



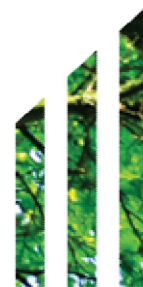
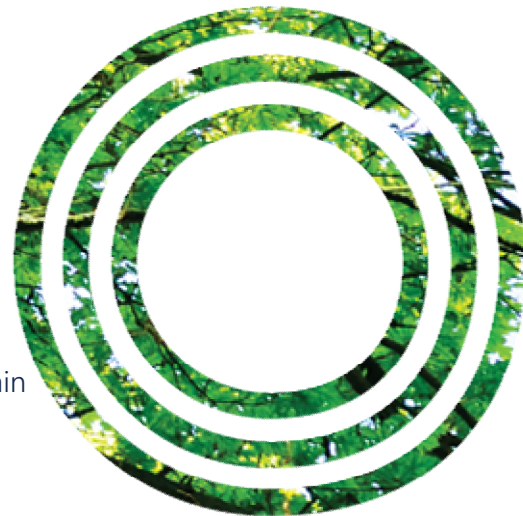
November 12, 2024

Fiscal First Quarter
Ended September 30, 2024
NASDAQ: GEG



GEG Highlights

- Great Elm grew fee-paying assets under management (“FPAUM”) in the September 2024 quarter both year-over-year (+21%) and sequentially (+4%) on a pro forma basis¹
- Great Elm collected \$0.9 million of incentive fees from GECC for the September 2024 quarter, and base management fees from GECC grew 34% year-over-year to \$1.2 million
- Monomoy BTS completed construction of its first build-to-suit property in October 2024, after its sale in June 2024, and Monomoy REIT monetized ~\$7 million of real estate at a gain
- Great Elm Credit Income Fund (“GECIF”) delivered a solid return on invested capital of over 11% at September 30, 2024, since inception in November 2023²
- GEG expanded its share repurchase program up to \$20 million from \$10 million. Through November 8, 2024, ~2.5 million shares have been repurchased for ~\$4.6 million, an average price of \$1.85 per share
 - Book value per share was \$2.22 as of September 30, 2024
- GEG ended the quarter with ~\$52 million³ of cash and marketable securities to deploy across its growing alternative asset management platform



¹ Pro Forma FPAUM incorporates net proceeds from \$5.4 million issuance of GECC 8.125% Notes as well as the redemption of \$45.3 million of GECC 6.75% Notes due January 2025 in October 2024.

² Assumes invested at inception on November 1, 2023, and remained invested throughout the succeeding eleven months, net of fees and expenses. Performance results should not be regarded as final until audited financial statements are issued covering the period shown. Past performance is no guarantee of future results.

³ Amount excludes Consolidated Funds.

GECC: \$134mm of Equity & Debt Issued Great Elm[®] GROUP

GECC issued \$36mm of equity and \$98mm of debt in the last twelve months

\$36 million of Equity Raised at NAV

In February 2024, issued 1.85 million shares at \$12.97 (then current NAV) for \$24 million

- GEG participated in \$6 million of the \$24 million; a strategic institutional investor participated in the other \$18 million of the transaction

Issued 1.0 million shares at \$12.03 (then current NAV) for \$12 million in June 2024

- GEG made a \$3 million investment in the special purpose vehicle which purchased the shares

\$56.5 million of GECCI Notes Issued

In April 2024, issued \$34.5 million of 8.50% Notes due 2029 (the “GECCI Notes”)

- Spread to Treasury more than 50bps improved compared to prior note issuance, driven by strong earnings and fresh equity capital
- Egan Jones rating upgrade to BBB (from BBB-)

Issued \$22.0 million of additional GECCI Notes in July 2024 utilizing the Shelf

- Notes were issued in a registered direct offering with an institutional investor

\$41.4 million of GECCH Notes Issued

In September 2024, issued \$36.0 million of 8.125% Notes due 2029 (the “GECCH Notes”)

- Proceeds used to refinance GECC’s January 2025 maturity, leaving no maturities for 20 months
- Coupon reduced by 0.375% from the GECCI Notes issued earlier in the year

Issued \$5.4 million of additional GECCH Notes in October 2024 via full exercise of the underwriters’ overallotment option

About GEG

Great Elm Group, Inc. (GEG) is a publicly-traded, alternative asset manager focused on:

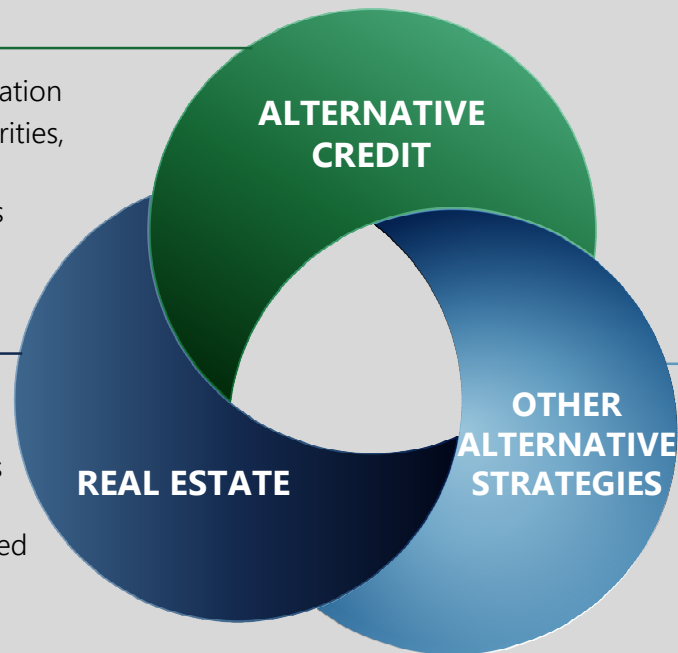
- Growing a scalable and diversified portfolio of long-duration and permanent capital vehicles
- Investing in credit, real estate, specialty finance and other alternative strategies

Alternative Credit

- Focus on income generation and capital preservation
- Investment in debt and income-generating securities, direct lending and special situations
- Active investment in specialty finance businesses including Factoring, Asset Based Lending, and Healthcare

Real Estate

- Full service, tenant-focused holder of industrial real estate across the United States
- Focus on single tenant light industrial properties with building footprints on significant acreage
- Build-to-Suit "BTS" division provides differentiated design-build solutions and construction management services
- Actively seeking growth through other subsectors



Other Alternative Strategies

- Active pursuit of new strategic businesses
- Focus on long duration "sticky" capital
- Alignment through GEG investment in funds
- Durable fee structure
- Operational leverage supported by existing GEG infrastructure

Our Goals

Improve Profitability



- Debt and equity capital raises at GECC expected to drive growth of future recurring fee revenue streams with high contribution margins
 - GEG's \$9 million in investments in the GECC equity capital raises are expected to deliver attractive returns over time
- GECC delivered strong performance, with base management fee growth of 34% YoY, and GEG collected incentive fees of ~\$0.9 million for the quarter ended September 30, 2024
- Monomoy BTS completed construction of its first property in October 2024, after its sale in June 2024, realizing over ~\$1 million of profit

Expand Platform



- Monomoy BTS contracted its third project and significantly grew its pipeline of new projects, building expected future value
- Great Elm Credit Income Fund has delivered solid returns of over 11% inception to date from November 2023 through September 2024, and is well-positioned for future growth¹
- Continued growth in Monomoy BTS Construction Management, a consulting business, adding new customer contracts over the quarter

Grow AUM



- Since February, GECC raised \$134 million of new capital, comprised of \$36 million of equity at NAV, ~\$56 million of 8.50% notes due 2029 and ~\$42 million of 8.125% notes due 2029
- Grew pro forma FPAUM² and AUM² by approximately 21% and 16%, respectively, from prior-year
- Positioned to expand the platform to create future AUM growth

¹ Assumes invested at inception on November 1, 2023, and remained invested throughout the succeeding eleven months, net of fees and expenses. Performance results should not be regarded as final until audited financial statements are issued covering the period shown. Past performance is no guarantee of future results.

² GECC Pro Forma FPAUM and AUM reflects amounts as of September 30, 2024, including the impact of the GECCM repayment and settlement of GECCH greenshoe in October 2024.

