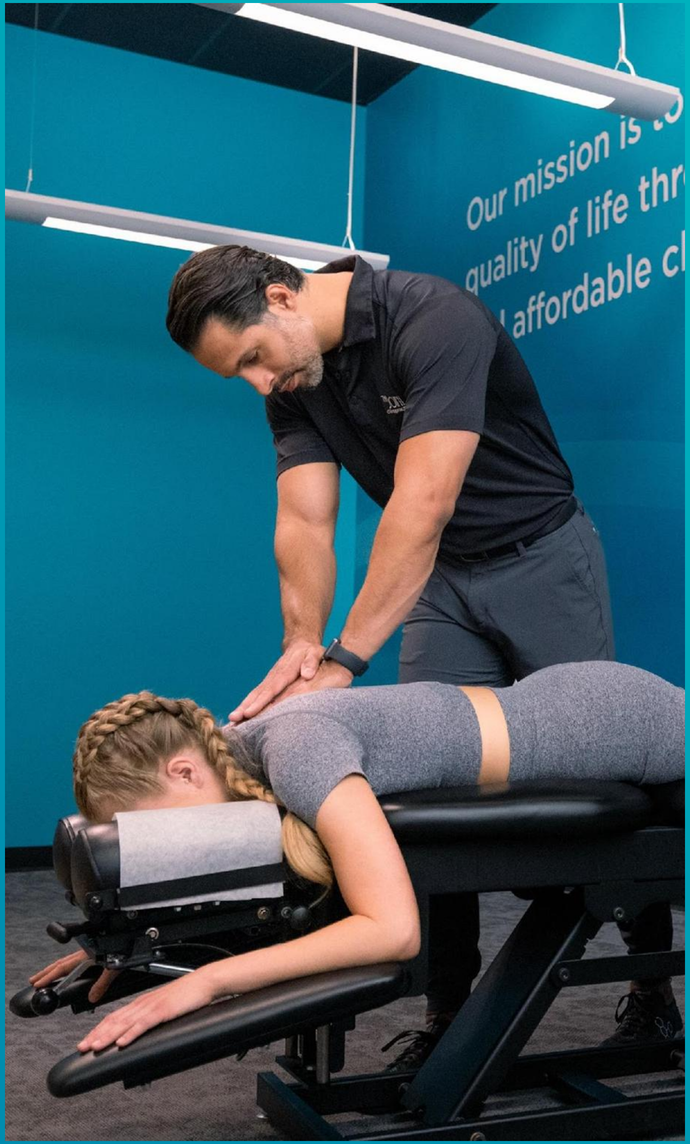

Q3 2025 Financial Results

As of September 30, 2025, reported on November 6, 2025

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Safe Harbor Statements

Certain statements contained in this presentation are "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," "objectives," "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 press release include, among others, our plan to reignite growth and increase profitability; our belief that our asset-light franchise model, growth opportunity, and long-term valuation are not fully recognized in our current share price; and our belief that the extension of the stock repurchase program underscores our commitment to disciplined capital allocation that delivers value for our stockholders. 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, which has increased our costs and which could otherwise 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, 2024 filed with the SEC on March 14, 2025 and subsequently filed current and quarterly reports. 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.

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, 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.

Focused on Becoming a Pure Play Franchisor

- Potential buyers identified for remaining corporate clinics
- Actively engaged in negotiations for the balance of the corporate portfolio

