



Investor Presentation for June 30, 2022

as of August 5, 2022

Safe Harbor Statements

Certain statements contained in this presentation are "forward-looking statements" about future events and expectations. 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. 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, the continuing impact of the COVID-19 outbreak on the economy and our operations (including temporary clinic closures, shortened business hours and reduced patient demand), our failure to develop or acquire company-owned or managed clinics as rapidly as we intend, our failure to profitably operate company-owned or managed clinics, our inability to identify and recruit enough qualified chiropractors and other personnel to staff our clinics, due in part to the nationwide labor shortage, 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 the current or 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, 2021 to be filed with the SEC and subsequently-filed current and quarterly reports. 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. 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.

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.





OUR MODEL



Quality, convenient, affordable chiropractic care to retail



OUR PATIENTS



Serving patients seeking pain relief and ongoing health and wellness



OUR CLINICS



A proven membership-based, walk-in, no-insurance model in an open bay setting

Solid Foundation and Continued Growth

10.9M

adjustments
in 2021

Up from 8.3M in 2020
and 7.7M in 2019

1.4M

unique patients
treated in 2021

Up from 1.1 M in 2020
and 998k in 2019

807K

new patients
in 2021

Compared to 584K in 2020
and 585K in 2019

36%

of new patients
were new to chiropractic¹

~218K patients
had never been to a
chiropractor before

85%

system-wide gross sales from
monthly memberships in 2021

Consistent with 85% in 2020
and up from 80% in 2019



¹ New patient survey completed February 2022.

Three Enterprise Initiatives to Advance Growth

Forging the Chiropractic Dream



Harnessing the Power of Our Data



Accelerating the Pace of Clinic Growth



Upside for Future Growth

\$18B growing chiropractic market¹



50%

of Americans don't know what the word "chiropractic" means

Gallup-Palmer College of Chiropractic Report 2017

30%

understand chiropractic but are scared

Nucleus Marketing Lab 2018

16%

saw a chiropractor in the last 12 months

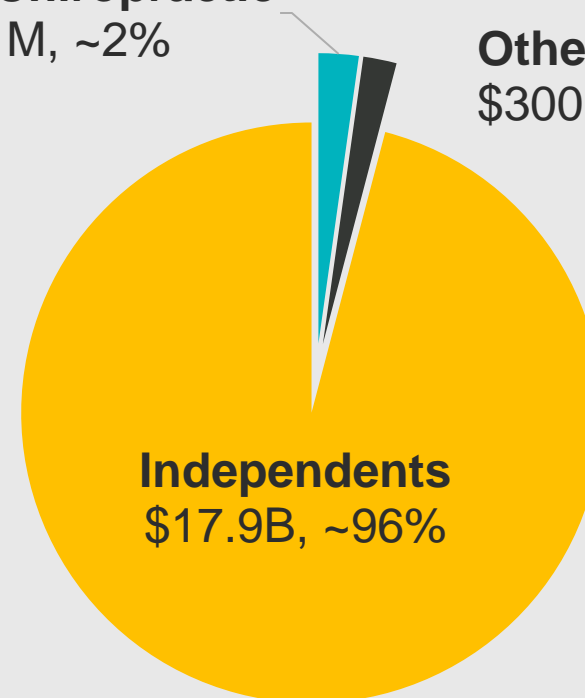
Gallup-Palmer College of Chiropractic Report 2018

Substantial Opportunity for Market Share Growth

- Annual spending on back pain: \$134B¹
- Chiropractic care: \$17.9B²
- Total chains make up ~4% of chiropractic³
- By contrast, dentistry chains (DSOs) account for nearly 12%⁴

