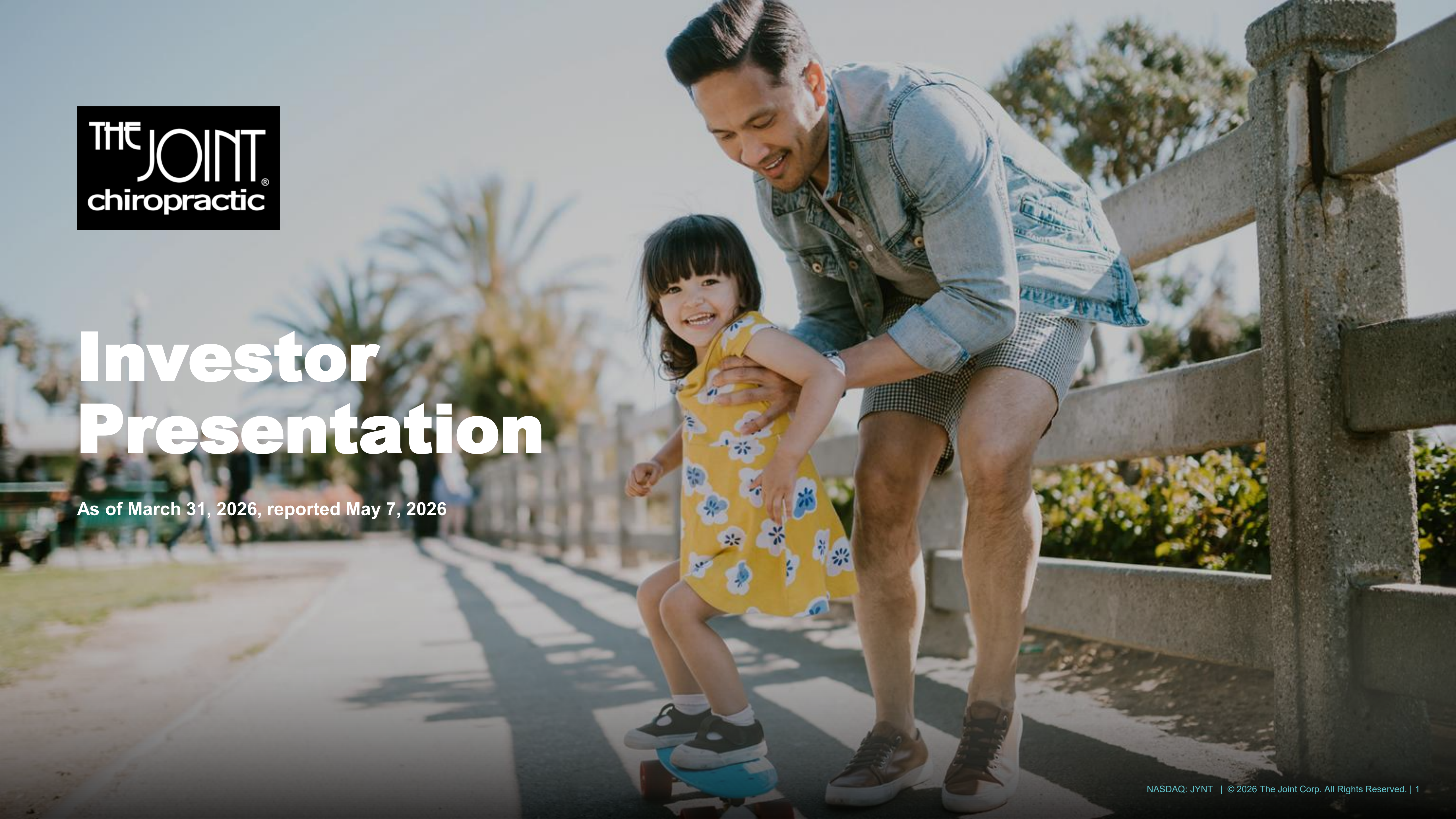


Investor Presentation

As of March 31, 2026, reported May 7, 2026

Safe Harbor Statements

This presentation contains statements about future events and expectations that constitute forward-looking statements. Forward-looking statements are based on our beliefs, assumptions and expectations of industry trends, our future financial and operating performance and our growth plans, taking into account the information currently available to us. These statements are not statements of historical fact. Words such as "anticipates," "believes," "continues," "estimates," "expects," "goal," "objective," "intends," "may," "opportunity," "plans," "potential," "near-term," "long-term," "projections," "assumptions," "projects," "guidance," "forecasts," "outlook," "target," "trends," "should," "could," "would," "will," and similar expressions are intended to identify such forward-looking statements. Specific forward-looking statements made in this presentation include, among others, our belief that the net effect of the refranchising efforts related to the Asset Purchase Agreement and the Letter of Intent effectively positions the Company as a pure-play franchisor, as only three of its 943 clinics will be company-owned or managed following completion of the transactions; our belief that during the first quarter of 2026, we continued to build a more efficient and profitable platform, advancing our refranchising efforts, optimizing our clinic portfolio, and tightening our operating structure across the system; our belief that we remain active with our capital allocation priorities with continued share repurchases during the first quarter, as well as the recent completion of three regional developer buybacks that further optimize our portfolio economics; our belief that we continued to build momentum across the business with new initiatives that strengthen patient engagement and support top-line growth, along with disciplined cost management and that, together, these efforts drove a 34% year-over-year increase in consolidated net income, a 22% increase in Adjusted EBITDA and a $2.3 million improvement in free cash flow, underscoring the strength and potential of our evolving operating model; our intention to remain focused on consistent execution as we deliver sustainable, long-term value against growing consumer demand for longevity, health span, and non-invasive whole-body care; and our reiterated 2026 guidance for system-wide sales, system-wide comp sales, consolidated Adjusted EBITDA, and new franchised clinic openings. Forward-looking statements involve risks and uncertainties that may cause our actual results to differ materially from the expectations of future results we express or imply in any forward-looking statements, and you should not place undue reliance on such statements. Factors that could contribute to these differences include, but are not limited to, our inability to identify and recruit enough qualified chiropractors and other personnel to staff our clinics, due in part to the nationwide labor shortage and an increase in operating expenses due to measures we may need to take to address such shortage; inflation, leading to increased labor costs and interest rates, as well as changes to import tariffs and increased gas prices, may lead to reduced discretionary spending, all of which may negatively impact our business; our failure to profitably operate company-owned or managed clinics; our failure to refranchise as planned; short-selling strategies and negative opinions posted on the internet, which could drive down the market price of our common stock and result in class action lawsuits; our failure to remediate future material weaknesses in our internal control over financial reporting, which could negatively impact our ability to accurately report our financial results, prevent fraud, or maintain investor confidence; and other factors described in our filings with the SEC, including in the section entitled “Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2025 filed with the SEC on March 13, 2026 and subsequent filings with the SEC. We qualify any forward-looking statements entirely by these cautionary factors. We assume no obligation to update or revise any forward-looking statements for any reason or to update the reasons actual results could differ materially from those anticipated in these forward-looking statements, even if new information becomes available in the future. Comparisons of results for current and any prior periods are not intended to express any future trends or indications of future performance, unless expressed as such, and should only be viewed as historical data.

Accounting Adjustments Related to the Consolidation of the Operations of the PCs

In those states which require a licensed Doctor of Chiropractic to own the entity that offers chiropractic services, the Company enters into a management agreement with a professional corporation (PC) licensed in that state to provide chiropractic services. To increase transparency into operating results and to align with accounting rules, the Company will now consolidate the full operations of the PC. This will result in increases to our revenue and G&A expenses by an identical amount and would have no impact on our bottom line except in instances when the PC has sold treatment packages and wellness plans. Revenue from these packages and plans will now be deferred and will be recognized when patients use their visits. The Company has previously consolidated its clinic operations in Non-PC states such as Arizona and New Mexico, and the deferred revenue around packages and plans in those states was already reflected in its financial statements. Therefore, these adjustments are isolated to the managed clinics in PC states. These adjustments will have no impact on cash flow.

The Joint Business Structure

The Joint Corp. is a franchisor of clinics and an operator of clinics in certain states. In Arkansas, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Illinois, Kansas, Kentucky, Maryland, Michigan, Minnesota, New Jersey, New York, North Carolina, Oregon, Pennsylvania, Tennessee, Washington, and West Virginia, The Joint Corp. and its franchisees provide management services to affiliated professional chiropractic practices.

OUR MISSION

is to improve quality of life
through routine
and affordable chiropractic care.

