



ADTALEM
GLOBAL EDUCATION

INVESTOR DAY

2023

JUNE 20, 2023

Safe Harbor

FORWARD-LOOKING STATEMENTS

Certain statements contained in this release are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements provide current expectations of future events based on certain assumptions and include any statement that does not directly relate to any historical or current fact, which includes statements regarding Adtalem's future growth, and the expected synergies from the Walden acquisition. Forward-looking statements can also be identified by words such as "future," "believe," "expect," "anticipate," "estimate," "plan," "intend," "may," "will," "would," "could," "can," "continue," "preliminary," "range," and similar terms. These forward-looking statements are subject to risk and uncertainties that could cause actual results to differ materially from those described in the statements. These risk and uncertainties include the risk factors described in Item 1A. "Risk Factors" of our most recent Annual Report on Form 10-K filed with the Securities and Exchange Commission (SEC) and our other filings with the SEC. These forward-looking statements are based on information available to us as of the date any such statements are made, and Adtalem assumes no obligation to publicly update or revise its forward-looking statements even if experience or future changes make it clear that any projected results expressed or implied therein will not be realized, except as required by law.

NON-GAAP FINANCIAL MEASURES

This presentation includes references to certain financial measures that are not calculated in accordance with generally accepted accounting principles in the United States ("GAAP"). We believe that certain non-GAAP financial measures provide investors with useful supplemental information regarding the underlying business trends and performance of Adtalem's ongoing operations as seen through the eyes of management and are useful for period-over-period comparisons. Adtalem uses these supplemental non-GAAP financial measures internally in our assessment of performance and budgeting process. However, these non-GAAP financial measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. For how we define the non-GAAP financial measures, and a reconciliation of each non-GAAP financial measure to the most directly comparable GAAP measure, please refer to the reconciliation at the end of this presentation.

Agenda:

Adtalem: A Force for Good

Steve Beard
President and Chief Executive Officer

Growth with Purpose

Evan Trent
Chief Strategy and Transformation Officer

Reimagined Marketing Strategy

Maurice Herrera
Chief Marketing Officer

Differentiated Student Experience

Steven Tom
Chief Customer Officer

Short Break

Chamberlain

Karen Cox, PhD, RN, FACHE, FAAN
President, Chamberlain University

Walden

Michael Betz
President, Walden University

Medical & Veterinary

John Danaher, MD
President, Medical & Veterinary

Maximizing Long-term Value

Bob Phelan
Chief Financial Officer

Closing Comments

Steve Beard

Q&A

Campus Tour

Adtalem: A Force for Good

Steve Beard

President and Chief Executive Officer

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A Force for Good

Purpose driven organization

committed to student and societal outcomes

Creating shareholder value

Growth with Purpose strategy
delivering long-term growth

Systematically important

component of the U.S. healthcare system,
training care providers

Journey across three horizons



Started from a
position of strength



Growth with Purpose
strategy



Scaled solution
addressing healthcare's
most significant
challenge

Horizon 1:

Looking back, we started from a position of strength

Strong assets with significant opportunities



Market leading assets and strong academic outcomes



Disparate business models, story not well understood



Holding company, minimal integration



Conglomerate discount, trapped shareholder value

Rationalize and restructure portfolio to healthcare focus

APRIL 2020

**Adtalem Brazil
Divestiture**

AUGUST 2021

**Walden University
Acquisition**

JANUARY 2022

**Financial Services
Divestiture**



5 like-kind institutions

27 campuses

Robust online delivery
capabilities



All post-secondary
higher education

~80k students
~150 degree programs



All with a center of
gravity in healthcare

~90% of student enrollment
is healthcare focused

Adtalem by the numbers

Scale

#1

Grantor of U.S. nursing degrees; 9% of 2022 total

#2

Provider of medical residents to the U.S. in 2022

~3,500

Social & Behavioral Sciences degrees granted in 2022

~300k

Alumni impacting local communities

#1

Educator of U.S. veterinarians; ~9% of new DVM graduates in 2021

Outcomes

84%

Chamberlain NCLEX pass rate, 2020 - 2022 avg.

82%

RUSVM NAVLE pass rate, FY2020 - 2022 avg.

86%

USMLE Step 1 1st time pass rate, FY2020 - 2022 avg.

97%

Residency attainment rate for RUSM & AUC 2022 - 2023 graduates

0.8%

2019 Enterprise cohort default rate

Social Impact

~50%

Of total students are minorities

88%

Of MD graduates serve in low-income communities

#1

Grantor of BSN, MSN-FNP & DNP degrees to minority students

#1

Provider of Black MD graduates to the U.S. in 2020 - 2021

#1

Grantor of graduate degrees in multiple disciplines to Black students



The Opportunity

**Right
Market**

Incredibly large and attractive market with durable supply & demand asymmetry

**Market
Leading
Scale**

The nation's largest healthcare educator, systematically important

**New
Operating
Model**

Walden acquisition catalyzed launch of new operating model

- Creating complementary market profiles
- Integrating & centralizing key capabilities, leveraging best practices across the enterprise
- Capturing synergies and increasing operating leverage, enhancing profitability & free cash flow

Horizon 2:

Growth with Purpose strategy

Growth with Purpose

Three-year strategic initiative focused on driving organic revenue growth

Marketing

Dynamic Resource Allocation

Investment in brand marketing and campaigns

Performance media optimization and media mix balancing

Enrollment

Streamlined enrollment process and experience

Technology upgrades:
1:1 SMS

Continued campus expansion at Chamberlain

New modalities:
BSN Online at Chamberlain

Retention

Improved Student Journey via Technology

Investment in Student Success and Advising

Early identification of at-risk students:

Predictive at-risk model

Pricing

Pricing Optimization Across Portfolio

Optimized scholarships, incentivizing outcomes:

Believe & Achieve Scholarship at Walden

Programs

New programs, responsive to market

Continued scaling of newer programs:

Physician Assistant program at Chamberlain

Tempo Learning program at Walden

Expanding Access to Underserved Communities

Ongoing Commitment to Outstanding Student Outcomes

Growth with Purpose FY 2026 Targets

vs. FY 2023¹

+4% to +6%

Revenue CAGR¹

Incremental
+\$175m to +\$275m

+200 bps

Adj. EBITDA²
margin expansion

1. Revenue CAGR based on midpoint of FY23 guidance (range is \$1,400m - \$1,450m; midpoint is \$1,425m).
2. Reconciliations to Non-GAAP Financial Measures and definitions can be found in the appendix.

#1

Workforce challenges – including personnel shortages – ranked No. 1 on the list of hospital CEOs’ top concerns in 2022

42%

Of surveyed health system executives believe labor shortages will prevent them from achieving their growth aspirations over the next 5 years

Horizon 3:

Scaled solution addressing healthcare’s most significant challenge

Early proof points

Fully funded tuition



Co-located campus



Practice Ready. Specialty Focused.TM





A Category of One

Scale

Healthcare Focus

Access Mission

Strong Academic Outcomes

Talent to win



Steve Beard
President and Chief Executive Officer



Bob Phelan
Chief Financial Officer



Dr. Karen Cox
Ph.D., RN, FACHE, FAAN
President, Chamberlain University



Michael Betz
President, Walden University



Dr. John Danaher, MD
President, Medical and Veterinary



Blake Simpson
Chief Communications and Corporate Affairs Officer



Douglas Beck
General Counsel, Corporate Secretary and Institutional Support Services



Evan Trent
Chief Strategy and Transformation Officer



Cheryl James
Chief Human Resources Officer



Maurice Herrera
Chief Marketing Officer



Steven Tom
Chief Customer Officer



A Category of One

As a systematically important component of the U.S. healthcare system, with a clear growth roadmap and meaningful shareholder value creation opportunities

Transformed Portfolio, Positioned Well as a Leading Healthcare Educator

In a growing, structurally attractive industry with tailwinds

Creating Long-Term Value with Growth with Purpose Strategy

Focused on accelerating organic total enrollment growth and efficiency

Executing with Operational Excellence

Creating the ability to sustainably invest in accretive growth opportunities while delivering long-term margin expansion

Strong and Stable Financial Profile

With a healthy balance sheet, cash generative model, and an attractive capital allocation philosophy

Greater Scale Driving a Greater Purpose

Committed to student and societal outcomes

Growth with Purpose

Evan Trent

Chief Strategy and Transformation Officer

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Investing in long-term, secular growth markets

Nursing School Applications

+4.7% **BSN** 10-yr CAGR

+2.7% **MSN** 10-yr CAGR

+13.5% **DNP** 10-yr CAGR

~680k

Applications to nursing school in 2022

6.1%

CAGR in applications to nursing school since 2008 vs. 5% CAGR in enrollment over the same period

Physician Programs Applications

+2.0% **MD** 10-yr CAGR

2.4-to-1

Applicant to seat ratio in 2022-2023

+2.7%

Caribbean MD school market share increase from 2010-2021

Veterinary Applications

+5.6% **DVM** 10-yr CAGR

2.3-to-1

Applicant to seat ratio in 2021

2x

Applicants to DVM schools have over 2x the rate of growth of DVM enrollments since 2012

Psychology Degree Applications

+11.7% **Masters** 7-yr CAGR

+14%

Psychology related degree conferrals from Walden over 5 years

745k

Total U.S. enrollment in psychology and related degrees in fall 2022

Labor shortages for front-line healthcare workers at all-time highs and projected to remain



Nurses

200k current shortage
400k shortage by 2025
~80k qualified nursing program applicants turned away in 2022 - 2023

We confer more nursing degrees than any other nursing school



Physicians

60k current shortage
~120k shortage by 2034

700+ graduates in 2023
~66% of graduates are entering primary care residencies



Veterinarians

~15k current shortage
~4k additional veterinarians needed to meet demand for companion pet veterinarians

6,000+ DVM alumni from AVMA accredited RUSVM



Social & Behavioral Health Professionals

~75k additional social work jobs are forecasted to be needed each year through 2031

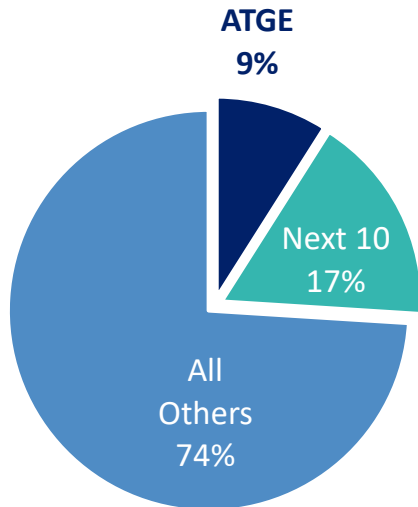
Walden ranks #1 in granting research doctoral degrees in Psychology and Social Sciences

Healthcare job openings are at an all-time high: 2 million current vacancies | 9% vacancy rate

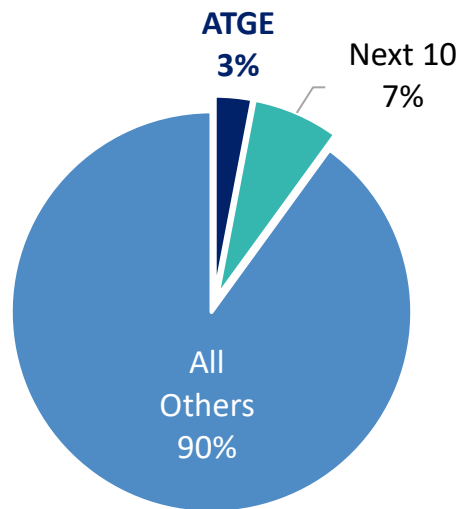
Highly fragmented core markets

Share of Degree Conferrals

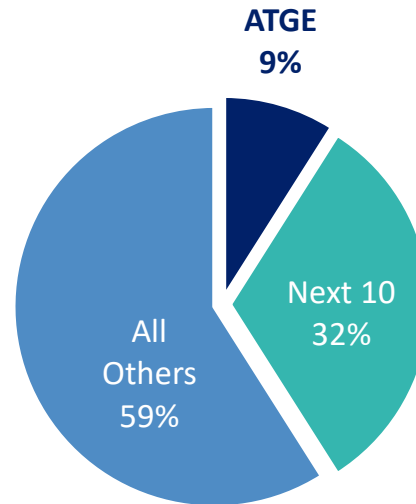
Nursing
~1,000 institutions



MD
~150 Institutions



Veterinarian
~50 Institutions



Adtalem is operating in highly-fragmented end markets

No individual institution within the nursing, medical or veterinary education markets holds over 10% market share