The Joint Chiropractic
2021: \$361M, ~2%

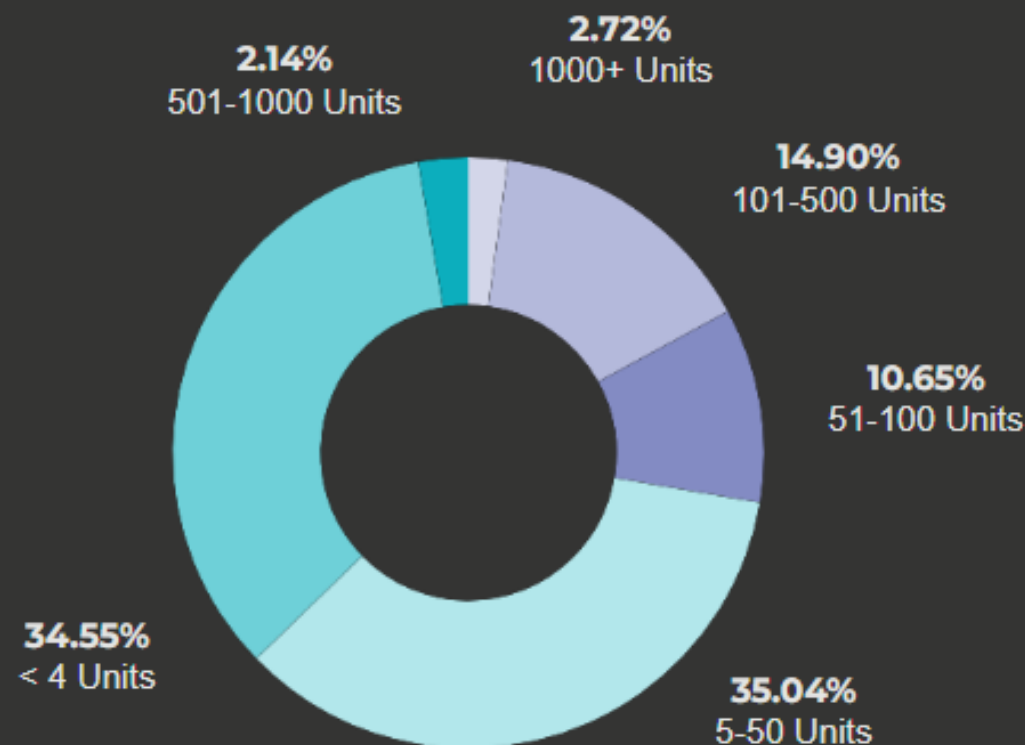
Other Chains³
\$300M, ~2%



Only 4.9% of Franchise Concepts Have 500+ Units

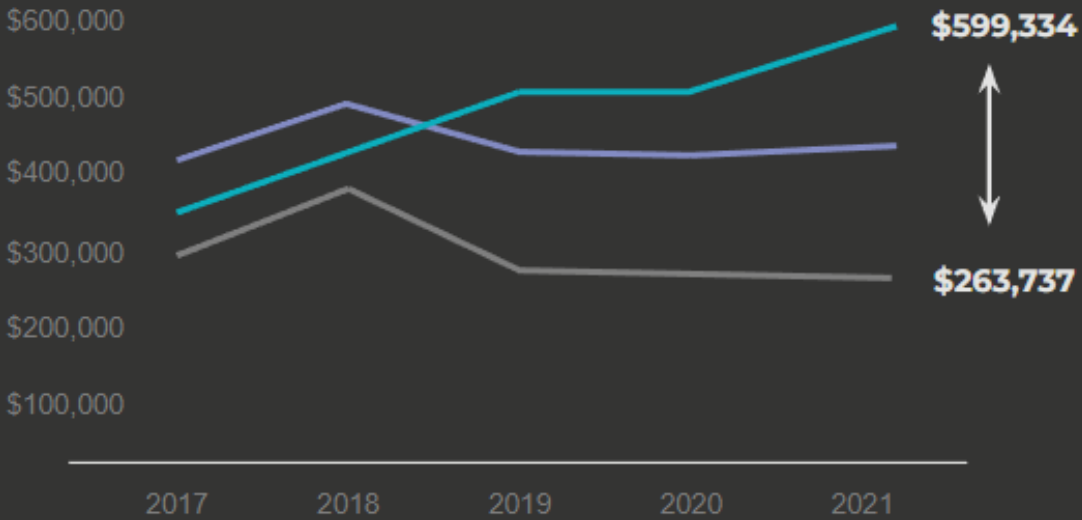
Percentage of Franchise Brands by # of Units

Only 94 Brands have over 1000 units



JYNT Sales ~2.3x Independent Collections per Clinic

Independent Solo
Practitioners vs.
The Joint



*2021 Chiropractic Economics Compensation Survey



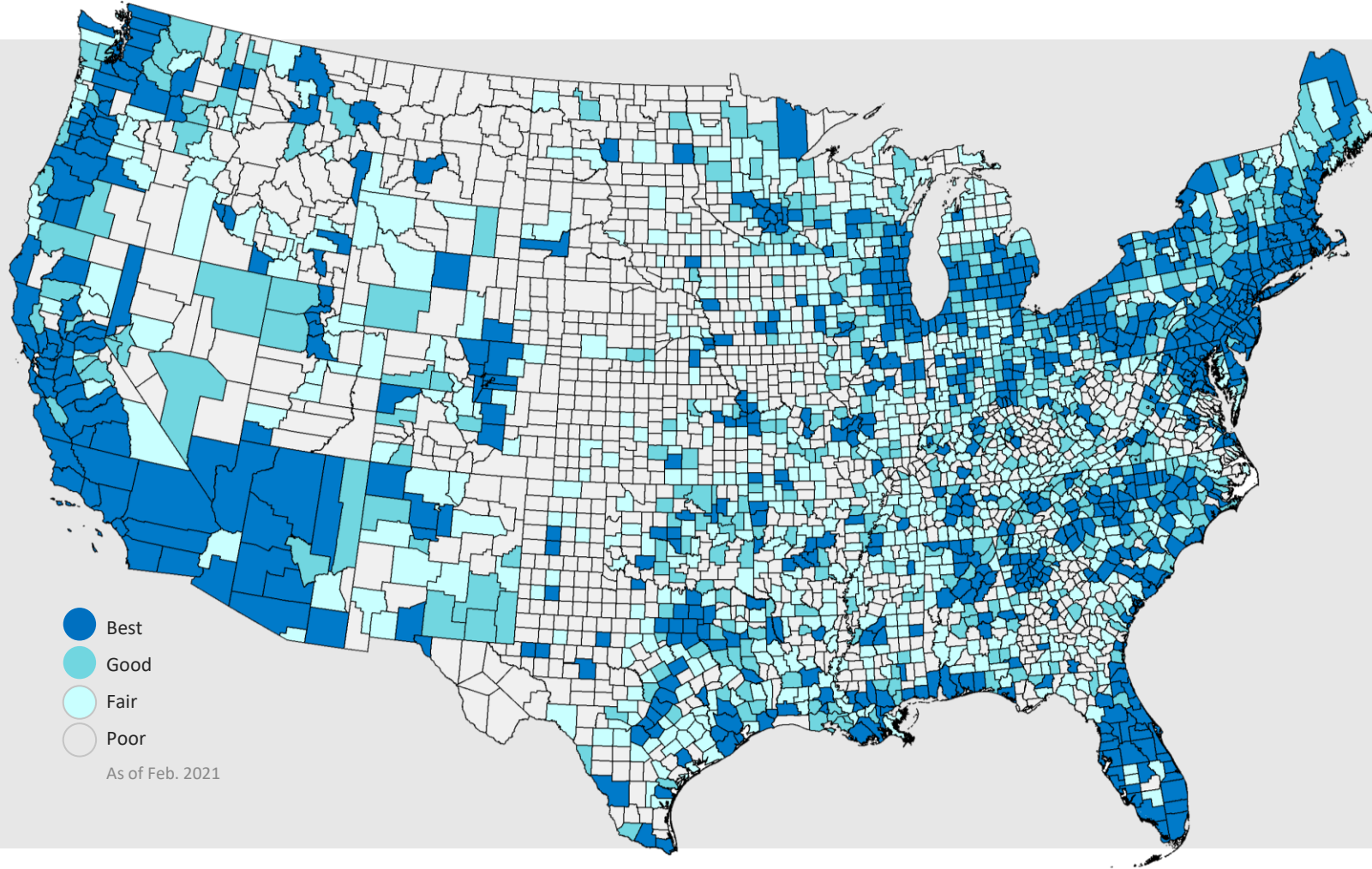
Distinguished among Franchise Concepts

Clinics with sales over \$550k: 308 in 2021, up 82% from 2020

**Together,
we're making a
statement.**



Market Opportunity: ~1950 Potential Clinics



**Targeting 1,000 clinics opened
by the end of 2023**

The Joint Patient Base

With usable addresses

- All 50 States, DC, and Puerto Rico
- All Canadian Provinces and Territories
- 45 Countries on 6 Continents

