Investor Presentation

As of June 30, 2026, reported August 6, 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 in the second quarter, we continued to see the benefits of our Joint 2.0 strategy take hold, with our actions to optimize the clinic portfolio, streamline our operating structure, and elevate the patient experience driving improved operating efficiency and strong free cash flow; our belief that we are encouraged with another quarter of revenue growth, as well as the strengthening of comp trends as we exited the second quarter; our belief that we are seeing the early benefits of our flexible membership options, which contributed to strengthening patient retention; our belief that our national marketing initiative is leveraging consumer research to uncover emerging patient trends, ensuring our offerings align with what patients are seeking from chiropractic care; our expectation that as we enter the second half of 2026, our pure-play franchisor model will drive margin improvement, profitability and continued free cash flow; our belief that our balance sheet remains strong, with $22.2 million in unrestricted cash, which combined with our improving cash generation, positions us to continue to execute on our capital allocation priorities including share repurchases and RD territory buybacks; our plan to invest in growth-focused initiatives to deepen patient relationships and improve outcomes across the network and our belief that, together, these efforts reinforce our commitment to build sustainable, long-term value for our franchise partners, patients, and stockholders; and our reiterated 2026 guidance for system-wide sales, system-wide comp sales, consolidated Adjusted EBITDA, new franchised clinic openings, and overall clinic count. 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.

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

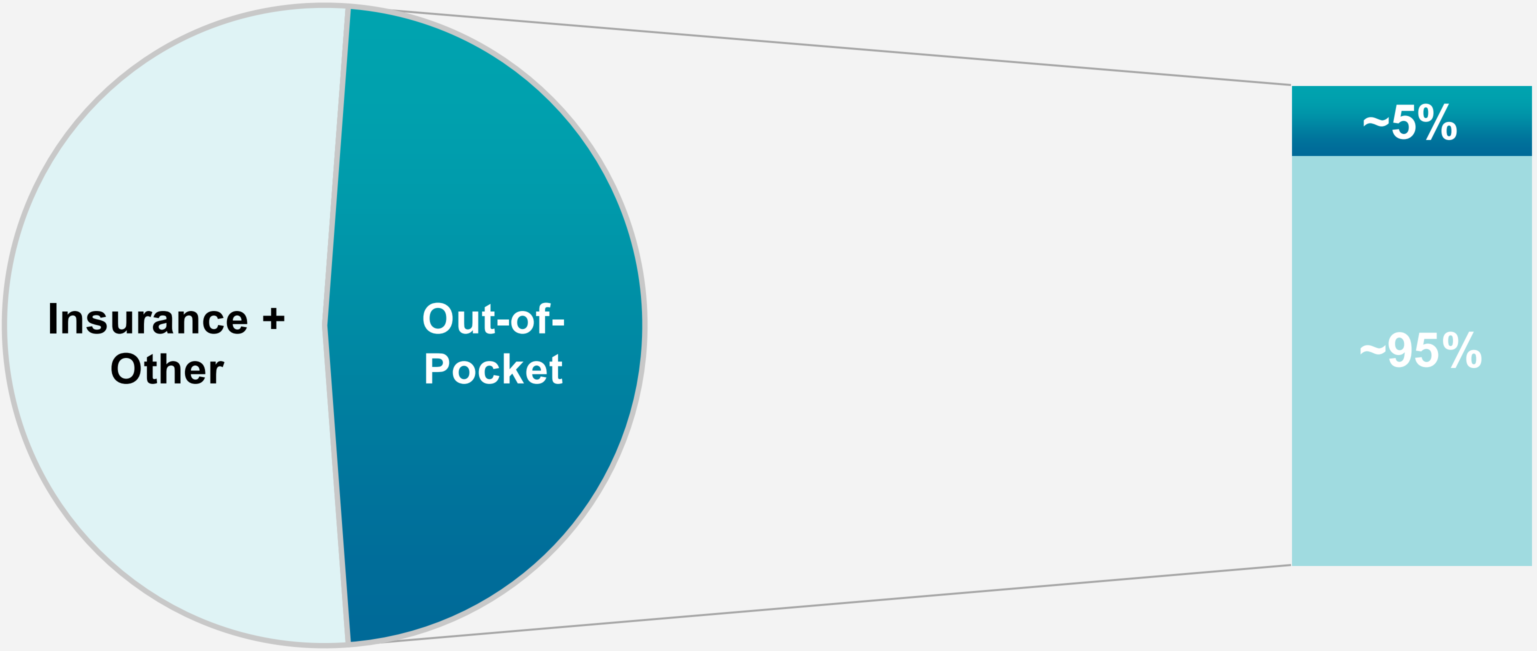
Annual Spending on Chiropractic Care [1]

