



Q1-26 Investor Presentation

May 6, 2026

Safe Harbor Statement

Forward-Looking Statements

This investor presentation contains forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, which include, without limitation, statements regarding our ability to retain customers and generate cash flow from our legacy Study business, that there continues to be a large and growing skilling market, that we will be able to develop product and service offerings that organizations and learners will continue to value, our estimates regarding the growth of our Skilling business and development of new partnerships and distribution channels, our belief in the willingness of businesses to invest in AI readiness and our ability to develop products to meet that need, our ability to manage expenses and maintain profitability, expectations regarding cash flow, repayment of debt, and utilization of our balance sheet, including future repurchases of debt or equity securities under our existing securities repurchase program, and our ability to utilize AI tools to enhance and differentiate our product offerings and control costs. The words “anticipate,” “believe,” “estimate,” “expect,” “intend,” “project,” “endeavor,” “will,” “should,” “future,” “transition,” “outlook” and similar expressions, as they relate to Chegg, are intended to identify forward-looking statements. These statements are not guarantees of future performance, and are based on management’s expectations as of the date of this presentation and assumptions that are inherently subject to uncertainties, risks and changes in circumstances that are difficult to predict. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to differ materially from any future results, performance or achievements. Important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements include the following: the effects of AI technology on Chegg’s business and the economy generally; Chegg’s ability to attract new learners and retain existing learners in light of declining revenue and user traffic; Chegg’s ability to innovate and offer new products and services in response to competitive technology and market developments, including AI; Chegg’s ability to diversify its revenue streams with business-to-institution programs and other enterprise offerings; the uncertainty surrounding the evolving educational landscape; Chegg’s ability to build and maintain strong brands and reputation; Chegg’s ability to develop new product and service offerings and their adoption by customers; competition in all aspects of Chegg’s business, including with respect to AI and Chegg’s expectation that such competition will increase; challenges related to Chegg’s international operations; Chegg’s ability to maintain its services and systems without interruption, including as a result of technical issues, cybersecurity threats, or cyber-attacks; disruptions of services provided to us by third parties, including web hosting and payment processing services; changes in regulation, in particular those concerning privacy, marketing, and education; risks related to our ability to comply with regulations, obligations and policies related to data privacy;

the outcome of any current litigation and investigations, including our litigation against Google and litigation against us; misuse of Chegg’s platform and content; the effectiveness of Chegg’s restructuring activities and disruptions related to them; changes in the education market, including as a result of AI technology; the possibility that the NYSE may delist our common stock; and general economic, political and industry conditions, including inflation, recession and war. All information provided in this presentation is as of the date hereof, and Chegg undertakes no duty to update this information except as required by law. These and other important risk factors are described more fully in documents filed with the Securities and Exchange Commission, including Chegg’s most recent annual report on Form 10-K, subsequent quarterly reports on Form 10-Q and other filings with the Securities and Exchange Commission, which could cause actual results to differ materially from expectations.

Use of Non-GAAP Measures

To supplement Chegg’s financial results presented in accordance with generally accepted accounting principles in the United States (GAAP), this presentation contains non-GAAP financial measures, including EBITDA, Adjusted EBITDA, and free cash flow. For reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures, please see the Appendix to this presentation. The presentation of these non-GAAP financial measures is not intended to be considered in isolation from, as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP and may be different from non-GAAP financial measures used by other companies.

Who Are We?

We put learners first

Chegg's mission is to improve learning outcomes and career opportunities for learners around the world.

Chegg is a learning platform helping businesses bring new skills to their workforce and giving lifelong learners and students the skills and confidence to succeed. Focused on the skilling market, which is \$40 billion and growing.

Chegg offers innovative tools for workplace readiness, professional upskilling, and language learning. Chegg also continues to offer students AI-driven, personalized support.

Q1-26 Highlights

We delivered a **strong first quarter, outperforming our revenue, adjusted EBITDA, and cash flow expectations**, reflecting continued progress against our priorities and momentum in the business.

Chegg Study outperformed our expectations. While traffic remained under pressure, monthly retention stayed strong, extending the operational runway of the business and driving the free cash flow that funds our growth initiatives.

Global demand for workforce **skilling is a \$40 billion market**, and we are well-positioned to serve this market - particularly in AI, language, technical fluency, and durable skills. To drive growth, we are expanding our content catalog with high-demand skills while simultaneously broadening our footprint across B2B distribution channels.

The **Skilling business remains on track for double-digit revenue growth for FY2026**, and the pipeline we are building will begin contributing in 2H26.

Non-GAAP operating expenses were \$36.4 million, reflecting a reduction of \$44.1 million (55% y/y). These results reflect our **disciplined approach to expense management**. We will continue to identify additional opportunities, including enhanced use of AI, to drive further efficiencies

Our **2026 priorities**: 1. **Accelerate the growth of our skilling business** by expanding our offerings and network of partners, domestically and through Europe. 2. **Increase free cash flow** to invest in the future growth of Chegg Skilling. 3. **Strengthen our balance sheet** by ending the year with zero debt and a meaningful cash balance.

Chegg Skilling

- Global workforce skilling is a \$40 billion+ market.
- Chegg is well positioned to serve this market - particularly in AI, language, technical fluency, and durable skills.
- Our brand is trusted by learners worldwide, and our skills courses are grounded in learning science and data-driven instructional design.
- Our platform tracks learner progress in real time, delivering predictive nudges and timely interventions that improve engagement, retention, and completion rates.
- This combination of brand credibility, evidence-based course design, and intelligent learner support consistently leads our channel partners to report stronger outcomes versus competitors.
- To drive growth, we are expanding our program catalog with high-demand technical, AI, language, and professional skills while simultaneously broadening our footprint across B2B distribution channels.