~1950 Similar Points of Distribution

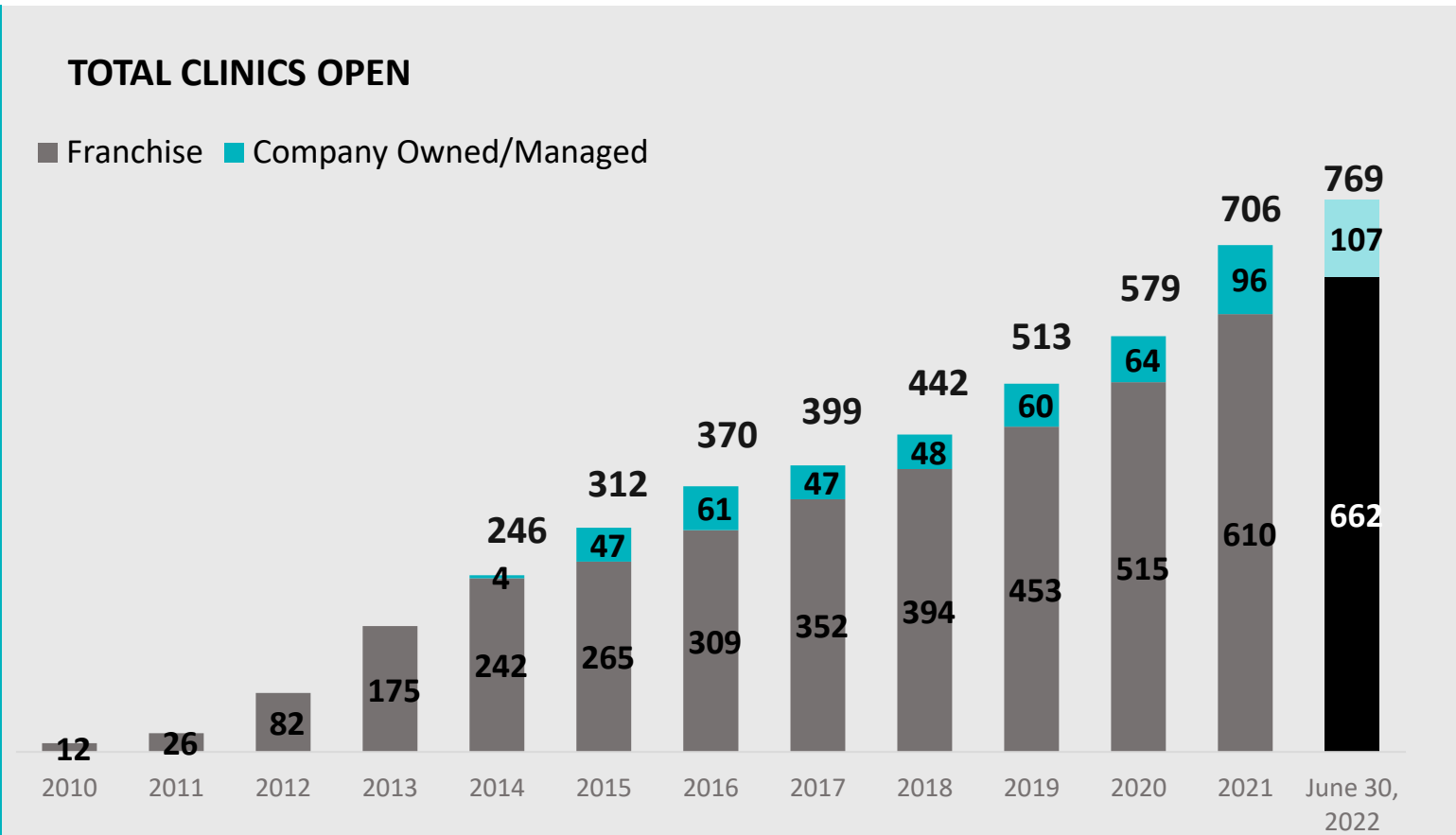
- Analyze demographics and psychographics
- Model attributes
- Roll across country

The Joint: Industry Leader with Momentum Building

Companies	Clinics at 6/30/22	Clinics at 12/31/17	Change in Clinics	States	Franchise	Owned/ Managed	Insurance	Private Pay
The Joint Corp.	769	399	370	37	✓	✓		✓
Airrosti	164	177	(13)	5		✓	✓	✓
HealthSource Chiropractic	144	295	(151)	35	✓		✓	
ChiroOne	87	41	46	7		✓	✓	
100% Chiropractic	85	*	*	16	✓		✓	✓
AlignLife Chiropractic	34	23	11	14	✓	✓	✓	
Chiropractic Company	22	*	*	1		✓	✓	
Aligned Modern Health	20	*	*	1		✓	✓	
NuSpine	12	3	9	6	✓			✓
Chiropractic Partners	12	*	*	1		✓	✓	✓
20 Dollar Chiropractic	11	*	*	1	✓			✓
Chiro Now!	10	*	10	1	✓	✓		✓
ChiroWay	10	8	2	2	✓			✓
Express Chiropractic	6	0	6	1	✓			✓
SnapCrack Chiropractic	5	*	*	1	✓			✓
Simply Chiropractic	2	7	(5)	2	✓			✓
Independent Offices	40150	39527	623	50				

