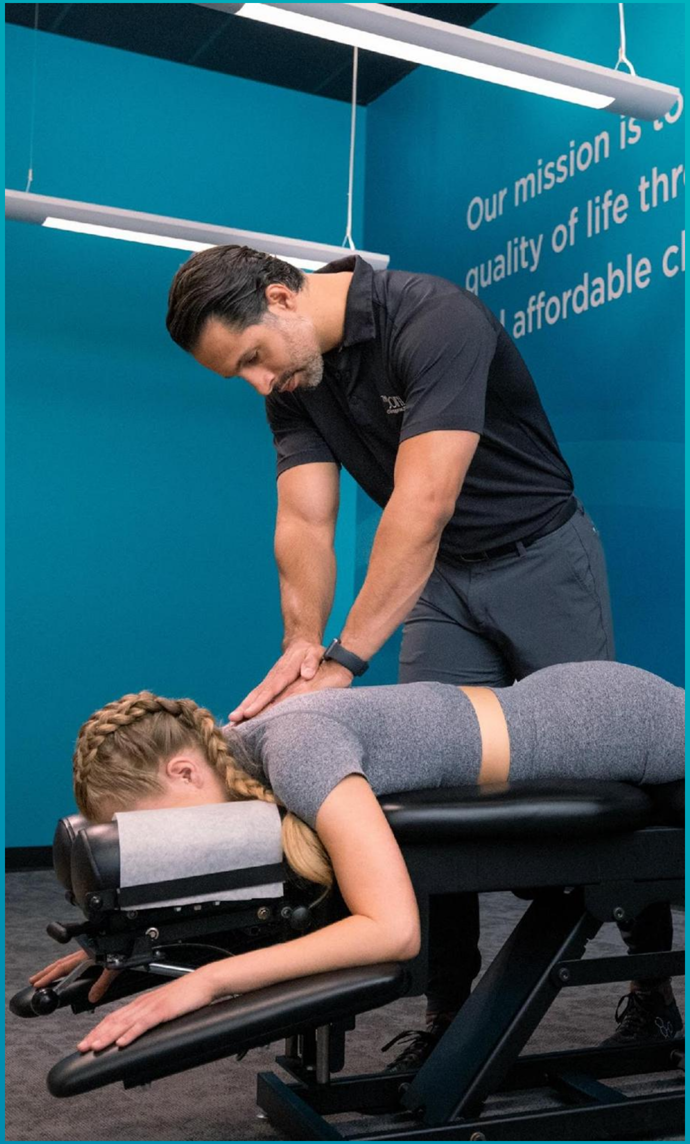


THE JOINT chiropractic®

Q1 2025 Financial Results

As of March 31, 2025, reported May 8, 2025

Safe Harbor Statements

Certain statements contained in this presentation are "forward-looking statements." We have tried to identify these forward-looking statements by using words such as "may," "might," " will," "expect,” "anticipate,'' "'believe,“ "could," " intend," "plan," "estimate," "should," "if,“ "project," and similar expressions. All statements other than statements of historical facts contained in this presentation, including statements regarding our mission, our strategic plan, our growth strategies, our vision, our market growth opportunity, our multi-year phased approach, our refranchising plans, our efforts to drive revenue growth, our 2025 guidance, prospects, plans, objectives of management and expected market growth and potential are forward-looking statements. We have based these forward-looking statements on our current expectations and projections about future events. However, these forward-looking statements are subject to risks, uncertainties, assumptions and other factors that may cause our actual results, performance or achievements to be materially different from our expectations and projections. Some of these risks, uncertainties and other factors are set forth in this presentation and in other documents we file with the United States Securities and Exchange Commission (the "SEC"). Given these risks and uncertainties, readers are cautioned not to place undue reliance on our forward-looking statements. Projections and other forward-looking statements included in this presentation have been prepared based on assumptions, which we believe to be reasonable, but not in accordance with U.S. Generally Accepted Accounting Principals (“GAAP”) or any guidelines of the SEC. Actual results may vary, perhaps materially. You are strongly cautioned not to place undue reliance on such projections and other forward-looking statements. All subsequent written and oral forward-looking statements attributable us or to persons acting on our behalf are expressly qualified in their entirety by these cautionary statements. Except as required by federal securities laws, we disclaim any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Any such forward-looking statements, whether made in this presentation or elsewhere, should be considered in the context of the various disclosures made by us about our businesses including, without limitation, the risk factors discussed above.

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.

Business Structure

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

Sanjiv Razdan

CEO, President and Director

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.