$22.0B

Annual Out-of-Pocket Spending

$41.6%[2] – 48.7%[1] of Total

$9.2B to **$10.7B**



The Joint

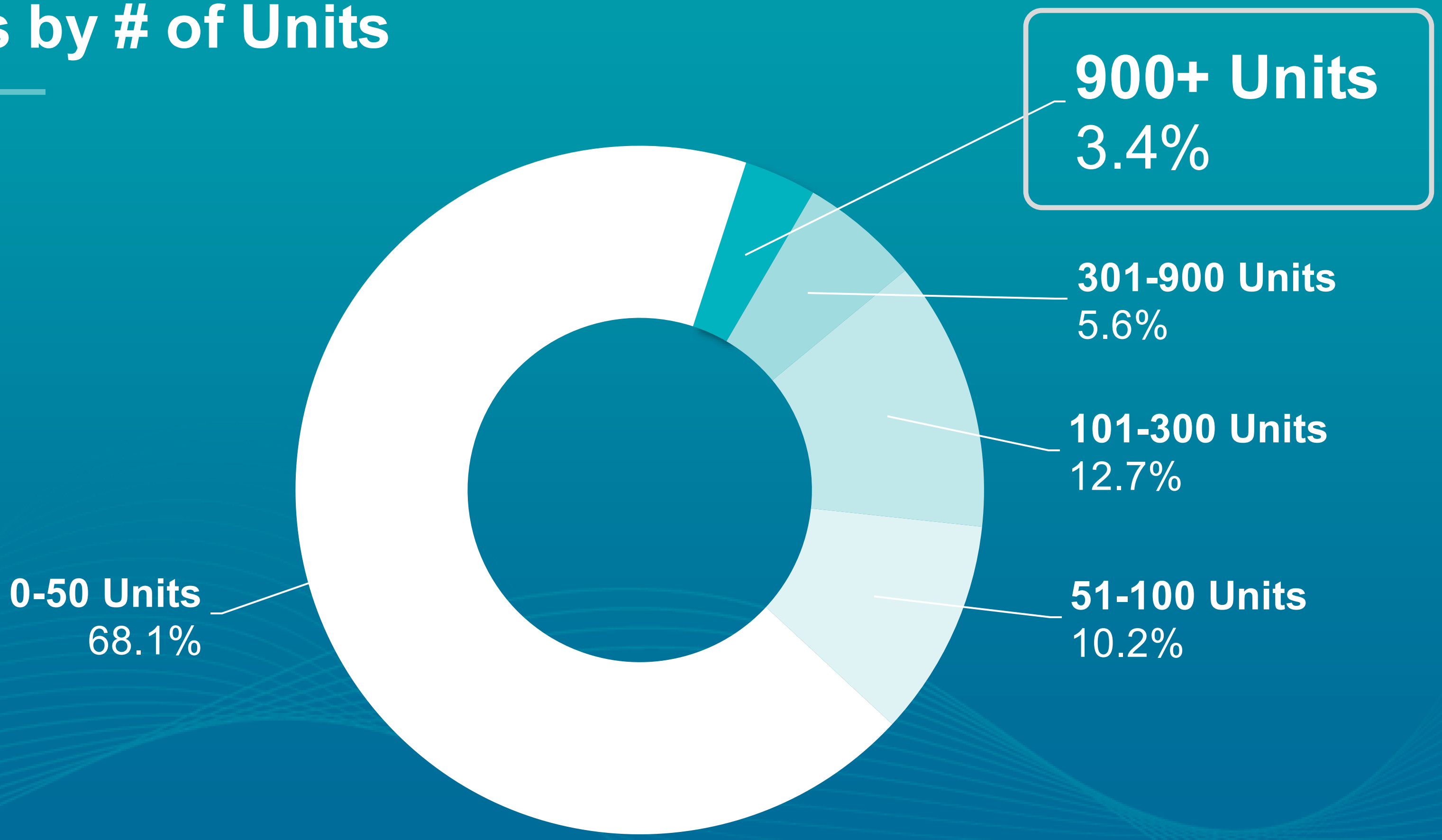
$532.4M System-Wide Sales[3]

