

# Investor Presentation

Three Months Ended  
June 30, 2024



**LINCOLN TECH<sup>®</sup>**

The Lincoln Tech logo is a stylized red square with a white outline, resembling a square with a smaller square inside it, rotated 45 degrees. It is centered within a black circle that has a thick grey border. The background of the slide is split into a black upper-left section and a red lower-right section, with decorative red circles and a semi-circle on the black background.

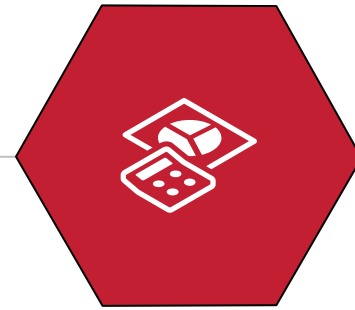
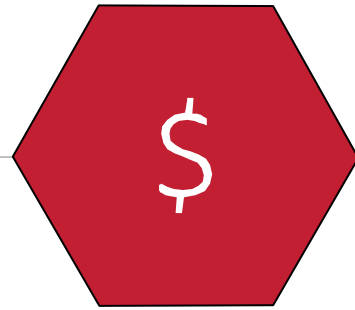
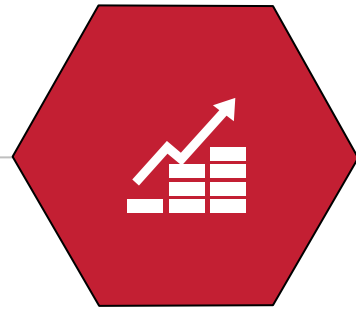
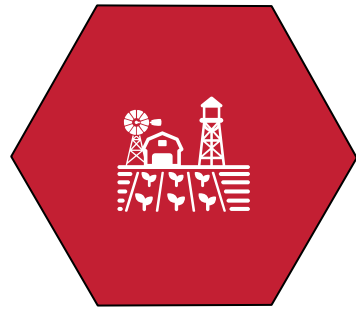
# Safe Harbor Statement

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Statements in this presentation regarding Lincoln's business that are not historical facts may be "forward-looking statements" that involve risks and uncertainties. Forward-looking statements should not be read as a guarantee of future performance or results and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. Forward-looking statements are based on information available at the time those statements are made and/or management's good faith belief as of that time with respect to future events and are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in or suggested by the forward-looking statements. Important factors that could cause such differences include, but are not limited to: our failure to comply with the extensive regulatory framework applicable to our industry or our failure to obtain timely regulatory approvals in connection with a change of control of our company or acquisitions; our success in updating and expanding the content of existing programs and developing new programs in a cost-effective manner or on a timely basis; risks associated with changes in applicable federal laws and regulations, including final rules that took effect during 2011 and other pending rulemaking by the U.S. Department of Education; uncertainties regarding our ability to comply with federal laws and regulations regarding the 90/10 rule and cohort default rates; risks associated with the opening of new campuses; risks associated with integration of acquired schools; industry competition; our ability to execute our growth strategies; conditions and trends in our industry; the COVID-19 pandemic and its impact on our business and the U.S. and global economics; general economic conditions; and other factors discussed in our annual report on Form 10-K for the year ended December 31, 2023. For a discussion of such risks and uncertainties, which could cause actual results to differ from those contained in the forward-looking statements, see "Risk Factors" in Lincoln's annual report on Form 10-K for the year ended December 31, 2023. All forward-looking statements are qualified in their entirety by this cautionary statement, and Lincoln undertakes no obligation to revise or update this news release to reflect events or circumstances after the date hereof.



# Investment Opportunity



## Skills Gap

Employers cannot find enough technically trained employees and with the infrastructure bill passed demand for skilled workers should be even greater

## Leader

Lincoln is a leading, technical, hands-on educator and trainer serving high demand industries (transportation, skilled trades and healthcare) facing this Skills Gap

## Growth

Proven ability to grow population and revenue in high and low unemployment markets

## Profitability

Returning to long term significant operating leverage with approximately 40% of incremental revenue dropping to the bottom line.

## Balance sheet

Strong balance sheet with resources to expand programs and campuses to accelerate growth

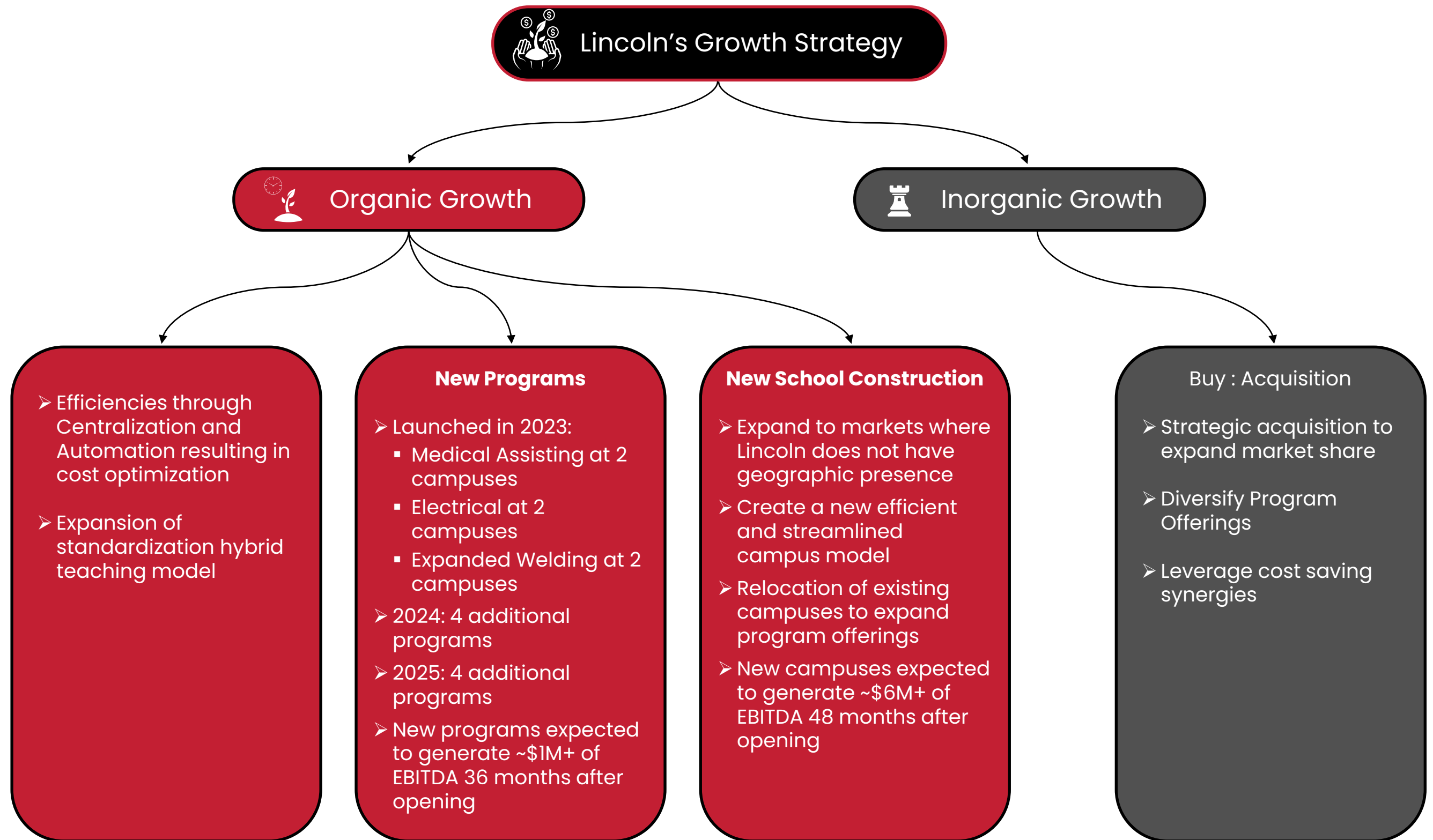
## Increasing Efficiency

Continuing efforts to streamline and standardize operations including moving to a more efficient hybrid learning model, and standardizing curriculum.