Multi-year, Phased Approach

2.0

Strengthen Core & Become Pure Play Franchisor

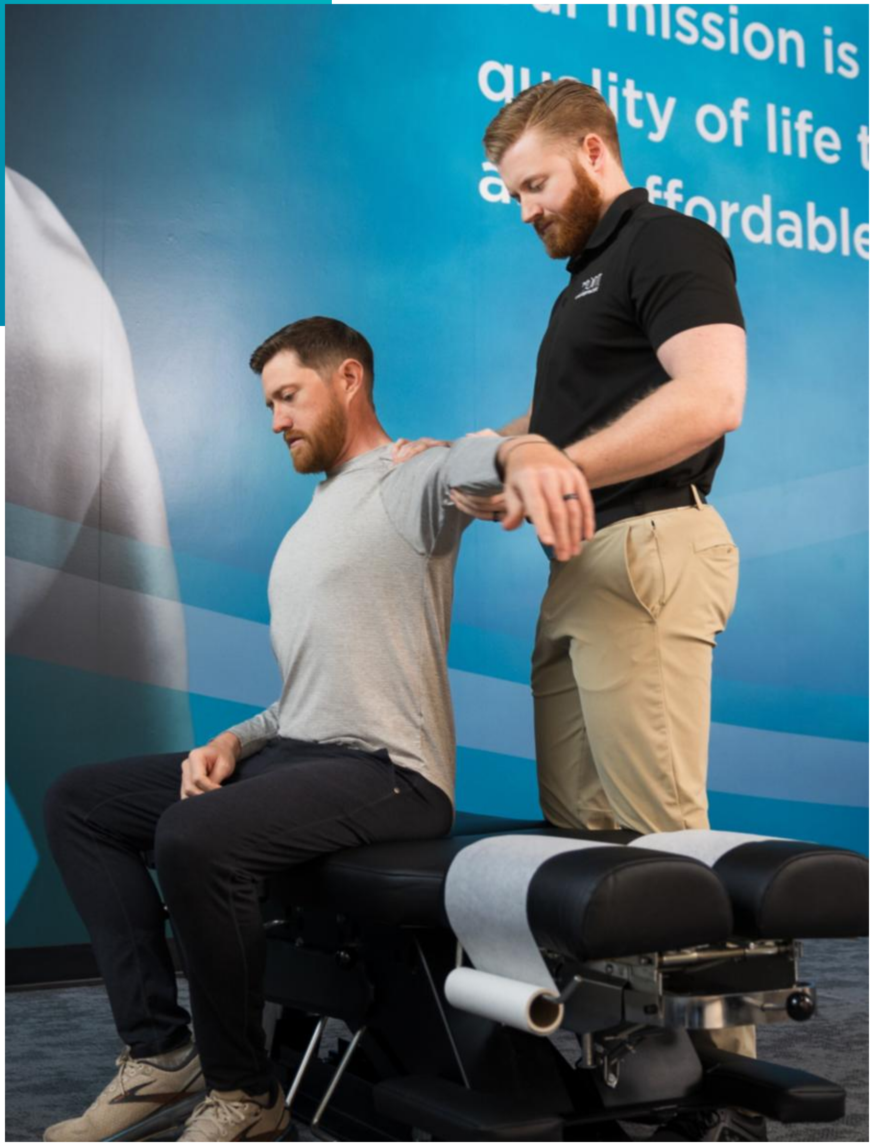
3.0

Capture New Revenue through Additional Channels & Markets

pulse
SUMMIT

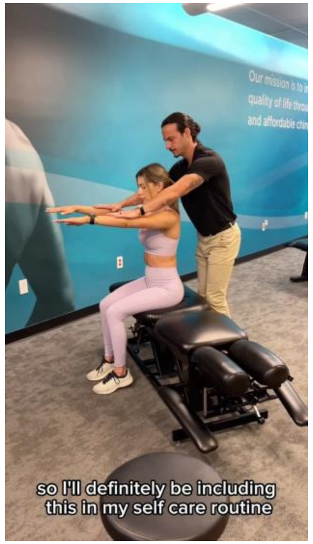
Initiate Dynamic Revenue Management

Creating an innovative, flexible pricing model that aligns with treatment plans and patient usage