Independent & Chain

[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

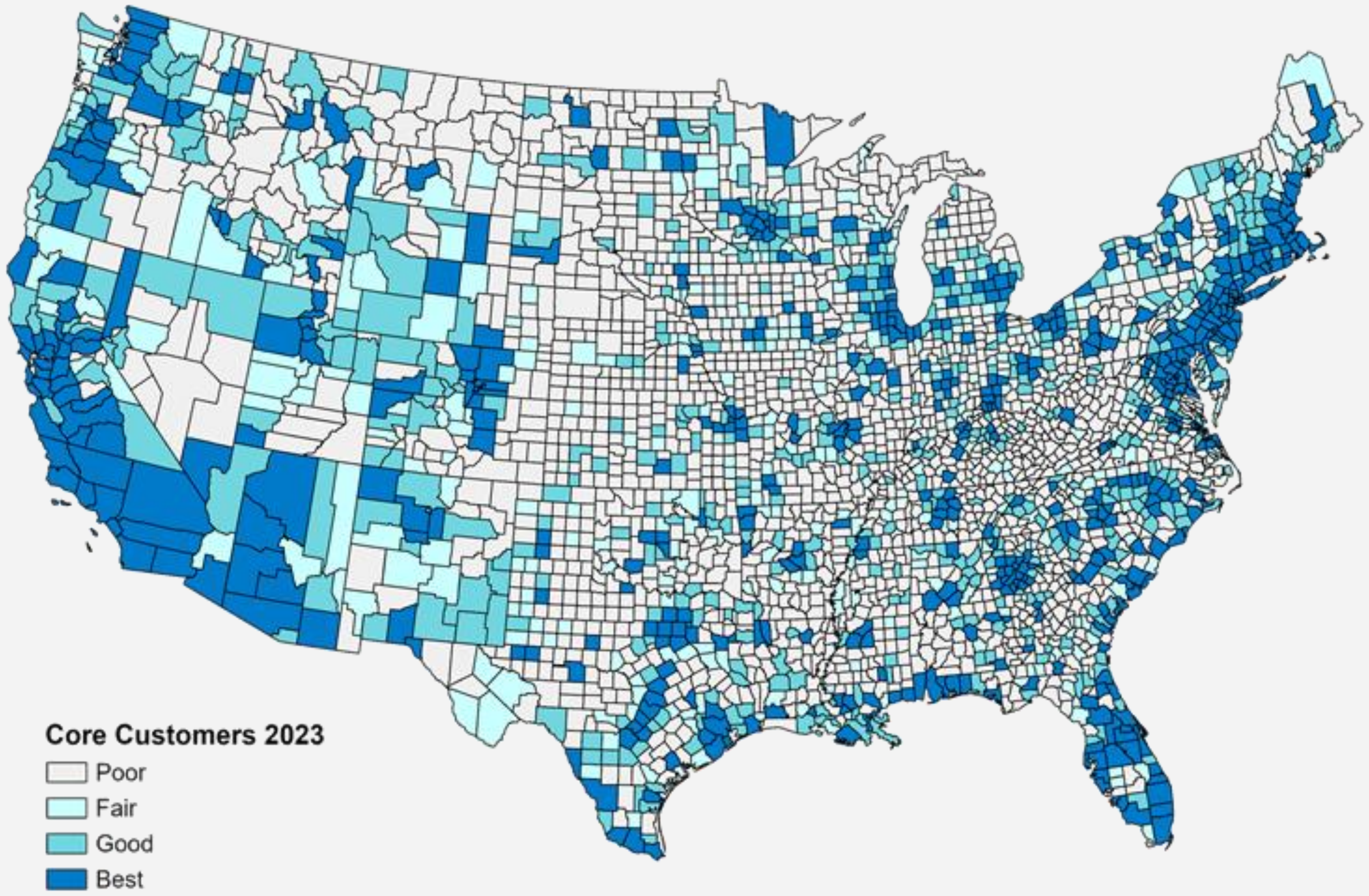
Name a Top Brand for Multi-Unit Owners

#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

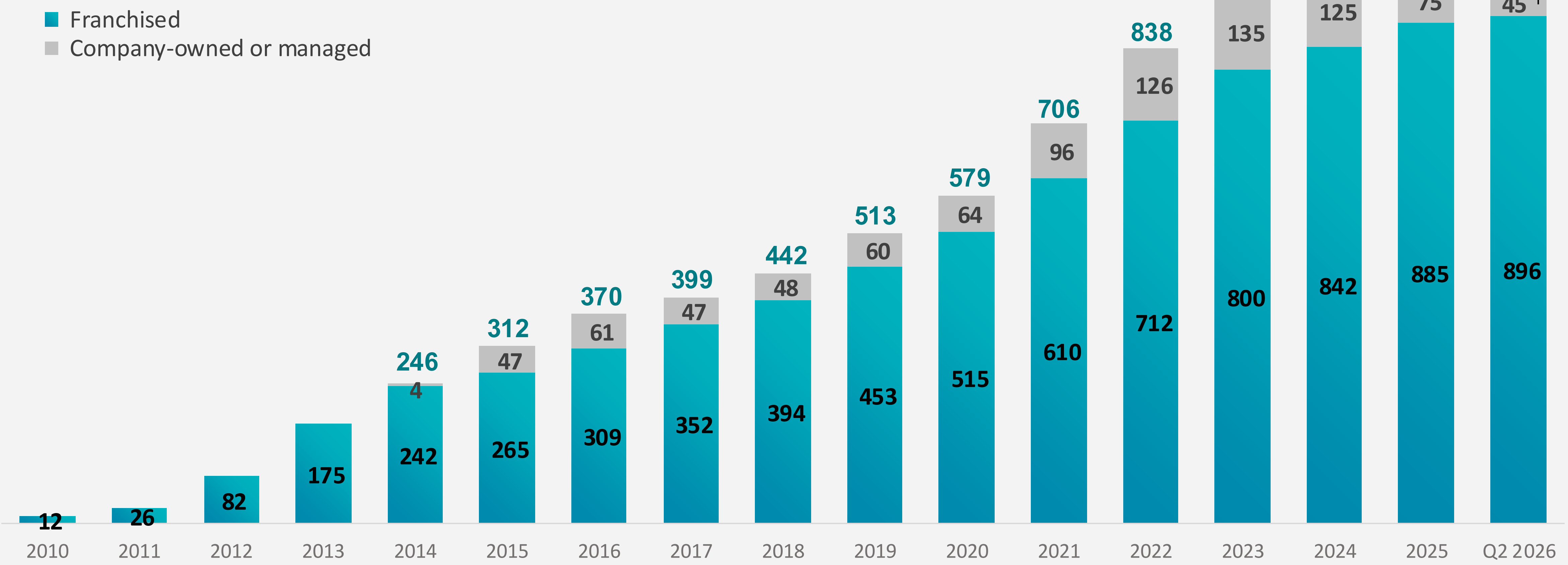
Companies	Clinic Count	Insurance	Private Pay
The Joint Corp.[1]	**941**		✓
Airrosti	157	✓	✓
HealthSource Chiropractic	146	✓	✓
ChiroOne	107	✓	✓
100% Chiropractic	55	✓	✓
Curis Functional Health (Previously The BackSpace)	38	✓	✓
NuSpine	30		✓
AlignLife Chiropractic	24	✓	✓
Chiropractic Company	21	✓	✓
Aligned Modern Health	16	✓	✓
ChiroWay	16		✓
Chiropractic Partners	8	✓	✓
Chiro Now!	9		✓
Express Chiropractic	6		✓
SnapCrack Chiropractic	4		✓
Affordable Chiropractic (Previously 20 Dollar Chiropractic)	2		✓
Independent Offices[2]	38,526		

[1] Franchises in 44 states as of June 30, 2026; The Joint Corp Clinic Count is as of June 30, 2026 | [2] Kentley Insights 2024

Clinic Portfolio

Total Clinics Open

at quarter-end



1 Includes corporate-owned or managed clinics in the Northern California, Southern California, and Southeast bundles that have been sold, but for which closing is pending.