Opportunity to continue expanding access for a scale player prepared to invest

What we do has never been more important or **VALUABLE**

How we do, what we do, has never been more **RELEVANT**

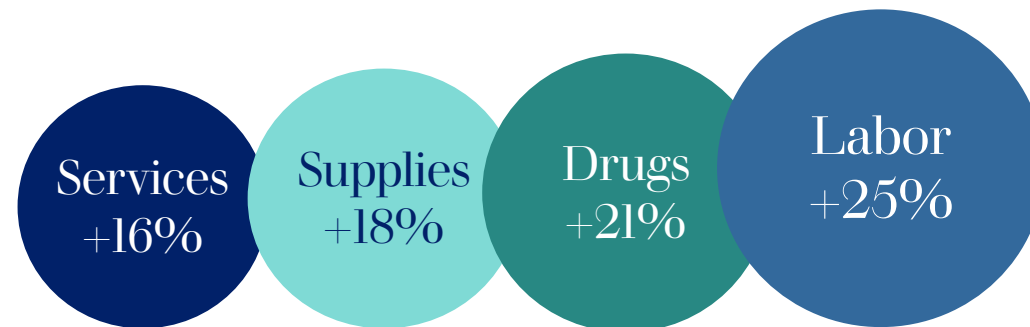
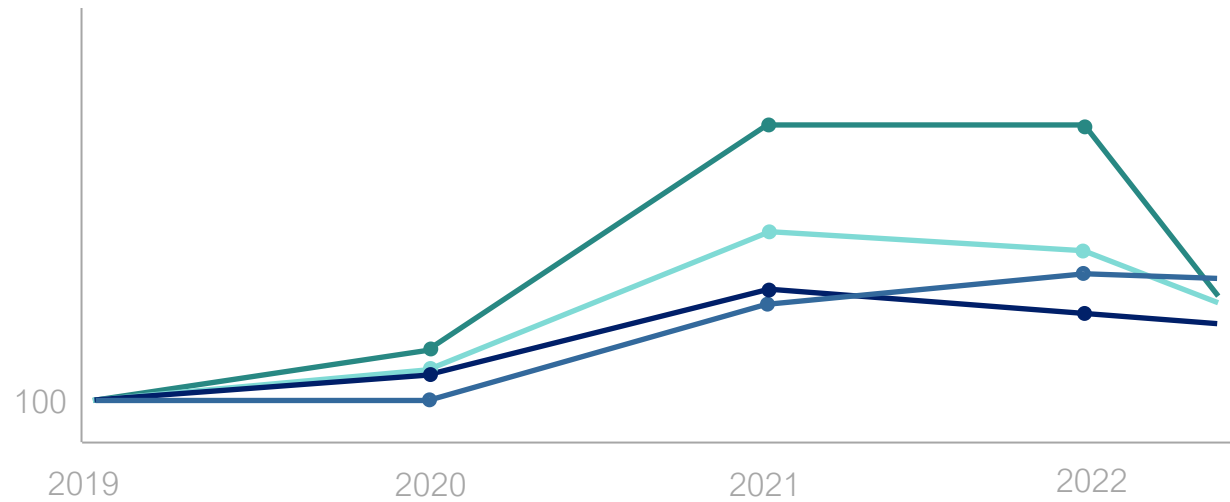
A CATEGORY OF ONE, addressing critical U.S. healthcare provider challenges

Labor has been both the most significant and persistent cost increase for healthcare systems since the onset of the pandemic

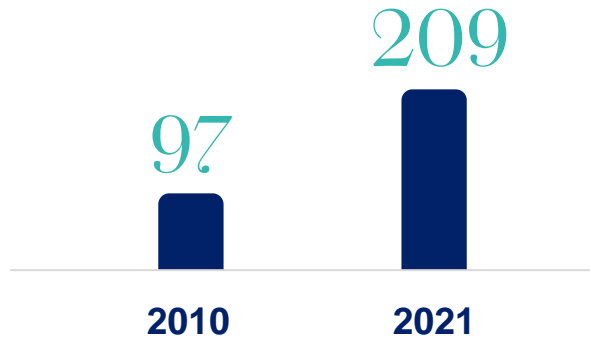
16% - 25%
growth in healthcare supply
input costs since 2019

Median expense per adjusted discharge

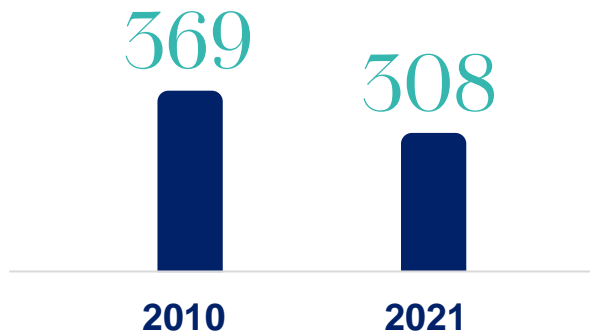
January 2019 – June 2022, indexed to 2019



Nursing programs: Closures and planned closures



Nursing programs: New planned openings



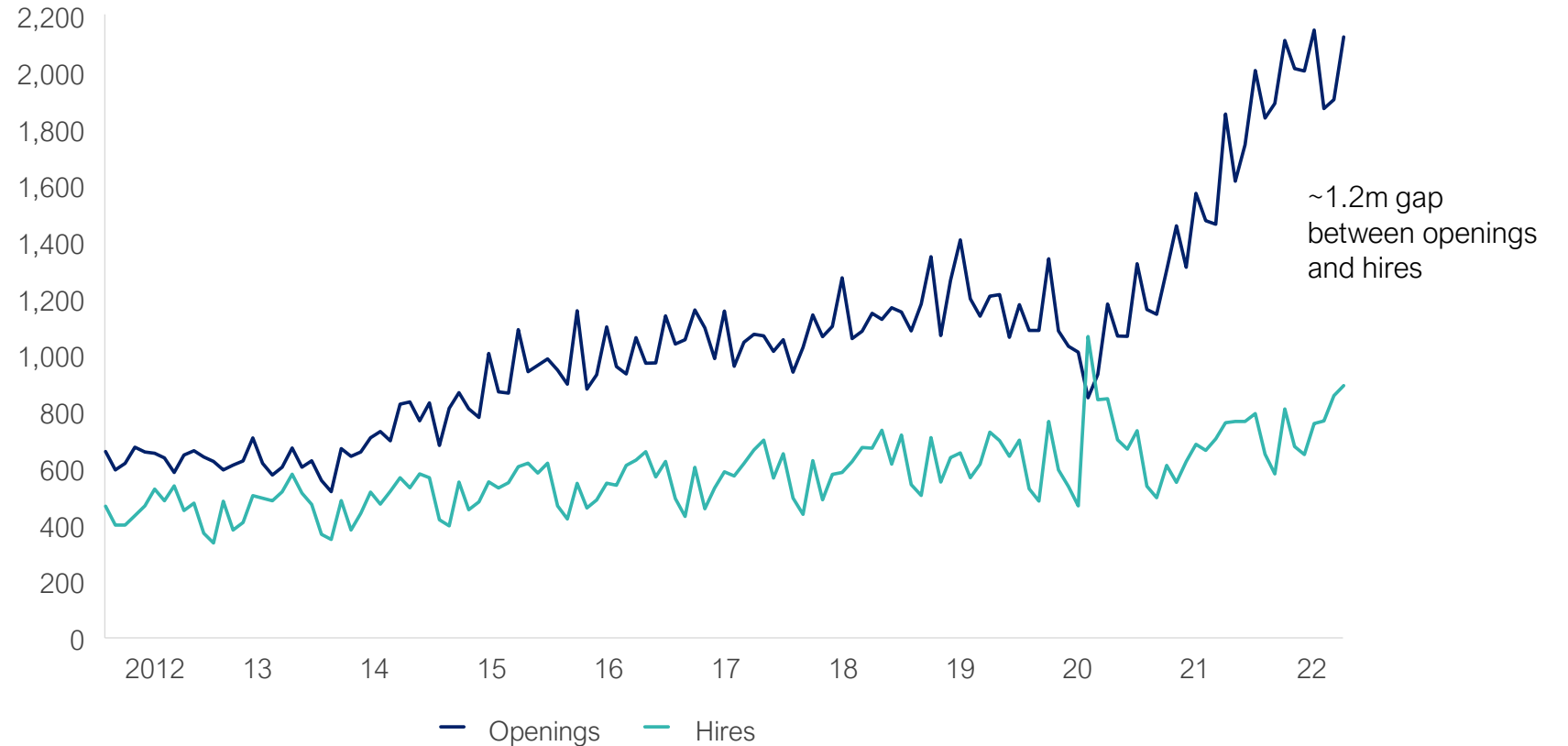
U.S. higher education nursing programs closed at an accelerating rate...

...as the number of new programs declined

Vacancy rates have skyrocketed since the pandemic

Healthcare job openings and hires

Thousands



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A CATEGORY OF ONE, addressing critical U.S. healthcare provider challenges

Relative to an intensifying mental health crisis, accelerated by the global pandemic...

**The
New York
Times**

Young Adults Report Rising Levels of Anxiety and Depression in Pandemic

WSJ

Covid-19's Lasting Effects on Mental Health—for Good and Bad

**The
Guardian**

Covid crisis dramatically worsened global mental health, study finds

WSJ

How the Covid-19 Pandemic Changed Americans' Health for the Worse

npr

The Kids Aren't Alright: The Post-Pandemic Teen Mental Health Crisis

**The
Economist**

Covid-19 has led to a sharp increase in depression and anxiety

...or relative to the stark inequities in health and education highlighted by post-pandemic outcomes...

AP

Racial gap in US stroke deaths widened during pandemic

**The
New York
Times**

Virus Is Twice as Deadly for Black and Latino People Than Whites in N.Y.C.

**The
New York
Times**

In Rural America, Covid Hits Black and Hispanic People Hardest

**The
Harvard
Gazette**

Remote learning likely widened racial, economic achievement gap

npr

The pandemic widened the education gap for students of color

**The
Washington
Post**

Virtual learning set poor children even further behind, study shows

WSJ

Federal Study of Medicare Recipients Finds Coronavirus Impacting Black People Disproportionately

...or in the context of a global pandemic resulting from a zoonotic disease jumping from animal to human...



U.N. Predicts Rise In Diseases That Jump From Animals To Humans Due To Habitat Loss



Animals That Infect Humans Are Scary. It's Worse When We Infect Them Back.



Monkeypox Likely Circulated for Years Before Outbreak, Scientists Say



New report calls for preventing human pandemics at the animal source



'Spillover' diseases are emerging faster than ever before—thanks to humans



Preventing the next pandemic - Zoonotic diseases and how to break the chain of transmission



Increased infectious disease risk likely from climate change

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A CATEGORY OF ONE, addressing critical U.S. healthcare provider challenges

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A CATEGORY OF ONE, addressing critical U.S. healthcare provider challenges

Offering the full breadth of healthcare programs across the entire healthcare learning continuum



Grantor of U.S. nursing degrees

#1



Provider of medical residents to the U.S.

#2



Grantor of BSN, MSN-FNP & DNP to minority students

#1



Physician Assistant Program

2022

Launch at



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with leading positions and the capacity to invest for further growth

Provider of Black MD graduates to the U.S.

#1



Social & Behavioral Sciences degrees

~3,500

in 2022



Grantor of graduate degrees in multiple disciplines to Black students

#1



Veterinarian Educator

#1



Utilizing innovative modalities to meet students where, when and how they learn best



~150
Programs

~75%
Programs
offered online

~7.5k
Faculty

50
States with nursing
clinical partnerships

9
States plus
Washington D.C. &
UK with medical
clinical partnerships

25 5
States Countries
with veterinarian
clinical rotations

Delivering high-quality academic and professional outcomes at scale with an unwavering student commitment



86%

USMLE
Step 1 1st time pass rate
FY2020 - 2022 avg.