Strengthen Digital Marketing

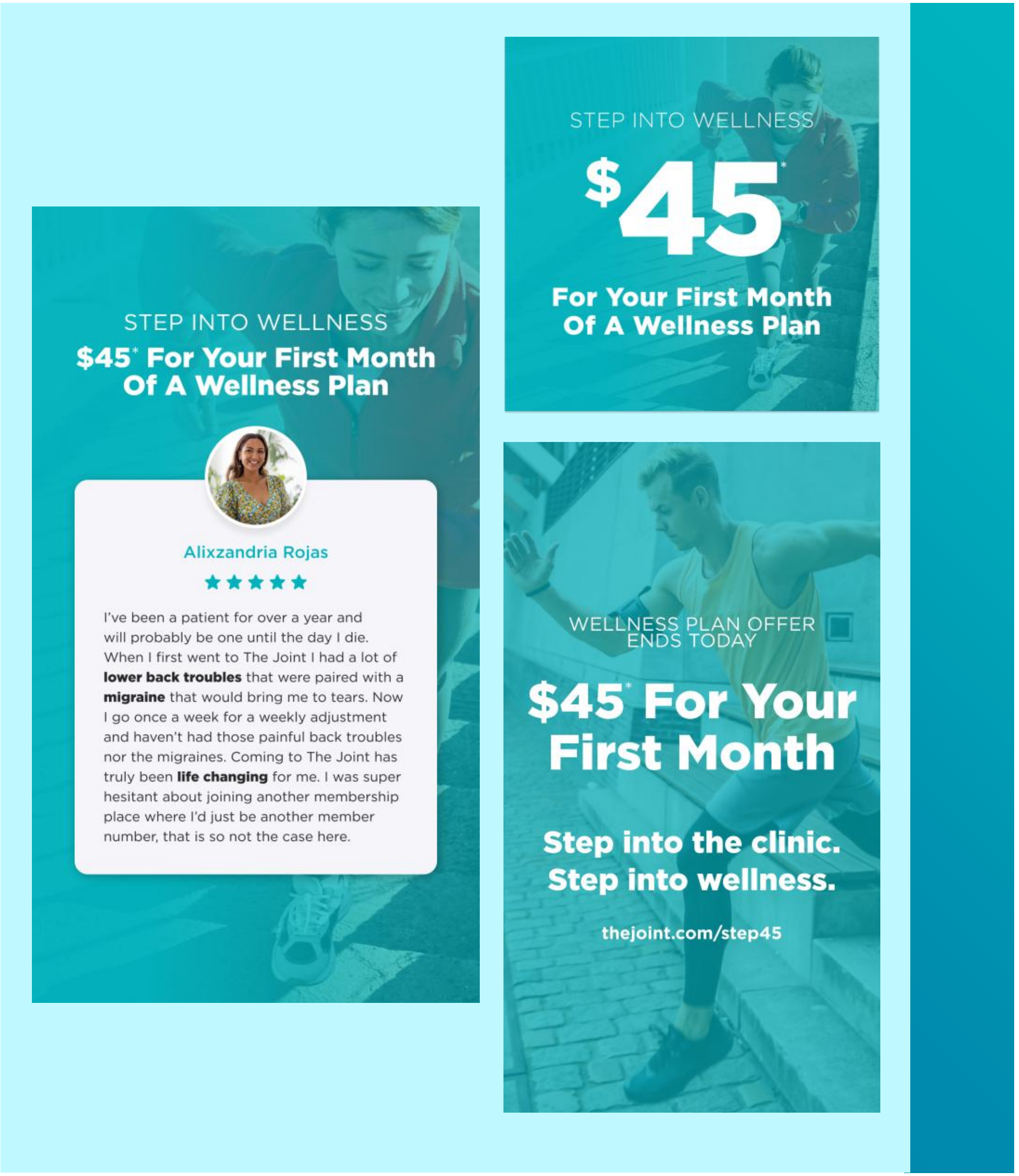
- New content strategy aims to increase relevance and foster trust
- New UGC focused on building authority and community validation