OUR VISION

is to build America's most
accessible health
and wellness services company.

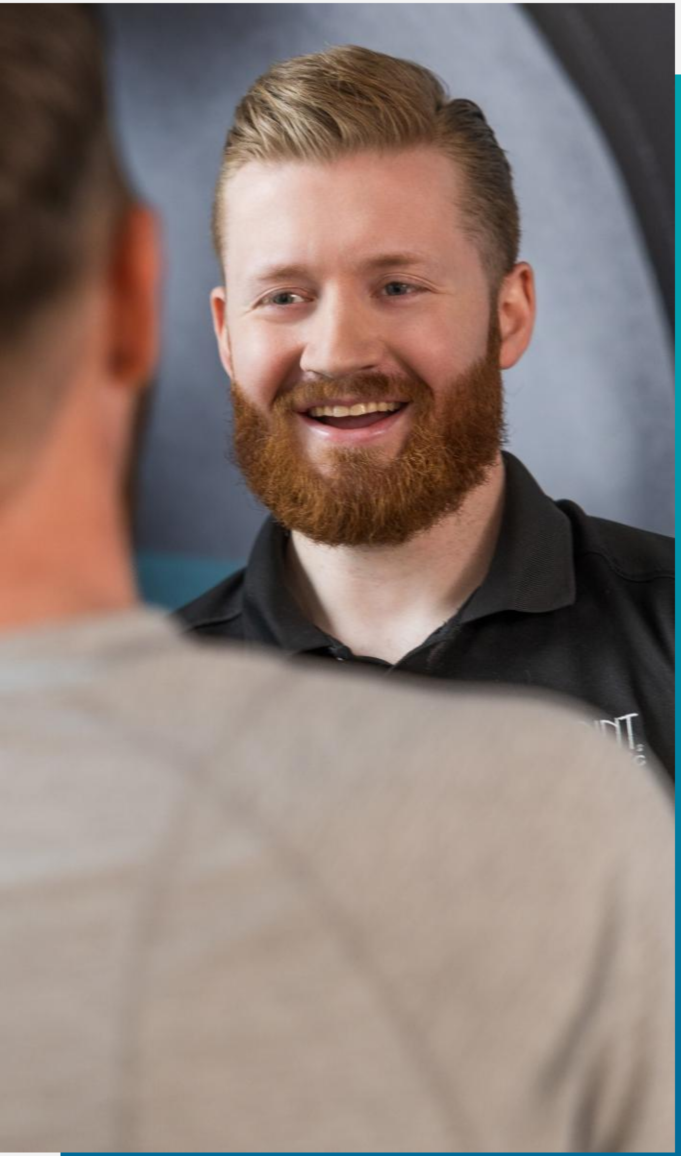
THE JOINT® chiropractic

Reasons to Join: Reasons to Invest

Leading Chiropractic Care Franchise Concept

- Large & Growing Market
- Attractive Asset-light Model
- Strong Recurring Revenue
- Category Leader & Creator

New Strategic Plan to Strengthen Core and Reignite Growth



Quality, convenient, affordable chiropractic care in a retail setting

Serving patients seeking pain relief and ongoing health and wellness

Proven membership-based, walk-in, no-insurance model in an open bay setting

Strong Operational KPIs

14.4M

adjustments in 2025

1.7M

unique patients treated in 2025

797K

new patients in 2025

41%

of new patients were new to chiropractic in 2025[1]

85%

system-wide gross sales from monthly memberships in 2025

[1] Estimated, based on new patient intake surveys.

Substantial Market Growth Opportunity

The Joint has ~5% of the Out-of-Pocket Share

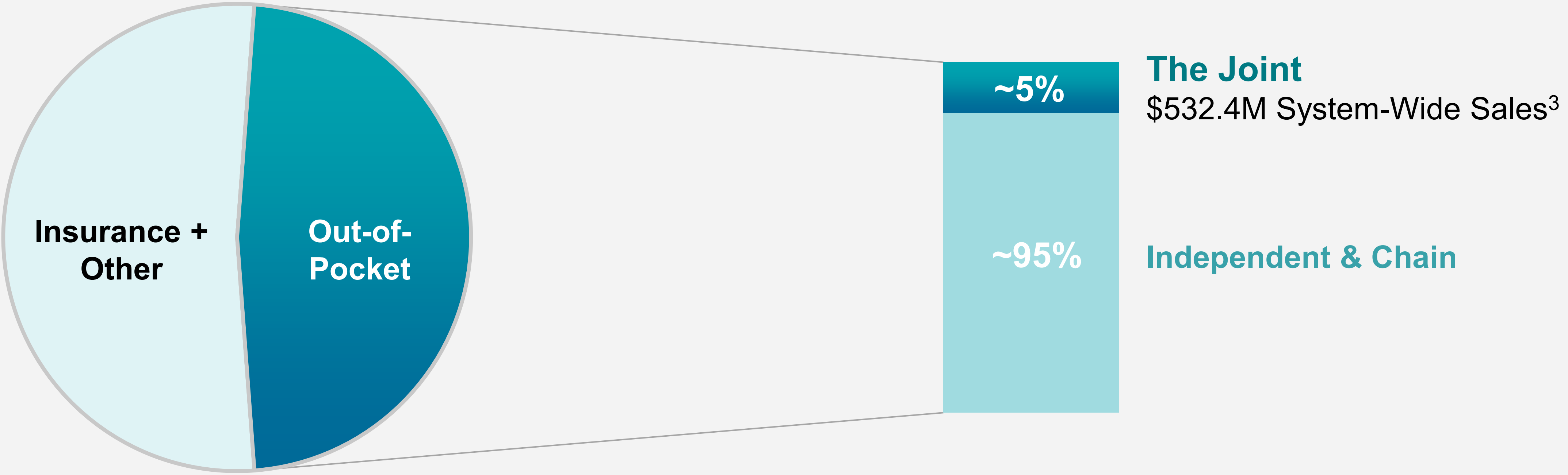
Annual Spending on Chiropractic Care [1]

