

Concentra Investor Presentation

J.P. Morgan Healthcare Conference
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Concentra[®]

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In order to provide investors with greater insight, promote transparency and allow for a more comprehensive understanding of the information used by management in its financial and operational decision making, the Company supplements its condensed consolidated financial statements presented on a GAAP basis herein with certain non-GAAP financial information, including reconciliations of these non-GAAP measures to their most directly comparable available GAAP measures, which are included in this presentation, as well as in the Company's quarterly financial press releases and related Form 8-K filings with the SEC. This information can be accessed for free by visiting www.concentra.com or www.sec.gov.

We believe that the presentation of Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow, as defined herein, are important to investors because Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow are commonly used as an analytical indicator of performance by investors within the healthcare industry. Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow are used by management to evaluate financial performance of, and determine resource allocation for, each of our operating segments. However, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow are not measures of financial performance under U.S. GAAP. Items excluded from Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow are significant components in understanding and assessing financial performance. Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow should not be considered in isolation, or as an alternative to, or substitute for, net income, net income margin, income from operations, cash flows generated by operations, investing or financing activities, or other financial statement data presented in the consolidated financial statements as indicators of financial performance or liquidity. Because Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow are not measurements determined in accordance with U.S. GAAP and are thus susceptible to varying definitions, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow as presented may not be comparable to other similarly titled measures of other companies. We define Adjusted EBITDA as earnings excluding interest, income taxes, depreciation and amortization, gain (loss) on early retirement of debt, stock compensation expense, separation transaction costs, Nova Medical Centers ("Nova") and Onsite Innovations, LLC ("Pivot Onsite Innovations") acquisition costs, gain (loss) on sale of businesses, and equity in earnings (losses) of unconsolidated subsidiaries. We define Adjusted EBITDA margin as Adjusted EBITDA divided by revenue. We define Adjusted Net Income Attributable to the Company as Net Income Attributable to the Company plus tax-affected adjustments for Loss on Early Retirement of Debt, Separation Transaction Costs, and Nova and Pivot Onsite Innovations Acquisition Costs. We define Free Cash Flow as cash flow from operations less cash flow from investing activity (excluding business combinations, net of cash acquired). We define ROIC as net operating profit after taxes (assuming annual effective tax rate) divided by average invested capital (which is calculated as average debt + average equity + average operating leases + average redeemable NCI – average cash). We will refer to Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income Attributable to the Company, ROIC and Free Cash Flow throughout these materials.

No Duty to Update

Any statements made herein are made as of December 31, 2025 unless otherwise noted, and should not be relied upon as representing the Company's views as of any subsequent date. The Company undertakes no obligation to update or revise information contained herein as a result of new information, future events, or otherwise, except as required by applicable law.

Concentra At-a-Glance

Concentra is the largest provider of occupational health services in the United States by number of locations¹, with a mission of **improving the health of America’s workforce, one patient at a time**

KEY STATISTICS

628

Occupational health centers¹

413

Onsite health clinics¹

>52,000

Avg. # of patients cared for each business day²

47

States with service offerings¹

~200k

Employer customers²

~13k

Total colleagues & affiliated clinicians^{1,3}

ROBUST FINANCIALS* (as of 9/30/25)

\$2.1bn

TTM Revenue²

\$414mm

TTM Adj. EBITDA^{2,4}

19.8%

TTM Adj. EBITDA margin^{2,4}

\$176mm

TTM free cash flow^{2,5}

<1%

Revenue from government payor reimbursement²

<3%

Revenue from largest employer customer²

***Does not include annualized impact of recent acquisitions (Nova, Pivot Onsite Innovations, PHC) or de novos**



Strong Business Fundamentals



Industry Leader

- **Largest provider of occupational health services** in the U.S.¹, with a differentiated value proposition
- Treat **~1 in every 4 injuries** that occur within the U.S. workplace²
- >10x the size of next largest pure-play occupational health competitor¹
- 1,000+ total locations and multiple delivery channels (occupational health centers, onsite health clinics, telemedicine)



Attractive Rate Dynamics

- Limited reimbursement / stroke-of-the-pen risk, with **<1% exposure to government payor reimbursement**³
- Fee-for-service rates that have averaged **3% CAGR** over 10-year period⁴ and largely **track inflationary indices**