Strengthen Promotional Calendar

- February 2025:
  Step into Wellness for active non-membership patients

- June 2025:
  “Buy 5, Get 1” Wellness Sale semiannual event



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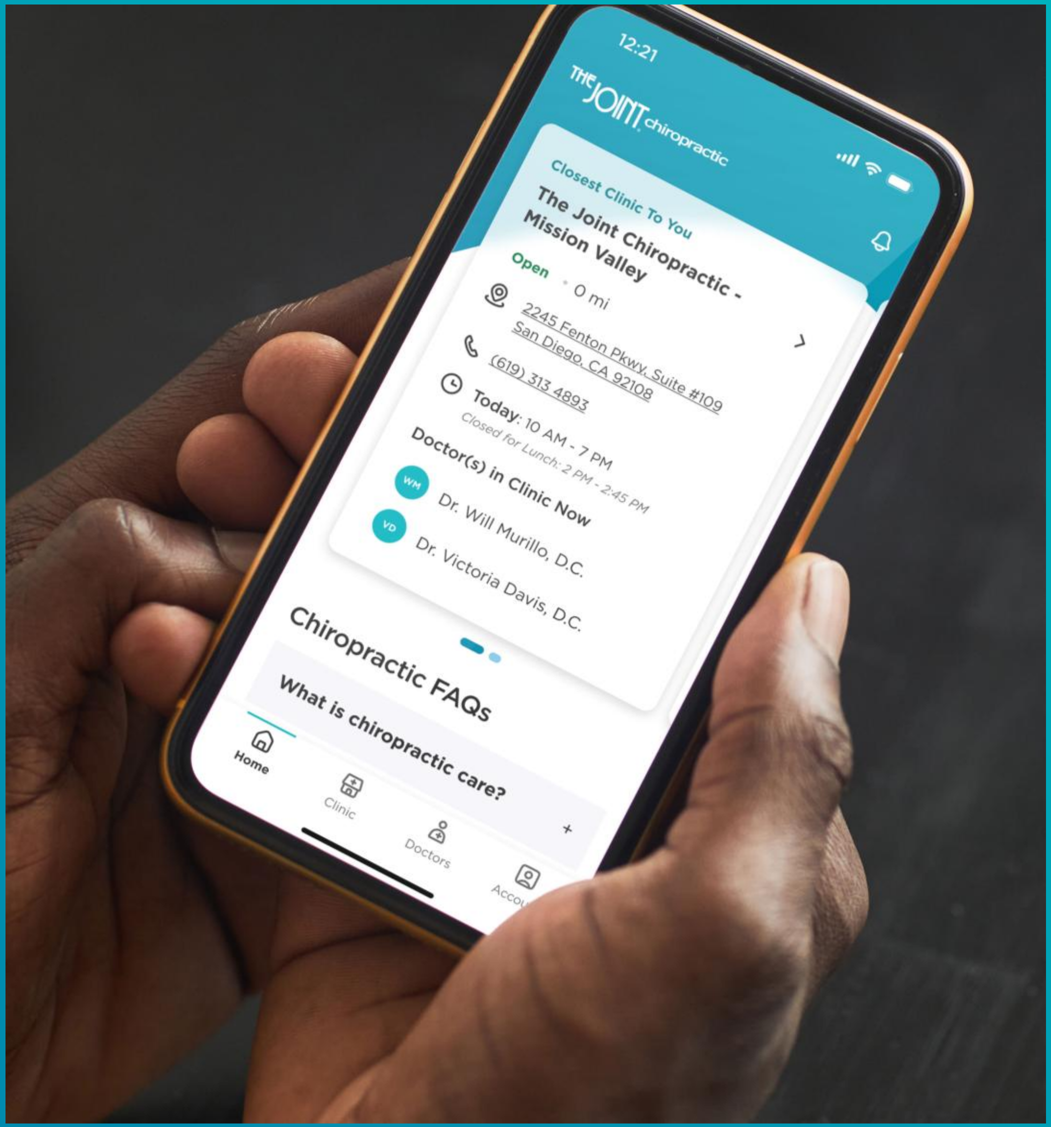
Upgrade Patient-facing Technology

- Featured clinic finder, doctor in-clinic, in-clinic check-in, and push notifications
- On track to be in clinics by June 30th



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Jake Singleton

Chief Financial Officer

5%

Q1 2025
system-wide sales[1]

3%

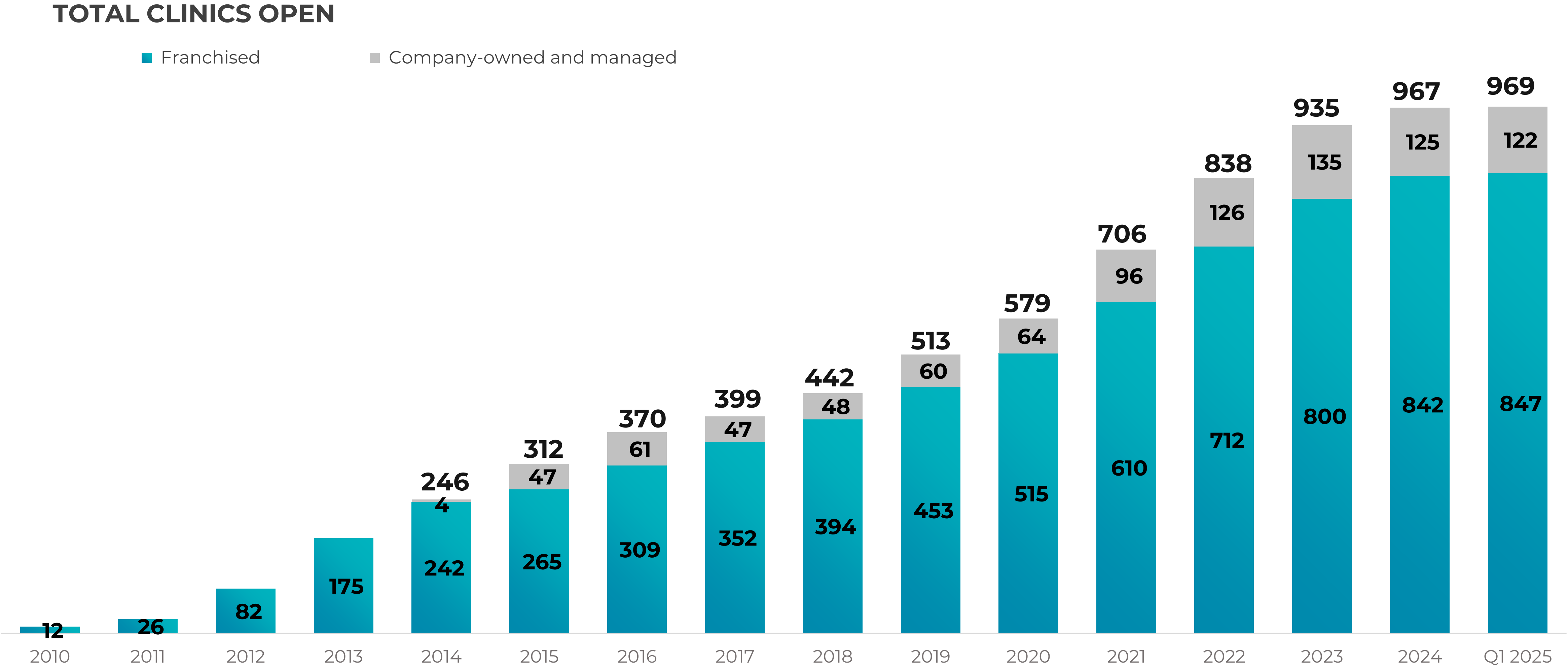
Q1 2025
comp sales[2]