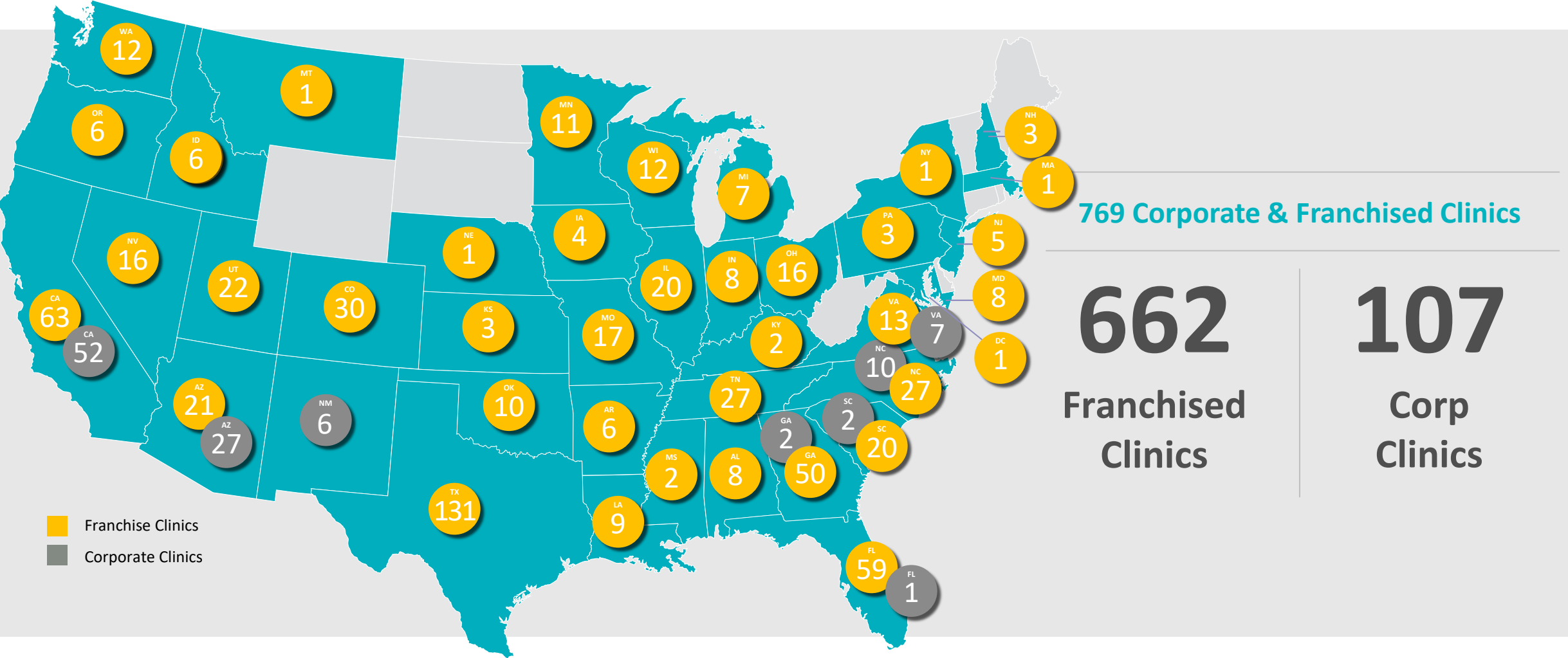
Q2 2022 Improving over Q1 2022

	Q2 2021*	Q1 2022	Q2 2022
Franchise Licenses Sold	63	22	24
Total New Franchised Clinics Opened	36	27	31
Greenfield Clinics Opened	5	4	3
Franchised Clinics Acquired	8	0	4
Clinics in Development	282	278	270



* Q2 2022 figures included the rebound from COVID-19 impact and pent-up demand from Q1 2021.

National Footprint: Corporate & Franchise Clinics



662

Franchised
Clinics

107

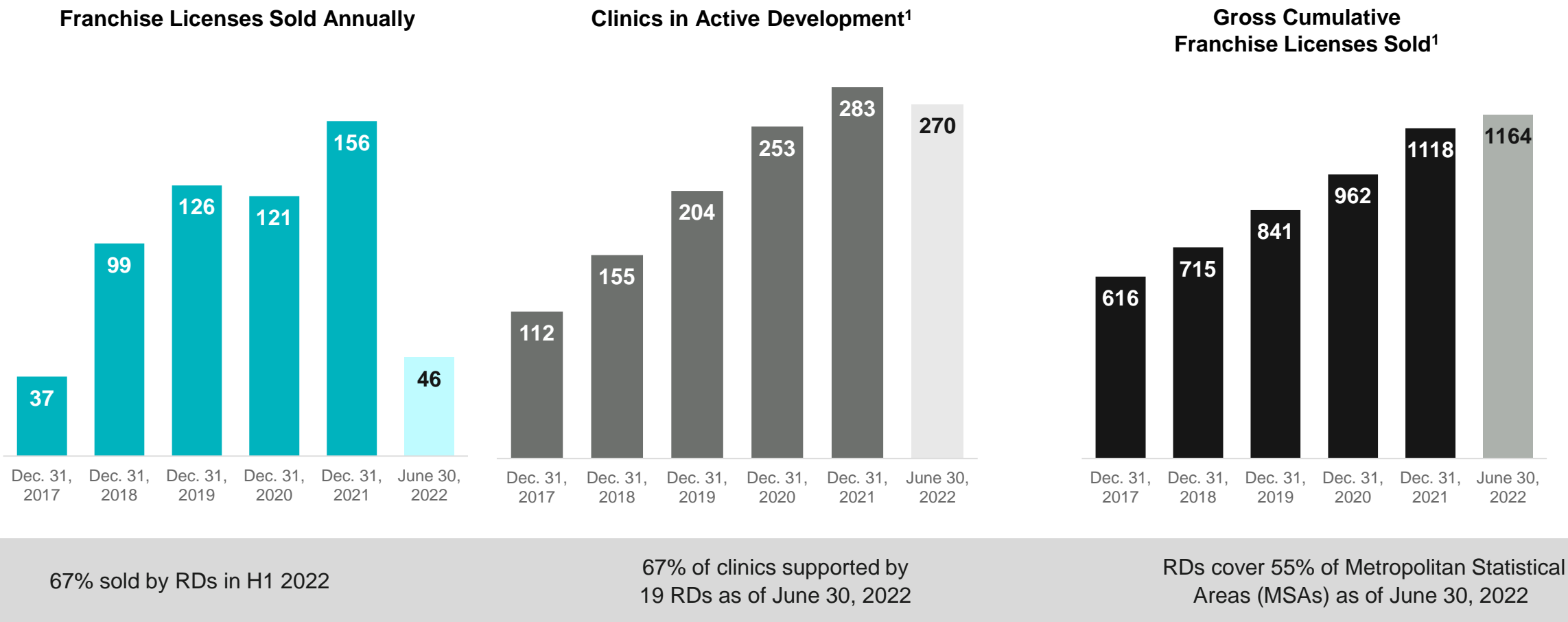
Corp
Clinics



As of 6/30/2022

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Significant Pipeline



¹ Of the 1,164 franchise licenses sold as of June 30, 2022, 270 are in active development, 769 are currently operating and the balance represents terminated/closed licenses.