Direct Employer Relationships

- **~200k employer customers**, including 100% of Fortune 100 companies³
- 98% of top 100 employer customers have been with us for 10+ years³
- 200+ person go-to-market & account management team focused on growing customer and ecosystem partner relationships



Strong Value Proposition

- Demonstrable outcomes for employers and patients
- **25% average lower cost per claim** vs. competitors⁵
- 80% of patients rate us a 9 or 10 out of 10⁶



Diversification

- **Highly diversified** by customer (largest customer = <3% revenue, top 1,000 customers = 37% revenue), end-market (largest industry = 10% revenue), and geography (largest state = 16% of occupational health centers)³



Growth Opportunities

- History of robust strategic growth, with over 70 acquisitions and de novos since 2016
- Average **<3x pro forma EBITDA multiple** across all bolt-on M&A deals and de novos since 2016
- Ample **white space** for additional growth with \$176bn in annual work comp spend⁷ and ~\$17bn onsite SAM⁸



Secular Tailwinds

- Demographic/economic trends underpinning **short and long-term market growth**
- (1) Aging workforce and increasing comorbidities resulting in more severe workers' compensation injuries, (2) reshoring driving job growth, manufacturing industry, and construction demand, (3) AI economy creating new jobs and power build-out needs



History & Leadership

- **45-year history** of keeping America's workforce healthy and working
- Executive leadership team with **~300 years** of combined experience with Concentra
- Navigated through various economic cycles successfully

(1) By occupational health center count, when compared against other pure-play occupational health service providers; (2) Based on number of work-related injuries per the BLS in 2023 (most recently available data); (3) As of TTM September 30, 2025; (4) Represents average Concentra growth in visit-related incremental revenue from reimbursement rates across workers' compensation and employer services based on Concentra data from FY 2015-2024 (normalized for changes in visit volume); (5) These claim studies conducted by Concentra are based on approximately 500,000 closed claims evaluated between 2020 to 2023 for a select number of Concentra customers, including employers and a workers' compensation insurance carrier; (6) As of YTD September 30, 2025; (7) In 2023, according to The National Safety Council; (8) Concentra estimate for occupational health and advanced primary care onsite serviceable addressable market (SAM), based on third-party data

Financial Highlights | Q4 Visits & Next Steps

Size & Scale	<ul style="list-style-type: none">▪ \$2.145bn – \$2.160bn Revenue and \$425mm – \$430mm Adjusted EBITDA¹ (FY 2025 guidance)▪ +13% YoY growth in Revenue and Adjusted EBITDA (YTD Sep. 2025)
Growth Algorithm	<ul style="list-style-type: none">▪ Mid-to-high single digit organic/semi-organic growth<ul style="list-style-type: none">- (a) Low single digit visit growth + (b) ~3% rate growth + (c) low single digit core semi-organic growth (bolt-on M&A and de novos)▪ >5% revenue CAGR over the last 3 years, excluding larger acquisitions (Nova Medical Centers and Pivot Onsite Innovations)
Variable Cost Structure	<ul style="list-style-type: none">▪ Variable, highly manageable cost structure that provides downside protection during economic downcycles▪ >80% of Cost of Services expense is variable
Margin Profile	<ul style="list-style-type: none">▪ Stable, growing margin profile at ~20% Adj. EBITDA margin¹, despite additional public company expenses and separation process
Free Cash Flow ²	<ul style="list-style-type: none">▪ Long track record of >100% FCF conversion²▪ Nearly \$1bn of free cash flow² since 2021
Return on Capital	<ul style="list-style-type: none">▪ Strong, consistently increasing mid-teens ROIC³ with attractive ROIC/WACC ratio▪ Commitment to returning capital to shareholders through dividend (~1.3% yield⁴) and authorization of \$100mm share buyback program
Leverage	<ul style="list-style-type: none">▪ 3.6x net leverage as of Q3 2025, with high visibility into ≤3.5x by year-end 2025 and <3.0x by year-end 2026⁵


Q4 2025 Early Look

Visits per Day (year-over-year)	Excluding Nova	Total Company	
Workers' Compensation	+3.4%	+9.1%	▪ Repurchased ~1.1 million shares in Q4 2025
Employer Services	+2.3%	+9.4%	▪ In process of closing books for Q4 and FY 2025