7%

Q1 2025
revenue from continuing operations

1 System-wide sales include revenues at all clinics, whether operated or managed by is important the company or by franchisees. While franchised sales are not recorded as revenues by the company, management believes the information 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.

Franchised Clinics 87% of Total Count



Q1 2025 Continuing Operations as of Mar. 31, 2025

$ in M [1]	3 mo.s 3/31/25	3 mo.s 3/31/24	Differences	
Revenue	$13.1	$12.2	$0.9	7%
Cost of revenue	3.0	2.7	0.3	10%
Sales and marketing	3.5	2.2	1.3	57%
Depreciation and amortization	0.4	0.3	0.1	10%
G&A	6.9	7.3	(0.4)	(6)%
Operating loss	(0.7)	(0.4)	(0.3)	NA
Other income	0.2	0.0	0.2	NA
Income tax expense	0.0	0.0	0.0	NA
Net loss from continuing operations [2]	(0.5)	(0.4)	(0.1)	NA
Net income from discontinued operations [2]	1.3	1.3	0.0	NA
Net income	0.8	0.9	(0.1)	NA
Adjusted EBITDA from continuing operations [3]	**0.0**	**0.4**	**(0.4)**	NA
Adjusted EBITDA from discontinued operations [3]	**2.8**	**3.1**	**(0.3)**	NA
Consolidated Adjusted EBITDA [3]	**2.9**	**3.5**	**(0.6)**	NA

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.

Strong Liquidity

$ in Ms	3/31/25	12/31/24
Unrestricted cash	$21.9	$25.1
Restricted cash	$1.0	$0.9
Available JP Morgan Chase LOC[1]	$20.0	$20.0

Cash flow for the quarter end Mar. 31, 2025:

- $(3.7)M used in operations
- $(0.3)k for ongoing IT capex and small refreshes for corporate clinics
- $ 0.9M from exercise of stock options

Federal tax return net operating loss carryforward was $9.1M at Dec. 31, 2024

[1] JPMorgan Chase LOC provides immediate access to $20M through February 2027.

Reiterating 2025 Guidance

$ in M	2024 Actual	2025 Low Guidance	2025 High Guidance
System-wide sales [1]	$530.3	$550	$570
Comp sales for all clinics open 13 months or more [2]	4%	Mid-single digits	
Consolidated Adjusted EBTIDA [3]	$11.4	$10.0	$11.5
New franchised clinic openings excluding the impact of refranchised clinics	57	30	40

1 System-wide sales include revenues at all clinics, whether operated or managed by is important the company or by franchisees. While franchised sales are not recorded as revenues by the company, management believes the information 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 or 48 full months and exclude any clinics that have permanently closed. | 3 The 2025 Consolidated Adjusted EBITDA estimate includes an adjustment of $4.4 million related to, among other things, stock-based compensation and depreciation and amortization. The company will factor in any additional impairment or restructuring charges related to the refranchising should they be occurred.