 | |

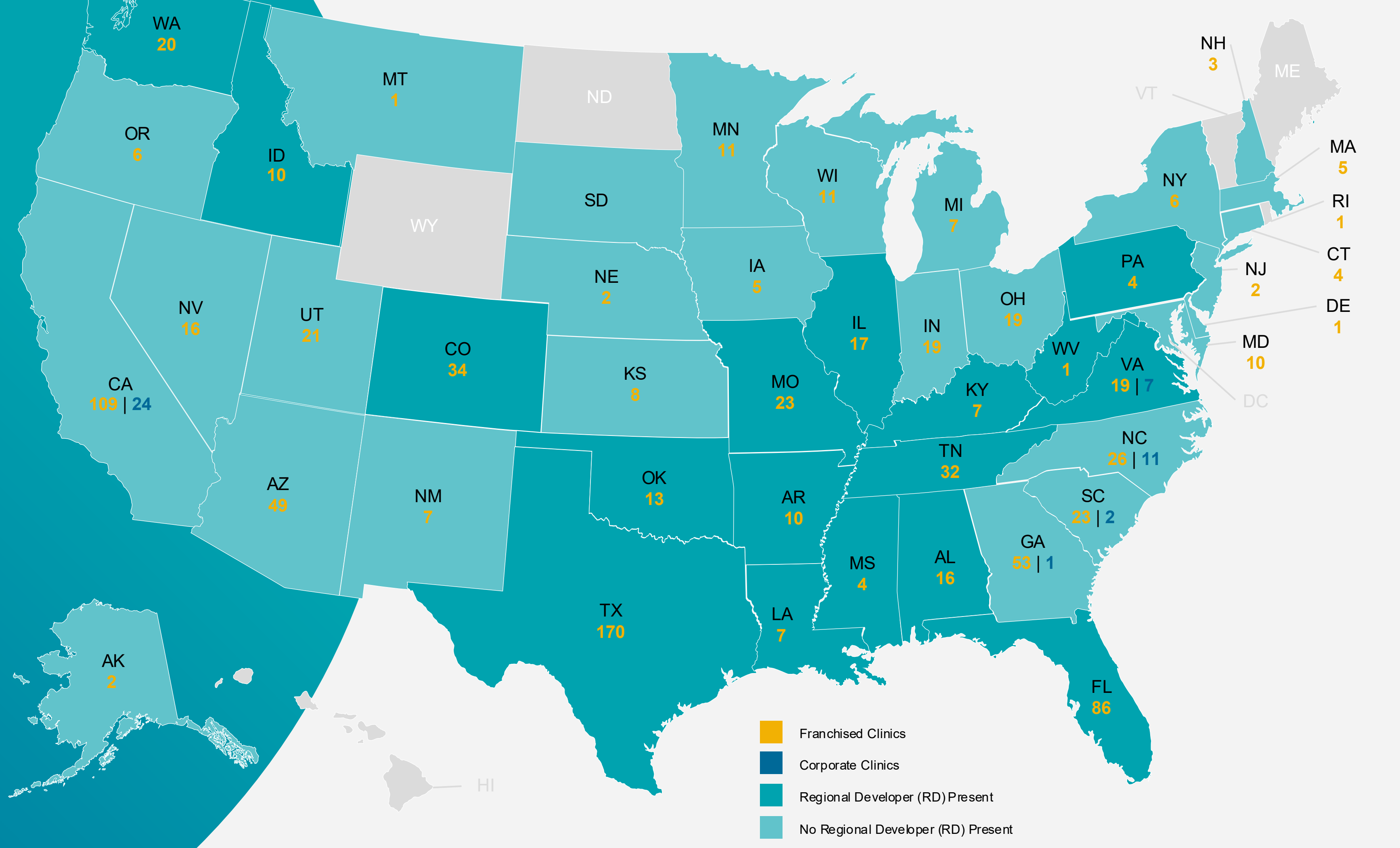
Growing National Footprint

941
Locations

896
Franchised Clinics

45
Corporate Clinics

As of 6/30/26



Multi-year, Phased Approach

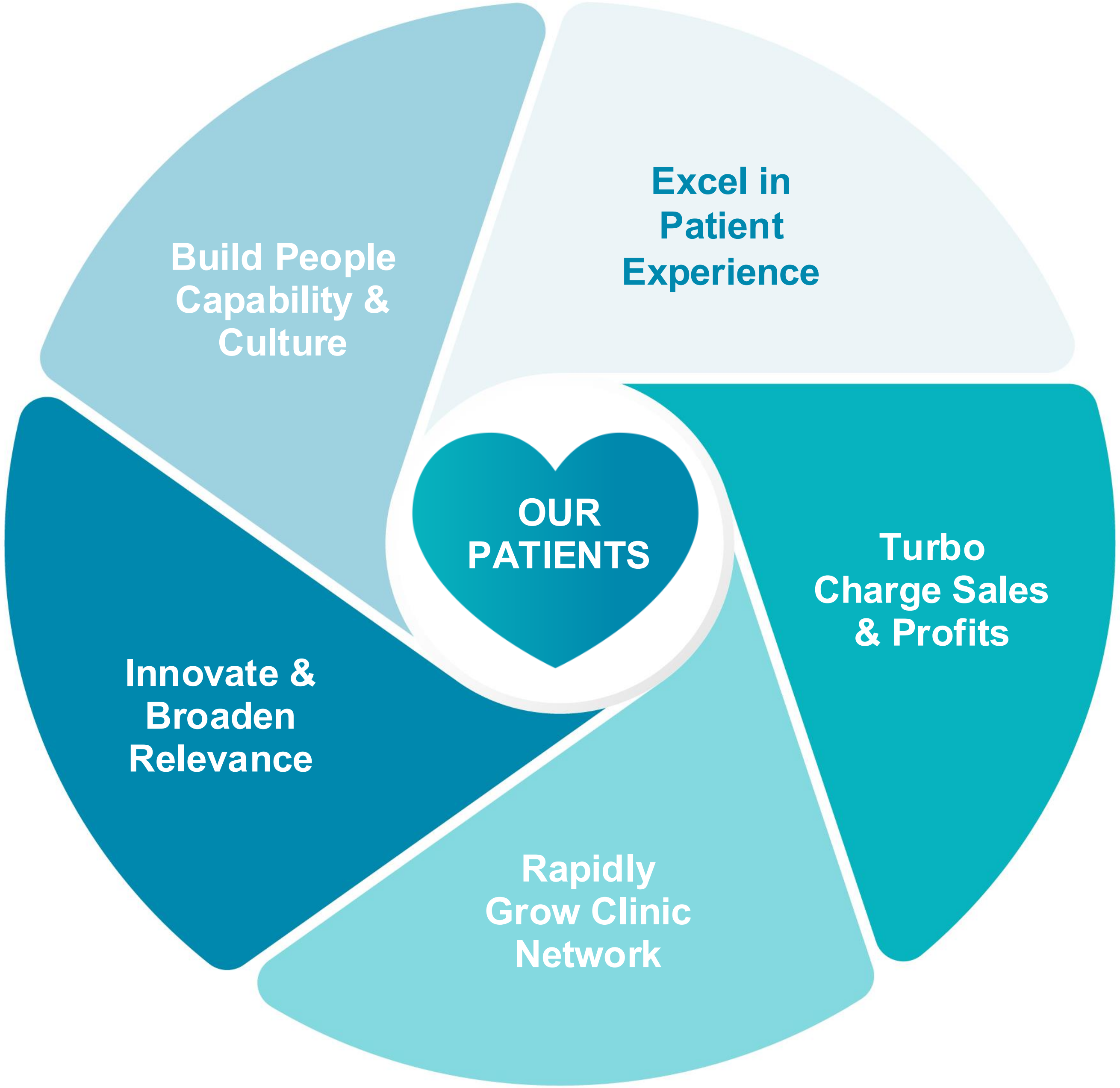
2.0

Strengthen Core
& Become
Pure Play Franchisor

3.0

Capture New Revenue
through Additional
Channels & Markets

Strengthen Clinic Economics & Reignite Growth



Refranchising Efforts

- **Southern California Bundle**
  Ownership transferred for 32 clinics to date[1], with 13 remaining clinics being operated by the buyer under Management Service Agreements
- **Northern California Bundle**
  Signed Asset Purchase Agreement is in place for four clinics
- **Southeast Bundle**
  Ownership transferred for six clinics to date[1], with 15 remaining clinics being operated by the buyer under Management Service Agreements