2025-2026 Next Steps

- In late January, Concentra to provide the following:
- ✓ Q4 and FY 2025 flash results
 - ✓ 2026 guidance
 - ✓ Investor book (comprehensive Concentra and industry primer)
- Regularly scheduled Q4 earnings call in late February

(1) Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP measures, see appendix for a reconciliation to net income; (2) Free cash flow and free cash flow conversion are non-GAAP measures, see appendix for a reconciliation; (3) Return on invested capital ("ROIC") is a non-GAAP measure, see appendix for a reconciliation to the most comparable GAAP measure; ROIC is adjusted for operating leases; (4) Dividend yield calculated as (\$0.0625 dividend per share per quarter since IPO x 4) / (\$19.50 share price as of 1/7/26); (5) Net Leverage = Net Debt / Adjusted EBITDA (per credit agreement)

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Concentra⁺

Improving the health of America's workforce,
one patient at a time.



Concentra⁺

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Appendix

Reconciliation of 2025 Full-Year Adjusted EBITDA Guidance

(\$ in millions)	Range	
	Low	High
Net Income Attributable to the Company	\$156	\$161
Net Income Attributable to Non-Controlling Interests	7	7
Net Income	\$163	\$168
Loss on Early Retirement of Debt	1	1
Income Tax Expense	53	55
Interest Expense	110	109
Income from Operations	\$327	\$333
Stock Compensation Expense	10	10
Depreciation and Amortization	76	75
Separation Transaction Costs	5	5
Nova and Pivot Onsite Innovations Acquisition Costs	7	7
Adjusted EBITDA	\$425	\$430
 Adjusted Net Income Attributable to the Company¹	 \$166	 \$171

Note: May not foot due to rounding

(1) Calculated as Net Income Attributable to the Company plus tax-affected adjustments for Loss on Early Retirement of Debt, Separation Transaction Costs, and Nova and Pivot Onsite Innovations Acquisition Costs

Reconciliation of Net Income to Adjusted EBITDA

	TTM Sep. 30,
(\$ in thousands)	2025
Revenue	\$2,089,378
Net Income	\$159,458
Income Tax Expense	54,224
Interest Expense (Income)	108,863
Loss on Early Retirement of Debt	875
Stock Compensation Expense	8,711
Depreciation and Amortization	71,136
Separation Transaction Costs	2,824
Nova and Pivot Onsite Innovations Acquisition Costs	8,046
Adjusted EBITDA	\$414,137
Net Income Margin	7.6%
Adjusted EBITDA Margin	19.8%

Reconciliation to Free Cash Flow

(\$ in millions)	FY 2021	FY 2022	FY 2023	FY 2024	YTD Sep. 2025	FY 2021- YTD Sep. 2025	TTM Sep. 30, 2025
Net Cash Provided by Operating Activities	\$291	\$274	\$234	\$275	\$161	\$1,235	\$254
Net Cash Used in Investing Activities	\$(62)	\$(58)	\$(75)	\$(71)	\$(395)	\$(661)	\$(411)
Business Combinations, Net of Cash Acquired	\$20	\$10	\$6	\$7	\$333	\$376	\$333
Free Cash Flow	\$249	\$226	\$165	\$210	\$99	\$950	\$176
Net Income	\$216	\$172	\$185	\$172	\$137	\$882	
Free Cash Flow Conversion						108%	

Reconciliation to Return on Invested Capital (ROIC)

(\$ in millions)	TTM Sep. 30, 2025
Operating Income	\$323
(x) 1-Effective Tax Rate ¹	76%
(i) NOPAT	\$244
Starting Debt	\$1,482
Ending Debt	\$1,612
(a) Average Debt	\$1,547
Starting Equity (BV)	\$283
Ending Equity (BV)	\$391
(b) Average Equity (BV)	\$337
Starting Redeemable NCI (BV)	\$18
Ending Redeemable NCI (BV)	\$19
(c) Average Redeemable NCI (BV)	\$19
Starting Cash	\$137
Ending Cash	\$50
(d) Average Cash	\$93
(ii) Average Invested Capital (a)+(b)+(c)-(d)	\$1,810
ROIC²	13.5%