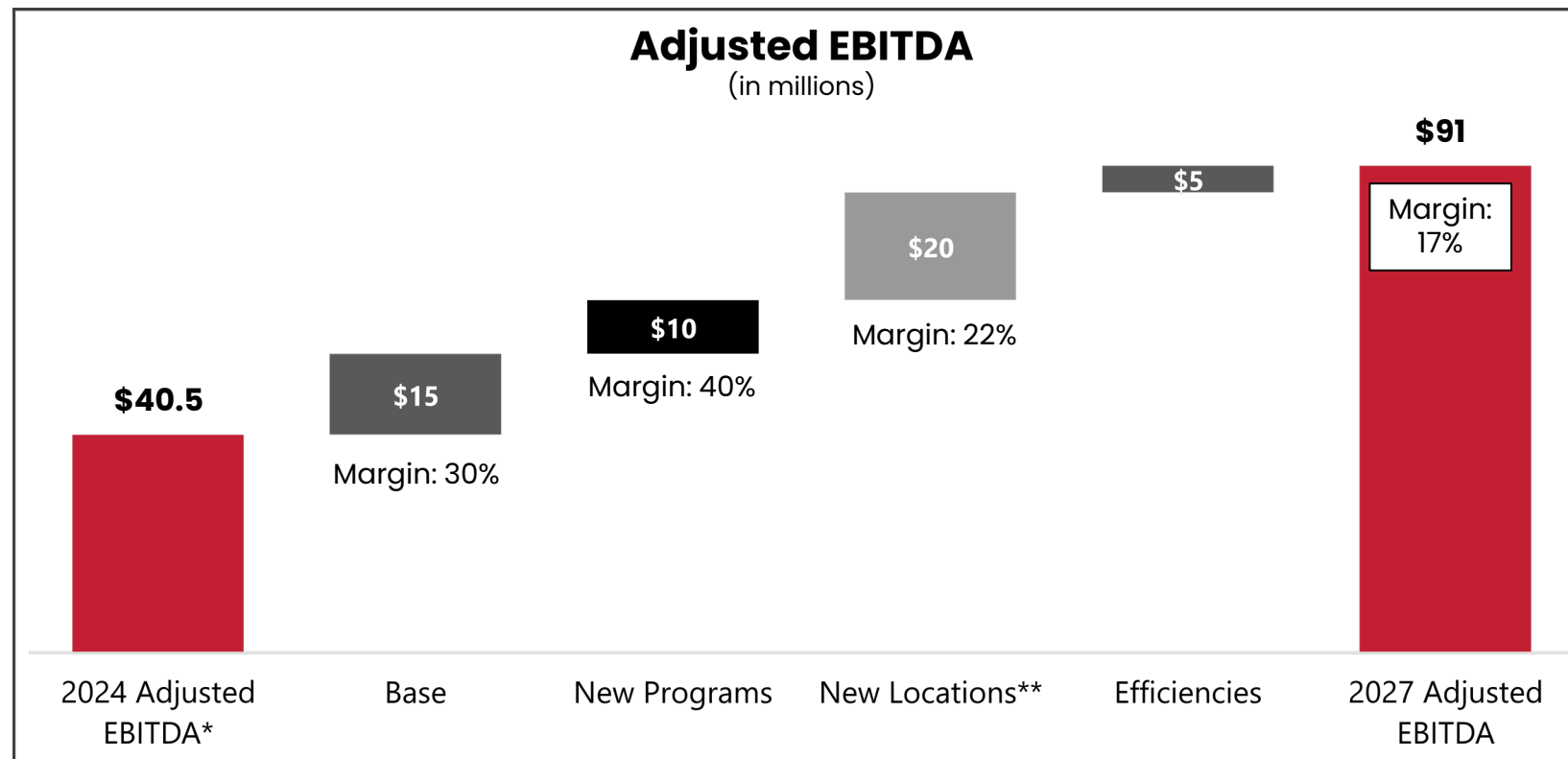
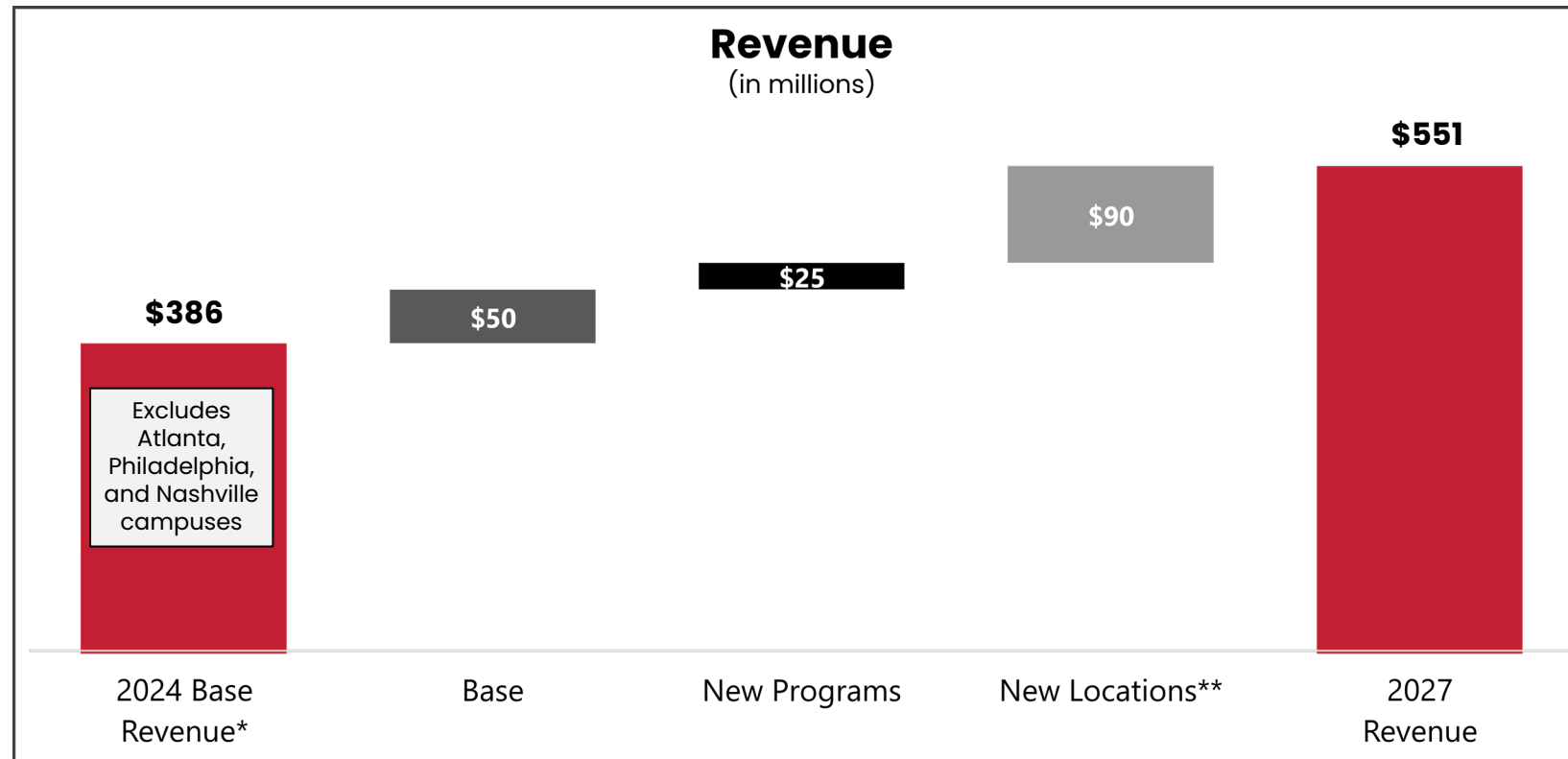
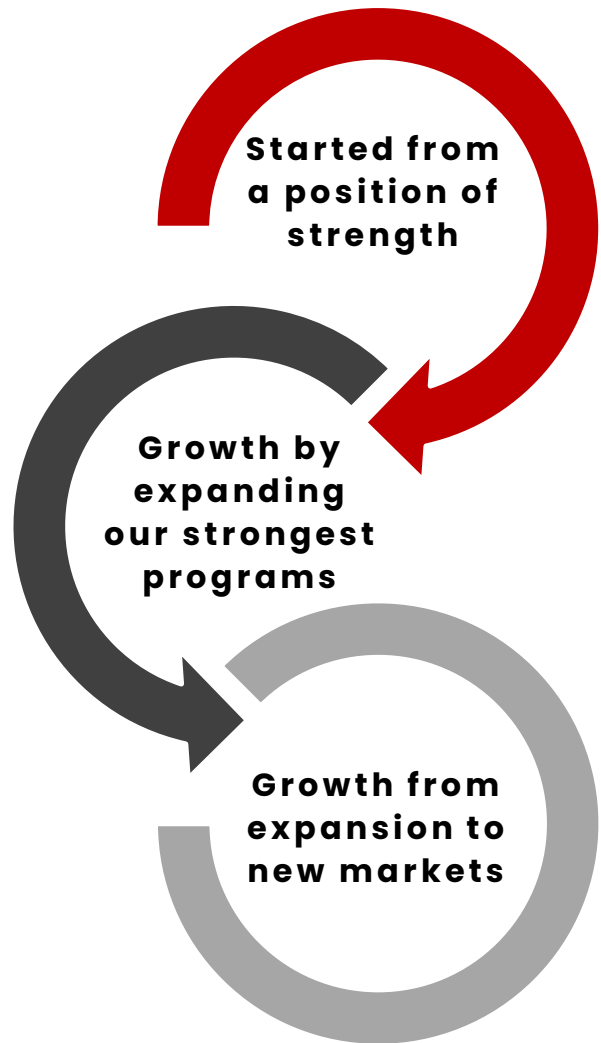
Hybrid model is more attractive to students



# Growth Strategy



# Strategic Growth Plan



**2027 Projections:**  
 Net Income: ~\$44M  
 EPS: ~\$1.40  
 Cash from Ops: ~\$65M

\* 2024 represents the midpoint of guidance

\*\* New Locations: East Point, GA; Houston, TX; Levittown, PA (Philadelphia); and Nashville, TN. Includes only locations for which Lincoln Tech has acquired space or signed a lease and does not reflect additional opportunities the company may pursue in the future.