---

- **Only three company-owned clinics** will remain following the completion of these agreements

[1] As of August 5, 2026.

The Next Phase Of Our Journey

Near Term

- ✓ Further strengthen new patient acquisition and win back lapsed patients
- ✓ Improve the patient experience
- ✓ Drive net new clinic growth and optimize current portfolio
- ✓ Elevate operations and development from recently acquired RD territories

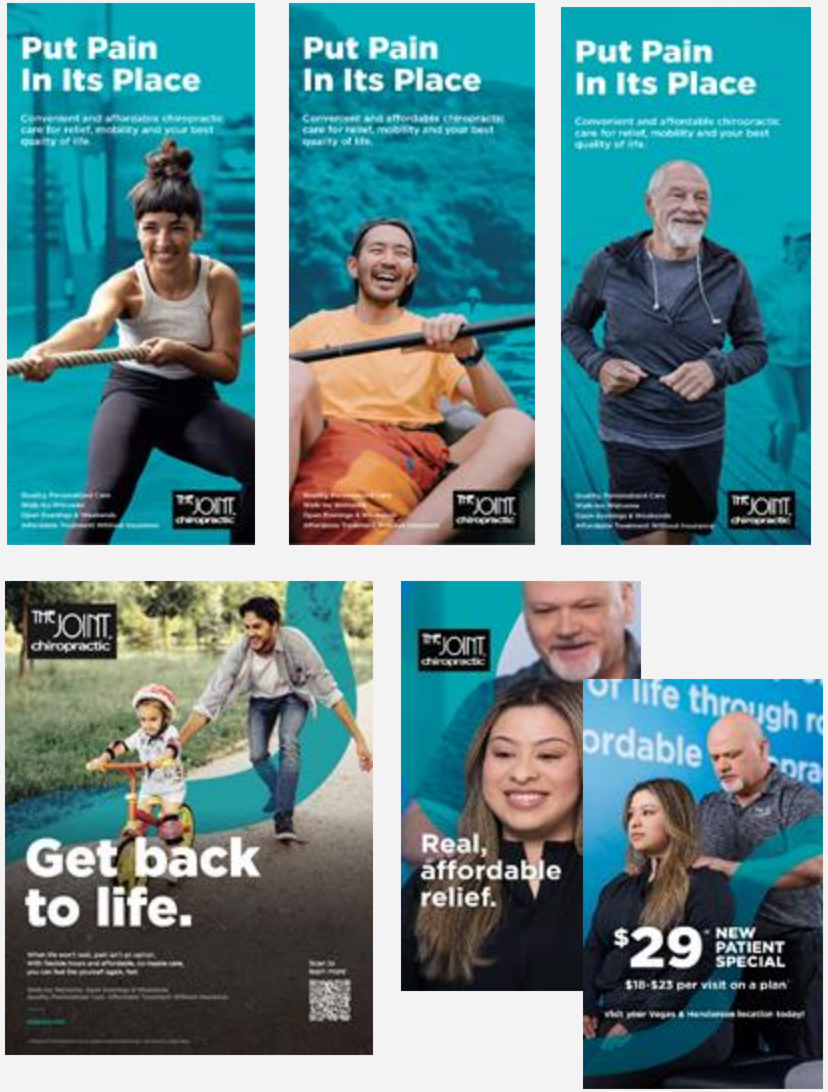
Longer Term

- ✓ Prioritize growth through new channels
    - Expansion into underpenetrated U.S. markets
    - Potential entry into international markets
- ✓ Leverage shifting consumer trends around:
    - Longevity; health span; mindfulness; sleep quality; non-invasive whole-body care