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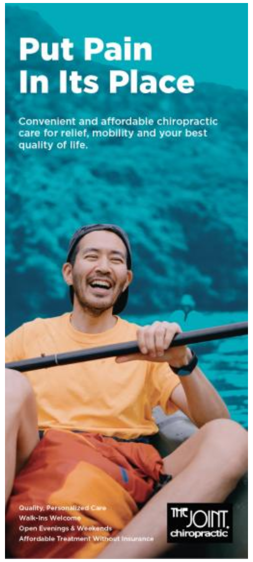
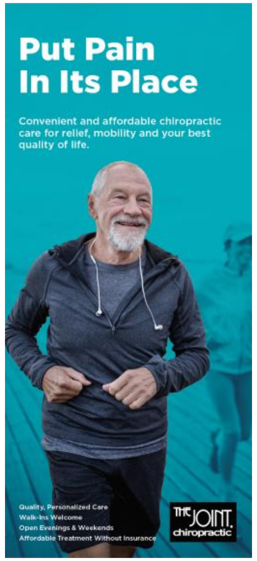
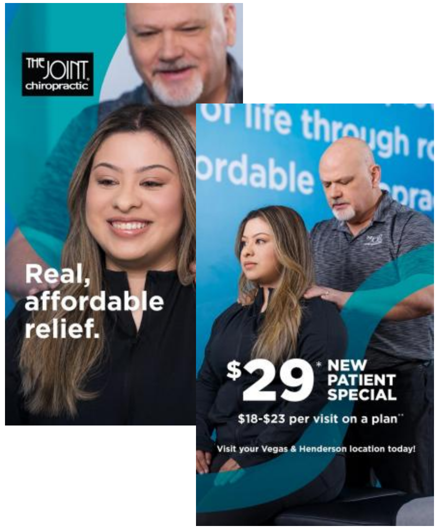
Drive New Patient Acquisition

- **Shift to Pain:** Focusing the top of the funnel messaging on pain relief, while continuing to support patients' wellness journey
- **Increase National Marketing:** Reallocating portion of local spend to national media
- **Solve for Shift in Search Behaviors:** Strengthening digital, SEO/AI-search & microsite content