97%

Residency attainment rate
for 2022 - 2023 graduates



82%

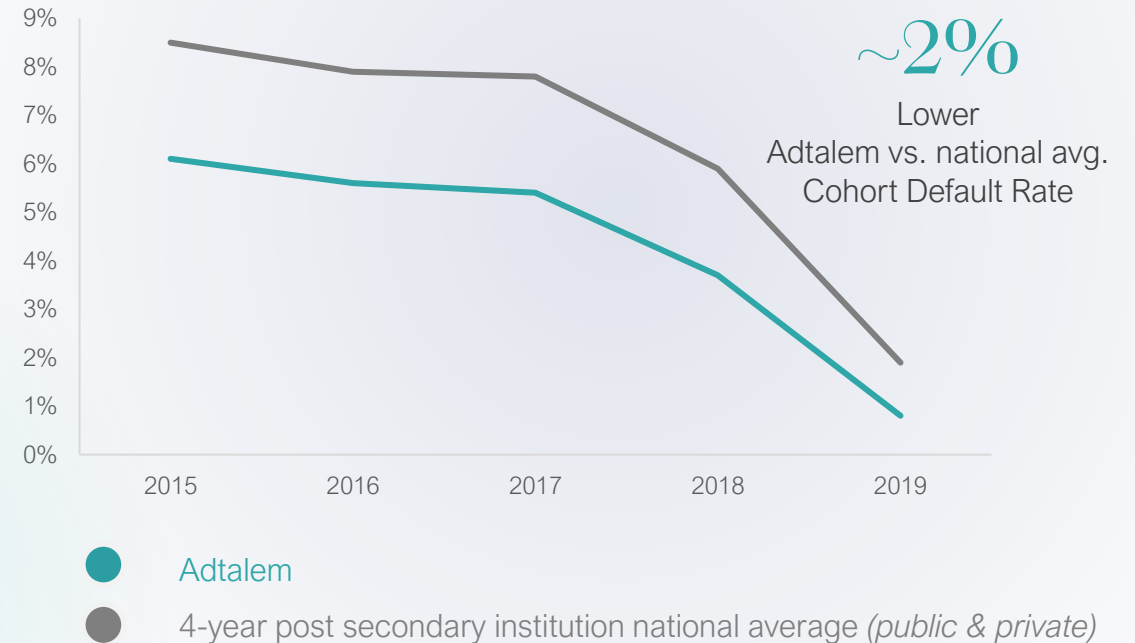
NAVLE
Pass rate
FY2020 - 2022 avg.



84%

Chamberlain NCLEX pass rate
2020 - 2022 avg.

Cohort Default Rates



Growth with Purpose

- Solidify our position as a leading provider of professional talent to the healthcare industry
- Expand access to high-quality education
- Further address health inequities
- Underpinned by operational excellence

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Growth with Purpose strategy

Growth with Purpose

Three-year strategic initiative focused on driving organic revenue growth

Marketing

Dynamic Resource Allocation

Investment in brand marketing and campaigns

Performance media optimization and media mix balancing

Enrollment

Streamlined enrollment process and experience

Technology upgrades:
1:1 SMS

Continued campus expansion at Chamberlain

New modalities:
BSN Online at Chamberlain

Retention

Improved Student Journey via Technology

Investment in Student Success and Advising

Early identification of at-risk students:

Predictive at-risk model

Pricing

Pricing Optimization Across Portfolio

Optimized scholarships, incentivizing outcomes:

Believe & Achieve Scholarship at Walden

Programs

New programs, responsive to market

Continued scaling of newer programs:

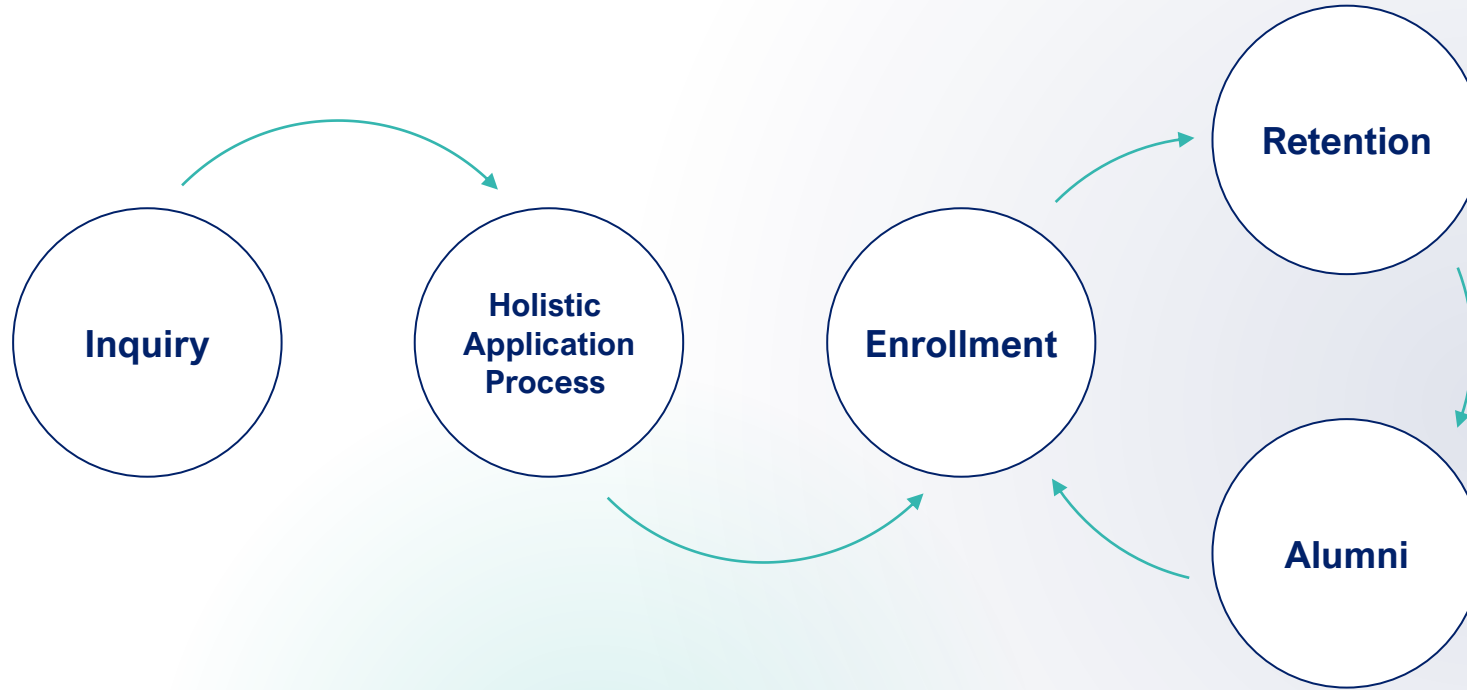
Physician Assistant program at Chamberlain

Tempo Learning program at Walden

Expanding Access to Underserved Communities

Ongoing Commitment to Outstanding Student Outcomes

Underpinned by operational excellence



Centers of excellence | Personalized student platform

Engaging prospective students | Student advisory | Student engagement | Alumni relations | Aligned incentives

Reimagined Marketing Strategy

Maurice Herrera

Chief Marketing Officer

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A redesigned marketing function, poised to better serve our portfolio



Elevate understanding of what our prospects need and want to hear from us

Prioritize based on the impact they can make on new student enrollment

Test, learn and pivot based on assessing the efficacy and incrementality of our tactics and investments

Marketing priorities

Four levers and four enablers in service of new student enrollments



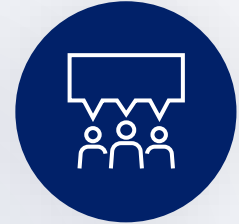
Organic Demand



Performance Media



Web Experience



Database Engagement

Compelling content (fit for purpose)

Consumer insights (segmentation, personas, prospect journeys)

Advanced analytics (KPIs, return on investment, forecasting)

Martech and enablement (journey optimization and recruitment tech)

New brand platforms are a critical component to our success



Chamberlain

—
Belong to
Something Greater



Walden

—
Set a Course
for Change



RUSM

—
Hands-on
From the Start

Coming soon

AUC

—
Exceptional Education.
Caring Culture.

Coming soon

RUSVM

—
For a Special
Breed of Vet

Differentiated Student Experience

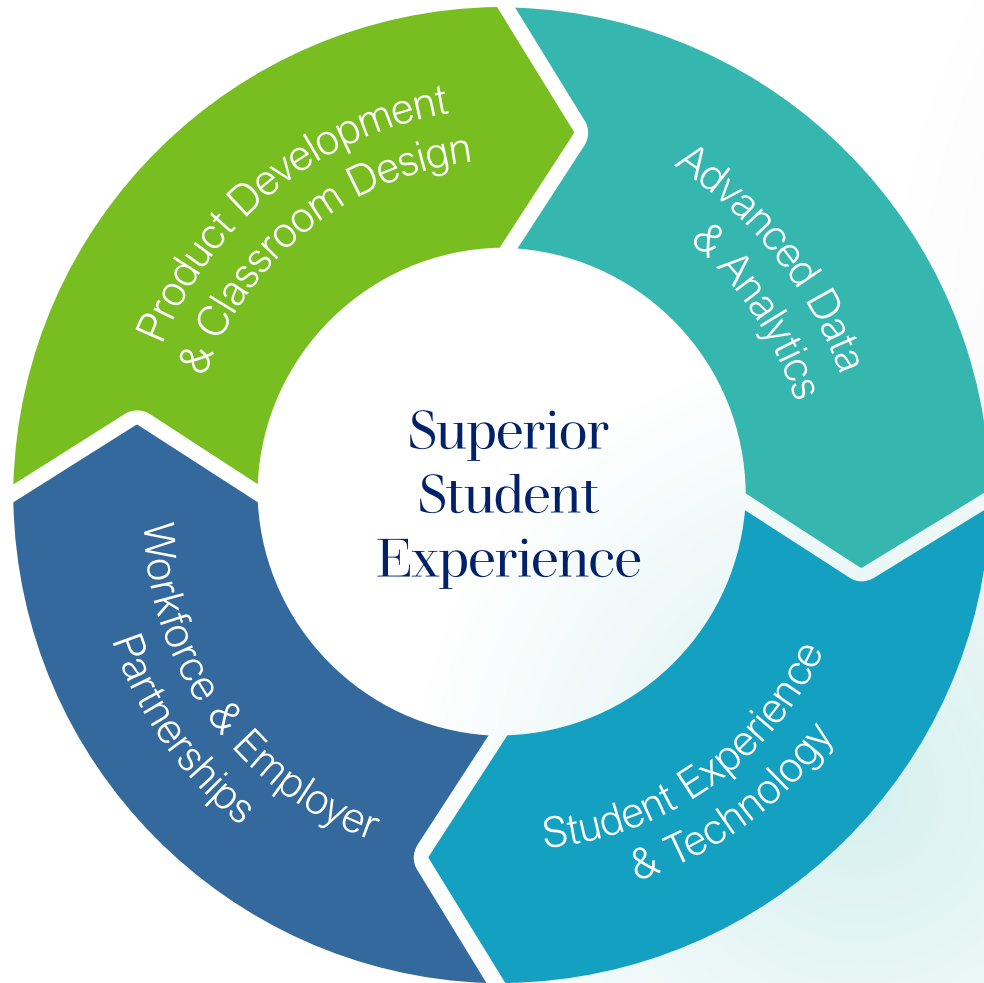
Steven Tom

Chief Customer Officer

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Superior student experience, achieving the next phase of our growth



Value Creation:

Centers of Excellence | Best Practices

Maximizing the Impact:

Scale | Student | Faculty | Support

Accelerating Velocity:

New Capabilities | Experience & Outcomes

Empowering Growth with Purpose while focusing on our core customer

Centers of Excellence

Engagement & Persistence

- Personalized & timely technology
- Proprietary data sets enabling end-to-end insights across the student journey