Driving Top-Line Momentum

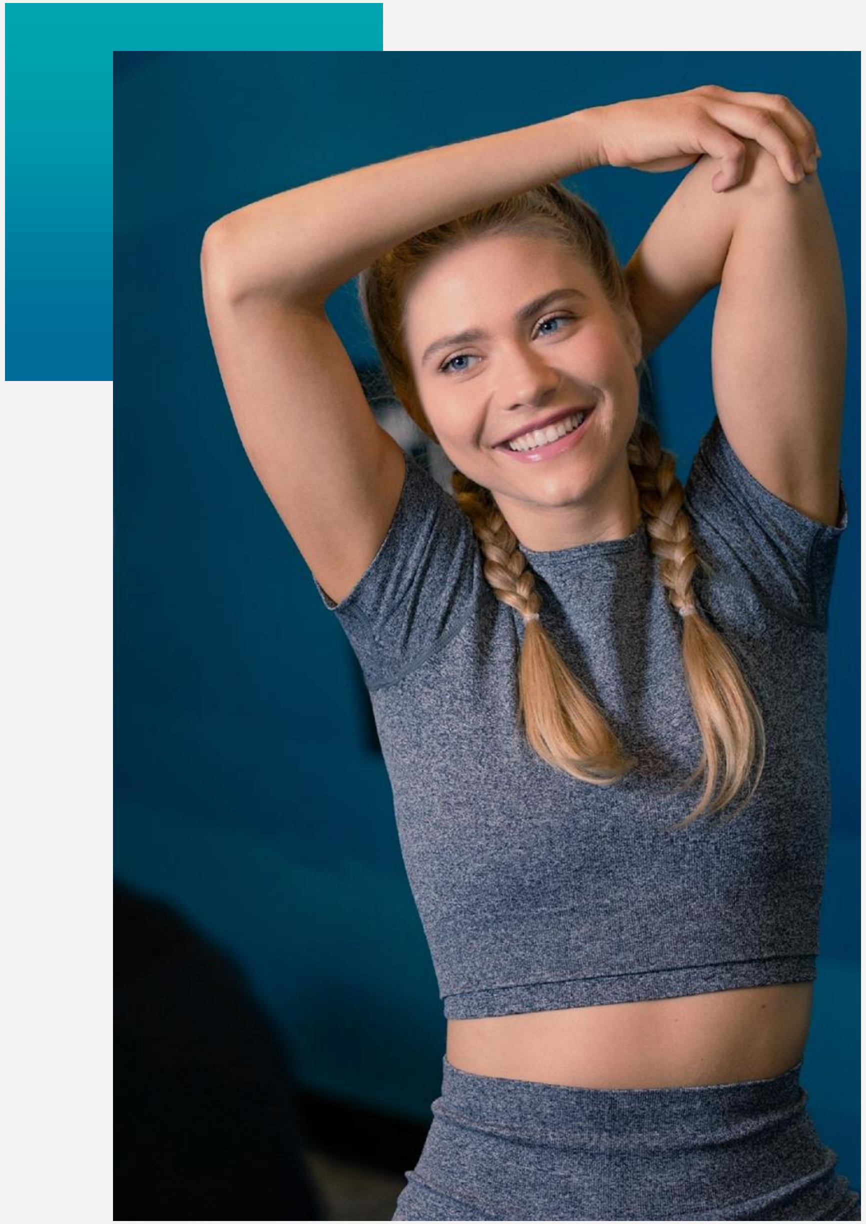
Messaging continues to be on chiropractic care for pain relief, and helping patients get back to what they love to do

- Sequential improvement in active member growth each month this year
- Increasing focus on our MVPs (most valuable patients)
- SEO and AI visibility optimization driving organic traffic and lead quality
- Positive trends in traffic and high-intent actions on local clinic microsites
- New and expanded flexible membership plan options
- Rolled out optimized pricing in over 500 clinics



Comp Growth & Patient Retention

- **Q2 comp sales of (2.8)% improved** compared to the first quarter
- **Comp sales expected to continue improving,** throughout the second half of the year
- **Achieved best patient retention rate** in over five years, driven by flexible membership options
- **Continuing to drive growth** through stronger lead generation, improved retention and winning back lapsed patients



~$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

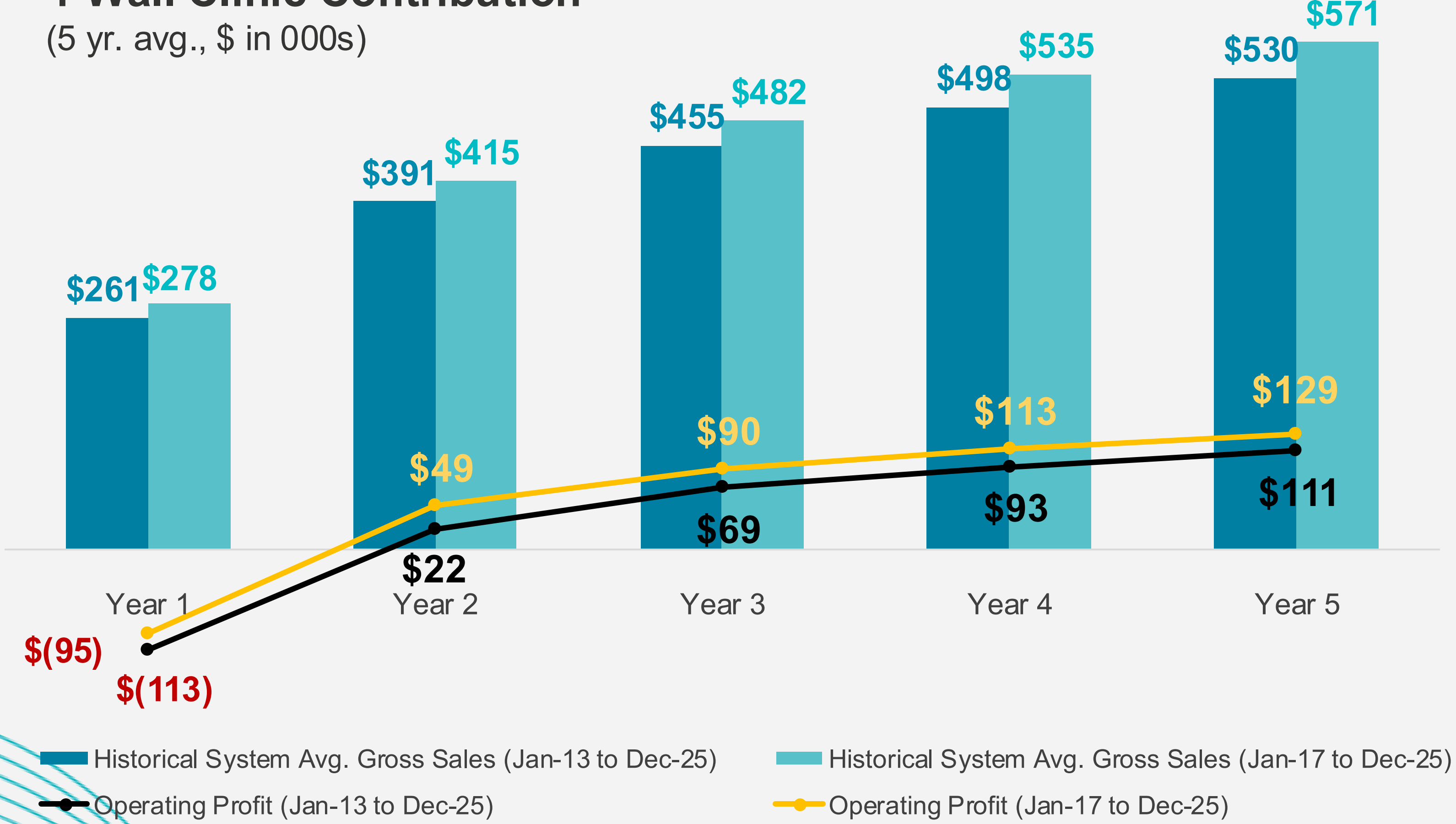
Assumes breakeven monthly gross sales[1] of $31k - $39k

