 2015 Annual Report on Form 10-K. Although forward-looking statements help to provide complete information about the Company, readers should keep in mind that forward-looking statements are less reliable than historical information. The Company undertakes no obligation to update or revise forward-looking statements in this presentation to reflect events or changes in circumstances that occur after the date of this presentation.

# CONTINUUM OF AN INDUSTRY

Historically, the industry has been commodity-driven.



## OUR COMPETITIVE ADVANTAGE

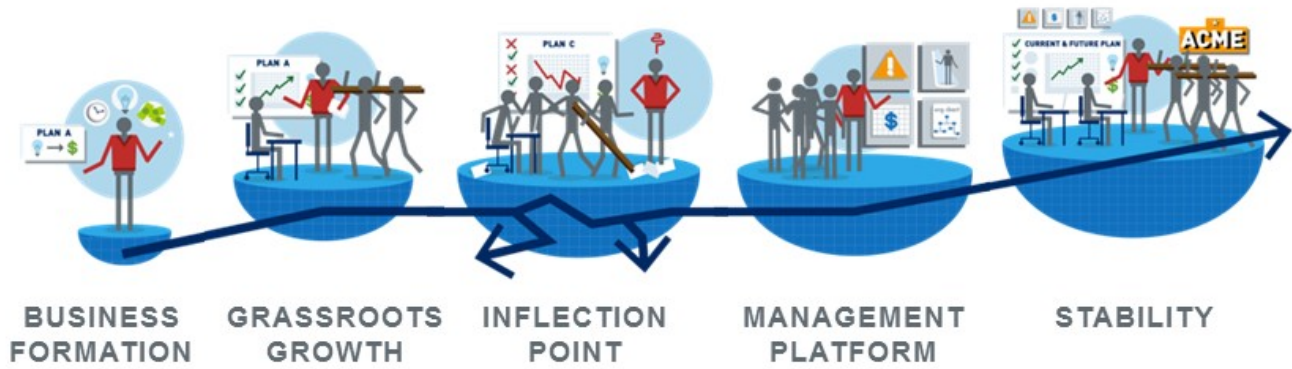


# HOW WE ARE POSITIONED

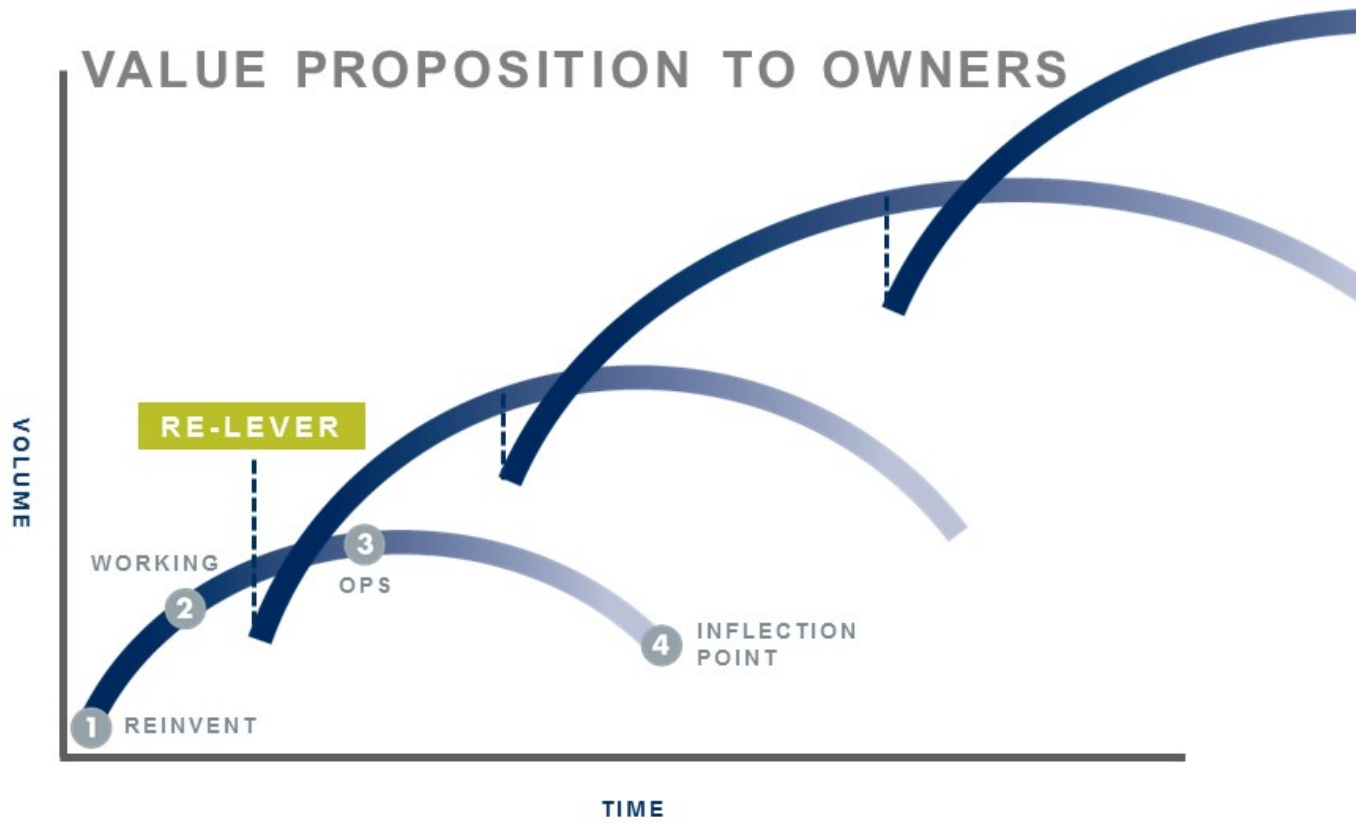
We integrate management tools with expertise in human capital related to the structure and succession of organizations