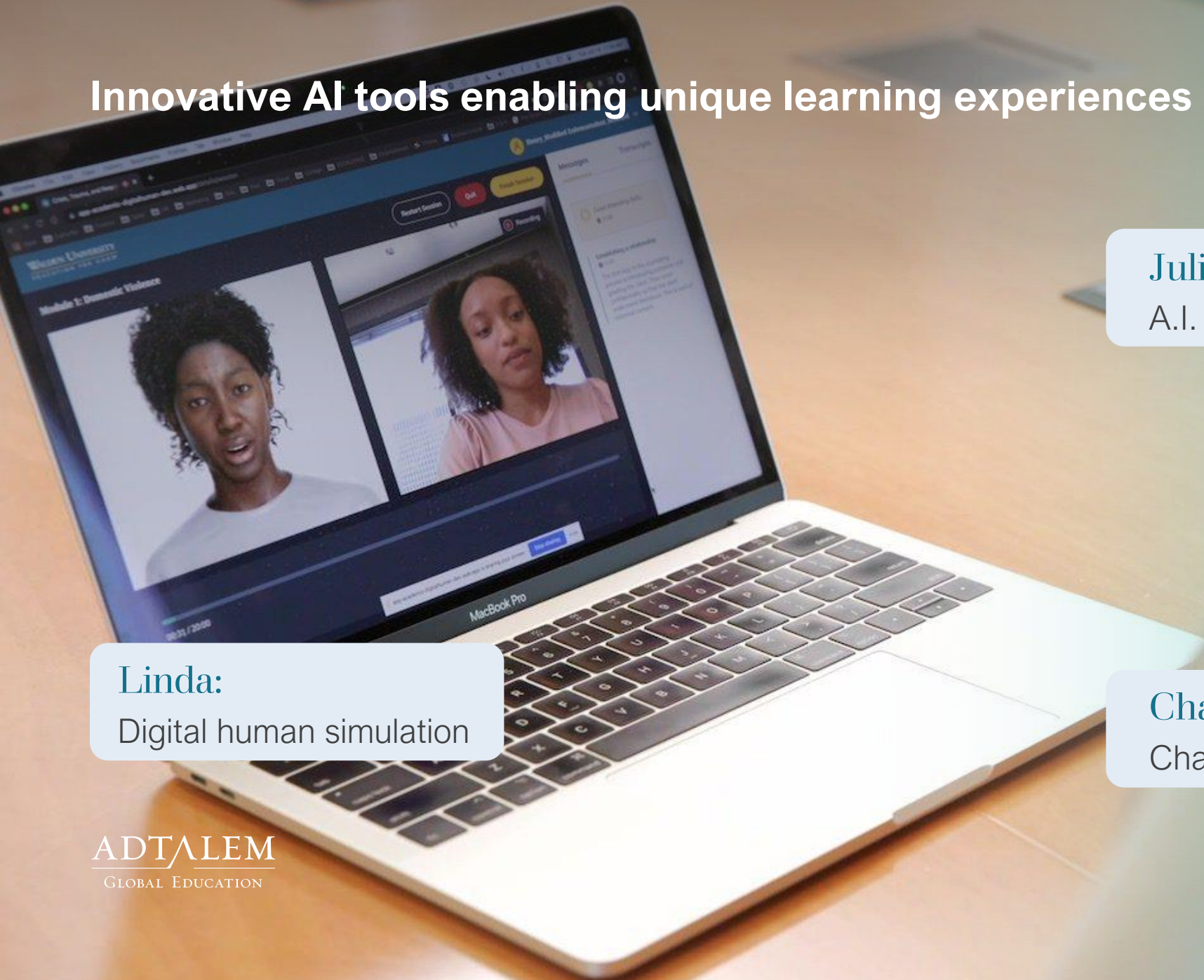
Career & Licensure Preparedness

- Cross curate learning methodologies & tools for testing success
- Reinforce learning approach, addressing individualized strengths & weaknesses

Value Creating Partnerships

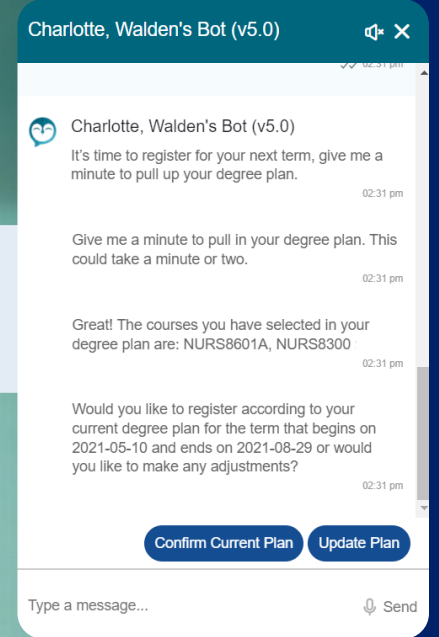
- Proprietary pipelines
- Learning pathways
- Wraparound services
- Breadth of prepared healthcare talent

Innovative AI tools enabling unique learning experiences

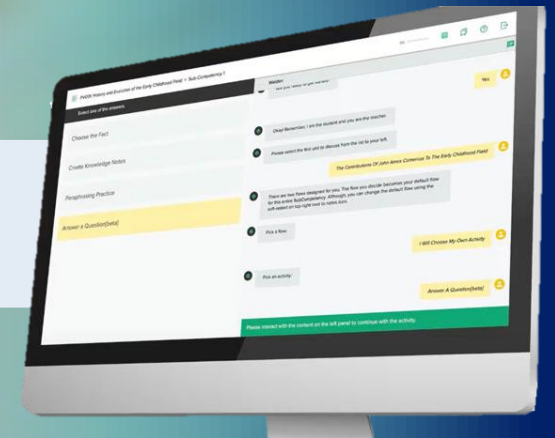


Linda:
Digital human simulation

Julian:
A.I. Tutor



Charlotte:
Chatbot



Chamberlain University

Karen Cox, PhD, RN, FACHE, FAAN
President, Chamberlain University

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Maintaining position as #1 provider of nursing degrees and health-related degrees while growing market share

- Social Determinants of Health practice-ready graduates
- Specialty-focused tracks
- Innovative, multi-channel modalities
- Strong employer partnerships





Nation's leading nursing and healthcare university

Belong to Something Greater

- Chamberlain University
- Founded in 1889
- Largest nursing school in the U.S.
- >50% students from diverse backgrounds
- 73.2% four-year baccalaureate completion rate over 25 percentage points higher than national average



130+
Years of history



100k+
Alumni



23
Campus locations



34.8k
Current enrollees



7
Degree programs



1k+
Educational alliances



Our community connection: BSN Online students prepare online and practice on site at a partner location



Live Virtual Classes

Faculty-led courses allows for optimal interaction and discussion with faculty and peers



Virtual Simulations

Next-generation NCLEX[®] virtually simulated patient encounters help students master each step of the clinical judgment task model



Personalized Learning Platform

Our platform knows when a student needs help, offers automated remediation and shares performance data with faculty



Virtual Labs

Students practice through group and self-directed virtual simulation using in-home lab kits



In-person Skills Evaluation

Prior to clinicals, students are evaluated in a live skills check-off with faculty

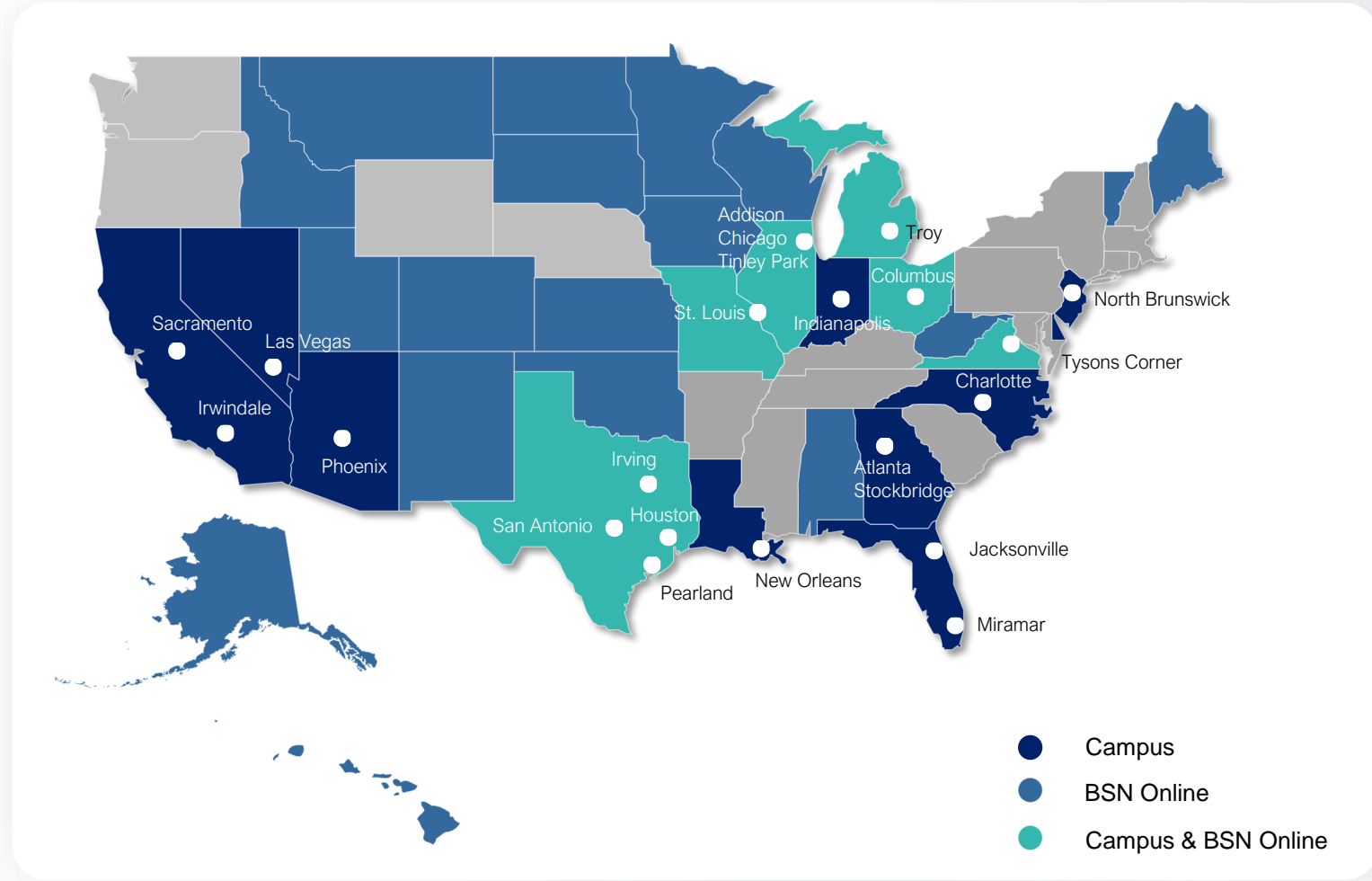


Clinical Immersions

Concentrated clinical experience held at partner sites during the final weeks of an 8-week session



Expansive geographic presence supporting our leading position as national partner of choice