# Lincoln Hybrid Learning Model



- Expands capacity at existing campuses
- Efficiencies from Lincoln's hybrid program (Lincoln 10.0) are expected to generate instructional cost savings
- Creating standard scheduling methodology across all campuses to drive further efficiencies
- Standard curriculum design and three schedule options improve student experience and outcomes



# New Campus Pro-Forma Hybrid Learning Model

## Facilities

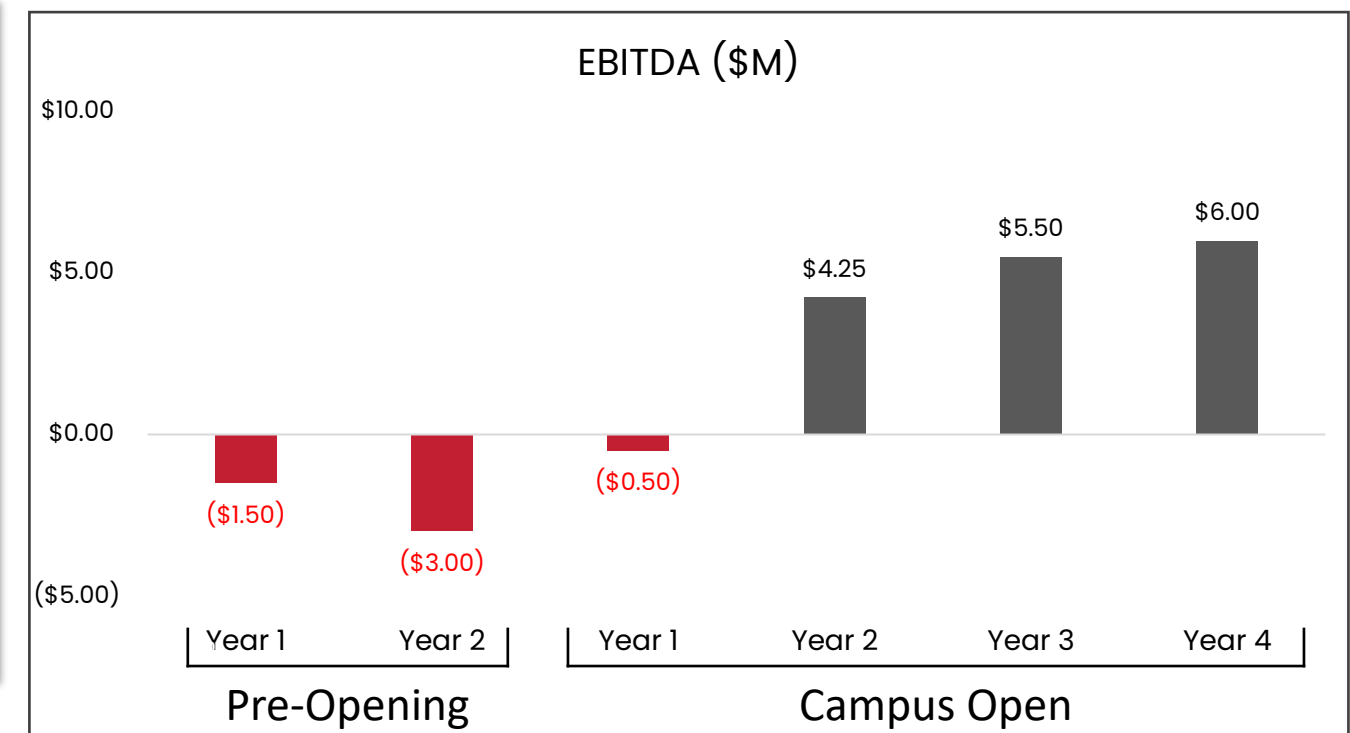
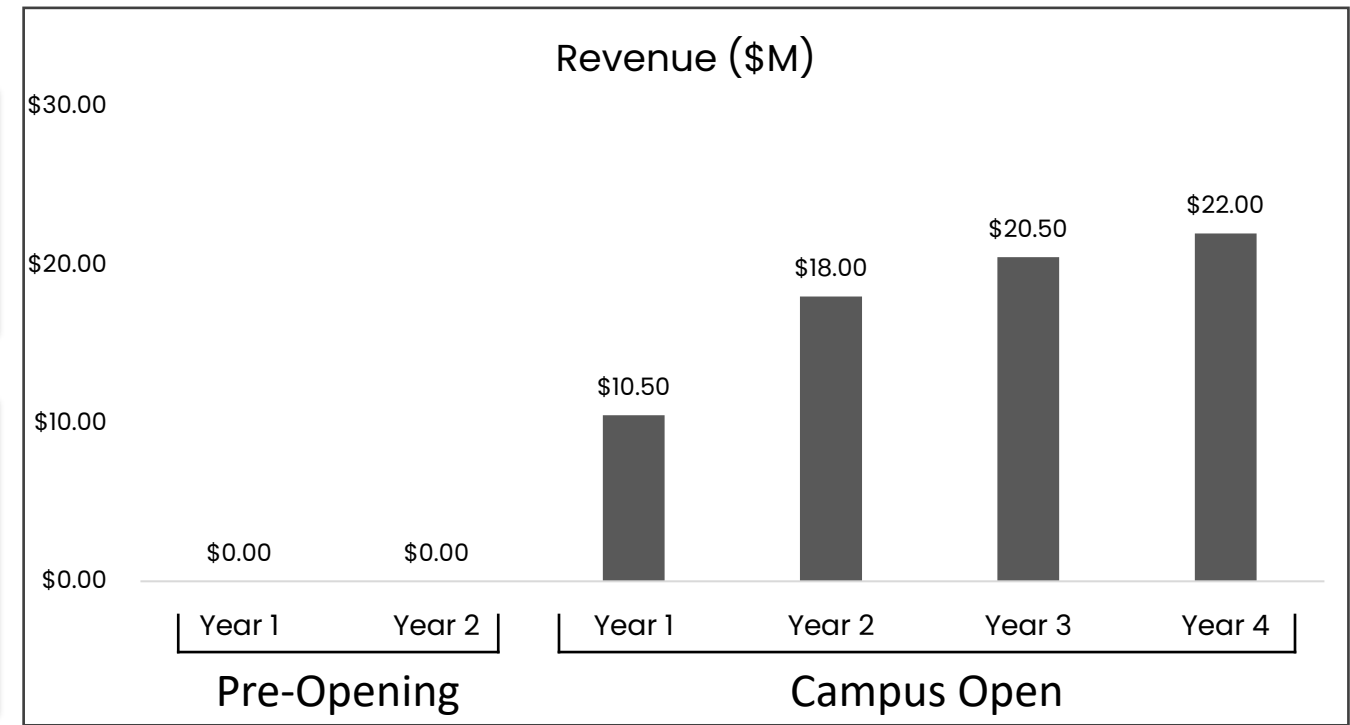
State-of-the-art facilities ~60k – 80k square feet

## Blended Programs

The Campus will offer a mix of Automotive and Skilled Trade Programs in the Hybrid Learning Model.