# VISION & PURPOSE FOR APPROACHING THE MARKET







## MARKET OPPORTUNITY



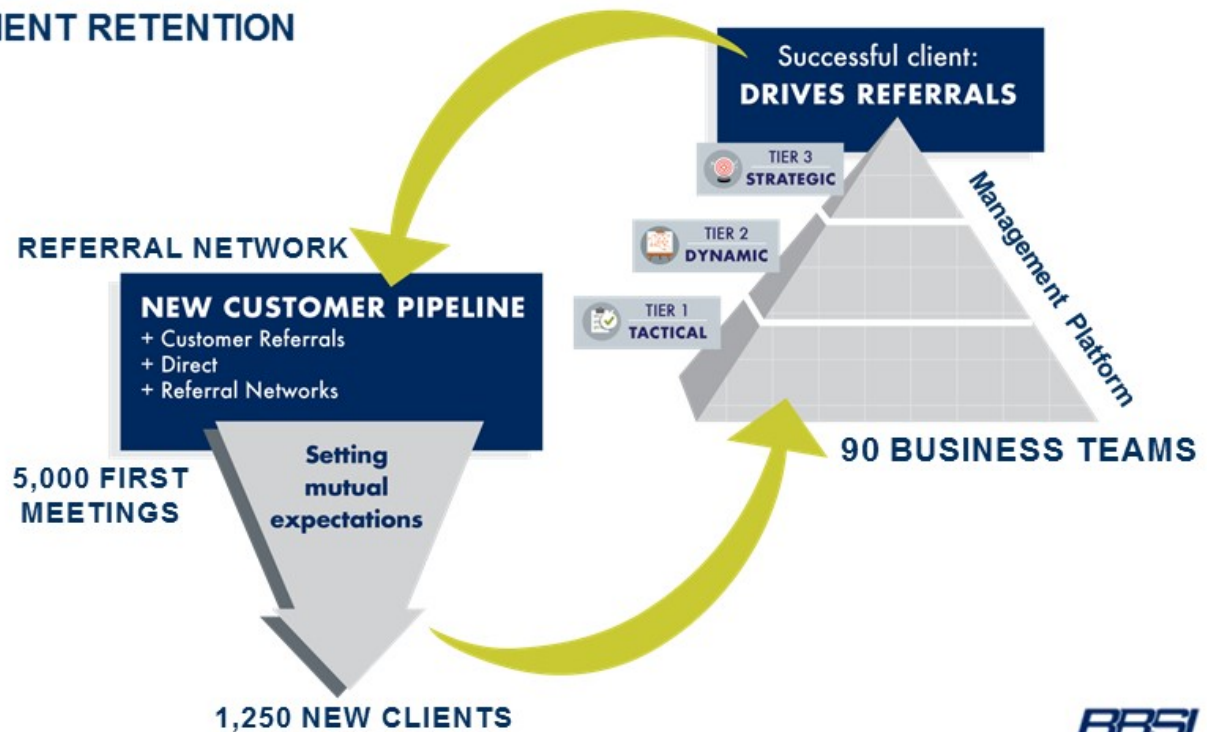


## CAPTURING THE MARKET

- Drive development in referral channels
- Expand within existing markets
- Penetrate adjacent markets to meet demand

# PROCESS OF CLIENT ALIGNMENT

90%+ CLIENT RETENTION



# ECONOMICS OF A BUSINESS TEAM

- \$500K spend per business team
- Max capacity of ~90 clients at an average of 30 employees per client
- 2 years runway to get to ~75% capacity
- Ability to lever operating margins as we improve efficiencies through people and systems



## FIELD STRUCTURE & FOOTPRINT

- 55 branches in 12 states
- Decentralized model supports relevancy
- Most clients within 50-mile radius of BBSI branch
- Supports scalability: 90 teams across the organization



## LEADERSHIP-BASED STRUCTURE





## LEADERSHIP, NOT MANAGEMENT

- Leadership is our DNA – it's essential to our culture
- Shapes profile of who we hire
- Influences operational principles
- Supports sustainable decentralized structure
- Defines client engagement – we apply what we've learned to our clients' success





## PROFILE OF A BBSI PROFESSIONAL

- Seasoned, tenured professionals
- Entrepreneurial, possessing drive and vision
- Demonstrate an ownership mentality
- Operationalize concepts with business acumen
- Innately curious