23

Campuses in 15 states

18

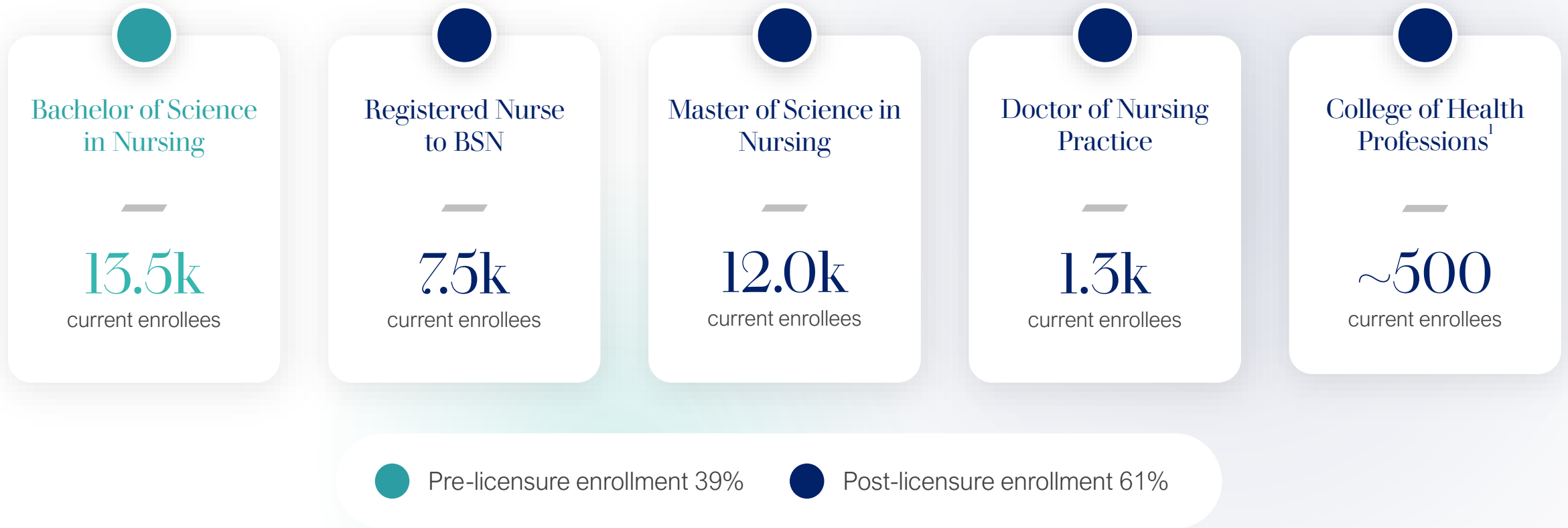
Additional states with BSN Online

33

States with Chamberlain University



Premier healthcare community with over a century of academic excellence



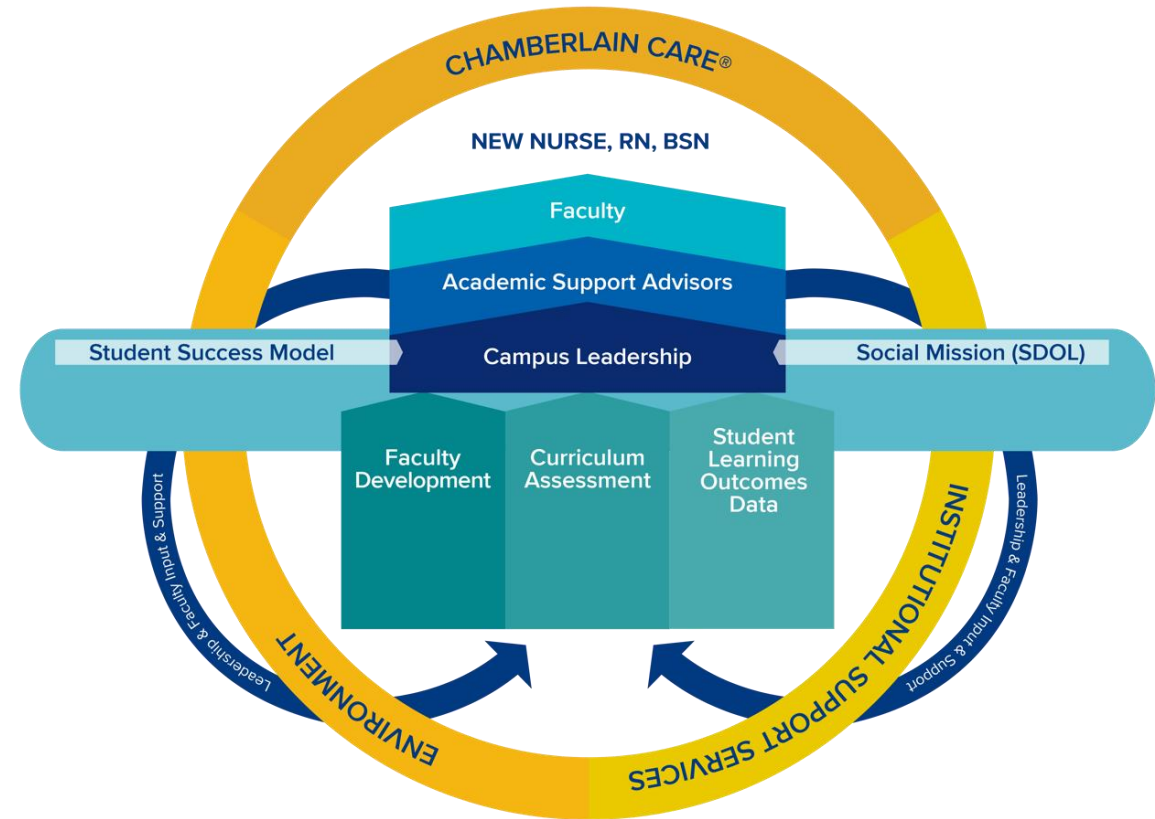


**Future of care goes beyond preventative care:
Social Determinants of Learning™
are more critical than ever**

Social Determinants of Learning™
built on the foundation of

Social Determinants of Health
delivering positive health outcomes

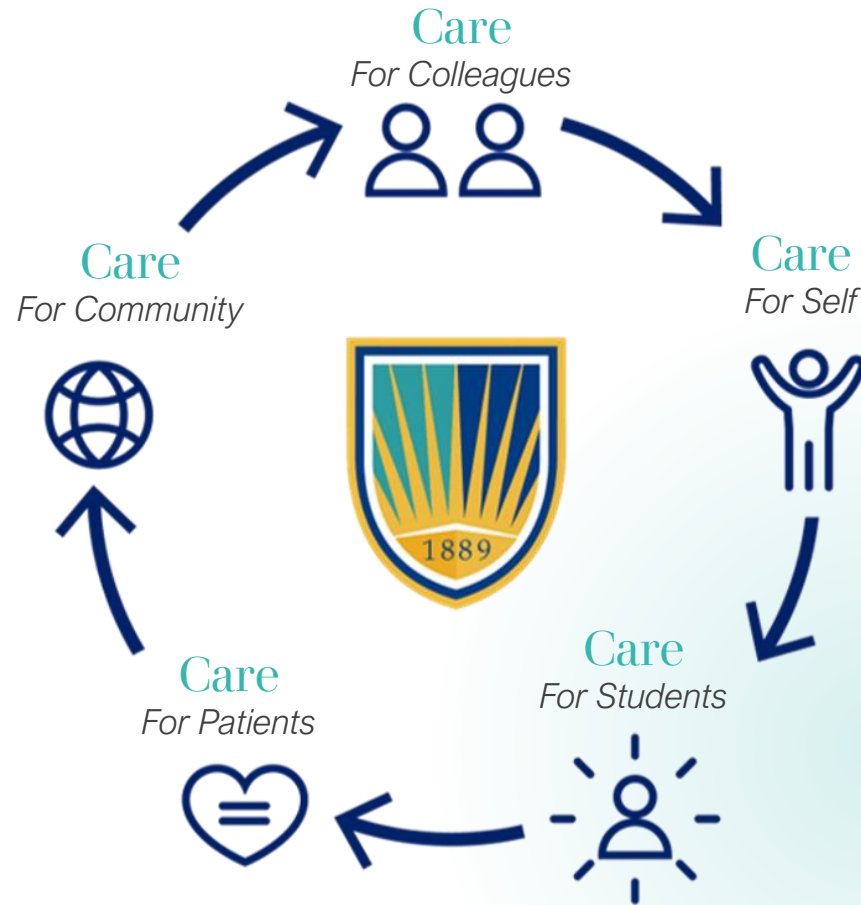
Removing Learning Barriers



Making Healthcare Education More Accessible



Healthcare, at its core, is about caring: Extraordinary Care. Extraordinary Nurses.



The Chamberlain Care™ Model:

- State-of-the-art curriculum and assessment strategy
- Coaching teams
- Workshops to support academic needs
- Live content mastery reviews through curriculum
- Personalized and comprehensive clinical judgement focus to prepare graduate for NCLEX



American Nurses Foundation (ANF): Reimagining Nursing Initiative

- 1 of 10 participating institutions
- Transformation of the nursing profession to focus on healthcare access, care, and outcomes

Cultivating Practice Ready. Specialty Focused™ Professionals

Perioperative nursing

- Launched January 2022
- Partnership with Association of periOperative Registered Nurses

Home health nursing

- Launched May 2023
- Partnership with BrightStar Care®

Nephrology nursing

- Launching January 2024
- Partnership with DaVita



Earn to Learn

We go beyond just providing “education”



Partnerships with local
healthcare-focused employers



Student receives hands-on
healthcare-related experience,
mentorship, and earns income
through the partner



Fostering a direct pathway
to potential employment
upon graduation



CHAMBERLAIN
UNIVERSITY

BELONG *to* SOMETHING GREATER™

**ONLINE
and
ON CAMPUS**

Walden University

Michael Betz

President, Walden

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Regaining Walden's leadership position

#1 Online institution for graduate degree scholars, advancing diversity, equity and inclusion in healthcare

Strong foundation

Program portfolio

Academic quality

Student outcomes

Turnaround of commercial performance

A new student acquisition strategy

Commercial excellence across the student journey

Competitive pricing

Commercial turnaround is showing results and puts us on a strong footing heading into FY24

Set A Course For Change, pioneering digital learning for working professionals


- Walden University
- Founded in 1970
- #1 provider of Master of Science in Nursing
- #1 awarding research doctorates to Black students
- >50% students from diverse backgrounds