[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.

Robust Clinic Economics

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



Reiterating 2026 Financial Guidance

	2026 Financial 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 expected to be in range of 22 to 26, with clinic count at the end of 2026 to be lower than 2025 due to reshaping the portfolio around stronger operators and healthier sites

[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 sales 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.

Operating Metrics

- **$128.0M** Q2 2026 System-wide Sales[1]

  (3.7)% vs Q2 2025

- **(2.8)%** Q2 2026 Comp Sales[2]

  ***140 basis-point** improvement vs Q1 2026*

- **$3.2M** Q2 2026 Consolidated Adjusted EBITDA

  ***In line with** Q2 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 sales 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 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.

Continued Progress on Reigniting Growth

- ✓ **Y-o-Y Net Income and Adjusted EBITDA** growth reflects the progress towards a capital-light, pure-play franchisor model
- ✓ **Securing a strong foundation** to launch The 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

A Starting Point for 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

The above starting points for the model will continue to strengthen

Capital Allocation Priorities

Investing In Growth Initiatives

Buy Back RD Territories

Share Repurchases

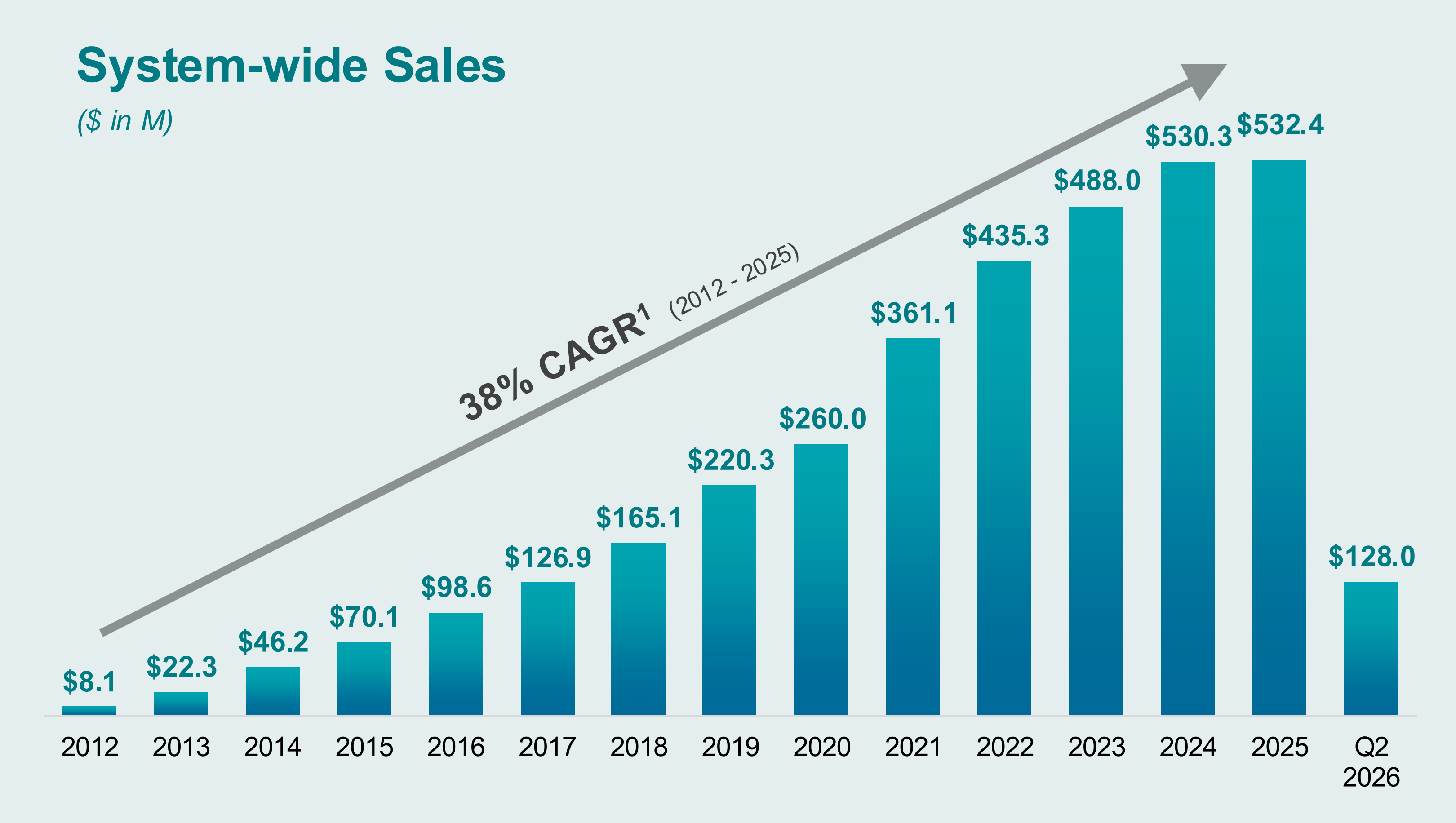
Appendix

Leading Market Growth

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

We'll be there to treat them.