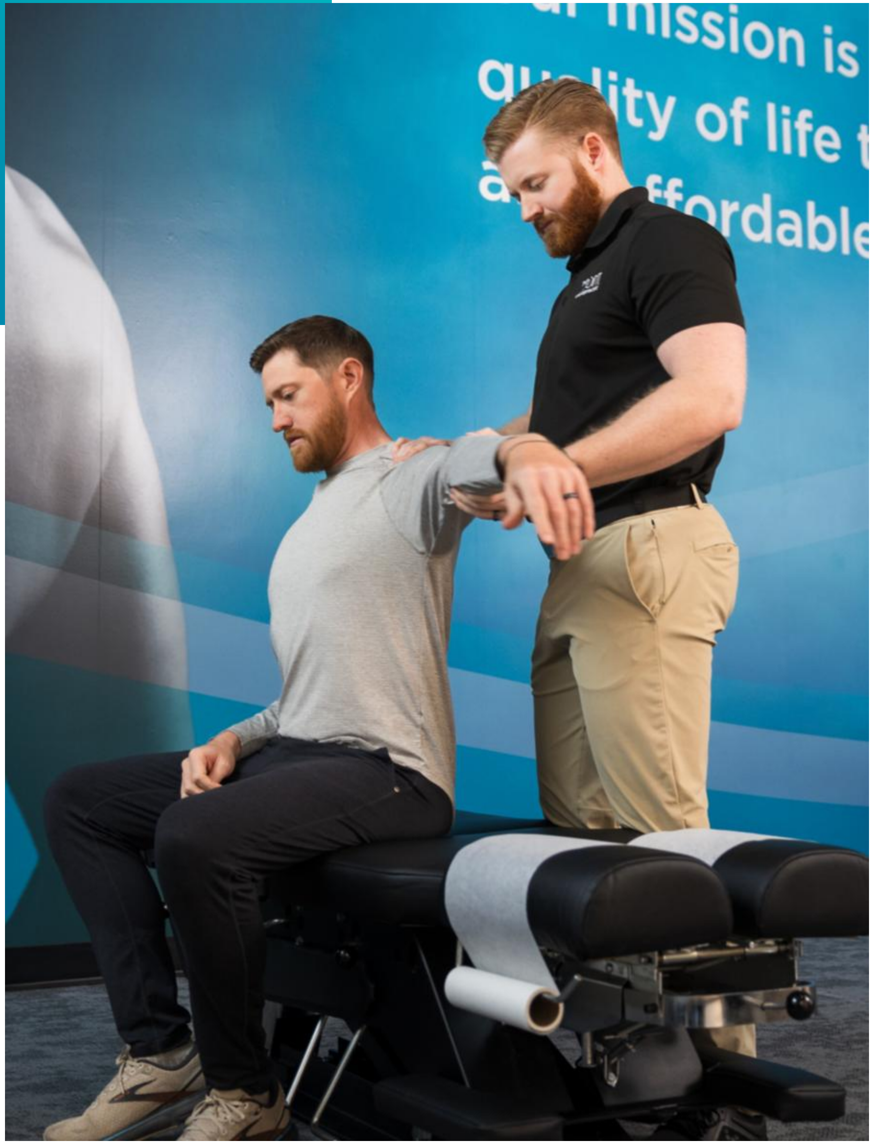


Debbie Gonzalez

Chief Marketing Officer

Growing System-wide Sales

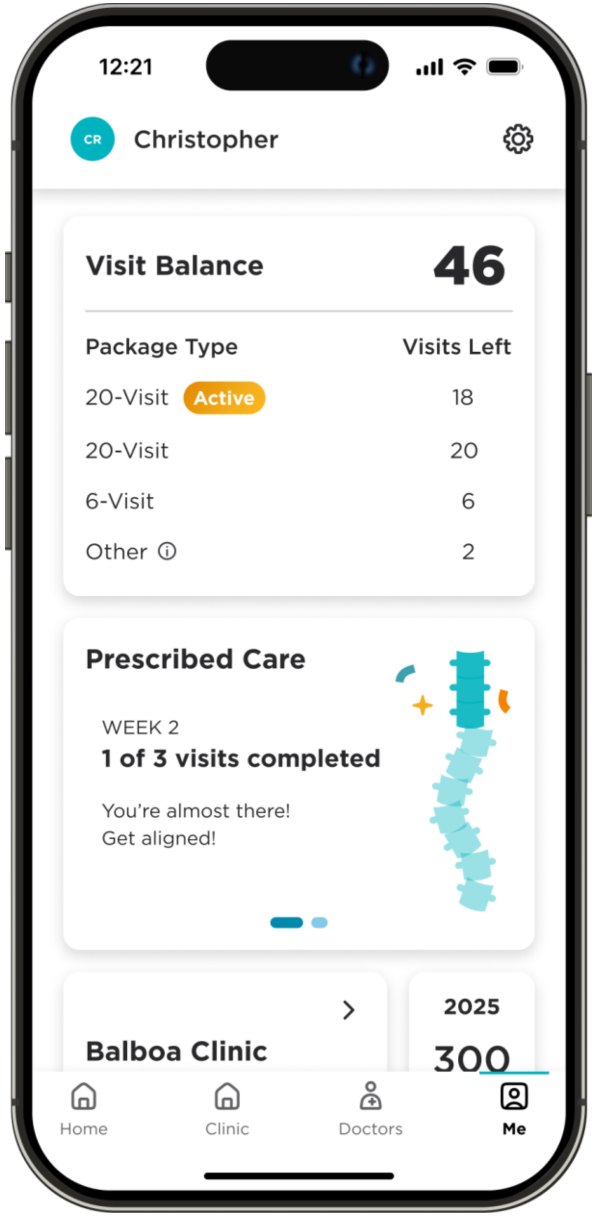
- Launched 3 pricing pilots to inform enterprise-wide price increase in Q1 2026
- Kickstart plans started in July 2025
  - ~25% of new patients buying packages