50+
Years of history




170k+
Alumni



100%
Online



39.4k
Current enrollees

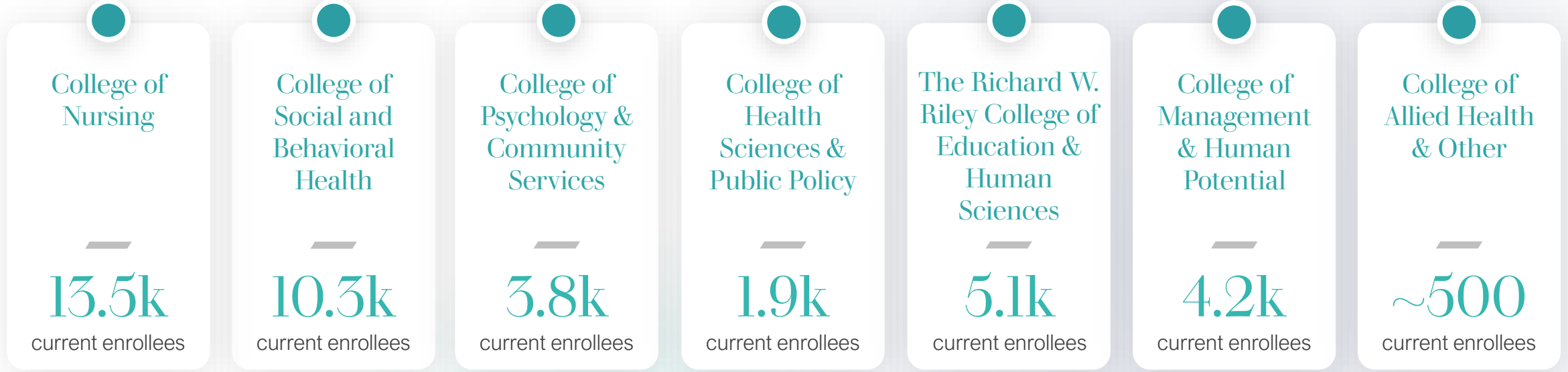


7
Colleges



115+
Countries represented by current enrollees

Comprehensive portfolio of in-demand programs focused on graduate studies



Healthcare enrollment **78%** Non-healthcare enrollment **22%**

Bachelor's 15%

Master's 60%

Doctoral 25%



Addressing the mental health crisis

Counseling

Helping people navigate through their life challenges

Psychology

Making life better for people and communities

Social Work & Human Services

Addressing some of the most pressing issues facing society today

Operational and commercial excellence across the full student journey

Drive Walden brand awareness among the full target audience

Offer the strongest student value proposition



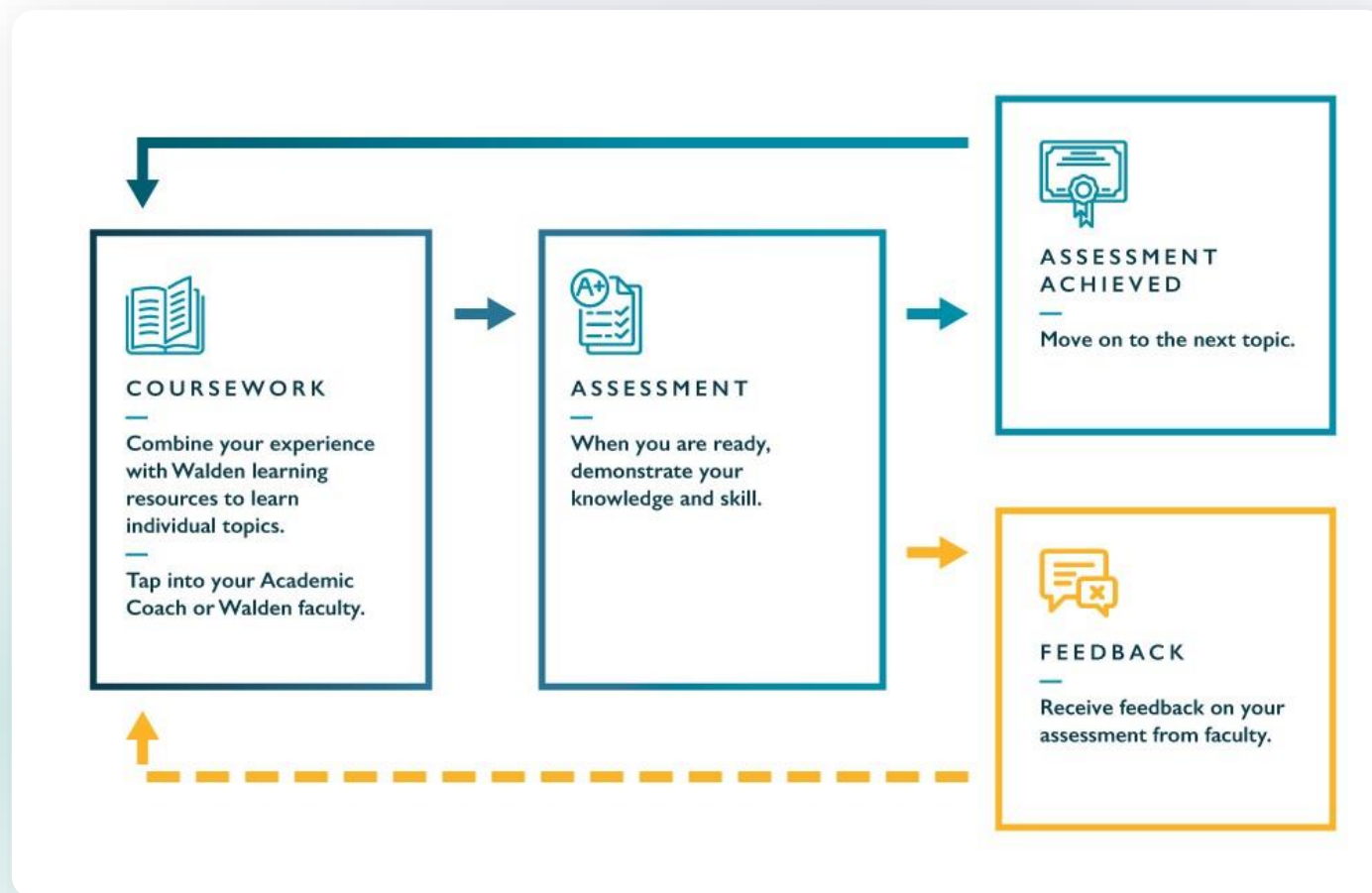
Tempo Learning[®]: Competency-based learning, proving a true competitive advantage

Advance at Your Own Pace: The Faster You Complete Your Program, The More You Save

Aligns to working professionals' needs for speed, flexibility, and affordability

Differentiates Walden programs from majority of online offerings

Strong growth potential in both B2C and B2B



New “Believe & Achieve” scholarship program

Affordability and Accessibility for Working Professionals

- Promotes student persistence and graduation
- Scholarship structure enables significant reduction in total cost of degree programs without reducing rack rate price
- Improves program price competitiveness
- Drives increased lifetime value for Walden

Paving the Way for Change, Believing in Our Students, Achieving Dreams

WALDEN UNIVERSITY

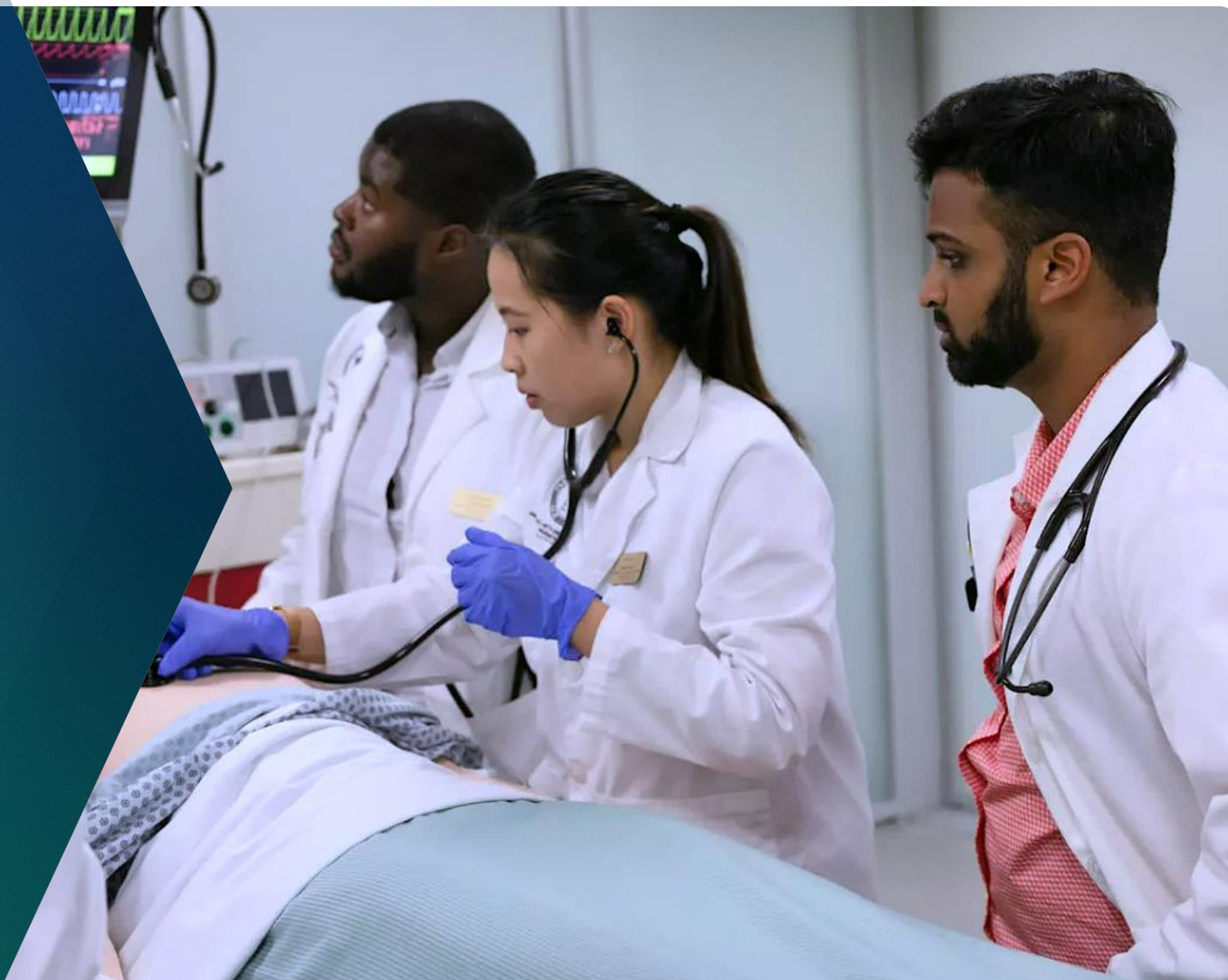
SET A COURSE FOR CHANGE™

Medical and Veterinary

Dr. John Danaher, MD

President, Medical and Veterinary

ADTALEM
GLOBAL EDUCATION





A leading educator for physicians and veterinarians, with a strong commitment to health equity and One Health

Medical

- Maintain and build on quality academic outcomes
- Accelerate growth and achieve capacity
- Curricular focus on health equity





Two distinguished medical schools with a strong foundation of training the next generation of medical practitioners



Both founded in 1978

86%
USMLE 1st time
pass rate

97%
1st time residency
attainment



90+

Years of combined history



15.5k+

Alumni



Achieved residencies in all
major specialty areas



3.7k

Current enrollees



50

graduates practice in all 50
states as well as the UK,
Canada, and Puerto Rico



38

Health system partnerships
for clinical rotations



MEDICAL EDUCATION READINESS PROGRAM

15-week program preparing aspiring
physicians for the rigor of medical school

>50% students advanced to AUC or RUSM





Graduate more Black physicians than any U.S. medical school in 2020 - 2021

88% of graduates practice in low-income communities

44% of graduates practice in medically underserved or health professional shortages areas (HPSA)

7% of graduates practice in rural HPSA



Exceptional education and caring culture characterize the unique AUC experience



Preston, UK Campus



Partnership with University of Central Lancashire



International students earn AUC MD degree;
direct pathway to practice in the UK



Research institution in an intimate campus setting



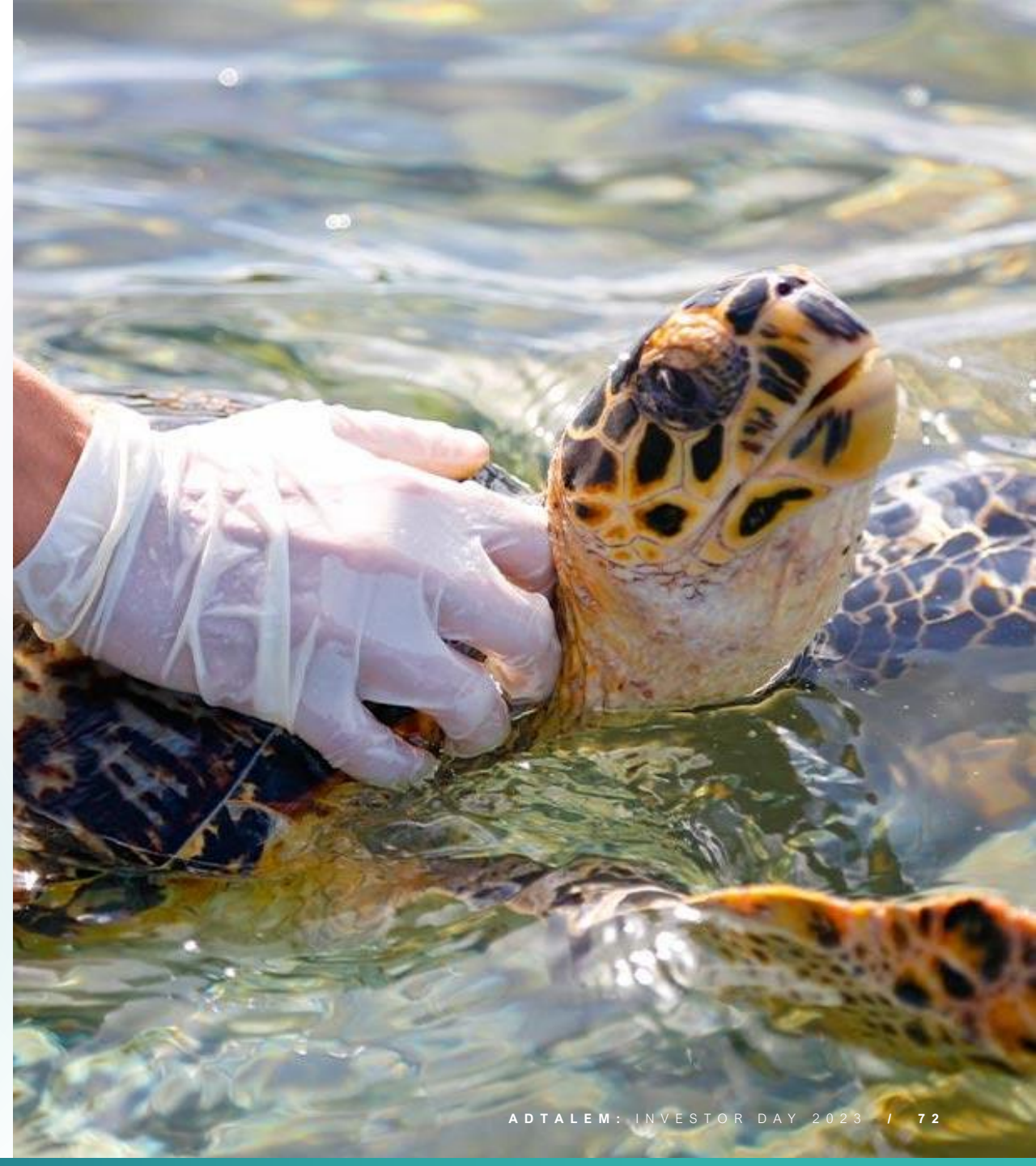
Affiliations with some of the UK's most prestigious hospitals, including
Chelsea and Westminster



A leading educator for physicians and veterinarians, with a strong commitment to health equity and One Health

Veterinary

- Maintain our market-leading position
- Connect with future veterinarians by living & teaching One Health
- Leverage our immersive experience, campus, research capabilities, and AVMA clinical competency training
- Strong employer partnerships