Continued Improvement to Clinic Economics

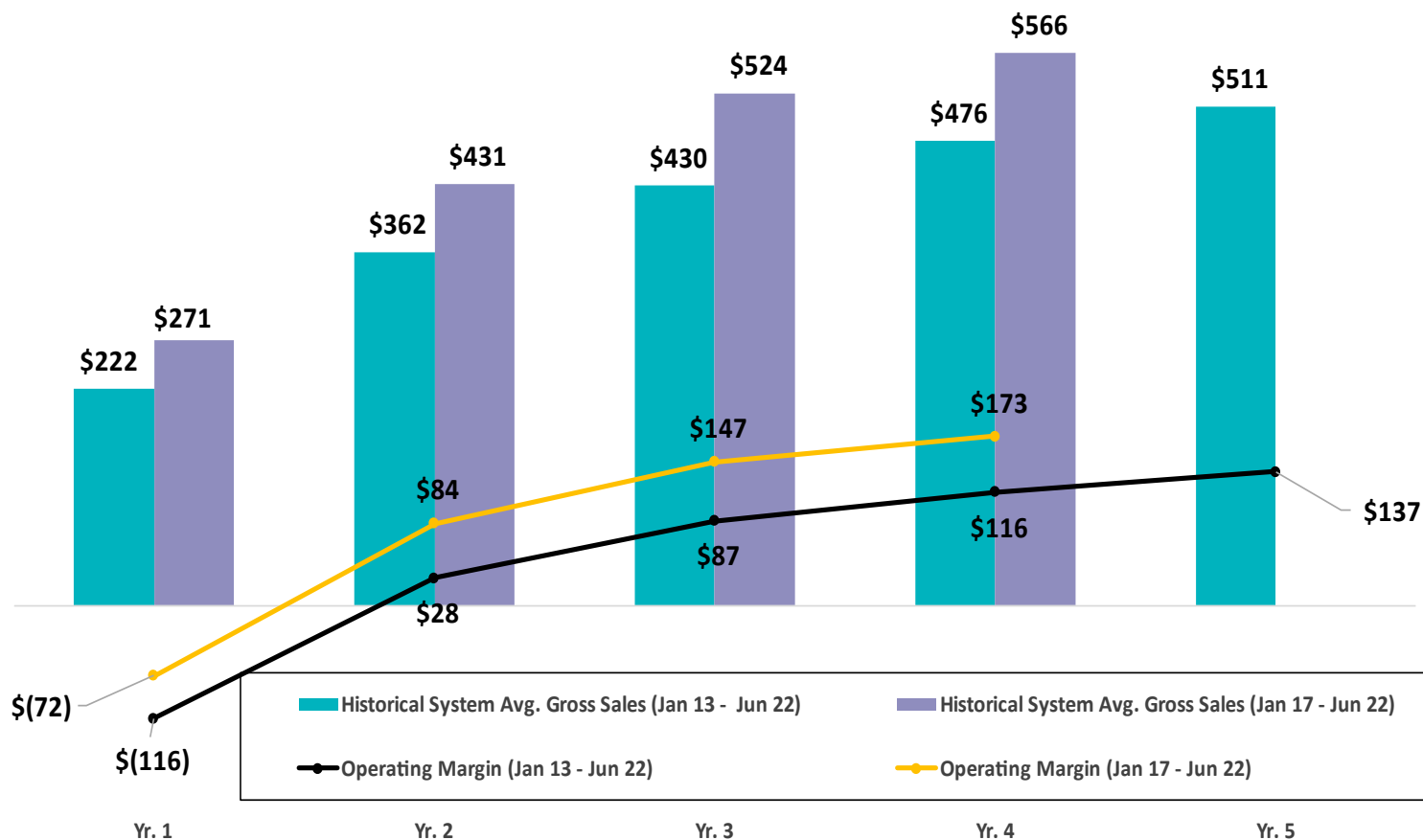
More recent cohorts continue to far surpass historical sales growth

Approximate Investment of \$300k

- \$200K initial build-out cost
- Franchisee pays
 - 7% royalty on gross sales
 - \$599/month in software fees
 - 2% of gross sales for the National Marketing Fund
 - Local marketing expenses
- Assumes breakeven at \$27K to \$30k monthly gross sales¹
- Franchisee pays \$39.9K per license, prior to year 1 sales
- Improving estimated cash-on-cash return from 5+ years to less than 3.5 years

System-wide Sales & Potential Company-owned/Managed Contribution¹

(5 yr. avg., \$ in 000s)



¹ Breakeven varies on a clinic-by-clinic basis based on actual gross sales and operating expenses. This represents operating margin excluding income taxes and depreciation.

Building upon Foundation for Growth

21%

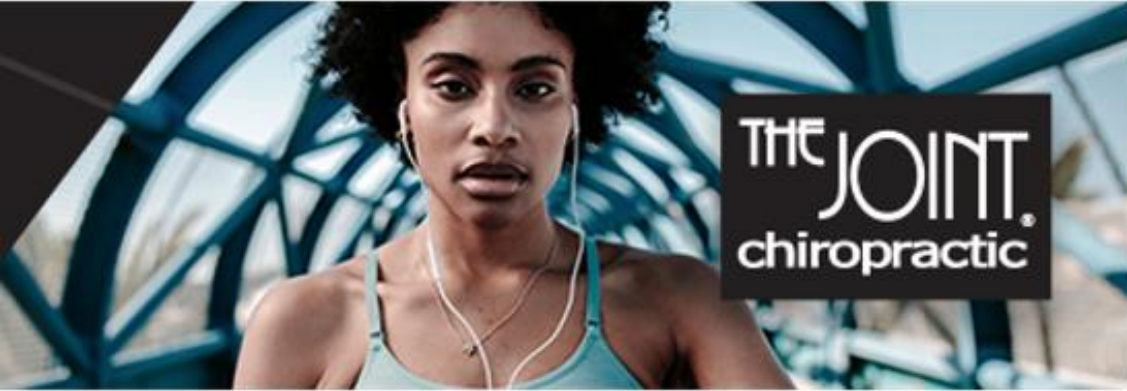
Increase in
system-wide sales
Q2 2022 over Q2 2021

8%

Increase in
comp sales¹ for all clinics
>13 months in operation
Q2 2022 over Q2 2021

3%

Increase in
comp sales¹ for all clinics
>48 months in operation
Q2 2022 over Q2 2021



¹Comparable 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.

² Reconciliation of Adjusted EBITDA to GAAP earnings is included in the Appendix.

Reaffirming 2022 Guidance

<i>\$ in M</i>	2021 Actual	2022 Low Guidance	2022 High Guidance
Revenues	\$80.9	\$98.0	\$102.0
Adjusted EBITDA ¹	\$12.6	\$12.0	\$14.0
New Franchised Clinic Openings	110	110	130
New Company-owned/Managed Clinics ²	32	30	40



¹ Reconciliation of Adjusted EBITDA to GAAP earnings is included in the appendix.

² Through a combination of both greenfields and buybacks.