$22.0B

Annual Out-of-Pocket Spending

$41.6%[2] – 48.7%[1] of Total

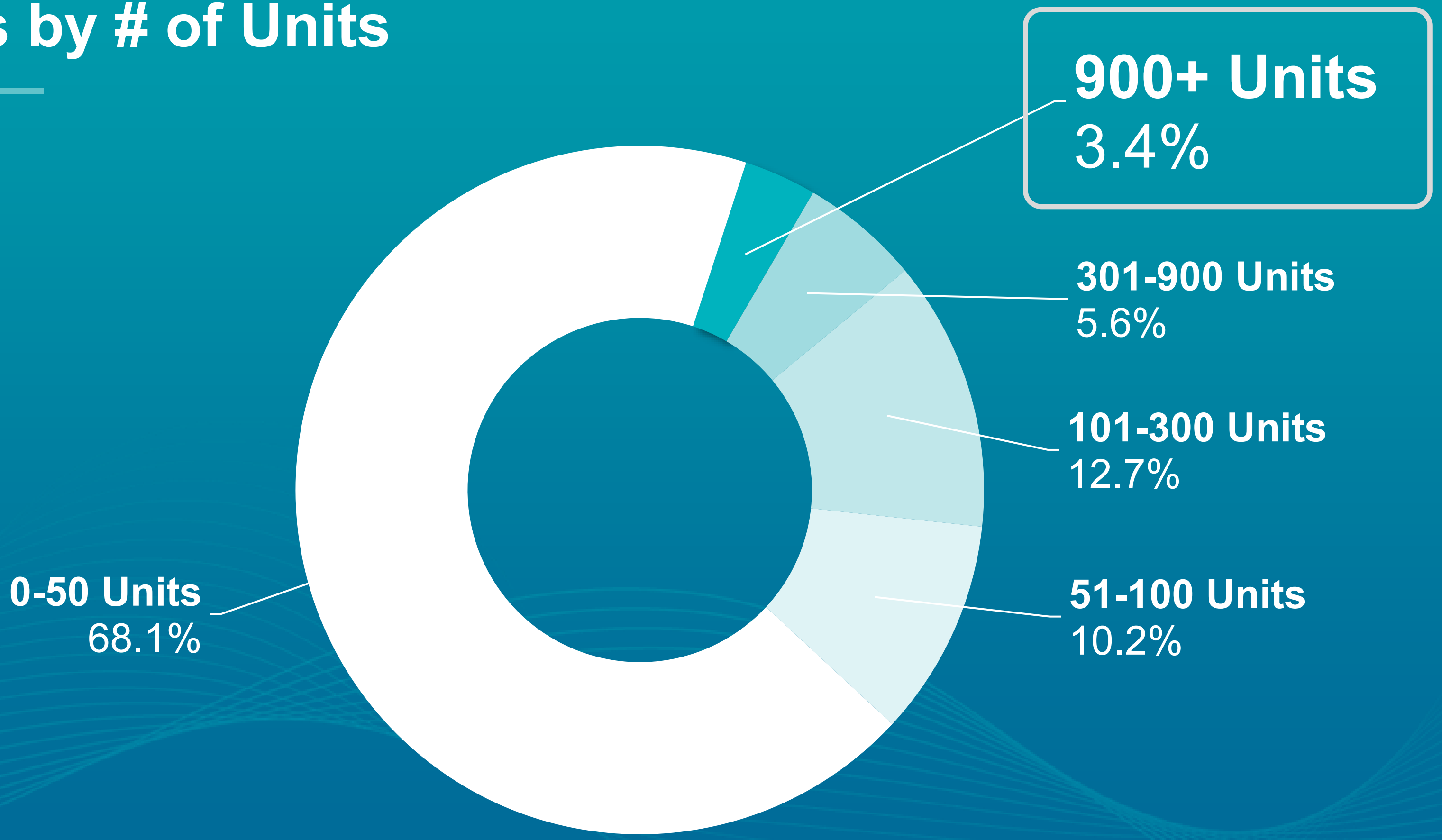
$9.2B to $10.7B



[1] IBIS, October 2025
[2] Kentley Insights Chiropractic Care Market Research Report, February 2025
[3] For the period ended Dec. 31, 2025

Only 3.4% of Franchise Concepts Have 900+ Units

Percentage of Franchise Brands by # of Units



Source: FRANdata

Top Franchise Recognition... Several Years Running

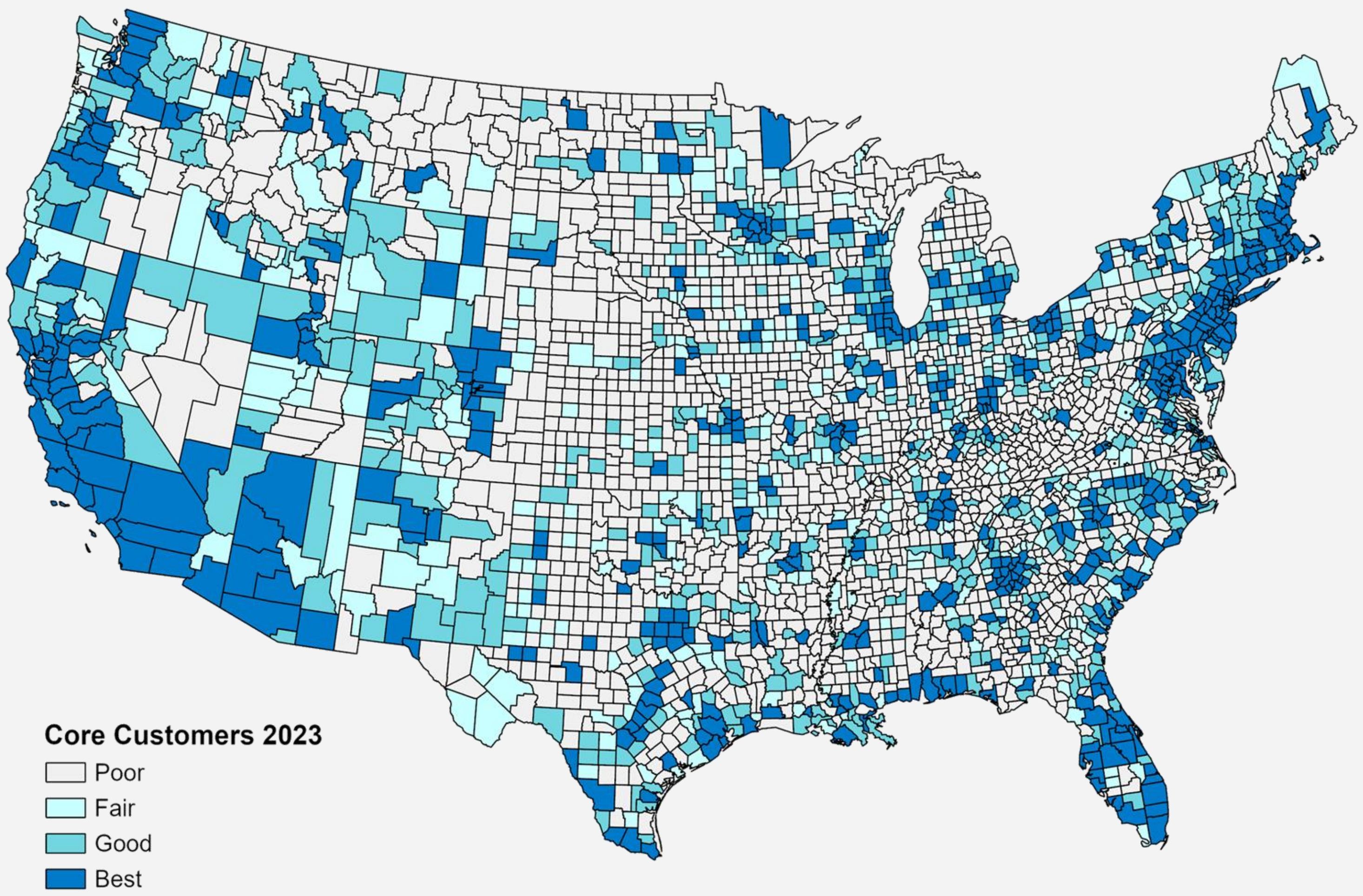
#1 Chiropractic Services Category

#37 of the Top 500

#139 in 2025 of the Top 400, up from #150 in 2024. 6th year breaking top 200

One of the Top 50 Franchises

Growing Market Opportunity



Mid-term Market ~1950 Potential Clinics In the U.S.

The Joint Patient Base

with usable addresses

- All 50 States, DC and Puerto Rico
- All Canadian Provinces and Territories
- 74 Countries on 6 Continents

Similar Points of Distribution

- Analyze demographics and psychographics
- Model attributes
- Roll across country