A Special Breed of Vet™, at a top AVMA accredited veterinary school



Founded in 1982

>33% of graduates from minority backgrounds

>75% of students are women

Significant AVMA alumni body in all 50 states



40+
Year history



6k
Alumni



Access to a broad range of terrestrial, exotic, and aquatic animals



1.6k
Current enrollees



~9%
of new U.S. Doctor of Veterinary Medicine graduates in 2021



28
International clinical locations

Maximizing Long-Term Value

Bob Phelan

Chief Financial Officer

ADTALEM
GLOBAL EDUCATION





Systematically
Important to U.S.
Healthcare System

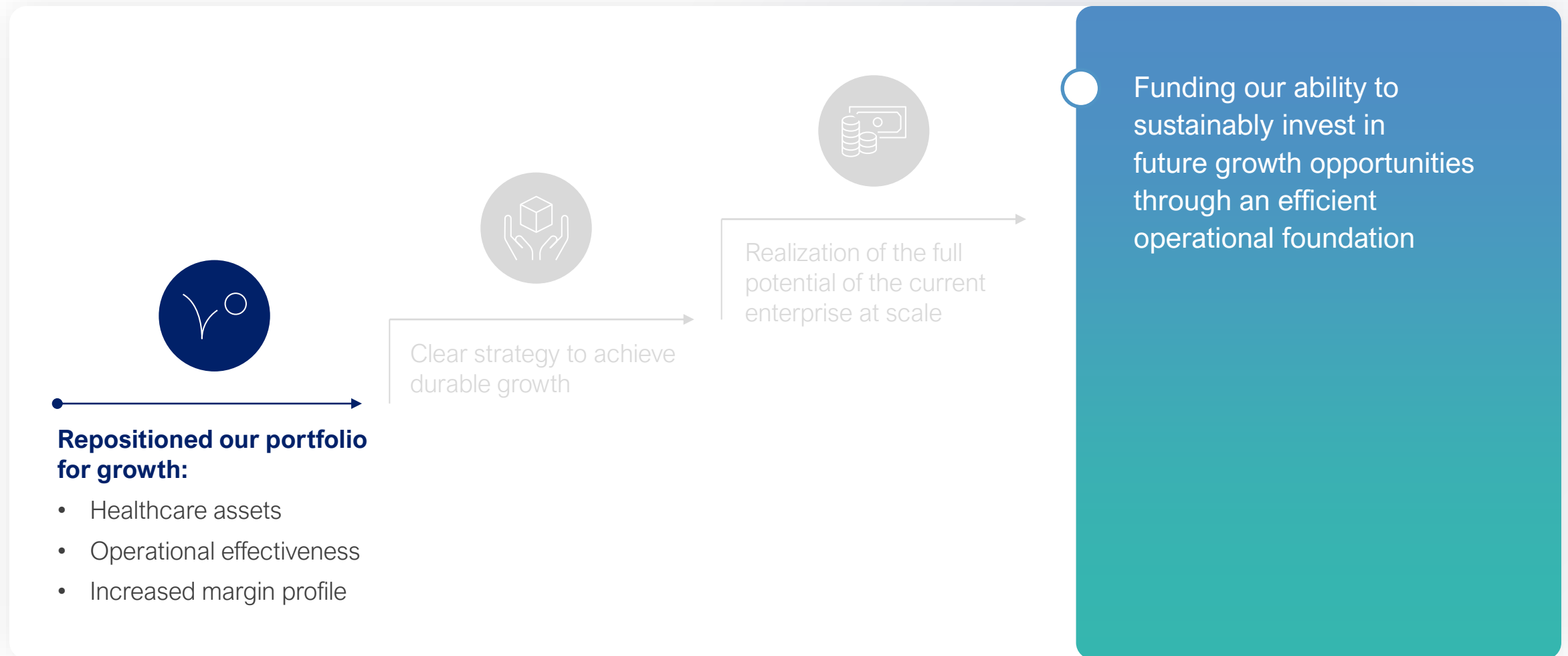


Growth with
Purpose Driving
Enrollment



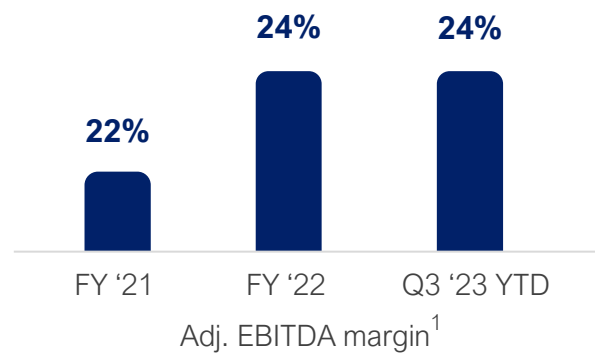
Operational
Effectiveness

Significant progress achieved against our strategic transformation, repositioned for growth



Strengthened foundation, positioning us for sustainable long-term growth

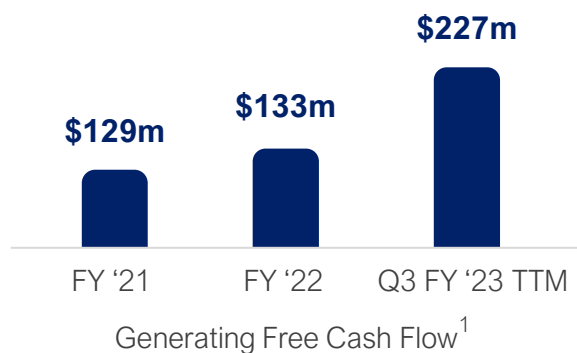
Operational Effectiveness



\$60m

Achieve two-year cost synergy program in FY '22 – FY '23

Financial Strength



1.1x

Net Leverage Ratio¹
Q3 FY '23

Capital Deployment

\$942m

Debt reduction since Q1 FY '22

\$211m

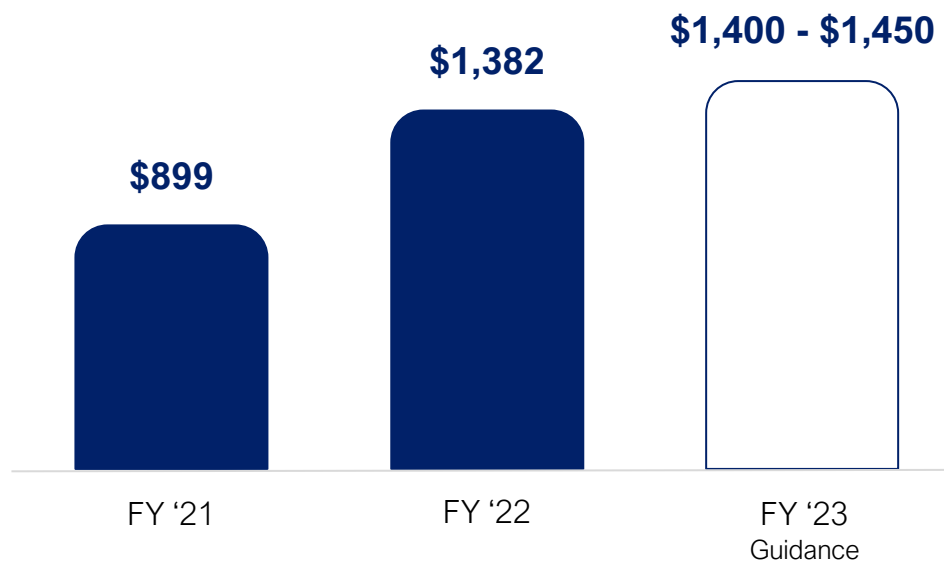
Returned to shareholders through share repurchases since Q3 FY '22

1. Reconciliations to Non-GAAP Financial Measures and definitions can be found in the appendix.

Focusing on our expertise and competitive advantages to realize the full potential of our institutions

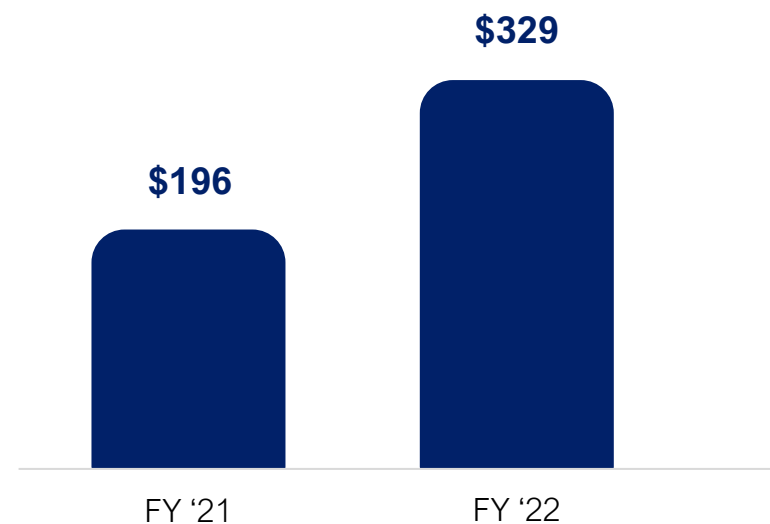
\$ millions

Revenue



Walden acquisition
Improved persistence and enrollment trends

Adj. EBITDA¹



Synergy cost capture (FY '22 & FY '23): \$60m
Adj. EBITDA margin improvement ~+200 bps

1. Reconciliations to Non-GAAP Financial Measures and definitions can be found in the appendix.

Reaffirming FY 2023 Guidance

Revenue **\$1,400m - \$1,450m**

Adj. EPS¹ **\$4.05 - \$4.20**

Solid Year to Date Q3 FY '23 Results

Underlying Themes

Improving trend for total enrollment

Enhanced student outcomes

Continued cost discipline

Capital deployment

1. Reconciliations to Non-GAAP Financial Measures and definitions can be found in the appendix.

Entering our next phase: long-term durable growth



Introducing FY 2024 Guidance

Revenue **\$1,460m - \$1,520m**

Adj. EPS¹ **\$4.15 - \$4.40**

○ Underlying Themes

Modest revenue growth

Maintain Adj. EBITDA¹ margin profile

Investments in organic growth

Continued strong cash flow and active capital deployment

1. Reconciliations to Non-GAAP Financial Measures and definitions can be found in the appendix.

Path to achieve our full financial potential by FY 2026

1



Utilizing existing capacity at our market leading institutions and expanding access

2



Growth with Purpose strategy driving total student enrollment growth

3



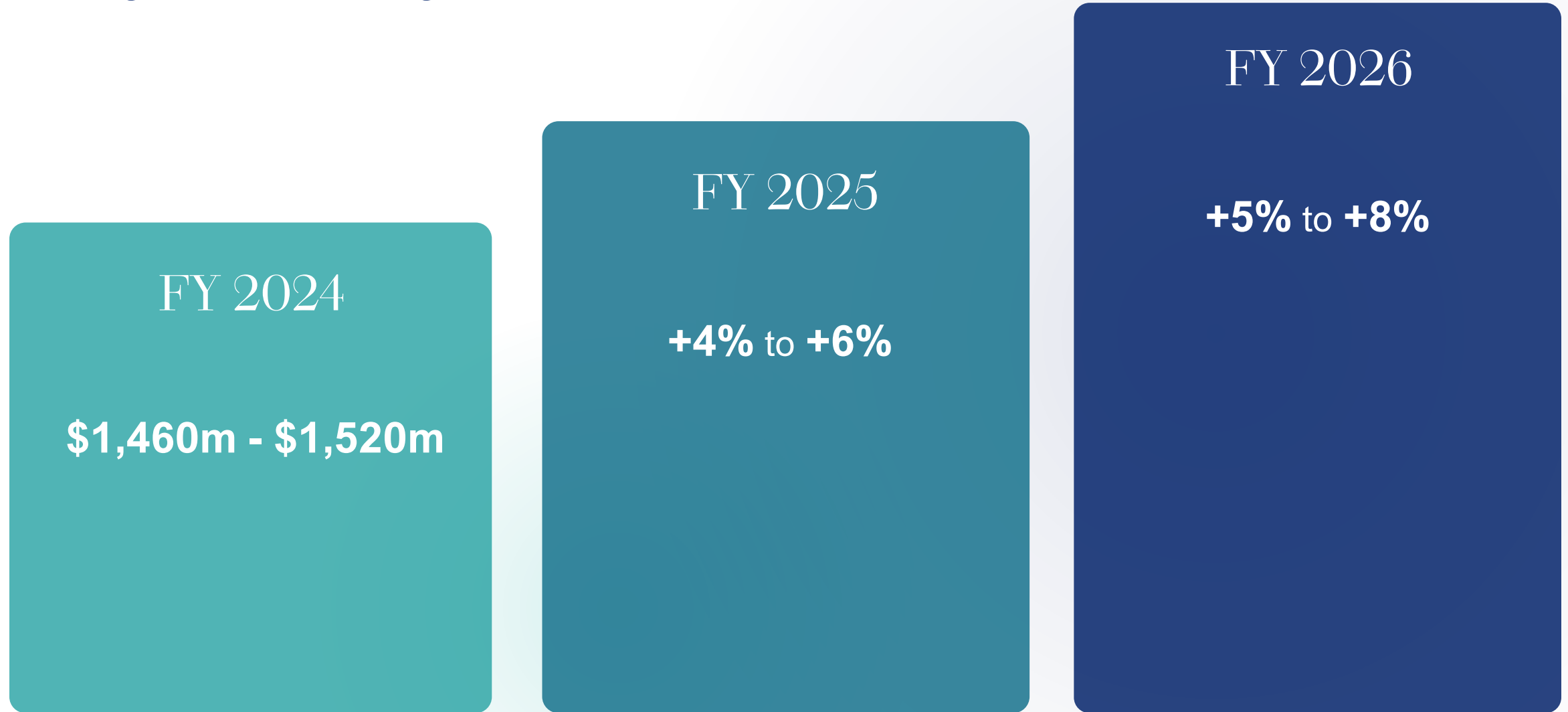
Long-term margin expansion through operational effectiveness and durable operational leverage