Accelerating the Pace of Growth

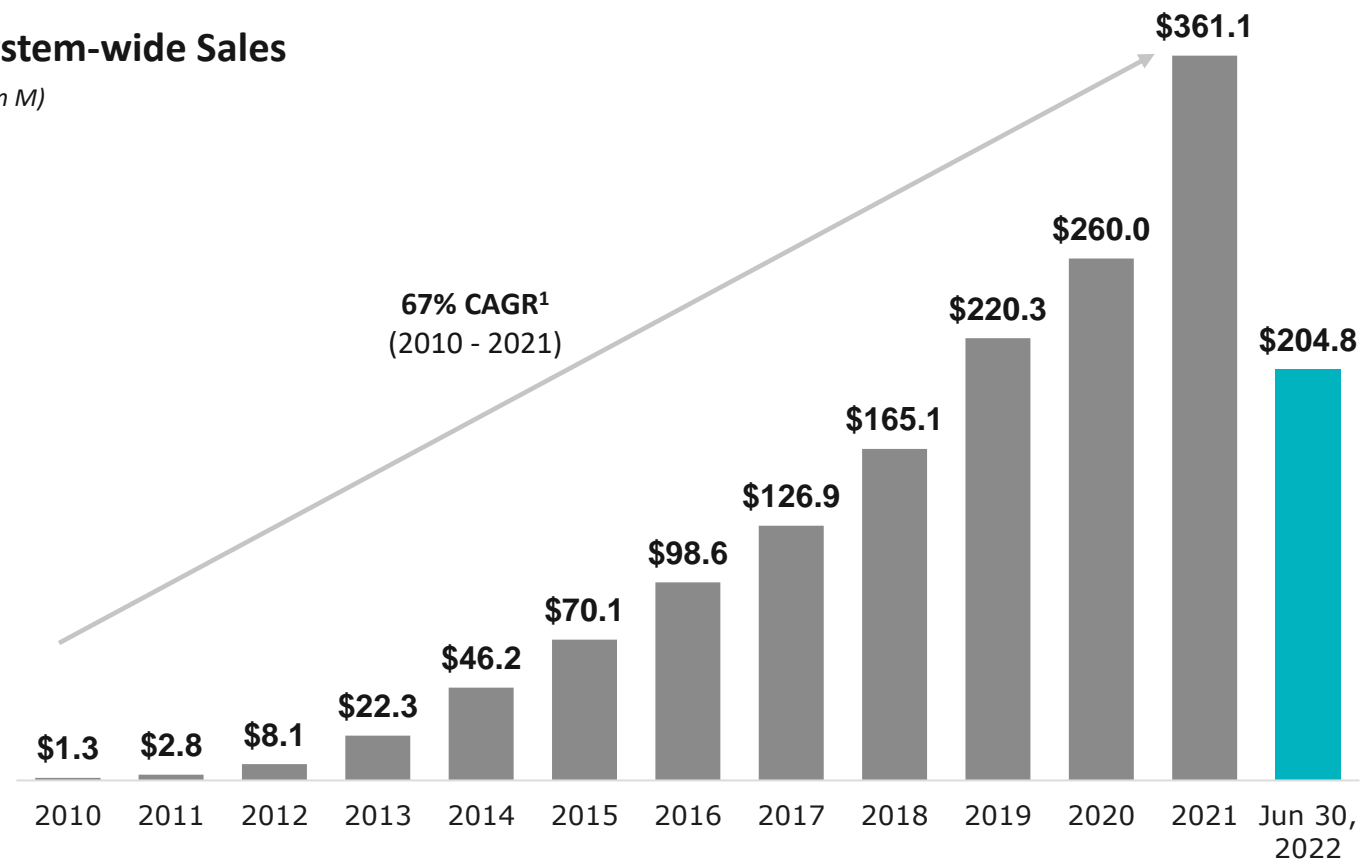
People will continue to seek more noninvasive, holistic ways to manage their pain.

We'll be there to treat them.

The Joint Corp. 11-yr. CAGR 67%¹ vs. Industry CAGR 5.4%²

System-wide Sales

(\$ in M)



¹ For the period ended Dec. 31, 2021 | ² June 2021 Kentley Insights Chiropractic Care Market Research Report

Driving Brand Awareness

The most
powerful
brand-building
tool is our
storefronts.



Appendix



Source:

[The Joint Corp. | NABQAI JMT](#)

Q2 2022 Financial Results

\$ in M ¹	Q2 2022	Q2 2021	Differences	
Revenue	\$25.1	\$20.2	\$4.8	24%
• Corporate clinics	14.5	11.4	3.1	27%
• Franchise fees	10.6	8.8	1.8	20%
Cost of revenue	2.4	2.0	0.4	19%
Sales and marketing	3.8	3.1	0.7	23%
Depreciation and amortization	1.7	1.4	0.3	18%
G&A	16.5	11.6	4.9	42%
Operating Income	0.4	2.0	(1.6)	(77)%
Tax Expense/(Benefit)	0.1	(0.6)	0.8	(116)%
Net Income	0.3	2.6	(2.3)	(87)%
Adj. EBITDA ²	2.6	3.8	(1.1)	(30)%



¹ Due to rounding, numbers may not add up precisely to the totals.

² Reconciliation of Adjusted EBITDA to GAAP earnings is included in the Appendix.

YTD 2022 Financial Results as of June 30, 2022

\$ in M ¹	H1 2022	H1 2021	Differences	
Revenue	\$47.5	\$37.8	\$9.7	26%
• Corporate clinics	27.1	20.9	6.2	30%
• Franchise fees	20.4	16.9	3.5	21%
Cost of revenue	4.7	3.8	0.9	25%
Sales and marketing	7.1	5.6	1.5	27%
Depreciation and amortization	3.3	2.6	0.7	27%
G&A	31.9	21.7	10.2	47%
Operating Income	0.3	4.0	(3.7)	(93)%
Tax Expense/(Benefit)	0.1	(1.0)	1.1	(112)%
Net Income	0.1	5.0	(4.9)	(97)%
Adj. EBITDA ²	4.4	7.2	(2.8)	(39)%



¹ Due to rounding, numbers may not add up precisely to the totals.

² Reconciliation of Adjusted EBITDA to GAAP earnings is included in the Appendix.