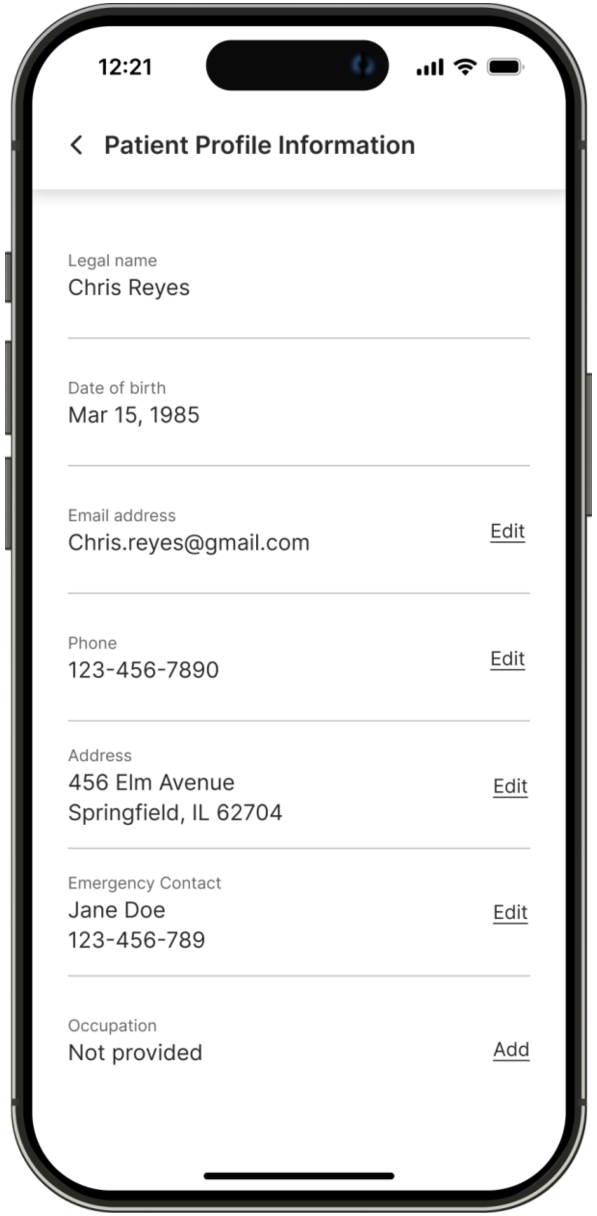


Elevating the Patient Experience

- Launched mobile app in July
  - Adoption by 18% of new patients
  - ~178k downloads