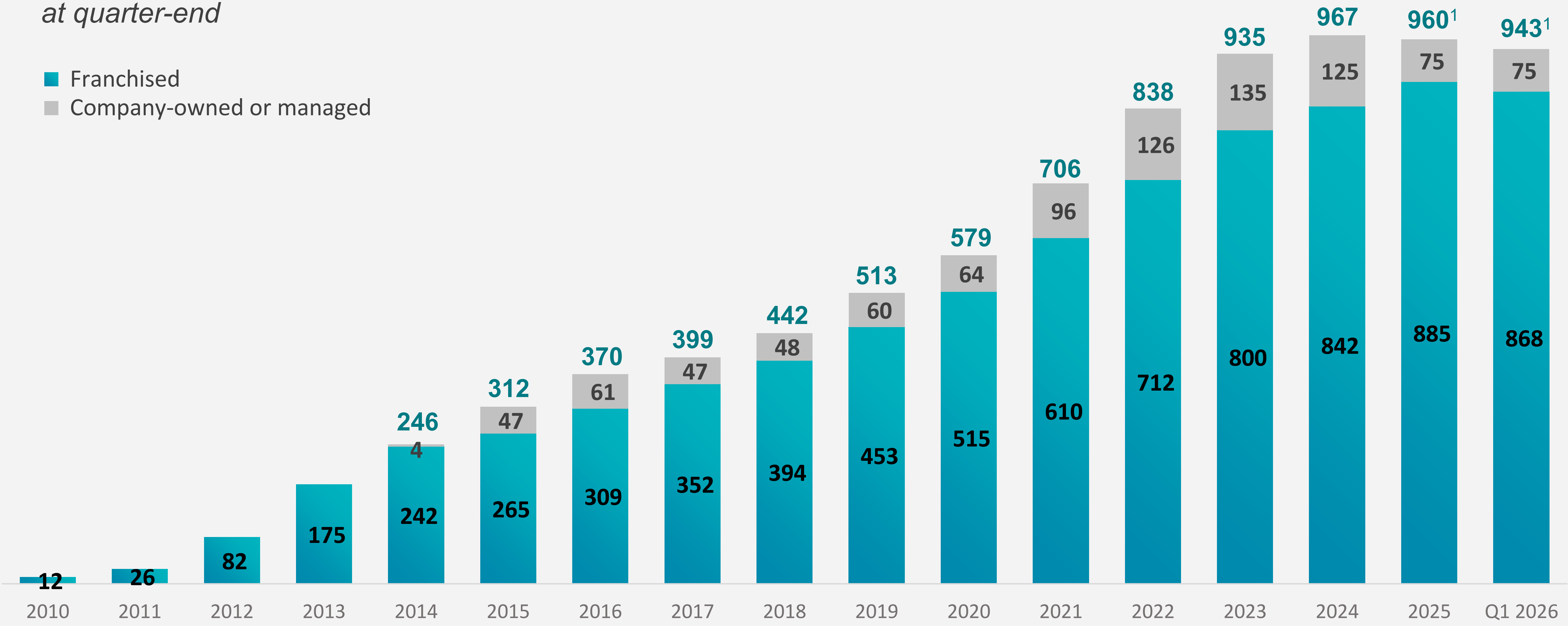
The Joint: First Mover Advantage

Companies	Clinic Count	Insurance	Private Pay
The Joint Corp.[1]	**943**		✓
Airrosti	154	✓	✓
HealthSource Chiropractic	143	✓	✓
ChiroOne	109	✓	✓
100% Chiropractic	61	✓	✓
Curis Functional Health (Previously The BackSpace)	39	✓	✓
NuSpine	24		✓
AlignLife Chiropractic	32	✓	✓
Chiropractic Company	21	✓	✓
Aligned Modern Health	16	✓	✓
ChiroWay	16		✓
Chiropractic Partners	13	✓	✓
Chiro Now!	9		✓
Express Chiropractic	5		✓
SnapCrack Chiropractic	3		✓
Affordable Chiropractic (Previously 20 Dollar Chiropractic)	2		✓
Independent Offices[2]	38,519		

[1] Franchises in 43 states as of March 31, 2026; The Joint Corp Clinic Count is as of March 31, 2026 | [2] Kentley Insights 2024

Clinic Portfolio

Total Clinics Open
at quarter-end



[1] Includes 22 corporate-owned or managed clinics sold in Q4 2025 pursuant to a signed asset purchase agreement.