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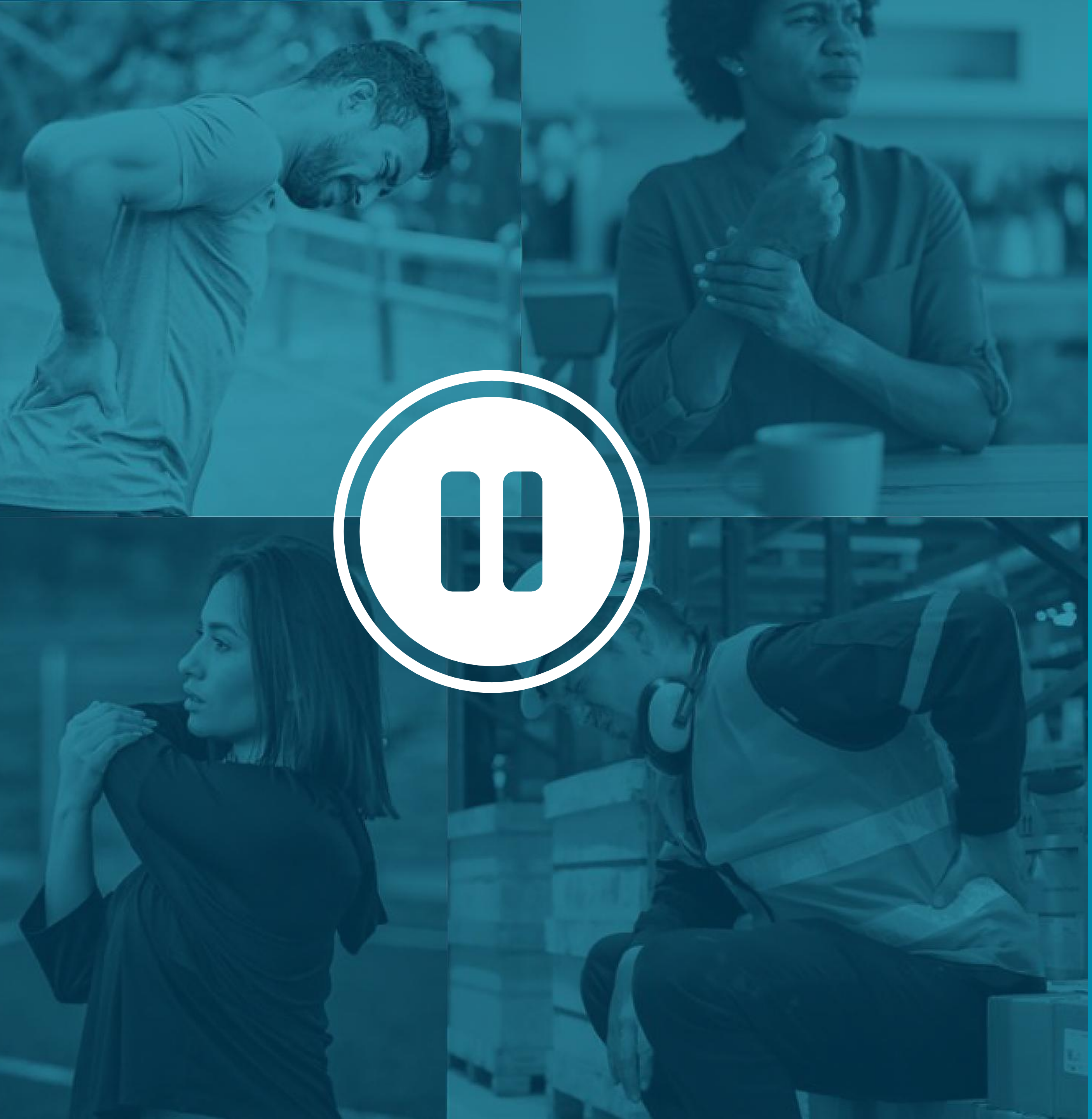
Sanjiv Razdan