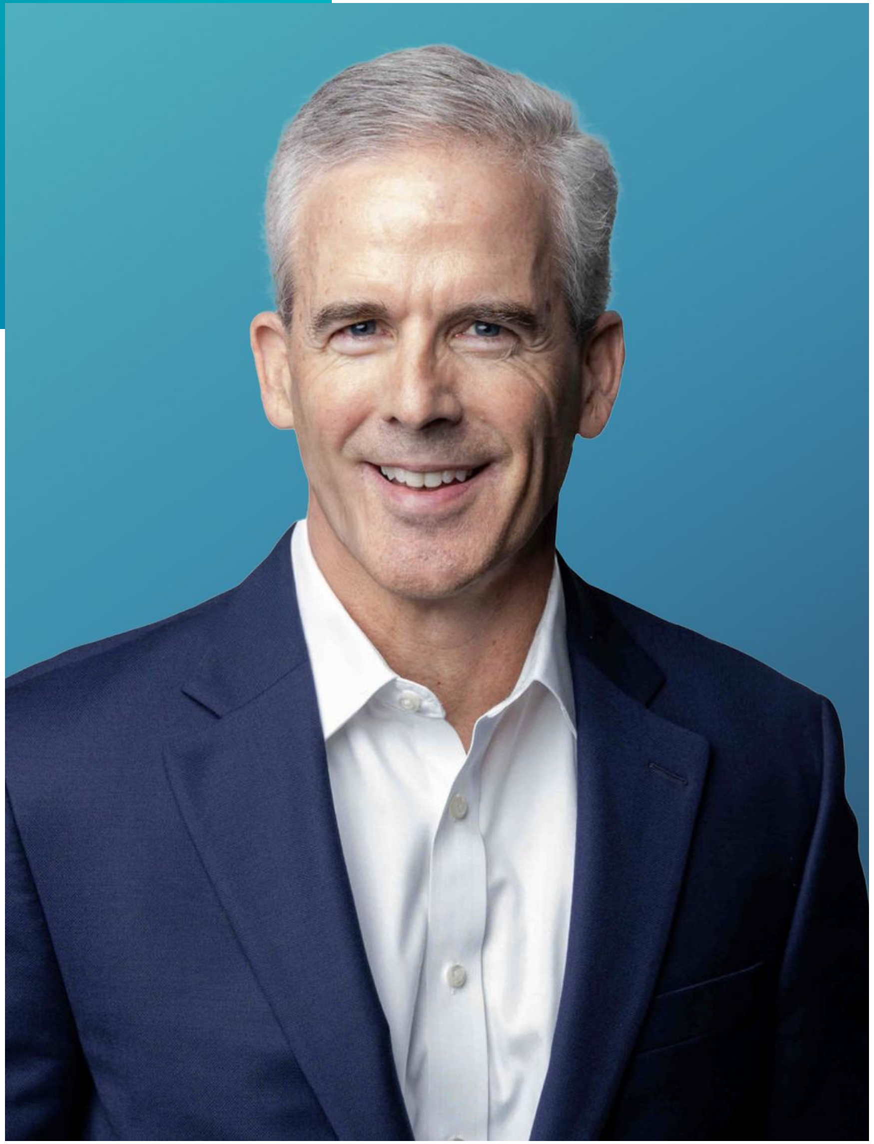
- New release in August
  - Visit balance, plan type, cycle date, at-a-glance history, treatment plan and progress report look up
  - Records download
  - Patient experience survey





Scott Bowman

Chief Financial Officer



Operating Metrics

36% Q3 2025 consolidated **Adj. EBITDA** increase over Q3 2024

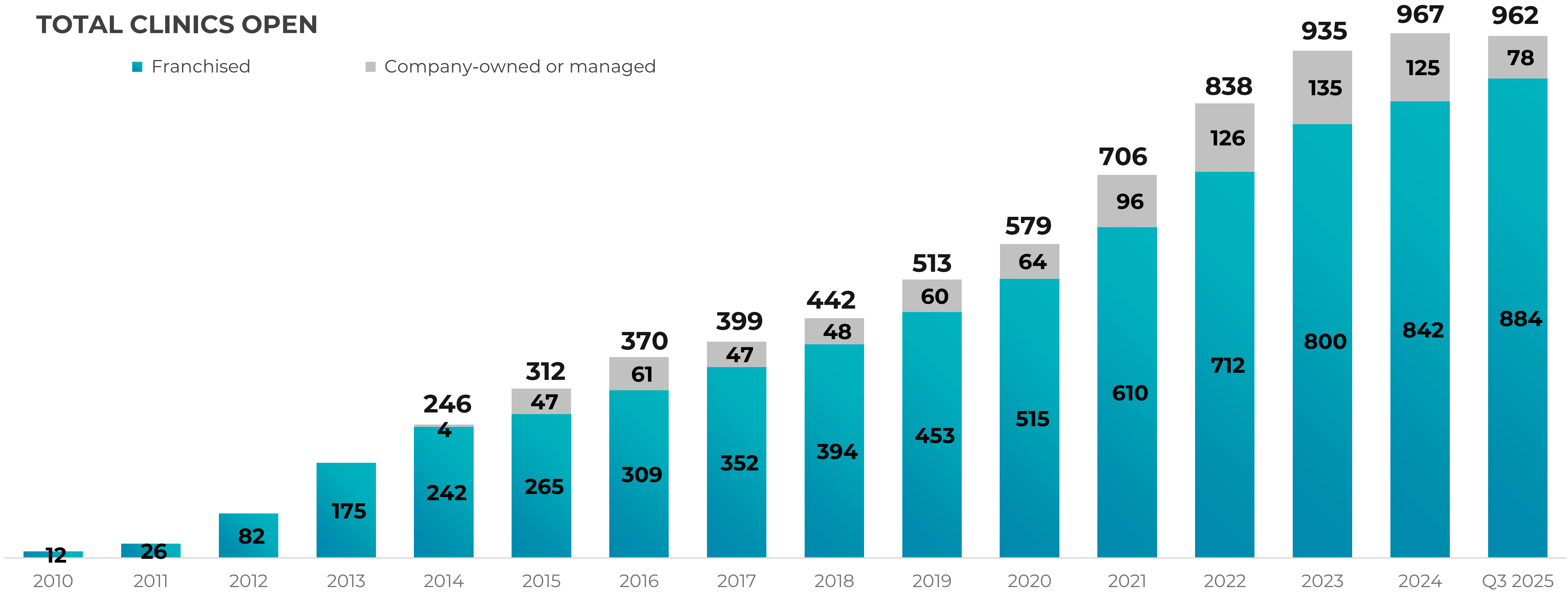
(1.5)% Q3 2025 **system-wide sales**[1]