## Financials

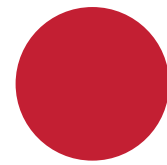
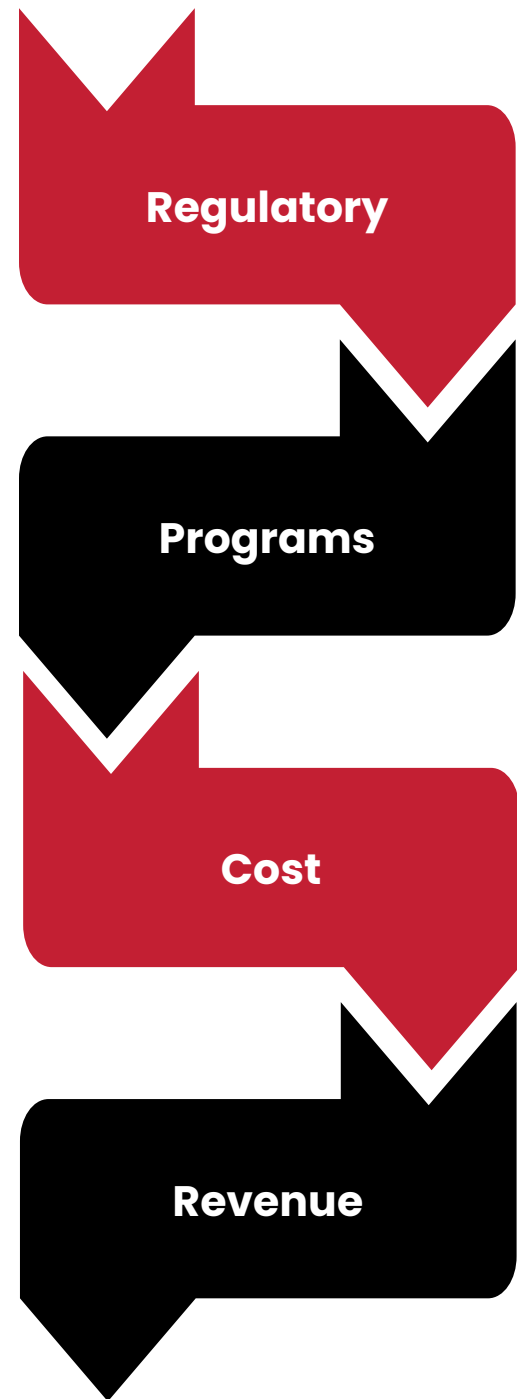
- CapEx: \$15-\$20M
- ~\$4.5M of EBITDA loss prior to opening
- Classes start ~2 years from lease signing
- Accretive to earnings within 2 years of class start
- Avg Pop of ~625 students by Year 4



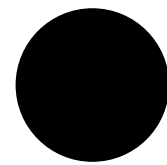
EBITDA includes corporate allocations



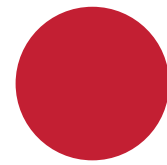
# Disciplined Acquisition Strategy



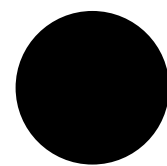
- Strong history of regulatory compliance including outcomes
- Low 90/10 ratio
- Completed more than 10 acquisitions over the years



- Diversify our program offerings - Expand program offerings to our existing locations
- Replicate our programs in acquired schools



- Synergies - eliminate duplicate costs/streamline costs
- Expand geographic footprint



- Grow market share and profitability by leveraging high school recruiting and cost-effective marketing platform





# Lincoln Graduates are Essential Workers

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Approximately 90% of our students are pursuing careers that the U.S Department of Homeland Security considers Essential Critical Infrastructure Workers.



# Company Overview

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# Nasdaq: LINC

- Operates 22 campuses in 13 states with approximately 14,500 students <sup>1</sup>
- A national leader with over 75 years of experience operating
- Focused on providing hands-on training serving national, large regional, and local employers in transportation, skilled trades, and healthcare
- Strong student outcomes and regulatory record
- The growing “middle skills gap” will drive growth for the next decade
- High employer demand for training in Automotive, Skilled Trades, Healthcare, Hospitality, and IT
- Opportunities to expand footprint and program offerings for additional growth
- Lincoln has historically benefited from economic slowdowns

## Key Highlights as of 6/30/2024

Stock Price

**\$11.86**

52-Week Price Range

**\$6.06 – \$12.64**

Common Shares Outstanding

**31.5M**

Market Capitalization

**\$373M**

Average Daily Volume

**121,092**

Institutional Ownership

**80.4%**

Insider Ownership <sup>2</sup>

**16.8%**

YTD Revenue

**\$206.3M**

YTD Adjusted EBITDA <sup>3</sup>

**\$12.8M**

1. As of 6/30/2024, excludes new Houston campus (opening Q4 2025)

2. Includes 10.6% owned by Juniper Targeted Opportunities and Juniper Investment Fund, over which Lincoln Tech Board Director John A. Bartholdson shares voting and dispositive power

3. Refer to appendix for adjusted EBITDA Reconciliation



# Campuses Across the Country

Opportunity for expansion in the South and West

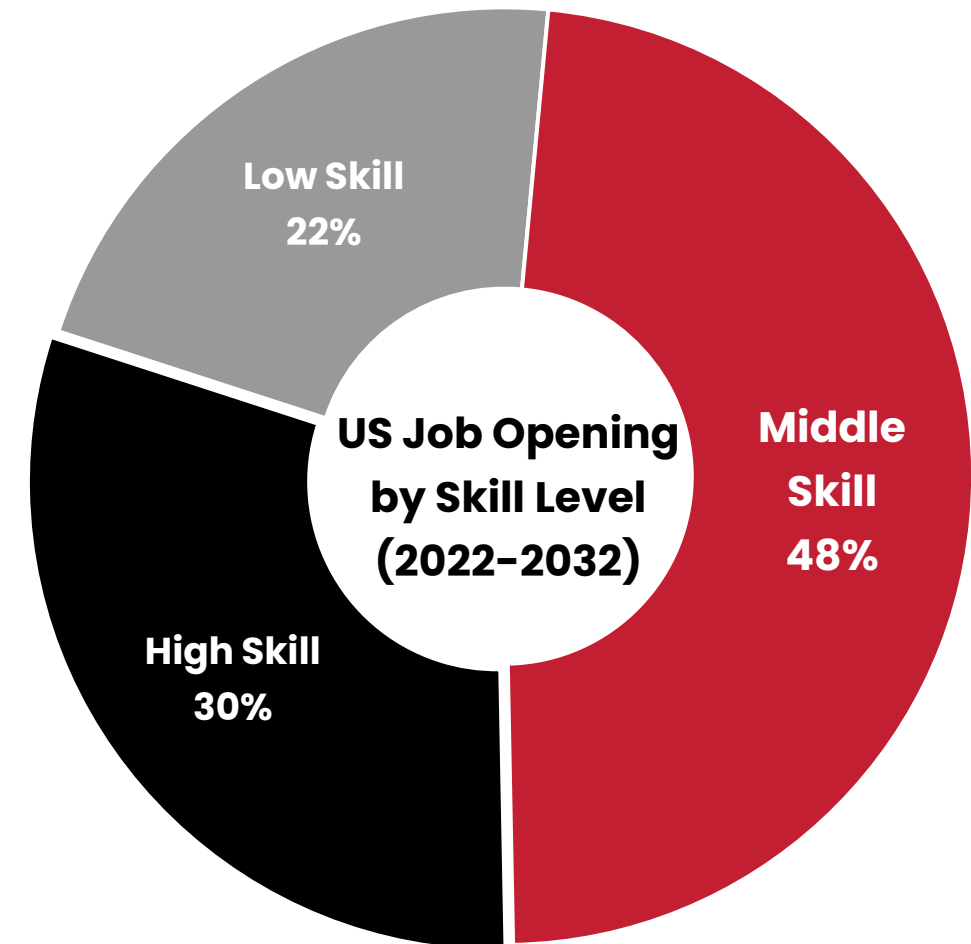


# Demand for “Middle Skills Training”

Middle-skill jobs, which require education beyond high school but not a four-year degree, make up the largest part of America’s labor market.

(Source: U.S. Bureau of Labor Statistics)

Lincoln connects employers with entry level trained professionals from the adult, high school and military sectors.



Source: U.S. Bureau of Labor Statistics  
Employment by Typical Entry-Level Education



# Drivers of Organic Demand for Training

## Supply

- Societal pressure to go to college
- Elimination of Vo-Tec programs

**GAP**

## Demand

- New appreciation for skills-trade training
- Silver Tsunami – aging baby-boomers retiring from the workplace
- Growing skepticism of the value of college
- Employers struggle to find interested candidates
- Simple jobs have become more complex with technology
- Strong demand in healthcare, manufacturing, and construction
- Infrastructure spending will exacerbate the shortage
- Less stigma – Essential Workers



# Significant Opportunity for Organic Growth

BLS data for annual new hires for Lincoln's top programs

## Transportation and Skilled Trades

Automotive Technology	67,700
Diesel Technology	24,300
Collision Repair	13,400
Electrical	73,500
Welding	42,600
HVAC	37,700
CNC Manufacturing Technology	14,300

**Lincoln's Market Share ~2.6%**

## Healthcare and Other Professions

LPN	54,400
Medical Assisting	114,600
Dental Assisting	55,100
Culinary	245,700
Baking & Pastry	33,800
Cosmetology & Aesthetics	94,400
Information Technology	53,200

**Lincoln's Market Share ~0.5%**

National figures cited above are based on projected annual job openings which refers to the average annual job openings due to growth and net replacement. This data was compiled from the U.S. Dept. of Labor, Bureau of Labor Statistics, for the years 2022 through 2032, [www.careeronestop.org](http://www.careeronestop.org), captured on February 23, 2024. State-specific employment projections can also be found at [careeronestop.org](http://careeronestop.org).