4



Accretive investments and disciplined capital allocation strategy to enhance our earnings growth

Driving solid revenue growth



Operational leverage amplifies Adj. EPS¹

FY 2024

\$4.15 - \$4.40

~flat Adj. EBITDA¹ margin

FY 2025

+10% to +15%

+100 bps Adj. EBITDA¹
margin expansion

FY 2026

+13% to +18%

+100 bps Adj. EBITDA¹
margin expansion

Disciplined Capital Allocation Philosophy

Student Growth

Growth with Purpose to invest back into our institutions and capabilities to reach optimal capacity

Return Excess Cash

Execution of the remaining \$252m against our Board-authorized \$300m share repurchase program through February 2025

Financial Strength

Thoughtfully reduce long-term financial obligations to maximize flexibility and balance sheet strength

Opportunistic M&A

Opportunities to enhance our student outcomes through capabilities and technology
Focused on tuck-ins to horizontally expand into in-demand healthcare education markets

Purpose Driven
Organization

Driving Long-term
Shareholder Value

Closing Remarks

Steve Beard

President and Chief Executive Officer

ADTALEM
GLOBAL EDUCATION



A Category of One

as a systematically important component of the U.S. healthcare system, with a clear growth roadmap and meaningful shareholder value creation opportunities

Transformed Portfolio, Positioned Well as a Leading Healthcare Educator

In a growing, structurally attractive industry with tailwinds

Creating Long-Term Value with Growth with Purpose Strategy

Focused on accelerating organic total enrollment growth and efficiency

Executing with Operational Excellence

Creating the ability to sustainably invest in accretive growth opportunities while delivering long-term margin expansion

Strong and Stable Financial Profile

With a healthy balance sheet, cash generative model, and an attractive capital allocation philosophy

Greater Scale Driving a Greater Purpose

Committed to student and societal outcomes

A Force for Good

Purpose driven organization

committed to student and societal outcomes

Creating shareholder value

Growth with Purpose strategy delivering long-term growth

Systematically important

component of the U.S. healthcare system, training care providers

Appendix

Non-GAAP financial measures and reconciliations

We believe that certain non-GAAP financial measures provide investors with useful supplemental information regarding the underlying business trends and performance of Adtalem's ongoing operations as seen through the eyes of management and are useful for period-over-period comparisons. We use these supplemental non-GAAP financial measures internally in our assessment of performance and budgeting process. However, these non-GAAP financial measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. The following are non-GAAP financial measures used in the subsequent GAAP to non-GAAP reconciliation tables:

Adjusted net income (most comparable GAAP measure: net income) – Measure of Adtalem's net income adjusted for deferred revenue adjustment, CEO transition costs, restructuring expense, business acquisition and integration expense, intangible amortization expense, gain on sale of assets, pre-acquisition interest expense, write-off of debt discount and issuance costs, gain on extinguishment of debt, investment impairment, net tax benefit related to a valuation allowance release, and net loss (income) from discontinued operations.

Adjusted earnings per share (most comparable GAAP measure: earnings per share) – Measure of Adtalem's diluted earnings per share adjusted for deferred revenue adjustment, CEO transition costs, restructuring expense, business acquisition and integration expense, intangible amortization expense, gain on sale of assets, pre-acquisition interest expense, write-off of debt discount and issuance costs, gain on extinguishment of debt, investment impairment, net tax benefit related to a valuation allowance release, and net loss (income) from discontinued operations.

Adjusted operating income (most comparable GAAP measure: operating income) – Measure of Adtalem's operating income adjusted for deferred revenue adjustment, CEO transition costs, restructuring expense, business acquisition and integration expense, intangible amortization expense, and gain on sale of assets. This measure is applied on a consolidated and segment basis, depending on the context of the discussion.

Adjusted EBITDA (most comparable GAAP measure: net income attributed to Adtalem) – Measure of Adtalem's net income adjusted for net (income) loss from discontinued operations attributable to Adtalem, interest expense, other income expense net, provision for (benefit from) income taxes, depreciation and amortization, stock-based compensation, deferred revenue adjustment, CEO transition costs, restructuring expense, business acquisition and integration expense, and gain on sale of assets. This measure is applied on a consolidated and segment basis, depending on the context of the discussion. Income taxes, interest expense, and other (income) expense, net is not recorded at the reportable segments, and therefore, the segment adjusted EBITDA reconciliations begin with operating income (loss).

Free cash flow (most comparable GAAP measure: net cash provided by operating activities-continuing operations) – Defined as net cash provided by operating activities-continuing operations less capital expenditures.

Net debt – Defined as long-term debt less cash and cash equivalents.

Net leverage – Defined as net debt divided by adjusted EBITDA.

A description of special items in our non-GAAP financial measures described above are as follows:

- Deferred revenue adjustment related to a revenue purchase accounting adjustment to record Walden's deferred revenue at fair value.
- CEO transition costs related to acceleration of stock-based compensation expense.
- Restructuring expense primarily related to plans to achieve synergies with the Walden acquisition and real estate consolidations at Walden, Medical and Veterinary, and Adtalem's home office. We do not include normal, recurring, cash operating expenses in our restructuring expense.
- Business acquisition and integration expense include expenses related to the Walden acquisition and certain costs related to growth transformation initiatives. We do not include normal, recurring, cash operating expenses in our business acquisition and integration expense.
- Intangible amortization expense on acquired intangible assets.
- Gain on sale of Adtalem's Chicago, Illinois, campus facility.
- Pre-acquisition interest expense related to financing arrangements in connection with the Walden acquisition, write-off of debt discount and issuance costs and gain on extinguishment of debt related to prepayments of debt, and impairment of an equity investment.
- Net tax benefit related to a valuation allowance release.
- Net (income) loss from discontinued operations attributable to Adtalem includes the operations of Adtalem Brazil, ACAMS, Becker, OCL, and EduPristine, including the after-tax gain on the sale of these businesses, in addition to costs related to DeVry University.

Non-GAAP free cash flow

Adtalem Global Education:

Net cash provided by (used in) operating activities-continuing operations (GAAP)
 Capital expenditures
 Free cash flow (non-GAAP)

	Year ended June 30, 2021	Year ended June 30, 2022	Twelve months ended March 31, 2023
	\$ 168,760	\$ 164,002	\$ 255,052
	(39,881)	(31,054)	(27,861)
	<u>\$ 128,879</u>	<u>\$ 132,948</u>	<u>\$ 227,191</u>

Non-GAAP adjusted EBITDA

	Year Ended June 30, 2021	Year Ended June 30, 2022	Nine Months Ended March 31, 2023
Adtalem Global Education:			
Net income (loss) attributable to Adtalem (GAAP)	\$ 70,027	\$ 310,991	\$ 71,114
Net (income) loss from discontinued operations attributable to Adtalem	(6,579)	(346,946)	7,088
Interest expense	41,365	129,348	47,806
Other (income) expense, net	(6,732)	(1,108)	(3,301)
Provision for (benefit from) income taxes	12,318	(15,539)	5,906
Operating income (loss) (GAAP)	110,399	76,746	128,613
Depreciation and amortization	33,888	141,848	80,554
Stock-based compensation	12,824	16,416	10,908
Deferred revenue adjustment	—	8,561	—
CEO transition costs	—	6,195	—
Restructuring expense	6,869	25,628	17,706
Business acquisition and integration expense	31,593	53,198	35,702
Gain on sale of assets	—	—	(13,317)
Adjusted EBITDA (non-GAAP)	<u>\$ 195,573</u>	<u>\$ 328,592</u>	<u>\$ 260,166</u>
Adjusted EBITDA margin (non-GAAP)	21.7 %	23.8 %	24.0 %

Subsequent definitions & footnotes:

Adtalem by the numbers slide #9:

- USMLE: First-time pass rate is the number of students passing the USMLE step 1 exam on the first attempt divided by the number of students whose first attempt was in 2020 - 2022. In order to sit for the USMLE step 1 exam students must successfully complete the Medical Sciences curriculum.
- Cohort default rates: 2019 is the latest data published by the United States Department of Education.

Scaled solution addressing healthcare's most significant challenge slide #13:

- Workforce challenges: American College of Healthcare Executives (February 2023)
- Health system executive survey: McKinsey survey, June/July 2022

Investing in long-term, secular growth markets slide #18:

- Nursing school applications: AACN Nursing program applicants defined as completed applications received for academic years 2012 - 2022.
- Physician program applications: AACOM Physician program applicants defined as completed applicants received academic years 2012 - 2022.
- Veterinary applications: AVMA Veterinary program applicants defined as completed applicants received academic years 2012 - 2022.
- Psychology degree applications: APA Psychology degree program applicants defined as completed applicants received academic years 2012 - 2022.
- Total U.S. enrollment in psychology and related degrees in fall 2022: IPEDS Enrollment data for all degree level within CIP Code 42 – Psychology

Labor shortages for front-line healthcare workers at all-time highs and projected to remain slide #19:

- Nurses current shortage: Sourced based on number of annual RN job openings from BLS
- Nurse shortage by 2025: McKinsey & Company - "Assessing the Lingering Impact of COVID-19 on the Nursing Workforce," May 2022
- Physicians current and projected shortage: Qualified nursing program applicants turned away in 2022 – 2023: AACN 2022-2023 Enrollments and Graduations Report
- Veterinarians current shortage: Mars Veterinary Health & Animal Health Economics, LLC, "Pet Healthcare in the US"
- Social & Behavioral Health Professionals: Based on data from the Substance Abuse and Mental Health Services Administration
- Healthcare vacancy rates: Vacancy rate sourced from BLS; defined as the number of job openings as a percentage of total end-market employment plus job openings

Highly fragmented core markets slide #20:

- Degree conferrals: Based on 2021-2022 Academic Year
- Nursing market data: AACN Enrollments & Graduations Report
- MD market data: AAMC, MRNP & Internal ATGE Data; Top providers show only US MD schools + ATGE institutions, no institution other than Adtalem's has more than a 1.5% share; applications were used as a proxy for IMG degree conferrals given lack of publicly available IMG graduates data
- Veterinarian market data: AAVMC Institutional Data Report

Labor has been both the most significant and persistent cost increase for healthcare systems since the onset of the pandemic slide #22:

- Source: Kauffman Hall Flash Reports. This material was presented in July 2022 at McKinsey's Healthcare conference and has been summarized. It is not a complete record of McKinsey's analysis on this subject or all possible discussion on this topic and does not constitute advice.

Nursing program closures slide #23:

- AACN Annual Reports

Vacancy rates have skyrocketed since the pandemic slide #24

- 2022 NSI National Health Care Retention & RN Staffing Report, US Bureau of Labor Statistics

Delivering high-quality academic and professional outcomes at scale with an unwavering student commitment slide #34:

- Cohort default rates: 2019 is the latest data published by the United States Department of Education.
- Adtalem cohort default rate inclusive of Walden University for all periods presented.

Nation's leading nursing and healthcare university slide #48:

- All four-year baccalaureate institutions completion rates for students entering full-time. Reporting year 2021 - 2022.

Two distinguished medical schools with a strong foundation of training the next generation of medical practitioners slide #68:

- Residency attainment rate: First-time residency attainment rate is the percent of students attaining a 2023-24 residency position out of all graduates or expected graduates in 2022-23 who were active applicants in the 2023 NRMP match or who attained a residency position outside the NRMP match.

Medical Education Readiness Program slide #69:

- For fiscal year 2020 / 2021 student cohort