(2.0)% Q3 2025 **comp sales**[2]

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.

92% of Portfolio Franchised

52% of clinics under Regional Developer management



Q3 2025 as of September 30, 2025

$ in M [1]	3 mo.s 9/30/25	3 mo.s 9/30/24	Differences	
Revenue	$13.4	$12.7	$0.7	6%
Cost of revenues	2.7	2.8	(0.1)	(6)%
Sales and marketing	2.8	2.5	0.3	13%
Depreciation and amortization	0.4	0.3	0.1	29%
G&A	7.3	7.5	(0.2)	(2)%
Operating income (loss)	0.2	(0.5)	0.7	NA
Net income (loss) from continuing operations [2]	0.3	(0.4)	0.7	NA
Net income / (loss) from discontinued operations [2]	0.6	(2.8)	3.8	NA
Consolidated net income / (loss)	0.9	(3.2)	4.1	NA
Adjusted EBITDA from continuing operations [3]	**1.4**	**0.3**	**1.1**	438%
Adjusted EBITDA from discontinued operations [3]	**1.9**	**2.1**	**(0.2)**	(13)%
Consolidated Adjusted EBITDA [3]	**3.3**	**2.4**	**0.9**	36%

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.

YTD as of September 30, 2025

$ in M [1]	9 mo.s 9/30/25	9 mo.s 9/30/24	Differences	
Revenue	$39.7	$37.4	$2.3	6%
Cost of revenues	8.4	8.3	0.1	1%
Sales and marketing	9.8	8.2	1.6	20%
Depreciation and amortization	1.2	1.0	0.2	19%
G&A	21.9	22.6	(0.7)	(3)%
Operating income (loss)	(1.7)	(2.7)	1.0	NA
Net income (loss) from continuing operations [2]	(1.2)	(2.5)	1.3	NA
Net income / (loss) from discontinued operations [2]	3.1	(3.3)	6.4	NA
Consolidated net income / (loss)	1.9	(5.8)	7.7	NA
Adjusted EBITDA from continuing operations [3]	**1.5**	**0.3**	**1.2**	404%
Adjusted EBITDA from discontinued operations [3]	**7.9**	**7.8**	**0.1**	1%
Consolidated Adjusted EBITDA [3]	**9.4**	**8.1**	**1.3**	16%

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.