GEG Managed Vehicles

ALTERNATIVE CREDIT

GECC

- Public BDC with \$320+ million PF AUM¹
- 14% of common stock held by GEG
- Base management fee of 1.5% on gross assets
- Income incentive fee of 20% after 7% hurdle on net assets

Private Funds

- Great Elm Credit Income Fund focuses on direct lending, syndicated credit and special situations
- Great Elm Opportunities Fund I participates in unique investment opportunities presented to the Great Elm investment team

REAL ESTATE

Monomoy REIT

- Private Industrial REIT with \$390+ million AUM
- ~7% direct investment held by GEG
- Base management fee of 1% on net assets
- Property management fee of 4% on rents
- 20% performance fee charged upon liquidity event after 8% hurdle

Monomoy BTS

- Build-to-Suit division provides design-build solutions and utilizes exclusive vendor relationships to offer cost savings and expedited timelines
- Construction Management consulting services allow customers to leverage seasoned Monomoy team to oversee in-house projects

¹ GECC Pro Forma AUM includes amounts as of September 30, 2024, including the impact of the GECCM repayment and settlement of GECCH greenshoe in October 2024. All other amounts are approximate as of September 30, 2024.

Summary Financial Position¹

GEG September 30, 2024 condensed balance sheet, excluding Consolidated Funds



\$ Million		9/30/2024	
Cash & Marketable Securities ²	\$ 51.7	Current Liabilities	\$ 3.7
Investments	54.0	Long-Term Debt	26.2
Other Current and Long-Term Assets	23.7	Convertible Notes	34.9
		Other Liabilities	0.7
		Total Liabilities	\$ 65.5
		Total Equity	\$ 63.9
Total Assets	\$ 129.4	Total Liabilities & Equity	\$ 129.4
		Book Value per Share	~ \$2.22

¹ Condensed balance sheet excludes the impact of consolidation of Consolidated Funds. Amounts related to Consolidated Funds include Cash of \$2.2mm, Investments of \$11.9mm, Other Assets of \$0.3mm, Current Liabilities of \$0.2mm, and Equity related to Non-Controlling Interests of \$7.7mm, resulting in GEG's Investment and related Current Assets of \$6.5mm.

² Cash & Marketable Securities' line item includes \$40k of restricted cash.

GECC & Monomoy Highlights



- Reported strong NII of \$0.39 per share in the September quarter, more than covering the \$0.35 distribution
 - Record Total Investment Income of \$11.7 million and highest cash income in GECC's history
 - Paid cash incentive fees to GEG of \$0.9 million for the quarter ended September 30, 2024
 - CLO JV continues to ramp, with a strong first payment in the quarter and \$33 million deployed through September 30, 2024
 - Issued \$22.0 million of GECCI Notes to an institutional investor utilizing GECC's shelf in a registered direct offering
 - Issued \$41.4 million of GECCH Notes, and subsequently used the net proceeds to redeem all outstanding GECCM Notes
 - Refinancing extended GECC debt maturity profile, providing enhanced financial flexibility
 - 13.8% annualized dividend yield on closing market price of \$10.17, as of November 8, 2024
- Monomoy BTS sold its first property and focuses on its strong project pipeline
 - Completed construction of its first build-to-suit property in October 2024, after the property sale in June 2024, realizing over \$1 million in profit
 - Remains focused on sale of second substantially-complete property and development of third contracted project
 - Grew Monomoy BTS Construction Management by contracting with another key tenant on additional consulting engagements
 - Monomoy REIT maintained strong activity throughout Fiscal 1Q25:
 - Entered into agreements to deploy ~\$12 million of capital
 - Closed profitable sale on a property for ~\$7 million in July
 - Amended 2 tenant leases with expansion projects for meaningful term extensions, executed 2 renewal options, and entered 2 new leases
 - Closed quarter with strong pipeline of over 20 requirements

Fiscal 2025 First Quarter Highlights



Fiscal 1Q25 Financial Highlights



Revenue

- Fiscal 1Q25 revenue grew 21% to \$4.0 million compared to \$3.3 million in the prior-year period
- Growth primarily driven by the Monomoy BTS property sale and increased management fees due to meaningful growth in GECC Fee-Paying Assets Under Management