Executive Team



Peter D. Holt	Jake Singleton	Jason Greenwood	Charles Nelles	Jorge Armenteros	Amy Karroum	Eric Simon	Mark Miller	Dr. Steve Knauf
<i>President & CEO</i>	<i>CFO</i>	<i>CMO</i>	<i>CTO</i>	<i>SVP, Operations</i>	<i>SVP, Human Resources</i>	<i>VP, Franchise Sales</i>	<i>VP, Real Estate and Construction</i>	<i>VP of Chiropractic & Compliance</i>
<ul style="list-style-type: none"> Tasti D-Lite Planet Smoothie Mail Boxes Etc. The UPS Store I Can't Believe It's Yogurt 	<ul style="list-style-type: none"> EY American Institute of CPAs 	<ul style="list-style-type: none"> Peter Piper Pizza Robeks Juice Young & Rubicam Group 	<ul style="list-style-type: none"> American Express Global Business Travel Western Union The Children's Hospital of Denver PacifiCare Health Systems 	<ul style="list-style-type: none"> McDonald's Dunkin' Donuts Baskin Robbins Pollo Campero 	<ul style="list-style-type: none"> Thermo Fluids Taylor Morrison Foundation for Senior Living Pulte Homes 	<ul style="list-style-type: none"> Aamco Mail Boxes Etc. UPS Store Extreme Pita 	<ul style="list-style-type: none"> Veggie Grill Panda Restaurant Group CVS McDonald's 	<ul style="list-style-type: none"> Arizona State Board of Chiropractic Northwestern Health Sciences University International Chiropractors Assn. American Chiropractic Assn. Health Care Compliance Assn.
BA, Univ. of Washington MA, Univ. of London	MA, Univ. of Arizona BS, Univ. of Arizona	MBA, Wayne State Univ. BBA, Eastern Michigan Univ.	BA, University of Phoenix Certified PMP		MBA, Univ. of Michigan BA, Michigan State Univ.	BA, Univ. of Rhode Island	MBA, Wayne State Univ. BS, Central Michigan Univ.	DC, Northwestern Health Sciences Univ. BS, Northwestern Health Sciences Univ.



Board of Directors



Matthew E. Rubel	James H. Amos, Jr.	Ronald V. DeVella, CPA	Suzanne M. Decker	Peter D. Holt	Abe Hong	Glenn J. Krevlin
<i>Lead Director, 2017</i>	<i>Director, 2015</i>	<i>Director, 2014</i>	<i>Director, 2017</i>	<i>Director, 2016</i>	<i>Director, 2018</i>	<i>Director, 2019</i>
<ul style="list-style-type: none"> • Lead Director, Executive Chair KidKraft, Inc. • Chair, Holley Inc., Mid Ocean Ptrs. PE Consumer Group • Former Dir., Hudson's Bay Co., HSNi and Treehouse Foods • Varsity Brands, Collective Brands and Cole Haan • Roark Capital and TPG Capital • Pres. Appointee, House Advisory Council on Trade Policy Negotiation 	<ul style="list-style-type: none"> • Advisory Board Chair, APFI P&G Franchising Initiatives • Dir. Zion Healing and ASP UPF Holdings LP • Mail Boxes Etc. (now The UPS Store) • Intl. Franchise Assn. (IFA) • Marine Corps Captain, National Veterans' Admin., Marine Military Academy, Marine Corps Heritage Fdn. • Meineke Car Care Centers • Zig Ziglar Corp • WSI of Canada 	<ul style="list-style-type: none"> • Financial Advisor: Manufacturing Succession Holding, Universal Health and Multiomics • Dir. Universal Health Group, Delta Dental of Arizona, Mobile Holding Properties, LLC and NorthStar Security • Vice Chair of the Strategic Advisory Board of Aura Ventures • Former Dir. Mobile Holdings Properties • Alkaline Water Co. • NanoFlex Power Corp. • Amazing Lash Studio CFO & franchisee • Deloitte & Touche 	<ul style="list-style-type: none"> • Exe. Project Sponsor and former Chief HR Officer, Aspen Dental Mgmt • HR & Talent Acquisition Advisor, Bond Veterinary • Former Dir. Refresh Mental Health • Davis Vision Companies 	<ul style="list-style-type: none"> • Pres. & CEO, The Joint Corp. • Tasti D-Lite • Great Hills Partners • Mail Boxes, Etc. (now The UPS Store) • Director Intl. Franchise Assn. (IFA) • Chair, International Affairs Network (IAN) 	<ul style="list-style-type: none"> • SVP & CTO, Learning Care Group • Discount Tire Company • Red Rock Resorts • Starbucks Corp. • Technologist 	<ul style="list-style-type: none"> • Founder, Managing Partner, & PM, Glenhill Capital Advisors • Dir. Ember Technologies • Design within Reach • Centric Brands • Restoration Hardware • Cumberland Associates • The Goldman Sachs Group
BS, Ohio University MBA, University of Miami	AB, University of Missouri-Columbia	BS, Queens College MBA, Pace University	BS, Russell Sage College	BA, Univ. of Washington MA, University of London	BE, U.S. Military Academy at West Point	BA, Wesleyan University MBA, New York University

Revolutionizing Access to Chiropractic Care

Features	Industry Problems	The Joint's Solutions
Affordability (per appointment)	\$64 Average ¹	\$33 Average
Convenient Locations	Medical Centers / Offices	Retail Locations
Multiple Locations	Limited Locations	706 Clinics
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 ²
Average Patient Visits per Clinic	112 per week ³	347 per week ⁴



¹ Chiropractic Economics, October 2021 | ² Hours vary by clinic | ³ Chiropractic Economics, October 2021 | ⁴ Number includes multiple visits per patient

Patient Demographics

Median Age	36 Years	
Generation Mix	2021	Growth over 2020
Gen Z	16%	63%
Millennial	45%	38%
Gen X	27%	29%
Baby Boomer	12%	25%
Gender		
Female	49%	



¹ Patients who visited The Joint Chiropractic in 2021

Transformative Opportunity for Chiropractors

Industry		The Joint
Annual Salary	Median \$70,720 ¹	Starting \$85,000 ²
Accessibility	<ul style="list-style-type: none">• Appointments required• Medical centers & offices• Traditional office hours	<ul style="list-style-type: none">• No appointments• Clustered, high-visibility retail locations• Open evenings + weekends³
Practice & Insurance	<ul style="list-style-type: none">• Challenges of managing a business without support• Difficulty attracting new patients• Insurance hassles• Slow payment cycle	<ul style="list-style-type: none">• 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, 2020
² Based on Joint Corp. company-owned/managed actual salaries | ³ Hours vary by clinic

Performance Metrics and Non-GAAP Measures

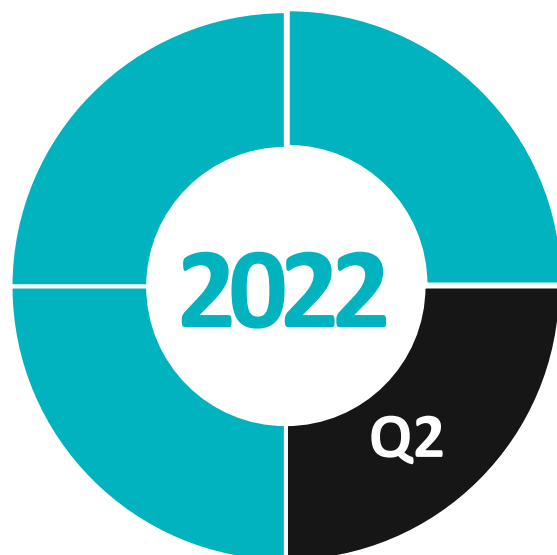
This presentation includes commonly discussed performance metrics. System-wide sales include sales at all clinics, whether operated by the company or by franchisees. While franchised sales are not recorded as revenues by the company, management believes the information is important in understanding the 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 sales 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 than GAAP measures alone. Reconciliations of net loss to EBITDA and Adjusted EBITDA are presented where applicable. 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, bargain purchase net gain, gain/(loss) on disposition or impairment, and stock-based compensation expenses.