National Footprint

943

Locations

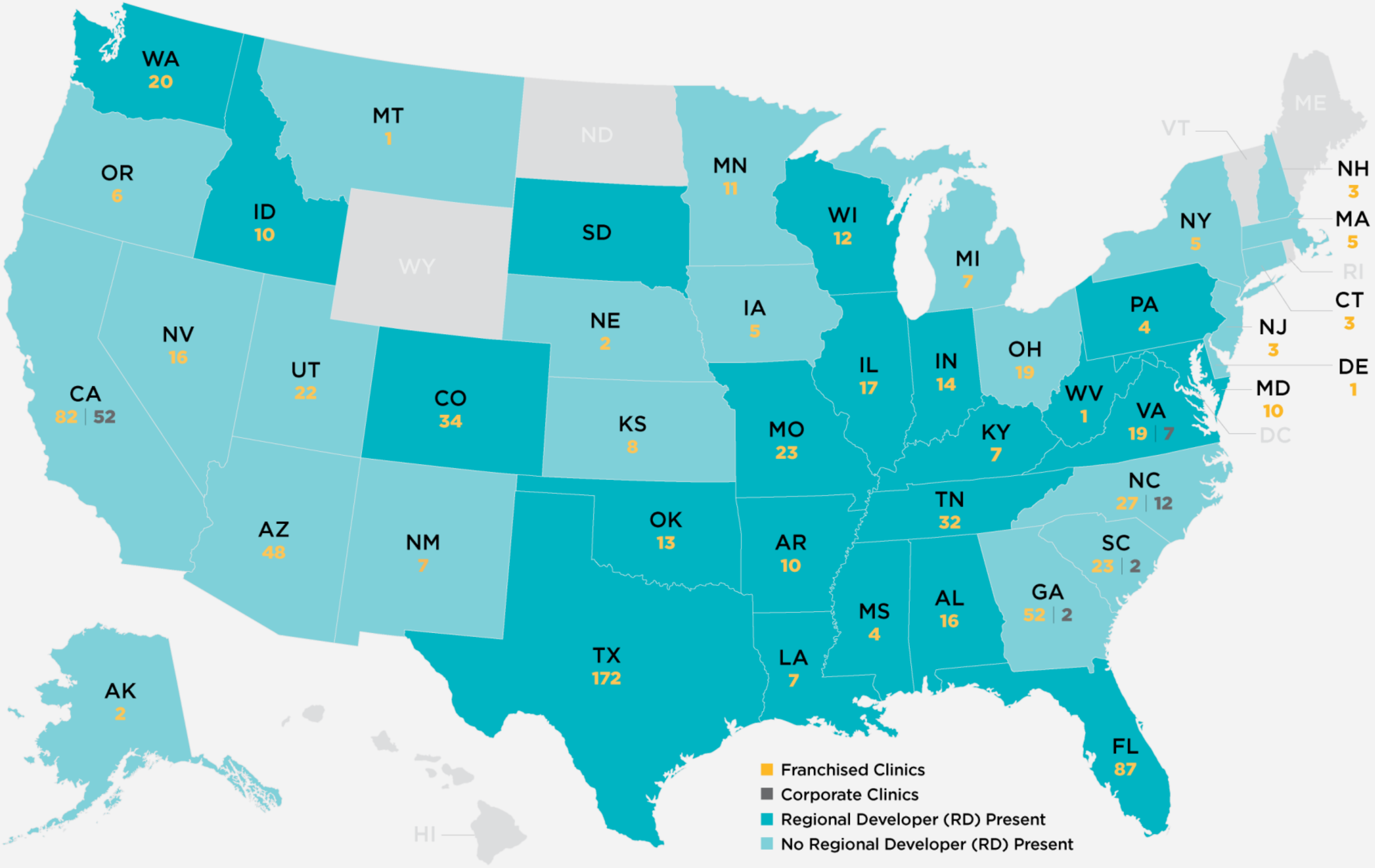
868

Franchised Clinics

75

Corporate Clinics

As of 3/31/26



Multi-year, Phased Approach

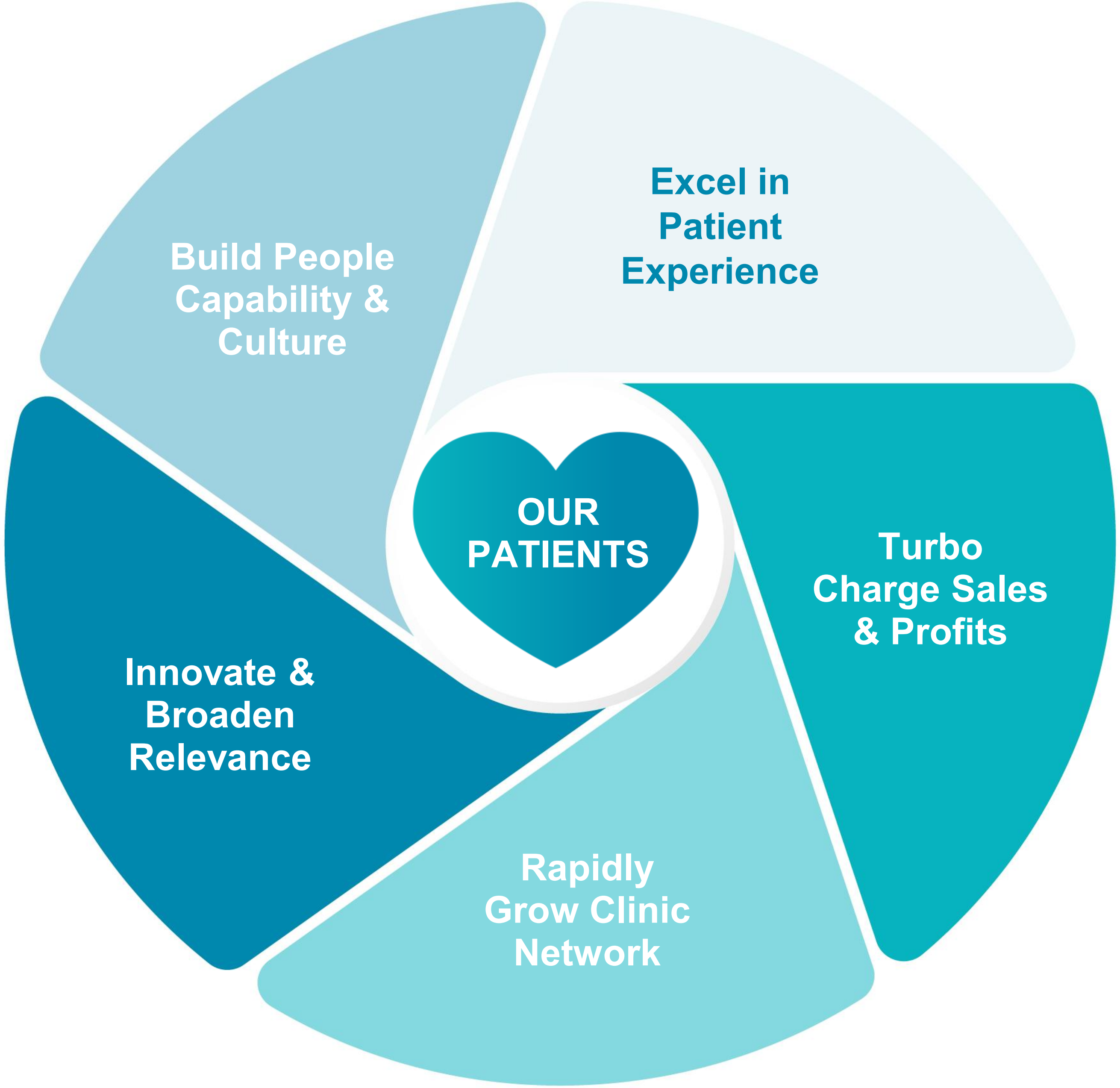
2.0

Strengthen Core
& Become
Pure Play Franchisor

3.0

Capture New Revenue
through Additional
Channels & Markets

Strengthen Clinic Economics & Reignite Growth



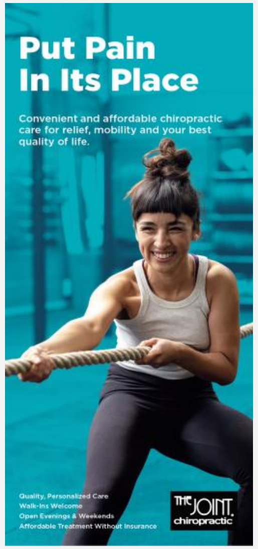
Refranchising Company-Owned Clinics

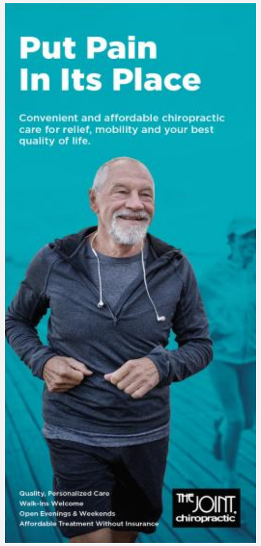
- **Signed Asset Purchase Agreement** for the sale of 45 corporate-owned or managed clinics in April 2026, for $2.3M
- **Letter of Intent for sale of five** additional corporate-owned or managed clinics in Q1 2026
- **Only three company-owned clinics** will remain following the completion of these agreements
- **Recently completed buybacks** of three RD territories

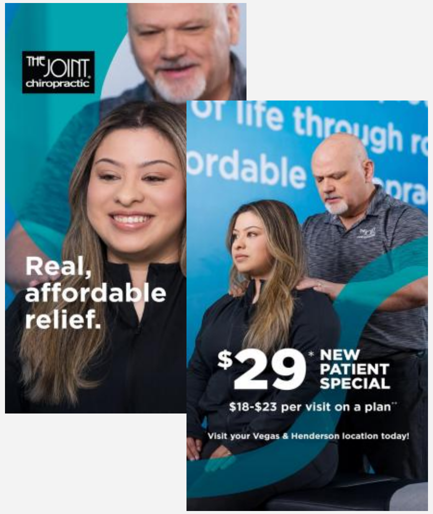
Driving Top-Line Momentum

Messaging continues to be on chiropractic care for pain relief, and helping patients get back to what they love to do

- **National Marketing:** began high-impact media program in November 2025 which is helping drive monthly sequential improvement in new patient acquisition trends
- **Ongoing SEO and AI visibility optimization**
- **New Sales Initiatives**
    - Minimum term commitment on plans changed from 2 to 3 months
    - New flexible plans
    - B2B partnership program
- **Began nationwide rollout of Care Credit Program**
- **Rolled out enhanced pricing structure** in approximately 300 clinics with the rest of the portfolio planned to begin in early Q3

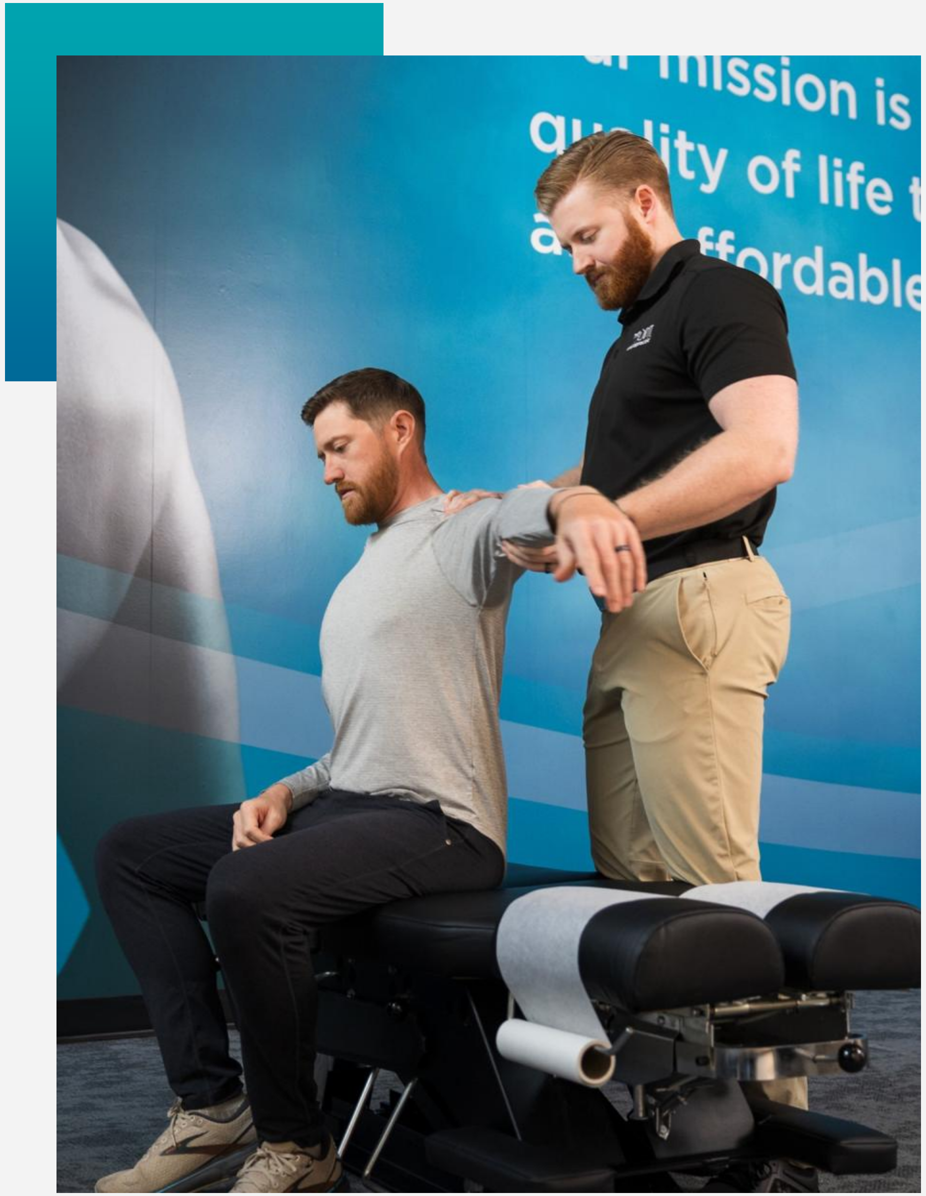






Patient Engagement

- **Q1 comp sales reflect macro-economic headwinds**
- **Expect comp sales trends will improve** throughout the balance of 2026
- **Four consecutive months of sequential improvement** in active member count per clinic
- **Focused on driving stronger** lead generation, better in-clinic conversion, improved retention and optimized pricing
- **Patient retention rate has improved** over same period in 2025



~$250k - $275k initial build-out

Chart includes:

- 2% of gross sales for the National Marketing Fund
- Local marketing expenses, wages, rent and G&A expenses

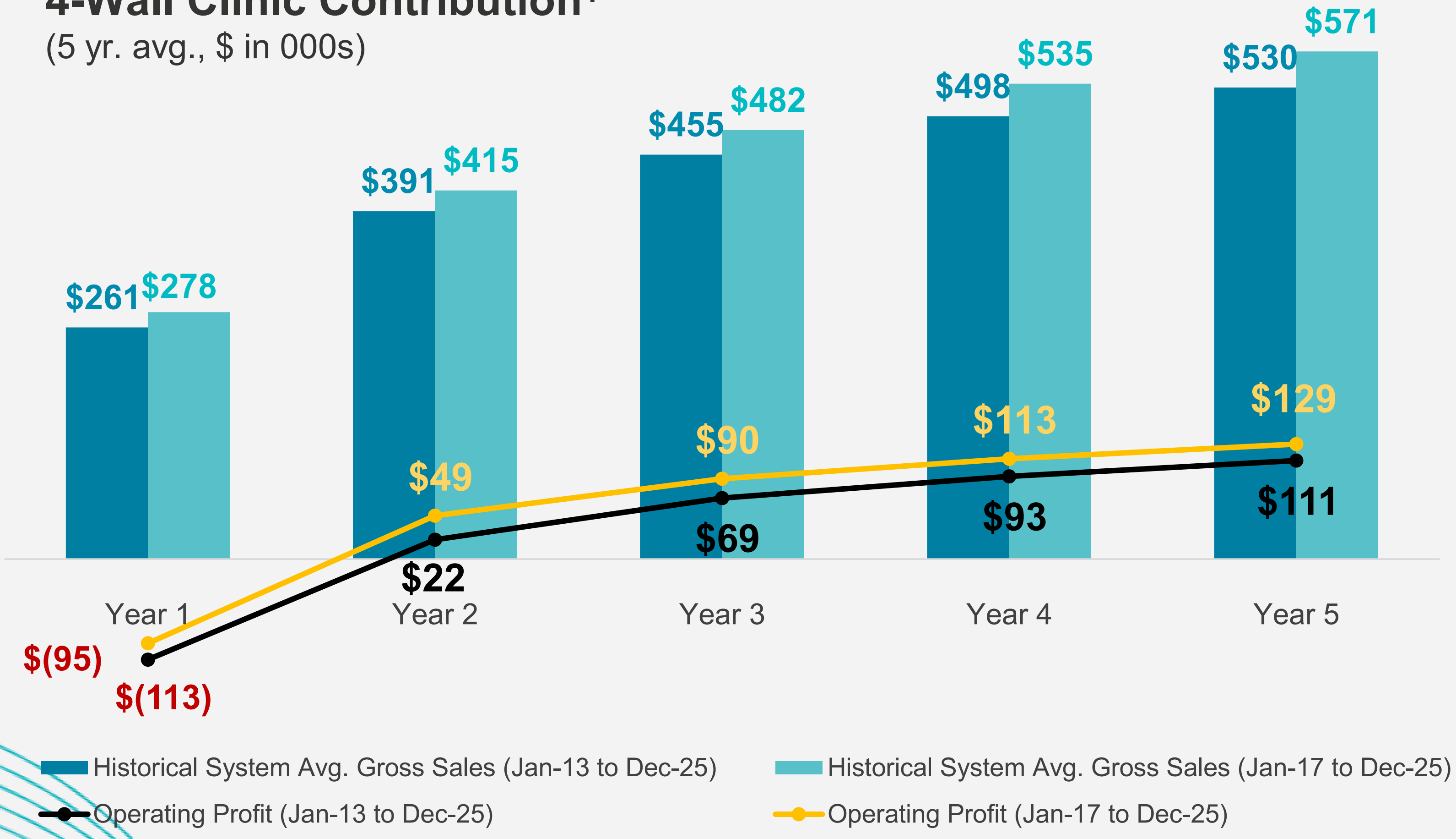
Chart excludes:

- $599 per month tech fee
- 7% royalty on gross sales
- $39.9K per license, prior to year 1 sales

Assumes breakeven monthly gross sales[1] of $31k - $39k

Robust Clinic Economics

System-wide Sales & Potential 4-Wall Clinic Contribution[1]
(5 yr. avg., $ in 000s)



[1] Breakeven varies on a clinic-by-clinic basis based on actual gross sales and operating expenses. This represents operating income excluding income taxes and depreciation.

[2] This presentation is not an offer of a franchise. An offer of a franchise can only be made through a Franchise Disclosure Document in accordance with federal and state law.

Operating Metrics

- **$126.1M** Q1 2026 system-wide sales[1]
  (4.9)% vs Q1 2025
- **(4.2)%** Q1 2026 comp sales[2]
  vs Q1 2025
- **$3.5M** Q1 2026 consolidated Adjusted EBITDA
  +22% vs Q1 2025

[1] System-wide sales include revenues at all clinics, whether operated or managed by the company or by franchisees. While franchised sales are not recorded as revenues by the company, management believes the information is important in understanding the company's financial performance, because these revenues are the basis on which the company calculates and records royalty fees and are indicative of the financial health of the franchisee base.
[2] Comp sales include only the sales from clinics that have been open at least 13 full months and exclude any clinics that have permanently closed.

Reiterating 2026 Guidance Metrics

	2026 Guidance		2025
	Low	High	Actual
System-wide Sales [1] *($ in Millions)*	$519	$552	$532.4
Comp Sales [2] *(%)*	(3)%	3%	(0.4)%
Consolidated Adjusted EBITDA *($ in Millions)*	$12.5	$13.5	$13.0
New Franchised Clinic Openings *(#)*	30	35	29

[1] System-wide sales include revenues at all clinics, whether operated or managed by the company or by franchisees. While franchised sales are not recorded as revenues by the company, management believes the information is important in understanding the company's financial performance, because these revenues are the basis on which the company calculates and records royalty fees and are indicative of the financial health of the franchisee base. | [2] Comp sales include only the sales from clinics that have been open at least 13 full months and exclude any clinics that have permanently closed.

Continued Progress on Reigniting Growth

- ✓ **Y-o-Y Revenue and Adjusted EBITDA** growth beginning to reflect transition to pure-play franchisor model
- ✓ **Joint 2.0 transformation** nearing completion and shifting focus to Joint 3.0 initiatives
- ✓ **Capital allocation** reflects conviction in long-term value of The Joint and commitment to deliver returns for stockholders
- ✓ **We are well-aligned** with growing trends in longevity, health span, and non-invasive whole-body care and uniquely positioned to meet this demand at scale

On Track To Deliver Higher Profitability

Post-Refranchising Initial / Short-Term Targets
(est. mid-2026)