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



[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	06/30/26	12/31/25
Unrestricted cash	**$22.2**	$23.6
Restricted cash	**$1.7**	$0.7
Availability on $20 Million JP Morgan Chase LOC	**$20.0**	$20.0

- **Repurchased approximately 82,000** shares for total consideration of approximately **$677K**, at an average price $8.23 per share
- **Four year-to-date RD buybacks expected to drive approximately $630K** in reduced RD royalties on annualized basis, partially offset by internal costs needed to manage these territories

Second Quarter Results

$ in Millions [1]	3 months ended 06/30/26	3 months ended 06/30/25	Difference
Revenue	**$15.2**	$13.3	+$1.9
Cost of revenues	**$2.5**	$2.8	($0.3)
Selling and marketing	**$4.9**	$3.5	+$1.4
Depreciation and amortization	**$0.4**	$0.4	$0.0
G&A	**$7.6**	$7.7	($0.1)
Net loss from continuing operations [2]	**$(0.3)**	$(1.0)	+$0.7
Net income from discontinued operations [2]	**$0.9**	$1.1	($0.2)
Consolidated net income	**$0.7**	$0.1	+$0.6
Adjusted EBITDA from continuing operations [3]	**$1.5**	$0.1	+$1.4
Adjusted EBITDA from discontinued operations [3]	**$1.7**	$3.2	($1.5)
Consolidated Adjusted EBITDA [3]	**$3.2**	$3.2	$0.0

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

Board of Directors

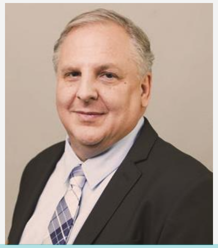
Matthew E. Rubel`

Lead Director, 2017

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

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 Chair, Delta Dental of Arizona
- Former:
  - *Deloitte & Touche*
  - *Mobile Holdings Properties*
  - *Alkaline Water Co.*
  - *NanoFlex Power Corp.*
  - *Amazing Lash Studio*
  - *Universal Health*
- Former Dir.:
  - *Universal Health Group*

BS, Queens College

MBA, Pace University

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

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

Milind Pant

Director, 2026

- Founder & CEO, Karyon Leadership Advisory
- Dir.:
  - *The Western Union Company*
- Executive Fellow:
  - *Kellogg School of Management*
  - *WSJ Leadership Institute*
- Former:
  - *Amway Corp.*
  - *Yum! Brands*
  - *Unilever PLC*

MBA, Indian Institute of Foreign Trade

Masters, Birla Institute of Technology and Science

Sanjiv Razdan

Director, 2024

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

BS, St. Xavier's College, Mumbai, India

ITC Hotels Management Developemnt Institute

Executive Team

							
Sanjiv Razdan	**Scott Bowman**	**Debbie Gonzalez**	**Charles Nelles**	**Craig Sherwood**	**Andra Terrell**	**Ron Stilwell**	**Dr. Steve Knauf**
CEO, Pres. & Dir.	CFO	CMO	CTO	SVP & CDO	SVP, General Counsel & Corporate Secretary	SVP & COO	VP of Chiropractic & Compliance
• 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	• 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, 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 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 includes 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 release. 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 June 30,					
	2026			2025		
	From Continuing Operations	From Discontinued Operations	Net Operations	From Continuing Operations	From Discontinued Operations	Net Operations
Non-GAAP Financial Data:						
Net (loss) income	$ (251,327)	$ 904,348	$ 653,021	$ (989,635)	$ 1,082,998	$ 93,363
Net interest income	(126,439)	—	(126,439)	(159,922)	—	(159,922)
Depreciation and amortization expense	422,861	1,690	424,551	402,295	17,120	419,415
Income tax expense (benefit)	9,108	(2,559)	6,549	11,390	100,201	111,591
EBITDA	54,203	903,479	957,682	(735,872)	1,200,319	464,447
Stock-based compensation expense	423,180	—	423,180	330,988	—	330,988
Acquisition-related expenses	332,005	—	332,005	—	—	—
Net loss on disposition or impairment	208,093	816,466	1,024,559	4,440	1,752,494	1,756,934
Restructuring costs	113,451	(24,422)	89,029	488,493	198,331	686,824
Litigation expenses	321,693	12,005	333,698	—	—	—
Adjusted EBITDA	$ 1,452,625	$ 1,707,528	$ 3,160,153	$ 88,049	$ 3,151,144	$ 3,239,193

	Three Months Ended June 30,	
	2026	2025
Cash flows provided by (used in) operating activities	$ 2,192,220	$ 868,649
Purchase of property and equipment	(256,258)	(505,040)
Free cash flow	$ 1,935,962	$ 363,609

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

Sanjiv Razdan, President & CEO
sanjiv.razdan@thejoint.com

The Joint Corp.
16767 N. Perimeter Dr., Suite 110, Scottsdale, AZ 85260 | (480) 245-5960

Scott Bowman, CFO
scott.bowman@thejoint.com

The Joint Corp.
16767 N. Perimeter Dr., Suite 110, Scottsdale, AZ 85260 | (480) 245-5960

Richard Land, Investor Relations
thejointinvestors@allianceadvisors.com

Alliance Advisors Investor Relations
800 Third Ave, 17th Floor | New York, NY 10022| (212) 838-3777

https://www.facebook.com/thejointchiro

@thejointchiro

https://twitter.com/thejointchiro

@thejointchiro

https://www.youtube.com/thejointcorp

@thejointcorp