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 frequently 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.

Q2 2022 Segment Results as of June 30, 2022

\$ in 000s

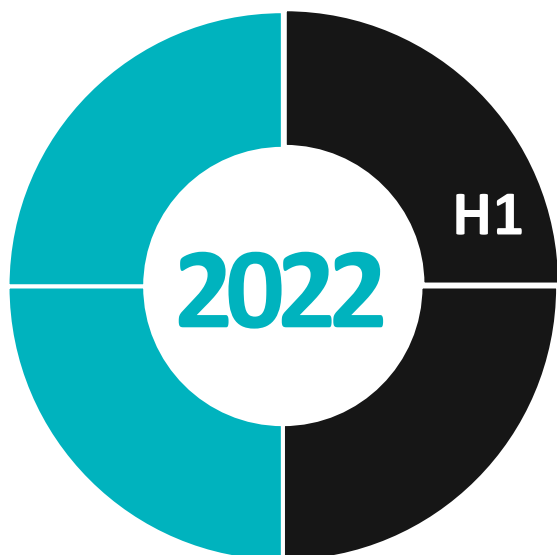


Total Revenues
Total Operating Costs
Operating Income (Loss)
Other Income (Expense), net
Income (Loss) Before Income Tax Expense
Total Income Taxes
Net Income (Loss)
Net Interest
Income Taxes
Total Depreciation and Amortization Expense
EBITDA
Stock Based Compensation Exp
Bargain Purchase Gain
(Gain) Loss on Disposition/Impairment
Acquisition Expenses
Adjusted EBITDA

Corporate Clinics	Franchise Operations	Unallocated Corporate	The Joint Consolidated
\$ 14,493	\$ 10,564	\$ 1	\$ 25,057
(14,180)	(6,359)	(4,045)	(24,584)
313	4,205	(4,044)	473
(1)	-	(18)	(19)
312	4,205	(4,063)	454
-	-	109	109
312	4,205	(4,172)	345
1	-	18	19
-	-	109	109
1,430	186	84	1,700
1,743	4,391	(3,961)	2,174
-	-	340	340
-	-	-	-
89	-	-	89
-	-	32	32
1,832	4,391	(3,588)	2,635

YTD 2022 Segment Results as of June 30, 2022

\$ in 000s



Total Revenues
Total Operating Costs
Operating Income (Loss)
Other Income (Expense), net
Income (Loss) Before Income Tax Expense
Total Income Taxes
Net Income (Loss)
Net Interest
Income Taxes
Total Depreciation and Amortization Expense
EBITDA
Stock Based Compensation Exp
Bargain Purchase Gain
(Gain) Loss on Disposition/Impairment
Acquisition Expenses
Adjusted EBITDA

Corporate Clinics	Franchise Operations	Unallocated Corporate	The Joint Consolidated
\$ 27,100	\$ 20,395	\$ 1	\$ 47,496
(27,225)	(11,787)	(8,187)	(47,199)
(125)	8,608	(8,186)	297
(3)	-	(33)	(35)
(128)	8,608	(8,219)	261
-	-	122	122
(128)	8,608	(8,341)	139
3	-	33	35
-	-	122	122
2,806	360	163	3,330
2,681	8,968	(8,023)	3,626
-	-	664	664
-	-	-	-
96	-	-	96
-	-	32	32
2,777	8,968	(7,327)	4,418

GAAP – Non-GAAP Reconciliation

\$ in 000s

	FY20	Q1-21	Q2-21	Q3-21	Q4-21	FY21	Q1-22	Q2-22	FY22
Total Revenue	58,683	17,548	20,219	20,992	22,101	80,860	22,439	25,057	47,496
Total Cost of Revenue	6,507	1,765	2,039	2,300	2,410	8,514	2,313	2,427	4,740
Gross Profit	\$52,176	\$ 15,783	\$ 18,180	\$ 18,691	\$ 19,691	\$72,346	\$ 20,126	\$ 22,630	\$42,756
Sales & Marketing	7,804	2,489	3,133	2,882	2,921	11,424	3,287	3,840	7,127
Depreciation/Amortization Expense	2,734	1,170	1,443	1,662	1,814	6,089	1,629	1,700	3,330
Other Operating Expenses	36,142	10,186	11,611	12,812	14,936	49,546	15,379	16,589	31,967
Total Other Income (Expense)	(82)	13	25	(13)	(29)	(4)	(23)	(48)	(71)
Total Income Taxes	(7,755)	(364)	(666)	(614)	351	(1,293)	13	109	122
Net Income (Loss)	\$13,167	\$ 2,315	\$ 2,684	\$ 1,937	\$ (360)	\$ 6,576	\$ (206)	\$ 345	\$ 139
Net Interest	79	22	16	16	16	70	16	19	35
Income Taxes	(7,755)	(364)	(666)	(614)	351	(1,293)	13	109	122
Depreciation and Amortization Expense	2,734	1,170	1,443	1,662	1,814	6,089	1,629	1,700	3,330
EBITDA	\$ 8,227	\$ 3,142	\$ 3,477	\$ 3,001	\$ 1,821	\$11,441	\$ 1,453	\$ 2,174	\$ 3,626
Stock Based Compensation	886	246	284	297	229	1,056	324	340	664
Bargain Purchase Gain	-	-	-	-	-	-	-	-	-
(Gain) Loss on Disposition/Impairment	(51)	65	(44)	(4)	10	27	-	89	89
Acquisition Expenses	42	6	39	3	20	69	(0)	32	32
Adjusted EBITDA	\$ 9,103	\$ 3,459	\$ 3,756	\$ 3,297	\$ 2,080	\$12,593	\$ 1,783	\$ 2,635	\$ 4,418

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