Royalties & Fees

~10% - 12% of System Sales

Gross Margin

~83% - 85% of Revenue

G&A Expense

~40% - 42% of Revenue

Capital Spending

Capex ~3% of Revenue

Free Cash Flow

~60% - 70% FCF Conversion*

Enhanced Near-Term Profitability

Adj. EBITDA Margin

2024	2025	Mid-2026 expected run rate
9%	**12%**	**~19% - 21%**

Net Income

2024	2025	Mid-2026 expected run rate
(5)%	**3%**	**~13% - 15%**

Target IRR - Growth Projects

~25%

* Free Cash Flow Conversion = FCF/Adj. EBITDA

Capital Allocation Priorities

Investing In Growth Initiatives

Buy Back RD Territories

Share Repurchases

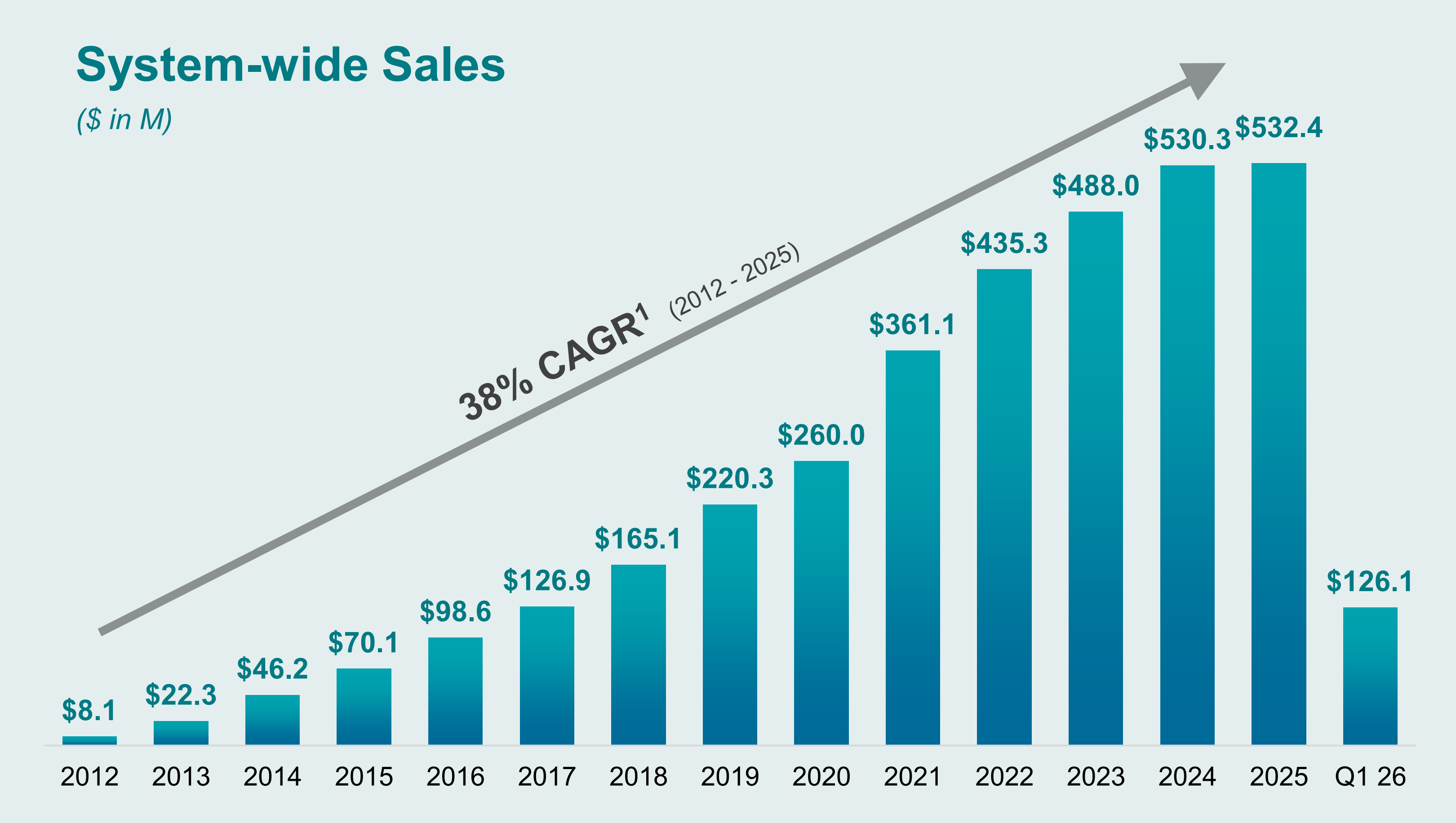
Appendix

Leading Market Growth

The Joint 13-yr. CAGR **38%** [1] vs. Industry 5-yr. CAGR **2%** [2]

People will continue to seek more noninvasive, holistic ways to manage their pain.

We'll be there to treat them.



[1] For the period ended Dec. 31, 2025
[2] October 2025 IBISWorld Chiropractics in the U.S. Market Research Report

Strong Balance Sheet & Focused Capital Allocation

$ in Millions	03/31/26	12/31/25
Unrestricted cash	**$20.7**	$23.6
Restricted cash	**$0.7**	$0.7
Availability on $20 Million JP Morgan Chase LOC	**$20.0**	$20.0

Stock repurchase plan

- Repurchased **137,000** shares for **$1.1M** during Q1 2026, at an average price of **$8.35** per share
- **$4.5M** remaining on share repurchase plan

Recent RD buybacks expected to drive approximately $450K in reduced RD royalties on annualized basis, partially offset by internal costs needed to manage these territories.

Three Months Ended March 31, 2026

$ in Millions [1]	3 months ended 03/31/26	3 months ended 03/31/25	Difference
Revenue	**$14.8**	$13.1	+$1.7
Cost of revenues	**$2.7**	$3.0	($0.3)
Selling and marketing	**$3.7**	$3.5	+$0.2
Depreciation and amortization	**$0.4**	$0.4	-
G&A	**$7.1**	$6.9	+$0.2
Net income (loss) from continuing operations [2]	**$1.1**	$(0.5)	+$1.6
Net income / (loss) from discontinued operations [2]	**$0.2**	$1.5	($1.3)
Consolidated net income / (loss)	**$1.3**	$1.0	+$0.3
Adjusted EBITDA from continuing operations [3]	**$2.2**	$0.0	+$2.2
Adjusted EBITDA from discontinued operations [3]	**$1.3**	$2.8	($1.5)
Consolidated Adjusted EBITDA [3]	**$3.5**	$2.9	+$0.6

[1] Due to rounding, numbers may not add up precisely to the totals. | [2] The results of the corporate clinic segment are reported in from discontinued operations and the franchised clinics in continued operations | [3] Reconciliation of Adjusted EBITDA to GAAP earnings is included in the Appendix.

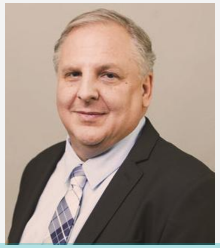
Board of Directors

Matthew E. Rubel

Lead Director, 2017

- Chair, Holley Inc. & Mid Ocean Ptrs. PE Consumer Group
- Former Executive Chair KidKraft, Inc.
- Former Dir.: Hudson's Bay Co., HSNi & Treehouse Foods
- Former Mgmt: Roark Capital, TPG Capital, TPG Growth, Varsity Brands, Collective Brands, Cole Haan, J Crew, Popular Club Plan and more
- Pres. Appointee, House Advisory Council on Trade Policy Negotiation

BS, Ohio University
MBA, University of Miami



Ronald V. DaVella, CPA

Director, 2014

- Financial Advisor: Industrial Succession Holding
- Vice Chair of the Strategic Advisory Board of Aura Ventures
- Director and Former Chairman, Delta Dental of Arizona
- Former:
  Deloitte & Touche
  Mobile Holdings Properties
  Alkaline Water Co.
  NanoFlex Power Corp.
  Amazing Lash Studio CFO & franchisee
  Universal Health
- Former Dir.:
  - Universal Health Group

BS, Queens College
MBA, Pace University

Suzanne M. Decker

Director, 2017

- Exe. Project Sponsor and former Chief HR Officer, Aspen Dental Mgmt
- HR & Talent Acquisition Advisor, Bond Veterinary
- Former Dir.:
  - Refresh Mental Health
  - Davis Vision Companies

BS, Russell Sage College

Christopher M. Grandpre

Director, 2025

- Operating Partner, MicOcean
- Chair, Always Best Care
- Director and Former Chairman, Empower Brands
- Founder & CEO of Outdoor Living Brands
- Dir.
  - Frontenac
- Former Dir.:
  - Summit Brands
- Former:
  National Restorations
  Matrix Capital Markets
  BB&T Capital Markets

BBA, University of Notre Dame
MBA, Virginia Commonwealth Univ.

Jeff Gramm

Director, 2024

- Chairman, Tandy Leather Factory
- PM Bandera Partners
- Former Dir.:
  - Rubicon Technology
  - Innovative Food Holdings
  - Ambassadors Group
  - Morgan's Foods
  - Peerless Systems

BA, University of Chicago
MBA, Columbia Business

Abe Hong

Director, 2018

- EVP & CTO, Learning Care Group
- Former Mgmt.:
  - Discount Tire Company
  - Red Rock Resorts
  - Starbucks Corp.
  - Technologent

BE, U.S. Military Academy at West Point

Sandi Karrmann

Director, 2025

- Former:
  - CHRO, SVP Kimberly-Clark
  - CHRO, EVP Tenet Healthcare
  - CHRO, EVP United Surgical Partners
  - CPO, Yum! Restaurants, Pizza Hut
  - CHRO, EVP Meritage Homes Corp
  - PepsiCo
  - Frito-Lay NA

BA, University of Michigan
MBA, University of Southern California

Sanjiv Razdan

Director, 2024

- CEO, Pres. & Dir., The Joint Corp.
- Former Dir.: Bluestone Lane
- Former Mgmt.:
  - The Coffee Bean & Tea Leaf
  - Sweetgreen
  - Applebee's
  - YUM! Brands
  - ITC Hotels

BS, St. Xavier's College, Mumbai
ITC Hotels Mgnt. Dev. Inst.