# Our Superior Educational Approach

Feedback Integration	<ul style="list-style-type: none"><li>➤ Develop training programs with feedback from employers and key industry associations to understand gaps and needs</li><li>➤ Integrate industry preferred licensing and certifications into the curriculum</li><li>➤ Provide robust student support services to ensure strong outcomes</li></ul>
Student Support	
Industrial Infrastructure	<ul style="list-style-type: none"><li>➤ Build labs and shops that replicate the working environment using professional grade equipment and tools</li><li>➤ Incorporate cutting edge education technology with animations, videos and simulations to make learning active and engaging</li></ul>
Engaging Curriculum	
Graduation and Placement	<ul style="list-style-type: none"><li>➤ Superior graduation rates and placement rates</li><li>➤ Expect students to meet employability standards for appearance, attendance and professional attitude while in school</li><li>➤ Offer an accelerated program with multiple entry points to allow students to graduate quickly and enter the workforce earlier</li></ul>
Employment Assistance	





# Lincoln Tech

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**Largest Provider of Automotive and Skilled Trade Graduates in the East**

**WEST**



**EAST**



# Growing Base of Industry Partners

- Positions Lincoln as long-term solutions provider for both entry level technicians and advanced workforce training
- Employers appreciate the technical and soft skills of our students
- Partners provide validation of the quality of our education
- Co-branding opportunities with elite partners helps attract new students
- Partners provide better job opportunities for our graduates



# Compliance Stats

**90/10 Rule :** This rule caps the percentage of revenue that a proprietary institution can receive from federal financial aid sources at 90%; the other 10% of revenue must come from alternative sources. Starting in 2023, the Veteran Affairs benefits are counted as federal financial aid in the numerator.

**CDR :** It is the percentage of a school's borrowers who enter repayment on certain Federal Family Education Loan (FFEL) Program or William D. Ford Federal Direct Loan (Direct Loan) Program loans during a particular federal fiscal year (FY), October 1st to September 30th, and default or meet other specified conditions prior to the end of the second following fiscal year.

**Composite Score :** the DOE composite score reflects the overall financial health of an institution. The score can be anywhere along the scale from negative 1.0 to positive 3.0. If an institution receives a score greater than or equal to 1.5, the institution is considered financially responsible.

Metrics	FY 2023				FY 2022			
	Company Overall	New Britain OPEID	Indianapolis OPEID	Iselin OPEID	Company Overall	New Britain OPEID	Indianapolis OPEID	Iselin OPEID
<b>90/10 Actual</b>	81%	83%	79%	84%	74%	75%	71%	80%
<b>90/10 Proforma*</b>					80%	80%	79%	83%
<b>CDR**</b>	0.0%	0.0%	0.0%	0.0%	2.7%	2.9%	2.9%	1.9%
<b>Composite Score</b>	3.0				2.9			

➤ This data is the annual data submitted to ACCSC for completion and employment rates for programs offered as of July 1, 2023

Total Students Available for Grad	Total Grads	Completion Percentage	Grads Available for Employment	Total Employed	Employment Percentage
14,642	10,030	69%	9,787	8,048	82%

\* The 2022 proforma represented the 90/10 ratio based on Veteran Affairs benefits included as federal funds in line with the 2023 calculation.

\*\* 2020 cohort reported in FY23, 2019 cohort reported in FY22.



# Experienced Management Team

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Scott Shaw  
President and CEO (23)



Brian Meyers  
EVP, CFO & Treasurer (21)



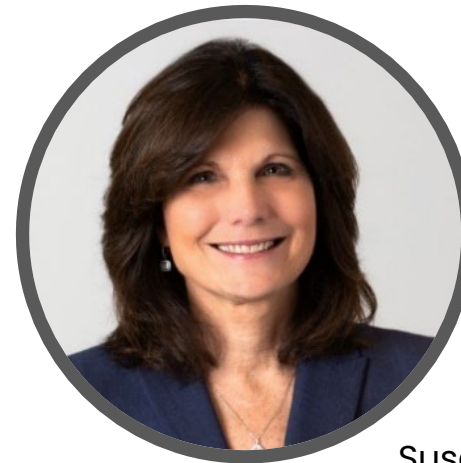
Chad Nyce  
EVP, Chief Innovation  
Officer (4)



Alexandra Luster  
EVP, General Counsel &  
Secretary (29)



Stephen Ace  
SVP of Human Resources (16)



Susan English  
SVP of Career Services &  
Industry Partners (40)



Francis Giglio  
SVP of Compliance and  
Regulatory (20)



James Rasmussen  
SVP Admissions (17)



Val Thomas  
SVP & Chief Information  
Officer (14)



# Board Of Directors



**John A. Bartholdson**  
Non-Executive Chairman,  
Lincoln Educational  
Services; Co-Founder &  
Partner, Juniper  
Investment Co. LLC



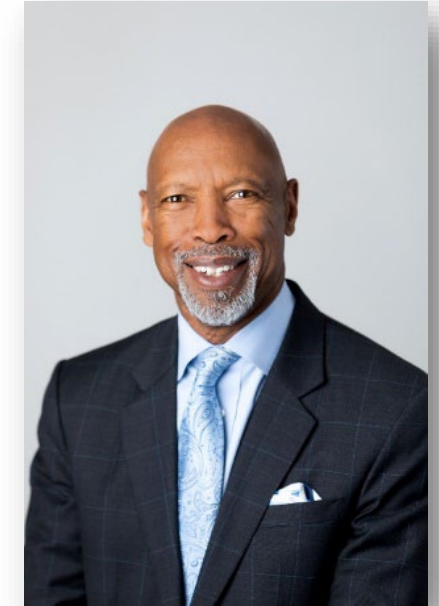
**James J. Burke, Jr.**  
Founder & Managing  
Member, JJB Capital  
Partners LLC



**Anna Cabral**  
Former Treasurer of the  
United States of America



**Kevin M. Carney**  
Former Executive Vice  
President & Chief  
Financial Officer,  
Web.com Group Inc.



**Dr. Michael A. Plater**  
Former University  
President, Strayer  
University



**Felecia J. Pryor**  
Senior Vice President &  
Chief People Officer, John  
Deere



**Marta Ronquillo Newhart**  
Independent Director,  
Enterprise Leader & Chief  
Marketing, Communications  
& Brand Officer at APCO  
Worldwide



**Carlton Rose**  
Former President, Global  
Fleet Maintenance &  
Engineering, UPS; 1981  
Lincoln Tech Graduate



**Sylvia J. Young**  
Former President & Chief  
Executive Officer HCA  
Continental Division



**Scott M. Shaw**  
President & Chief  
Executive Officer, Lincoln  
Educational Services



# Financial Review



## Results from Operations

Three Months Ending June 30, 2024



Starts		Revenue <sup>1</sup>		Adj. EBITDA <sup>2</sup>		Adj. Net Income <sup>2</sup>	
4,953	+12.3%	\$102.9M	+14.7M	\$6.2M	+\$3.8M	\$1.7M	+\$1.2M

## Balance Sheet Strength



- Strong liquidity of over \$100M
- Working capital over \$50M
- Well-positioned to implement our growth initiatives
- No debt outstanding

1. Excludes Transitional segment results from prior year

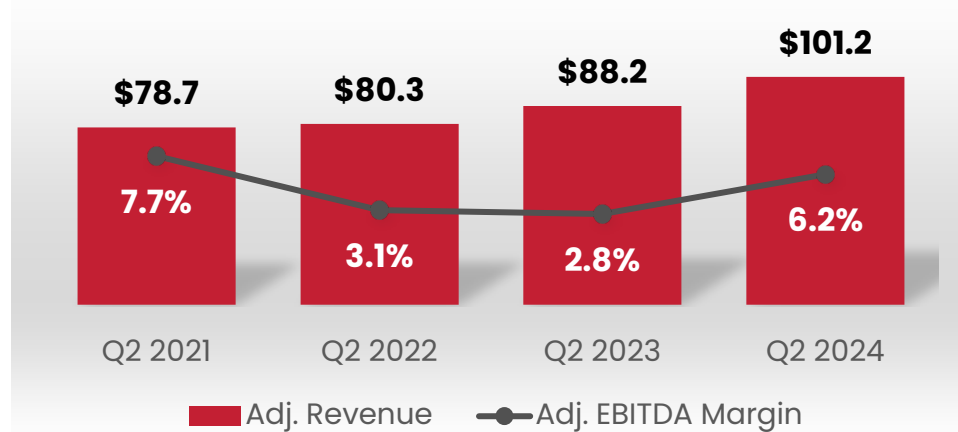
2. Excludes Transitional segment, new campus / new program start-up costs, and other one-time items. Refer to appendix for reconciliations