CEO, President and Director



Life, Unpaused

2025 Brand Campaign

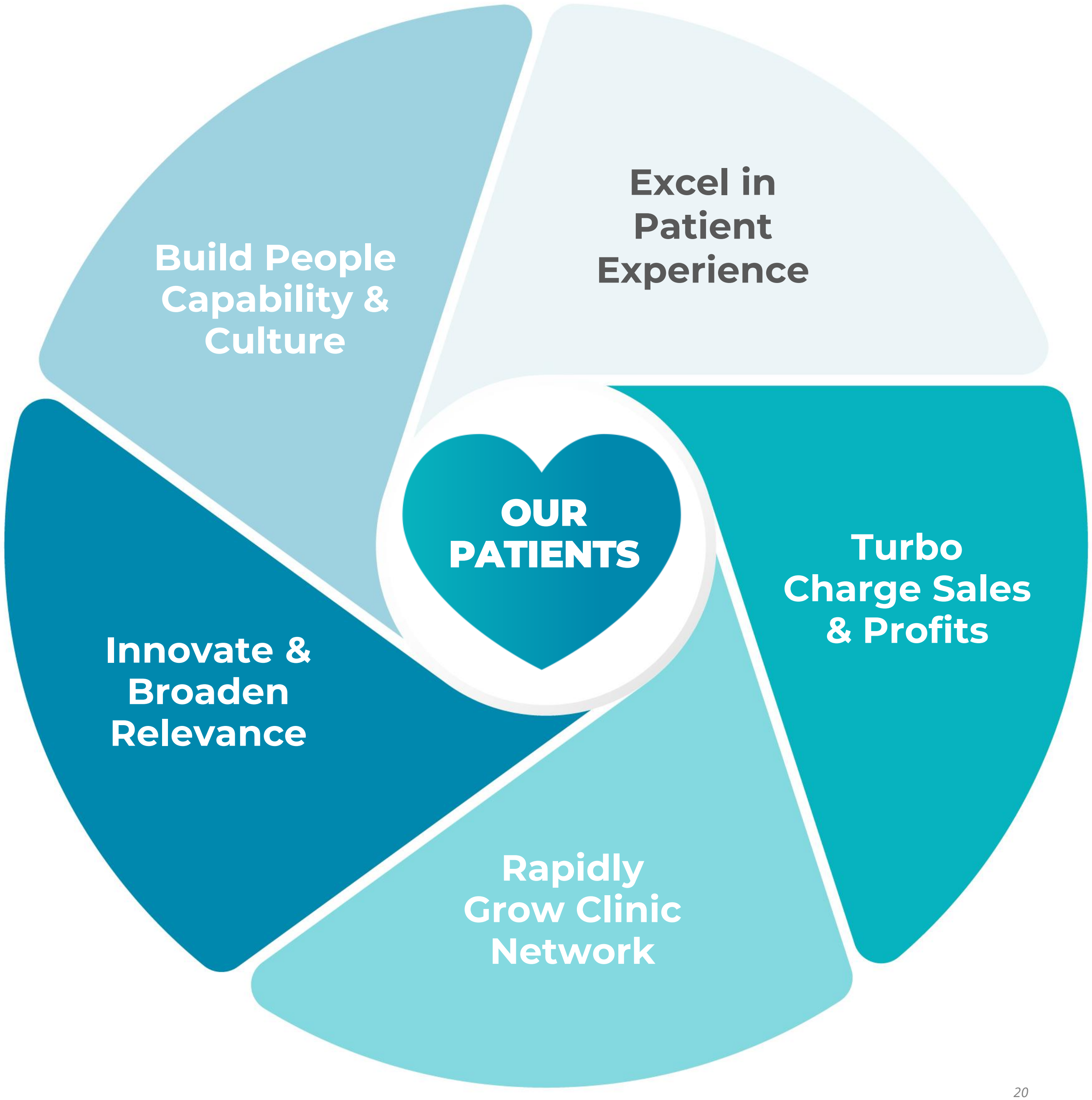
Consumer problem: Pain keeps people from living their best lives.

Life, Unpaused

2025 Brand Campaign

With routine chiropractic care, individuals reclaim their ability to move freely and fully embrace life's experiences.

Strengthen Clinic Economics & Reignite Growth



Andra Terrell
SVP
Legal

Eric Wyatt
SVP Operations &
Patient Experience

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

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

Jake Singleton, CFO
jake.singleton@thejoint.com

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

Kirsten Chapman, LHA Investor Relations
thejoint@lhai.com

LHA Investor Relations | 50 California Street, Suite 1500 | San Francisco, CA 94111| (415) 433-3777

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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. Reconciliation of historical net income/(loss) to EBITDA and Adjusted EBITDA is presented in the table 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, litigation expenses (consisting of legal and related fees for specific proceedings that arise outside of the ordinary course of our business) and other income related to employee retention credits.

EBITDA and Adjusted EBITDA 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, or GAAP. While EBITDA and Adjusted EBITDA are used as measures of financial performance and the ability to meet debt service requirements, they are not necessarily comparable to other similarly titled captions of other companies due to potential inconsistencies in the methods of calculation. EBITDA and Adjusted EBITDA should be reviewed in conjunction with the company's financial statements filed with the SEC.

Please refer to the reconciliations of non-GAAP financial measures to their GAAP equivalents located in 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).