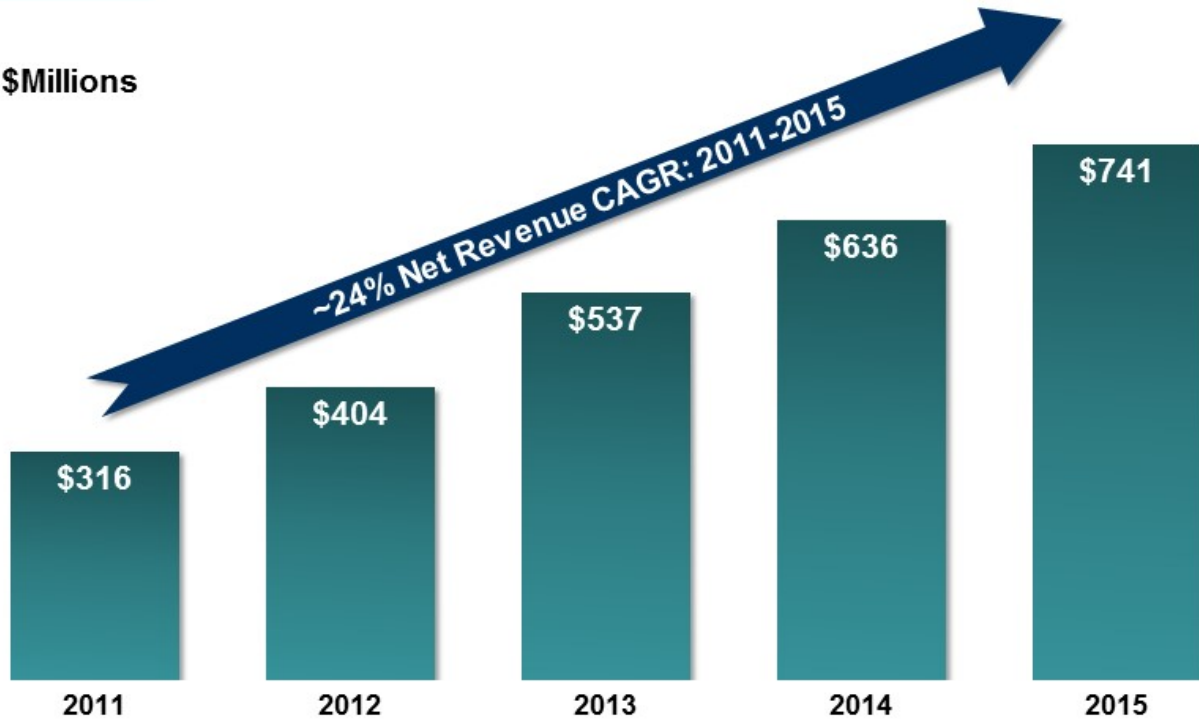


## DRIVERS OF OUR GROWTH

- **ORGANIC GROWTH**
  - New client stack
  - Runoff
  - Same store sales
- **LEVERAGE**
  - Capacity utilization against management payroll
- **RISK**
  - Decrease in relative frequency
  - Stable severity metrics

## ANNUAL NET REVENUE GROWTH

\$Millions

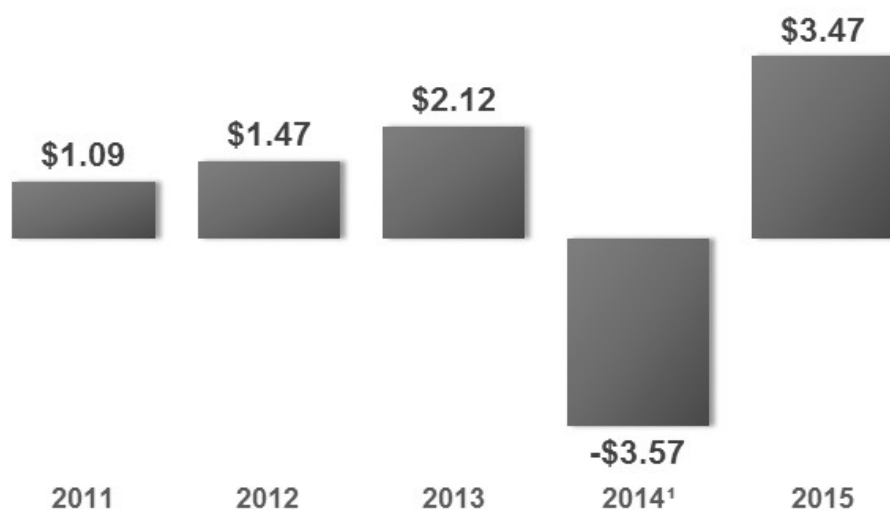


# ANNUAL GROSS REVENUE & PEO CLIENT GROWTH



1) PEO customers defined as the active number of customer Federal Employee Identification Numbers (FEINs). Please take into consideration that this operating statistic is a broad estimate of the Company's actual client count. However, the Company does believe the number represents an effective proxy for the health of its business.

## ANNUAL DILUTED EPS PERFORMANCE



### 2016 Outlook

- Gross revenue growth of ~18% vs. 2015
- Diluted EPS: \$3.50
  - Includes \$6.4 million (~\$0.57 per share) in accounting & legal costs associated with restatements, investigations & legal proceedings related to securities law issues

1) The net loss per share in 2014 is primarily due to expense associated with an increase in the Company's reserve for workers' compensation claims liabilities of approximately \$104.2 million.



## BBSI CONTACTS

### **Barrett Business Services, Inc.**

8100 NE Parkway Drive, Suite 200  
Vancouver, WA 98662  
Tel (360) 828-0700

### **Company Contact**

Mike Elich, CEO  
Tom Carley, Interim CFO

### **Investor Relations**

Liolios Group, Inc.  
Cody Slach  
Tel (949) 574-3860  
[BBSI@liolios.com](mailto:BBSI@liolios.com)

***BBSI***