# Revenue, EBITDA & Margin

(\$ in millions)

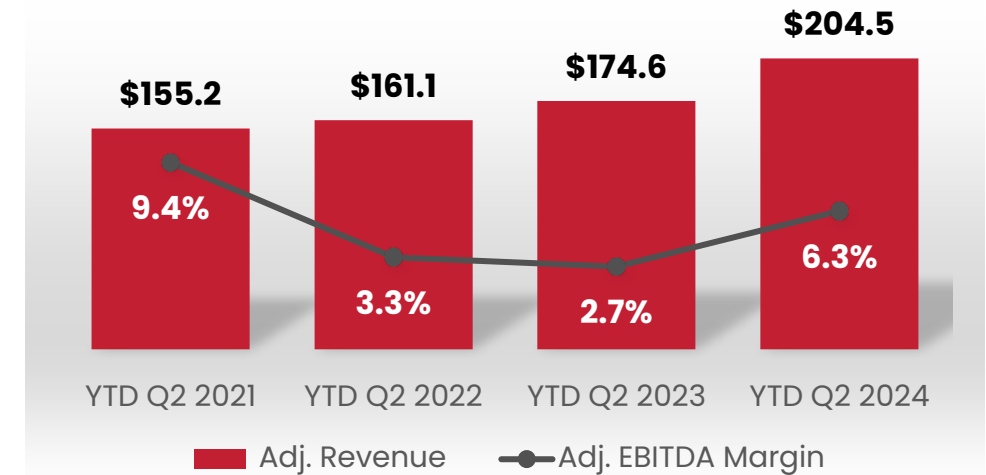
## Q2 Adj. Revenue & Margin



## Q2 Adj. EBITDA



## June YTD Adj. Revenue & Margin



## June YTD Adj. EBITDA

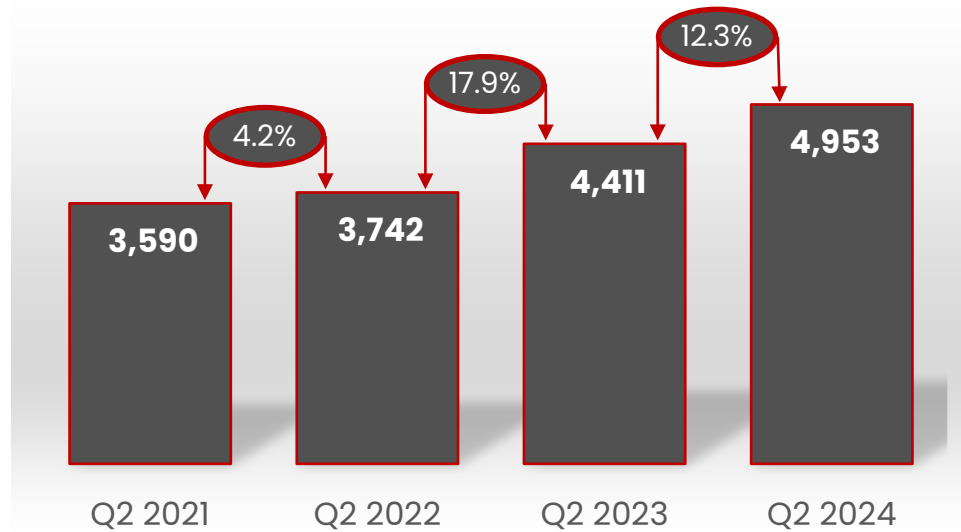


Excludes Transitional segment, recently-opened East Point, GA (Atlanta) campus, other new campus / new program start-up costs, and other one-time items  
Refer to appendix for reconciliations

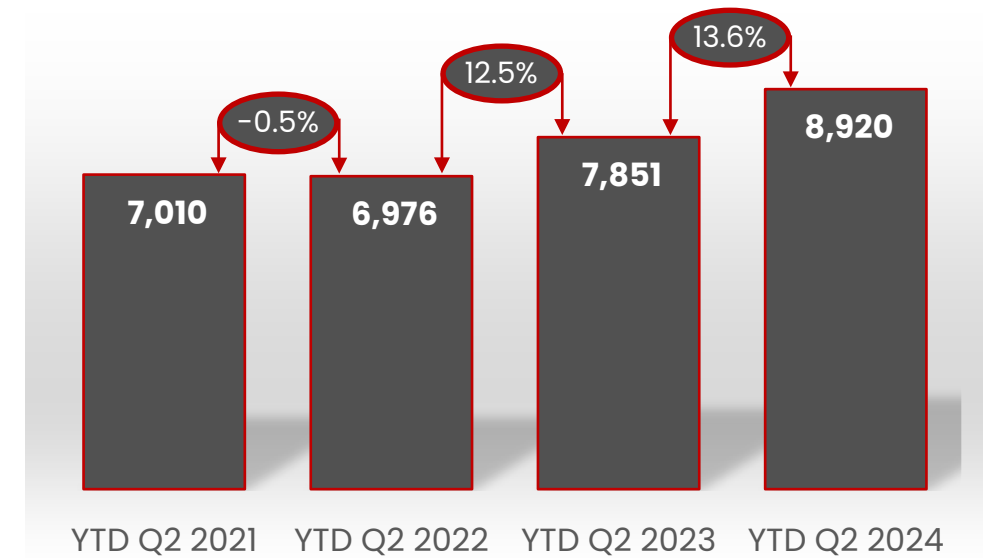


# Starts & Average Population

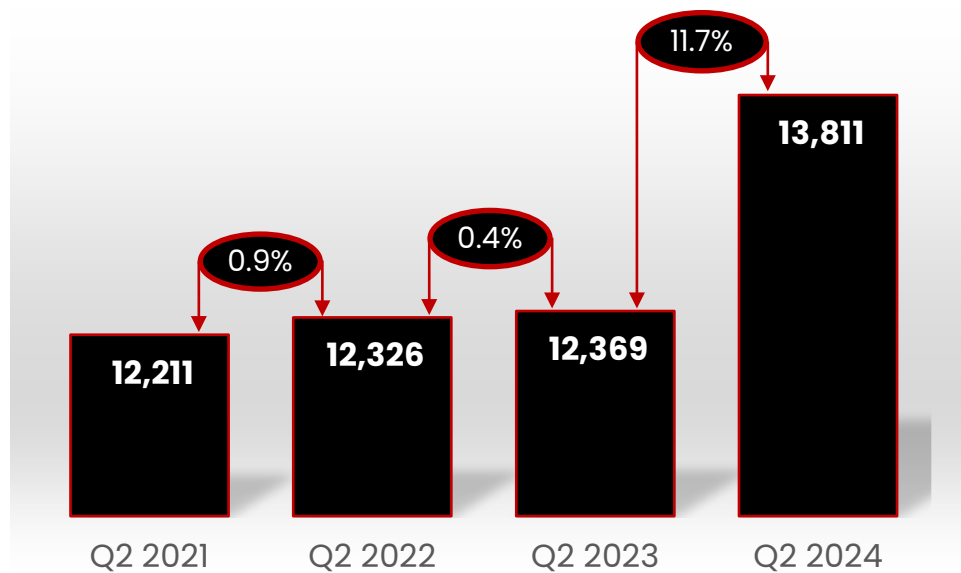
## Q2 Starts



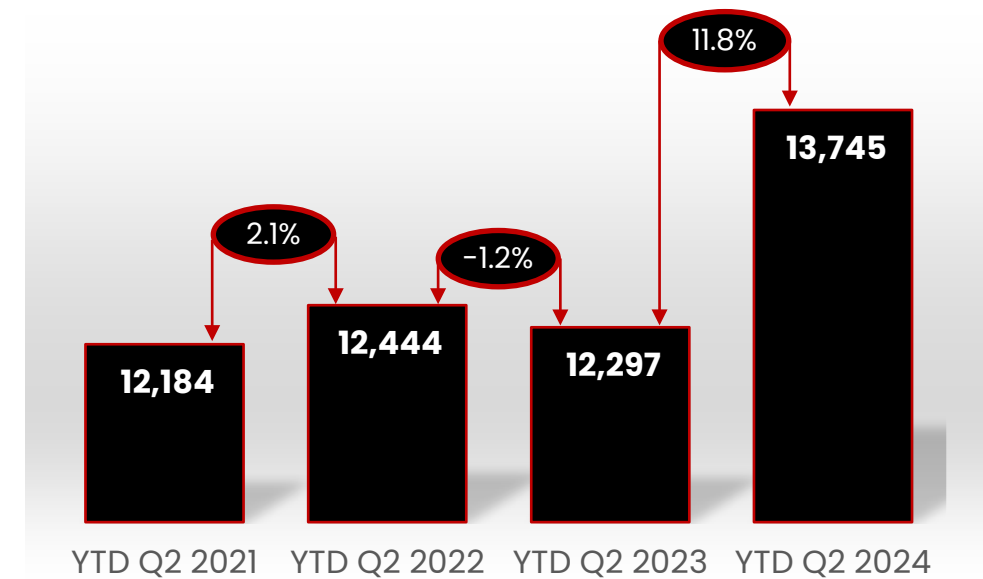
## June YTD Starts



## Q2 Avg Pop



## June YTD Avg Pop



Excludes Transitional segment. Refer to appendix for reconciliations





# 2024 Financial Guidance

2024 Guidance	
Revenue	\$425M to \$430M
Adjusted EBITDA <sup>1</sup>	\$39M to \$42M
Adjusted Net Income <sup>1</sup>	\$14M to \$17M
Starts	+9% to +12%
Capital Expenditures	\$45M to \$55M