Strengthening Balance Sheet

$ in Ms	9/30/25	12/31/24
Unrestricted cash	$29.7	$25.1
Restricted cash	$1.0	$0.9
Available JP Morgan Chase LOC[1]	$20.0	$20.0
Debt	$0.0	$0.0

Stock repurchase plan:

- Purchased 540k shares for $5M August through November
- Authorized for up to another $12M of outstanding common stock

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

Revising 2025 Sales Guidance

$ in M	2024 Actual	2025 Prior Guidance Low	2025 Prior Guidance High	2025 Current Guidance Low	2025 Current Guidance High
System-wide sales [1]	$530.3	$530	$550	$530	$534
Comp sales [2]	4%	Low-single digits		(1)%	0%
Consolidated Adjusted EBTIDA	$11.4	$10.8	$11.8	$10.8	$11.8
New franchised clinic openings	57	30	35	30	35

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.

Sanjiv Razdan

CEO, President and Director

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Committed to Driving Success

System-wide Sales

Comp Sales

Net New Clinic Openings

Adjusted EBITDA

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, and litigation expenses (consisting of legal and related fees for specific proceedings that arise outside of the ordinary course of our business).

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
Quarterly Continuing Operations

	2025 Q3 QTD	2024 Q3 QTD	2025 Q3 YTD	2024 Q3 YTD
Continuing Ops Only				
Net income (loss) from continuing operations	$ 290,370	$ (414,383)	$ (1,205,286)	$ (2,523,325)
Net interest income	(253,277)	(83,828)	(599,116)	(200,558)
Depreciation and amortization expense	446,736	345,835	1,210,961	1,017,923
Income tax expense	10,346	5,391	35,140	25,142
EBITDA	494,175	(146,985)	(558,301)	(1,680,818)
Stock compensation expense	346,209	430,250	971,138	1,475,710
Acquisition-related expenses	—	—	—	478,710
Net loss on disposition or impairment	—	3,581	6,413	4,518
Cost related to restatement filings	113,477	—	113,477	—
Restructuring costs	355,042	(25,000)	910,619	28,000
Litigation expenses	100,000	—	100,000	—
Adjusted EBITDA from continuing operations	$ 1,408,903	$ 261,846	$ 1,543,346	$ 306,120

GAAP – Non-GAAP Reconciliation
Quarterly Discontinued Operations

	2025 Q3 QTD	2024 Q3 QTD	2025 Q3 YTD	2024 Q3 YTD
Discontinuing Operations Only				
Net income (loss) from discontinued operations	$ 564,639	$ (2,750,756)	$ 3,121,454	$ (3,291,233)
Net interest expense	—	496	239	1,685
Depreciation and amortization expense	16,310	893,398	59,815	3,149,029
Income tax expense	99,630	57,194	303,243	394,692
EBITDA	680,579	(1,799,668)	3,484,751	254,173
Net loss on disposition or impairment	860,598	3,801,637	3,746,449	5,598,123
Restructuring costs	102,024	178,182	371,739	426,457
Litigation expenses	250,000	(9,000)	250,000	1,481,000
Adjusted EBITDA from discontinuing operations	$ 1,893,201	$ 2,171,151	$ 7,852,939	$ 7,759,753

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GAAP – Non-GAAP Reconciliation
Quarterly Consolidated Operations

	2025 Q3 QTD	2024 Q3 QTD	2025 Q3 YTD	2024 Q3 YTD
Consolidated Operations				
Net income (loss)	$ 855,009	$ (3,165,139)	$ 1,916,168	$ (5,814,558)
Net interest income	(253,277)	(83,332)	(598,877)	(198,873)
Depreciation and amortization expense	463,046	1,239,233	1,270,776	4,166,952
Income tax expense	109,976	62,585	338,383	419,834
EBITDA	1,174,754	(1,946,653)	2,926,450	(1,426,645)
Stock compensation expense	346,209	430,250	971,138	1,475,710
Acquisition-related expenses	—	—	—	478,710
Net loss on disposition or impairment	860,598	3,805,218	3,752,862	5,602,641
Cost related to restatement filings	113,477	—	113,477	—
Restructuring costs	457,066	153,182	1,282,358	454,457
Litigation expenses	350,000	(9,000)	350,000	1,481,000
Adjusted EBITDA	$ 3,302,104	$ 2,432,997	$ 9,396,285	$ 8,065,873

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