Executive Team

								
Sanjiv Razdan	**Scott Bowman**	**Debbie Gonzalez**	**Charles Nelles**	**Beth Gross**	**Craig Sherwood**	**Andra Terrell**	**Ron Stilwell**	**Dr. Steve Knauf**
CEO, Pres. & Dir.	CFO	CMO	CTO	CHRO	SVP, Development	SVP, General Counsel & Corporate Secretary	SVP & COO	VP of Chiropractic & Training
• The Coffee Bean & Tea Leaf • Sweetgreen • Applebee's • Yum! Brands • ITC Hotels	• Leslie's Inc. • True Food Kitchen • Dave & Buster's • Hibbett Sports • The Home Depot • Newell Rubbermaid • Sherwin-Williams Paints	• Concentrix® • CMO Consulting Group • Massage Envy Franchising • PetSmart Herman Miller • Gerber • Director • El Pollo Loco	• American Express Global Business Travel • Western Union • The Children's Hospital of Denver • PacifiCare Health Systems	• Spear Education • Cranial Technologies • The Grow Search Group • Fresh Express • Robert Half International	• Lumin Fitness • Wingstop Restaurants • Little Caesars Pizza • Gold's Gym • SONIC® America's Drive-In®, part of the Inspire Brands • Fazoli's Restaurant • Corner Bakery Café • Yum! Brands	• Franchise World Headquarters (Subway) • Regis Corporation • Cajun Operating Company • Luxottica Retail North America • GNC Franchising • Decorating Den Systems	• FullSpeed Automotive • Marco's Pizza • Franchise Executive Consultants • Kahala Brands • Peter Piper Pizza	• Arizona Board of Chiropractic Examiners • Northwestern Health Sciences University • International Chiropractors Assn. • American Chiropractic Assn. • Health Care Compliance Assn.
BS, St. Xavier's College, Mumbai, India ITC Hotels Management Developemnt Institute.	BS, Miami University MBA Emory University	BBA, Univ. of San Diego MBA, Thunderbird School of Global Mngt	BA, Univ. of Phoenix, Certified PMP	BA, Arizona State University	BA, St. Lawerence Univ. JD, William Mitchell College of Law	BS, Johns Hopkins University JD, Howard University School of Law	BBA, Blackstone University	DC, Northwestern Health Sciences Univ. BS, Northwestern Health Sciences Univ.

Revolutionizing Access to Chiropractic Care

Features	Industry Problems	The Joint's Solutions
Affordability (per appointment)	$76 Average[1]	$37 Average for 2025
Convenient Locations	Medical Centers / Offices	Retail Locations
Multiple Locations	Limited Locations	960 Clinics[2]
Walk-in / No Appointment	Appointments Required	No Appointments
Insurance / Caps / Co-pays	Yes	Private Pay
Inviting, Consumer-centric Design	Clinical	Approachable, Consumer Friendly
Service Hours	Limited / Inconsistent	Open 6-7 Days + Nights & Weekends[3]
Average Patient Visits per Clinic	113 per week[1,5]	291 per week[4] for 2025

[1] Chiropractic Economics, 2024 | [2] At year end 2025 | [3] Hours vary by clinic | [4] For clinics open for full 12 month of 2025; includes multiple visits per patient | [5] Non-multidisciplinary or integrated practices

Patient Demographics

The Joint[1]

Median Age	40 years
Generation Mix	
Gen Z	19%
Millennial	41%
Gen X	28%
Baby Boomer	12%
Gender	
Female	48%

[1] Patients who visited The Joint Chiropractic in 2024.

Transformative Opportunity for Chiropractors

	Industry	The Joint
Annual Salary	Median $76,530[1]	Starting $85,000[2]
Accessibility	• Appointments required • Medical centers & offices • Traditional office hours	• No appointments necessary • Clustered, high-visibility retail locations • Open evenings + weekends[3]
Practice & Insurance	• Challenges of managing a business without support • Difficulty attracting new patients • Insurance hassles • Slow payment cycle	• Proprietary CRM and POS software • Ongoing training and coaching • Ability to perfect technique • Less administration • Higher patient focus • Better cash flow

[1] Bureau of Labor Statistics, U.S. Department of Labor, 2023
[2] Based on Joint Corp. company-owned or managed actual salaries | [3] Hours vary by clinic

Performance Metrics and Non-GAAP Measures

This presentation includes a presentation of commonly discussed performance metrics. System-wide sales include revenues at all clinics, whether operated by the company or by franchisees. While franchised sales are not recorded as revenues by the company, management believes the information is important in understanding the company’s financial performance because these sales are the basis on which the company calculates and records royalty fees and are indicative of the financial health of the franchisee base. Comp sales include the revenues from both company-owned or managed clinics and franchised clinics that in each case have been open at least 13 full months and exclude any clinics that have closed.

This presentation also includes a presentation of non-GAAP financial measures. EBITDA and Adjusted EBITDA are presented because they are important measures used by management to assess financial performance, as management believes they provide a more transparent view of the company’s underlying operating performance and operating trends. Free cash flow is presented as a supplemental measure of liquidity. Reconciliation of historical net income/(loss) to EBITDA, Adjusted EBITDA and free cash flow is presented in the tables below. The company defines EBITDA as net income/(loss) before net interest, tax expense, depreciation, and amortization expenses. The company defines Adjusted EBITDA as EBITDA before acquisition-related expenses (which includes contract termination costs associated with reacquired regional developer rights), net (gain)/loss on disposition or impairment, stock-based compensation expenses, costs related to restatement filings, restructuring costs, and litigation expenses (consisting of legal and related fees for specific proceedings that arise outside of the ordinary course of our business).

The company defines free cash flow as net cash provided by (used in) operating activities less capital expenditures. EBITDA, Adjusted EBITDA and free cash flow do not represent and should not be considered alternatives to net income or cash flows from operations, as determined by accounting principles generally accepted in the United States (“GAAP”). While EBITDA and Adjusted EBITDA are used as measures of financial performance and free cash flow is used as a measure of liquidity, they are not necessarily comparable to other similarly titled captions of other companies due to potential inconsistencies in the methods of calculation. EBITDA, Adjusted EBITDA and free cash flow should be reviewed in conjunction with the company’s financial statements filed with the Securities and Exchange Commission (the “SEC”). Please refer to the reconciliations of non-GAAP financial measures to their GAAP equivalents located at the end of this presentation. This presentation includes forward-looking guidance for certain non-GAAP financial measures, including Adjusted EBITDA. These measures will differ from net income (loss), determined in accordance with GAAP, in ways similar to those described in the reconciliations at the end of this presentation. We are not able to provide, without unreasonable effort, guidance for net income (loss), determined in accordance with GAAP, or a reconciliation of guidance for Adjusted EBITDA to the most directly comparable GAAP measure because the company is not able to predict with reasonable certainty the amount or nature of all items that will be included in net income (loss).

Quarterly GAAP – Non-GAAP Reconciliation

	Three Months Ended March 31,					
	2026			2025		
	from Continuing Operations	from Discontinued Operations	Net Operations	from Continuing Operations	from Discontinued Operations	Net Operations
Non-GAAP Financial Data:						
Net income (loss)	$ 1,102,791	$ 196,344	$ 1,299,135	$ (506,021)	$ 1,473,817	$ 967,796
Net interest (income) expense	(241,750)	—	(241,750)	(185,917)	239	(185,678)
Depreciation and amortization expense	396,693	7,757	404,450	361,930	26,385	388,315
Income tax expense	11,112	182,369	193,481	13,404	103,412	116,816
EBITDA	1,268,846	386,470	1,655,316	(316,604)	1,603,853	1,287,249
Stock compensation expense	280,000	—	280,000	293,941	—	293,941
Net loss on disposition or impairment	25,327	377,764	403,091	1,973	1,133,358	1,135,331
Restructuring costs	626,886	81,206	708,092	67,084	71,384	138,468
Litigation expenses	25,000	409,770	434,770	—	—	—
Adjusted EBITDA	$ 2,226,059	$ 1,255,210	$ 3,481,269	$ 46,394	$ 2,808,595	$ 2,854,989

	Three Months Ended March 31,	
	2026	2025
Cash flows used in operating activities	$ (1,476,170)	$ (3,700,654)
Purchase of property, plant and equipment	(234,600)	(331,505)
Free cash flow (1)	$ (1,710,770)	$ (4,032,159)

(1) Free cash flow represents cash flows provided by (used in) operating activities less capital expenditures

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