2024 Capital Expenditures	
New and Relocated Campuses <sup>2</sup>	\$30M
New Programs <sup>3</sup>	\$15M
Maintenance & Training Aids	\$10M
<b>Total Projected 2024 CapEx</b>	<b>\$55M</b>

Reconciliation of Adjusted EBITDA and Adjusted Net Income Mid-Point of 2024 Guidance		
	EBITDA	Net Income
Net Income	\$ 8,000	\$ 8,000
Interest expense, net	600	-
Provision for taxes	3,600	-
Depreciation and amortization	12,500	-
Depreciation <sup>1</sup>	1,300	1,300
EBITDA	26,000	-
New campus and campus relocation costs <sup>2</sup>	7,100	7,100
Program expansions	2,600	2,600
Stock compensation expense	4,800	-
Tax Effect	-	(3,500)
Adjusted Total	\$ 40,500	\$ 15,500
<b>2024 Guidance Range</b>	<b>\$39,000 - \$42,000</b>	<b>\$14,000 - \$17,000</b>

<sup>1</sup> Depreciation expense relates to new campuses and campus relocations.

<sup>2</sup> New campus and campus relocation costs relate to the following locations:  
 East Point, Georgia  
 Nashville, Tennessee  
 Levittown, Pennsylvania  
 Houston, Texas

1. Refer to appendix for Adjusted EBITDA and Adjusted Net Income reconciliations
2. New campuses include the relocation of the Philadelphia, Pennsylvania (Levittown) school, the relocation of the Nashville, Tennessee school, and the opening of a new school in Houston, Texas
3. New programs include eight new skilled trade programs, four of which will launch in 2024, and two program expansions



# Seasonality

- Operations continue to demonstrate consistent seasonality, with the strongest performance in the 2<sup>nd</sup> half of the year

<b>Adjusted EBITDA Seasonality</b>					
<b>(\$ in 000's)</b>					
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>TY</b>
2021	\$ 8,499	\$ 6,079	\$ 8,378	\$ 14,413	\$ 37,370
2022	\$ 2,757	\$ 2,499	\$ 7,429	\$ 15,660	\$ 28,345
2023	\$ 2,197	\$ 2,444	\$ 6,129	\$ 15,730	\$ 26,500
2024	\$ 6,544	\$ 6,240	\$ -	\$ -	\$ -

<b>Starts Seasonality</b>					
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>TY</b>
2021	3,420	3,590	5,320	2,627	14,957
2022	3,234	3,742	4,815	2,750	14,541
2023	3,440	4,411	5,157	3,191	16,199
2024	3,967	4,953	-	-	-

Excludes Transitional segment. Refer to appendix for Adjusted EBITDA reconciliations



# Real Estate Assets

## Facilities



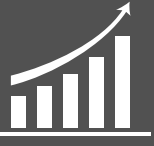




- 22 Existing Campuses (including East Point)
- 1 Corporate Headquarters
- East Point (new campus)
  - First class started March 12, 2024
- Houston (new campus)
  - Opening expected Q4 2025
- Philadelphia / Levittown (relocation)
  - Relocation expected Q2 2025
- Nashville, TN (relocation)
  - Relocation expected Q1 2025

## Goals

- Continue to right-size facilities
  - Space reduction
  - Sublease opportunities
- Increase utilization with program expansion and hybrid teaching model standardization



# Investment Merits

-  A national leader in hands-on transportation, skilled trades, and healthcare training
-  Organic revenue growth with increasing profitability
-  The skills gap will drive growth for the next decade
-  In a down economy, Lincoln's growth and profitability can increase substantially
-  Opportunities to expand footprint and program offerings for additional growth
-  Capacity at campuses provides high operating leverage on incremental growth
-  Strong student outcomes and regulatory record



# Appendix

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# Population

	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024	Q1 2023	Q2 2023	Q3 2023	Q4 2023	FY 2023
<u>Starts</u>										
Auto/Skilled Trades	2,682	3,648	-	-	-	2,263	3,017	3,786	1,810	10,876
Health Care & Other	1,285	1,305	-	-	-	1,177	1,394	1,371	1,381	5,323
Total Company	3,967	4,953	-	-	-	3,440	4,411	5,157	3,191	16,199
<u>Ending Population</u>										
Auto/Skilled Trades	9,639	10,482	-	-	-	8,488	9,024	9,842	9,170	-
Health Care & Other	4,162	3,999	-	-	-	3,925	3,935	4,185	4,100	-
Total Company	13,801	14,481	-	-	-	12,413	12,959	14,027	13,270	-
<u>Average Population</u>										
Auto/Skilled Trades	9,544	9,741	-	-	-	8,281	8,434	9,029	9,741	8,871
Health Care & Other	4,134	4,071	-	-	-	3,944	3,935	3,894	4,241	4,004
Total Company	13,678	13,811	-	-	-	12,225	12,369	12,923	13,982	12,875

Excludes Transitional segment



# Use of Non-GAAP Financial Information

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This presentation contains non-GAAP (Generally Accepted Accounting Principles) financial measures, which are intended to supplement, but not substitute for, the most directly comparable GAAP measures. Management chooses to disclose to investors these non-GAAP financial measures because they provide an additional analytical tool to clarify the results from operations and help to identify underlying trends. Additionally, such measures help compare the company's performance on a consistent basis across time periods. Management defines As Reported as actual operating results derived from previously filed annual and quarterly financial information submitted to the Securities and Exchange Commission. Management defines EBITDA as loss before interest expense, interest income, income taxes, depreciation and amortization. Management defines Pro forma as actual operating results derived from previously filed annual and quarterly financial information submitted to the Securities and Exchange Commission excluding unusual and non-recurring transactions such as closed school operations, gain on sale of assets and interest normalization. Management defines interest normalization as adjusting interest expense on debt from prior years using the Company's current credit agreement terms. To obtain a complete understanding of the company's performance, these measures should be examined in connection with revenue, operating loss and net loss, determined in accordance with GAAP, as presented in the financial statements and notes thereto included in the annual and quarterly filings with the Securities and Exchange Commission. Since the items excluded from these measures are significant components in understanding and assessing financial performance under GAAP, these measures should not be considered to be an alternative to revenue, operating loss and net loss as a measure of the company's operating performance. Exclusion of items in the non-GAAP presentation should not be construed as an inference that these items are unusual, infrequent or non-recurring. Other companies, including other companies in the education industry, may calculate non-GAAP financial measures differently than the Company does, limiting their usefulness as a comparative measure across companies. A reconciliation of the historical non-GAAP financial measures to the most directly comparable GAAP measures is included in the following slides.



# Financial Statements

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**Our financial statements reflect the following operational results:**

- 1. Adjusted EBITDA** – We define Adjusted EBITDA as EBITDA plus stock compensation expense and adjustments for items not considered part of the company’s normal recurring operations
- 2. Adjusted Net Income** – We define Adjusted Net Income as Net Income plus adjustments for Items not part of the company’s normal recurring operations
- 3. Adjusted Revenue** – We define Adjusted Revenue as revenue excluding the Transitional segment





# Quarterly Starts Reconciliation

	For the Three Months Ended				For the Year Ended 2023	For the Three Months Ended				For the Year Ended 2024
	March 31, 2023	June 30, 2023	Sept 30, 2023	Dec 31, 2023		March 31, 2024	June 30, 2024	Sept 30, 2024	Dec 31, 2024	
Starts Total Company	3,440	4,411	5,157	3,191	16,199	3,967	4,953	-	-	-
Adjustments to Starts Transitional Segment	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Starts</b>	<b>3,440</b>	<b>4,411</b>	<b>5,157</b>	<b>3,191</b>	<b>16,199</b>	<b>3,967</b>	<b>4,953</b>	<b>-</b>	<b>-</b>	<b>-</b>