GAAP – Non-GAAP Reconciliation
Q1 2025 vs. Q1 2024 by Category

	Three Months Ended March 31,					
	2025			2024		
	from Continuing Operations	from Discontinued Operations	Net Operations	from Continuing Operations	from Discontinued Operations	Net Operations
Non-GAAP Financial Data:						
(Loss) Income	$ (506,021)	$ 1,307,451	$ 801,430	$ (398,919)	$ 1,345,898	$ 946,979
Net interest	(185,917)	239	(185,678)	(36,259)	628	(35,631
Depreciation and amortization expense	361,930	26,385	388,315	329,634	1,074,272	1,403,906
Income tax expense	13,404	103,412	116,816	8,582	170,345	178,927
EBITDA	(316,604)	1,437,487	1,120,883	(96,962)	2,591,143	2,494,181
Stock compensation expense	293,941	—	293,941	493,395	—	493,395
Net loss on disposition or impairment	1,973	1,299,724	1,301,697	275	361,828	362,103
Restructuring Costs	67,084	71,384	138,468	28,000	129,036	157,036
Adjusted EBITDA	$ 46,394	$ 2,808,595	$2,854,989	$ 424,708	$ 3,082,007	$3,506,715

GAAP – Non-GAAP Reconciliation Quarterly Continuing Operations

	2025	2024				
	Q1	Q1	Q2	Q3	Q4	2024
Continuing Ops only						
Net (loss) income from continuing operations	(506,021)	(398,919)	(1,710,023)	(414,383)	986,413	(1,536,912)
Net interest	(185,917)	(36,259)	(80,471)	(83,828)	(79,729)	(280,287)
Depreciation and amortization expense	361,930	329,634	342,454	345,835	345,530	1,363,453
Income tax expense	13,404	8,582	11,169	5,391	37,000	62,142
EBITDA	(316,604)	(96,962)	(1,436,871)	(146,985)	1,289,214	(391,604)
Stock compensation expense	293,941	493,395	552,065	430,250	203,295	1,679,005
Acquisition related expenses	-	-	478,710		-	478,710
Net loss on disposition or impairment	1,973	275	662	3,581	10,124	14,642
Costs related to restatement filings	-	-	-	-	-	-
Restructuring Costs	67,084	28,000	25,000	(25,000)	579,231	607,231
Adjusted EBITDA from continuing operations	$ 46,394	$ 424,708	$ (380,434)	$ 261,846	$ 2,081,864	$ 2,387,984

GAAP – Non-GAAP Reconciliation
Quarterly Discontinued Operations

	2025	2024				
	Q1	Q1	Q2	Q3	Q4	2024
Discontinued Ops only						
Net income (loss) from discontinued operations	1,307,451	1,345,898	(1,886,375)	(2,750,756)	(3,701,698)	(6,992,931)
Net interest	239	629	561	495	429	2,114
Depreciation and amortization expense	26,385	1,074,272	1,181,359	893,398	209,655	3,358,684
Income tax expense	103,412	170,345	167,153	57,194	(182,050)	212,642
EBITDA	1,437,487	2,591,144	(537,302)	(1,799,669)	(3,673,664)	(3,419,491)
Stock compensation expense	-	-	-	-	-	-
Acquisition related expenses	-	-	-	-	-	-
Net loss on disposition or impairment	1,299,724	361,828	1,434,658	3,801,637	4,841,844	10,439,967
Costs related to restatement filings	-	-	-	-	-	-
Restructuring Costs	71,384	129,035	119,240	178,182	68,640	495,097
Litigation expenses	-	-	1,490,000	(9,000)	-	1,481,000
Other income related to the ERC	-	-	-	-	-	-
Adjusted EBITDA from discontinued operations	$ 2,808,595	$3,082,007	$ 2,506,596	$ 2,171,150	$ 1,236,820	$ 8,996,573

GAAP – Non-GAAP Reconciliation
Quarterly Consolidated Operations

	2025	2024				
	Q1	Q1	Q2	Q3	Q4	2024
Consolidated Operations						
Net income (loss)	801,430	946,979	(3,596,398)	(3,165,139)	(2,715,285)	(8,529,843)
Net interest	(185,678)	(35,630)	(79,910)	(83,333)	(79,300)	(278,173)
Depreciation and amortization expense	388,315	1,403,906	1,523,813	1,239,233	555,185	4,722,137
Income tax expense	116,816	178,927	178,322	62,585	(145,050)	274,784
EBITDA	1,120,883	2,494,182	(1,974,173)	(1,946,654)	(2,384,450)	(3,811,095)
Stock compensation expense	293,941	493,395	552,065	430,250	203,295	1,679,005
Acquisition related expenses	-	-	478,710	-	-	478,710
Net loss on disposition or impairment	1,301,697	362,103	1,435,320	3,805,218	4,851,968	10,454,609
Costs related to restatement filings	-	-	-	-	-	-
Restructuring Costs	138,468	157,035	144,240	153,182	647,871	1,102,328
Litigation expenses	-	-	1,490,000	(9,000)	-	1,481,000
Other income related to the ERC	-	-	-	-	-	-
Adjusted EBITDA	$ 2,854,989	$3,506,715	$ 2,126,162	$ 2,432,996	$ 3,318,684	$11,384,557