Net Income

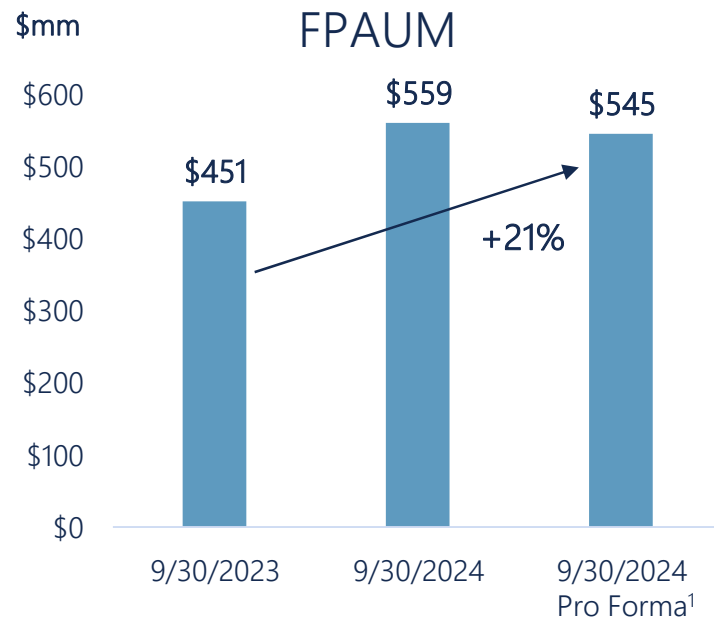
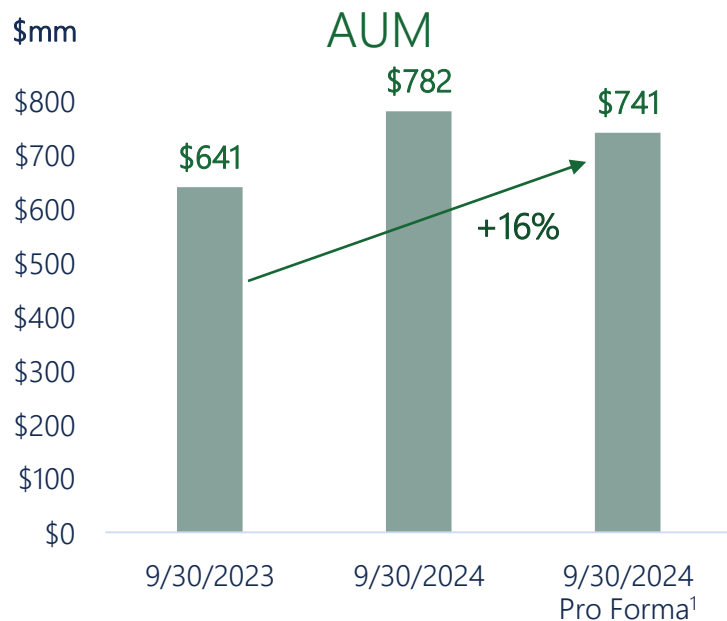
- Net income from continuing operations of \$3.0 million for Fiscal 1Q25, compared to \$2.8 million in the prior-year period
- Net income in the quarter benefited from the reversal of approximately \$3.5 million in previously recorded unrealized losses related to GEG's investments in SPVs

Adjusted EBITDA¹

- Fiscal 1Q25 Adjusted EBITDA of \$1.3 million, compared to \$1.7 million in Fiscal 1Q24

¹ Please refer to the disclaimers on slide 18 and the Adjusted EBITDA reconciliation table on slide 15.

Assets Under Management¹



\$741 million of Pro Forma Assets Under Management ("AUM") as of September 30, 2024, up 16% from September 30, 2023

\$545 million of Pro Forma Fee-Paying AUM ("FPAUM") as of September 30, 2024, up 21% from September 30, 2023

¹ Pro Forma AUM and FPAUM reflects amounts as of September 30, 2024, including the impact of the settlement of GECCH greenshoe and redemption of the GECCM bonds in October 2024.

Financial Review: Fiscal 1Q25 Balance Sheet



(in thousands)

	September 30, 2024	June 30, 2024
ASSETS		
Cash and cash equivalents	\$ 44,150	\$ 48,147
Restricted cash	40	1,571
Receivables from managed funds	3,854	2,259
Investments in marketable securities	7,460	9,929
Investments at fair value	47,557	44,585
Prepaid and other current assets	1,439	1,215
Identifiable intangible assets, net	10,773	11,037
Real estate under development	5,786	5,769
Other assets	1,823	1,839
Assets of consolidated funds	14,384	14,095
Total assets	\$ 137,266	\$ 140,446
LIABILITIES		
Accounts payable and accrued expenses	3,360	7,326
Related party payables	224	634
Long-term debt	26,160	26,090
Convertible notes	34,925	34,900
Other liabilities	817	1,039
Payable for securities purchased	24	-
Liabilities of consolidated funds	172	262
Total liabilities	\$ 65,682	\$ 70,251
Stockholders' equity and non-controlling interest	\$ 71,584	\$ 70,195
Total liabilities, non-controlling interest and stockholders' equity	\$ 137,266	\$ 140,446

Financial Review:

Fiscal 1Q25 Income Statement



<i>(In thousands)</i>	Three months ended September 30,	
	2024	2023
Revenues	\$ 3,992	\$ 3,310
Cost of Revenues	635	-
Operating costs and expenses:		
Investment management expenses	3,058	2,762
Depreciation and amortization	273	283
Selling, general and administrative	2,006	1,715
Expenses of Consolidated Funds	16	-
Total operating costs and expenses	\$ 5,353	\$ 4,760
Operating loss	(1,996)	(1,450)
Dividends and interest income	1,558	1,986
Net realized and unrealized gain (loss)	3,778	3,284
Net realized and unrealized loss on investments of Consolidated Funds	278	-
Interest and other income of Consolidated Funds	384	-
Interest expense	(1,028)	(1,062)
Income (loss) before income taxes from continuing operations	\$ 2,974	\$ 2,758
Income tax benefit (expense)	-	-
Net income (loss) from continuing operations	\$ 2,974	\$ 2,758
Net income (loss) from discontinued operations	-	16
Net income (loss)	\$ 2,974	\$ 2,774

Note: Net realized and unrealized gain (loss) on investments includes an approximate \$3.5 million unrealized gain on Great Elm's investment in Great Elm Strategic Partnership I, LLC ("GESP") and Prosper Peak Holdings, LLC ("PPH") for the three months ended September 30, 2024. Aggregate net realized and unrealized gain (loss) on Great Elm's investments in GESP and PPH from inception to date are approximately (\$0.3) million.

Results By Quarter



	Three Months Ended				
	September 30, 2024	June 30, 2024	March 31, 2024	December 31, 2023	September 30, 2023
<i>(in thousands)</i>					
NON-GAAP RECONCILIATION					
Net income (loss) from continuing operations - GAAP	\$ 2,974	\$ (578)	\$ (2,883)	\$ (239)	\$ 2,758
Interest expense	1,028	1,137	1,074	1,061	1,062
Income tax expense (benefit)	-	101	-	-	-
Depreciation and amortization	273	271	271	283	283
Non-cash compensation	1,117	688	698	839	887
(Gain) loss on investments, excluding investment in Forest	(4,056)	(465)	2,622	(1,318)	(3,284)
Change in contingent consideration	(6)	20	(554)	18	18
Adj. EBITDA¹	\$ 1,330	\$ 1,174	\$ 1,228	\$ 644	\$ 1,724
CASH FLOW					
Adj. EBITDA¹	\$ 1,330	\$ 1,174	\$ 1,228	\$ 644	\$ 1,724
Capital expenditures	(148)	(3)	443	(340)	(118)
Unleveraged free cash flow	1,182	1,171	1,671	304	1,606
Interest expense paid	(488)	(489)	(483)	(494)	(488)
Leveraged free cash flow¹	\$ 694	\$ 682	\$ 1,188	\$ (190)	\$ 1,118

¹ Adjusted EBITDA for prior periods has been adjusted to include dividend income earned during such periods, consistent with the methodology for September 30, 2024. Please refer to the disclaimers on slide 17.

Results Year-Over-Year



	Three months ended September 30,	
	2024	2023
<i>(in thousands)</i>		
<u>NON-GAAP RECONCILIATION</u>		
Net income (loss) from continuing operations - GAAP	\$ 2,974	\$ 2,758
Interest expense	1,028	1,062
Income tax expense (benefit)	-	-
Depreciation and amortization	273	283
Non-cash compensation	1,117	887
(Gain) loss on investments	(4,056)	(3,284)
Change in contingent consideration	(6)	18
Adj. EBITDA¹	\$ 1,330	\$ 1,724
<u>CASH FLOW</u>		
Adj. EBITDA¹	\$ 1,330	\$ 1,724
Capital expenditures	(148)	(118)
Unleveraged free cash flow	\$ 1,182	\$ 1,606
Interest expense paid	(488)	(488)
Leveraged free cash flow¹	\$ 694	\$ 1,118

¹ Adjusted EBITDA for prior periods has been adjusted to include dividend income earned during such periods, consistent with the methodology for September 30, 2024. Please refer to the disclaimers on slide 17.

Contact Information

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Non-GAAP Financial Measures

The SEC has adopted rules to regulate the use in filings with the SEC, and in public disclosures, of financial measures that are not in accordance with US GAAP, such as adjusted earnings before interest, taxes, depreciation and amortization (“Adjusted EBITDA”) and free cash flow. See slides 14 & 15 for reconciliations of non-GAAP measures to their most directly comparable GAAP measures.

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