	For the Three Months Ended				For the Year Ended 2021	For the Three Months Ended				For the Year Ended 2022
	March 31, 2021	June 30, 2021	Sept 30, 2021	Dec 31, 2021		March 31, 2022	June 30, 2022	Sept 30, 2022	Dec 31, 2022	
Starts Total Company	3,548	3,703	5,430	2,721	15,402	3,353	3,852	4,929	2,786	14,920
Adjustments to Starts Transitional Segment	128	113	110	94	445	119	110	114	36	379
<b>Adjusted Starts</b>	<b>3,420</b>	<b>3,590</b>	<b>5,320</b>	<b>2,627</b>	<b>14,957</b>	<b>3,234</b>	<b>3,742</b>	<b>4,815</b>	<b>2,750</b>	<b>14,541</b>



# Quarterly Revenue Reconciliation

	For the Three Months Ended				For the Year Ended 2023	For the Three Months Ended				For the Year Ended 2024
	March 31, 2023	June 30, 2023	Sept 30, 2023	Dec 31, 2023		March 31, 2024	June 30, 2024	Sept 30, 2024	Dec 31, 2024	
Revenue										
Total Company	\$ 87,284	\$ 88,646	\$ 99,618	\$ 102,522	\$ 378,070	\$ 103,366	\$ 102,914	\$ -	\$ -	\$ -
Adjustments to Revenue										
Transitional Segment	932	433	91	13	1,468	-	-	-	-	-
East Point, GA (new campus)	-	-	-	-	-	90	1,713	-	-	-
<b>Adjusted Revenue</b>	<b>\$ 86,352</b>	<b>\$ 88,213</b>	<b>\$ 99,527</b>	<b>\$102,509</b>	<b>\$ 376,602</b>	<b>\$ 103,276</b>	<b>\$ 101,202</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	For the Three Months Ended				For the Year Ended 2021	For the Three Months Ended				For the Year Ended 2022
	March 31, 2021	June 30, 2021	Sept 30, 2021	Dec 31, 2021		March 31, 2022	June 30, 2022	Sept 30, 2022	Dec 31, 2022	
Revenue										
Total Company	\$ 77,996	\$ 80,464	\$ 89,059	\$ 87,816	\$ 335,336	\$ 82,554	\$ 82,142	\$ 91,813	\$ 91,778	\$ 348,287
Adjustments to Revenue										
Transitional Segment	1,475	1,795	1,774	1,762	6,807	1,773	1,794	1,728	1,552	6,847
<b>Adjusted Revenue</b>	<b>\$ 76,521</b>	<b>\$ 78,669</b>	<b>\$ 87,285</b>	<b>\$ 86,053</b>	<b>\$ 328,529</b>	<b>\$ 80,782</b>	<b>\$ 80,349</b>	<b>\$ 90,085</b>	<b>\$ 90,225</b>	<b>\$ 341,441</b>



# Quarterly EBITDA Reconciliation

	For the Three Months Ended				For the Year Ended	For the Three Months Ended				For the Year Ended
	March 31, 2023	June 30, 2023	Sept 30, 2023	Dec 31, 2023		2023	March 31, 2024	June 30, 2024	Sept 30, 2024	
Net Income (loss)										
Total Company	\$ (109)	\$ 17,250	\$ 2,064	\$ 6,792	\$ 25,997	\$ (214)	\$ (682)	\$ -	\$ -	\$ -
Add-back:										
Interest expense (income), net	(441)	(519)	(858)	(463)	(2,281)	(131)	29	-	-	-
Provision for income taxes	(565)	6,784	790	2,633	9,642	(113)	(463)	-	-	-
<b>Operating Income (loss)</b>	\$ (1,115)	\$ 23,515	\$ 1,996	\$ 8,962	\$ 33,358	\$ (458)	\$ (1,116)	\$ -	\$ -	\$ -
Depreciation and amortization:										
Total Company	1,254	1,679	1,723	2,114	6,770	2,964	3,323	-	-	-
<b>EBITDA</b>	<b>\$ 139</b>	<b>\$ 25,194</b>	<b>\$ 3,719</b>	<b>\$ 11,076</b>	<b>\$ 40,128</b>	<b>\$ 2,506</b>	<b>\$ 2,207</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Stock compensation expense	812	2,576	661	1,845	5,894	1,059	1,045	-	-	-
Transitional segment	192	478	743	487	1,900	-	-	-	-	-
Gain on sale of assets	-	(30,939)	-	-	(30,939)	-	-	-	-	-
Impairment of goodwill & long-lived assets	-	4,220	-	-	4,220	-	-	-	-	-
New campus/relocation/program expansion costs	260	410	911	1,885	3,466	2,891	2,988	-	-	-
Severance and other one-time costs	794	505	95	437	1,831	89	-	-	-	-
<b>Adjusted EBITDA</b>	<b>\$ 2,197</b>	<b>\$ 2,444</b>	<b>\$ 6,129</b>	<b>\$ 15,730</b>	<b>\$ 26,500</b>	<b>\$ 6,544</b>	<b>\$ 6,240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	For the Three Months Ended				For the Year Ended	For the Three Months Ended				For the Year Ended
	March 31, 2021	June 30, 2021	Sept 30, 2021	Dec 31, 2021		2021	March 31, 2022	June 30, 2022	Sept 30, 2022	
Net Income (loss)										
Total Company	\$ 4,489	\$ 2,426	\$ 3,839	\$ 23,964	\$ 34,718	\$ 272	\$ 260	\$ 3,544	\$ 8,558	\$ 12,634
Add-back:										
Interest expense (income), net	285	297	292	1,142	2,015	43	34	37	(272)	(158)
Provision for income taxes	1,245	729	1,614	8,939	12,528	(641)	102	1,300	3,041	3,802
<b>Operating Income (loss)</b>	\$ 6,019	\$ 3,452	\$ 5,745	\$ 34,045	\$ 49,261	\$ (326)	\$ 396	\$ 4,881	\$ 11,327	\$ 16,279
Depreciation and amortization:										
Total Company	1,901	1,793	1,927	1,520	7,141	1,528	1,529	1,560	1,747	6,363
<b>EBITDA</b>	<b>\$ 7,920</b>	<b>\$ 5,245</b>	<b>\$ 7,673</b>	<b>\$ 35,565</b>	<b>\$ 56,402</b>	<b>\$ 1,202</b>	<b>\$ 1,925</b>	<b>\$ 6,441</b>	<b>\$ 13,074</b>	<b>\$ 22,642</b>
Stock compensation expense	493	844	757	796	2,888	1,239	491	637	744	3,111
Transitional segment	87	(9)	(51)	(168)	(141)	56	83	71	198	408
Gain on sale of assets	-	-	-	(22,479)	(22,479)	-	-	-	-	-
Impairment of goodwill & long-lived assets	-	-	-	700	700	-	-	-	1,049	1,049
New campus/relocation/program expansion costs	-	-	-	-	-	-	-	140	229	369
Severance and other one-time costs	-	-	-	-	-	260	-	140	365	765
<b>Adjusted EBITDA</b>	<b>\$ 8,499</b>	<b>\$ 6,079</b>	<b>\$ 8,378</b>	<b>\$ 14,413</b>	<b>\$ 37,370</b>	<b>\$ 2,757</b>	<b>\$ 2,499</b>	<b>\$ 7,429</b>	<b>\$ 15,660</b>	<b>\$ 28,344</b>



# Quarterly Net Income Reconciliation

	For the Three Months Ended				For the Year Ended 2023	For the Three Months Ended				For the Year Ended 2024
	March 31, 2023	June 30, 2023	Sept 30, 2023	Dec 31, 2023		March 31, 2024	June 30, 2024	Sept 30, 2024	Dec 31, 2024	
Net Income (loss)										
Total Company	\$ (109)	\$ 17,250	\$ 2,064	\$ 6,792	\$ 25,997	\$ (214)	\$ (682)	\$ -	\$ -	\$ -
Adjustments to Net Income										
Transitional segment	192	478	743	487	1,900	-	-	-	-	-
Gain on sale of assets	-	(30,939)	-	-	(30,939)	-	-	-	-	-
Performance based catch-up stock compensation	-	1,400	78	1,264	2,742	-	-	-	-	-
Impairment of goodwill & long-lived assets	-	4,220	-	-	4,220	-	-	-	-	-
New campus/relocation/program expansion costs	260	410	921	2,299	3,890	3,031	3,359	-	-	-
Severance and other one-time costs	973	1,098	100	437	2,608	89	-	-	-	-
Total adjustments	1,425	(23,333)	1,842	4,487	(15,579)	3,120	3,359	-	-	-
Income tax effect	(399)	6,533	(516)	(1,256)	4,362	(936)	(1,008)	-	-	-
<b>Adjusted Net Income</b>	<b>\$ 917</b>	<b>\$ 450</b>	<b>\$ 3,390</b>	<b>\$ 10,023</b>	<b>\$ 14,780</b>	<b>\$ 1,970</b>	<b>\$ 1,669</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