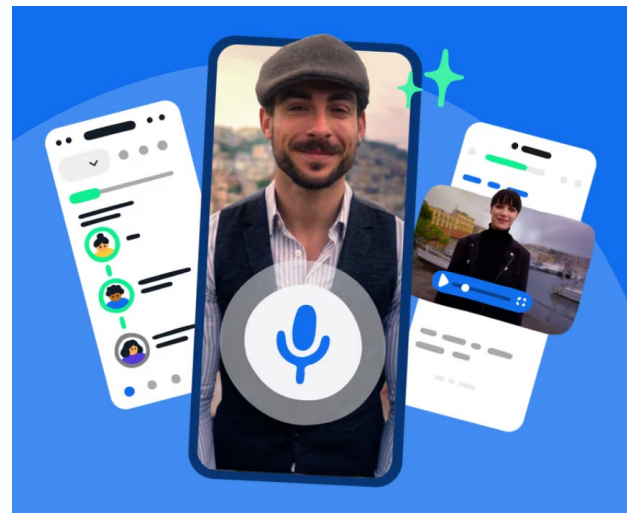
Chegg Skilling - Language Learning

Uniquely designed to serve success seekers who are highly motivated learners aiming for academic and professional excellence.

Busuu offers an unparalleled combination of AI-powered, self paced study and live practice with native speakers worldwide. It offers a comprehensive learning suite, combining self paced learning, live tutors and community-based interaction.

The curriculum is developed by expert linguists which is validated by industry proven efficacy results.

Major multinational companies choose Busuu for its engaging, results driven learnings applications which can be tailored to specific industries and job roles.



What would you like to learn?



Chegg Skilling – Language Learning

Integrating AI to Deliver Speaking and Conversations

AI Speaking Practice

AI-Powered Feature:

- Learners practice pronunciation using functional and communicative phrases
- Busuu's AI, built on advanced speech recognition technology, provides **real-time, actionable feedback tailored to individual learners' mistakes**

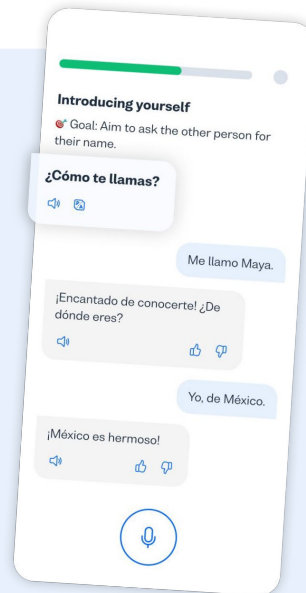


“Speaking practice boosts my confidence because I can mimic the way a native speaker pronounces. Then I can show off in front of my native Spanish friends”

“I really like the immediate pronunciation feedback. The tips generated were very useful and helpful”

AI Conversations

- **Conversational AI provides feedback** based on real-life scenarios related to Busuu courses (e.g., for travelling, dining, conducting interviews, etc.)
- Interactive “roleplay” exercises aim to **enhance learners' overall fluency**, from vocabulary to grammar



Chegg Skilling - Skills

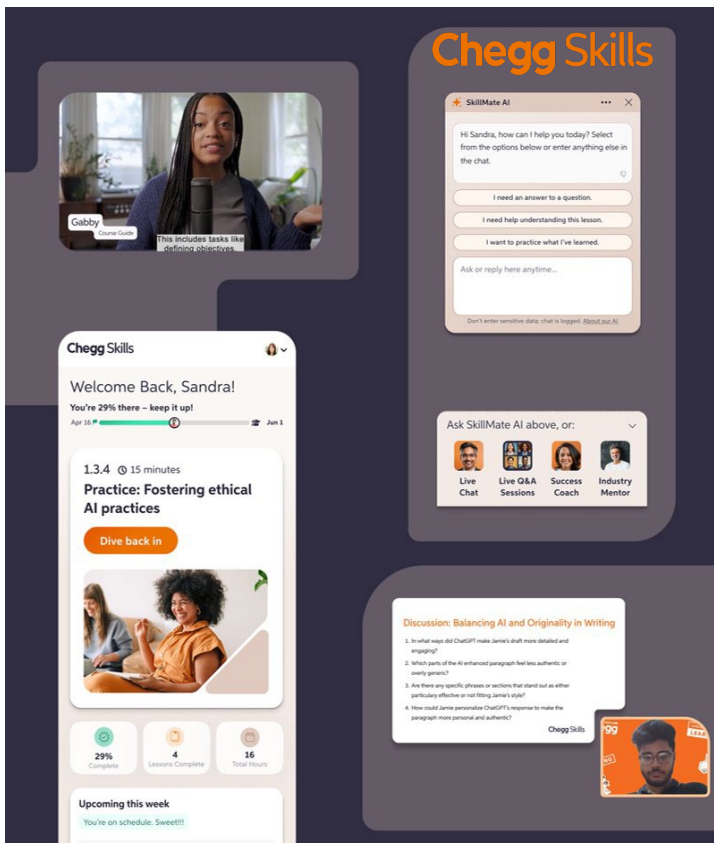
Drives Real Business Results

Helps working adults and students gain practical, role-relevant skills that drive real business results.

The programs bridge the gap between today's job demands and tomorrow's opportunities — helping employers future-proof their workforce and learners advance their careers.

A learning experience designed for skill mastery & application

- Hands-on practice: Engages learners with scenario-based simulations and real-world tools to build confidence and align skill growth with business goals.
- Engaging, short-form learning: Delivers interactive content through videos, quizzes, and projects – paired with skills-based assessments and capstones to reinforce and validate capabilities.



Chegg Skilling – Skills Impact

Chegg Skills development drives career growth and confidence...

- **80%** of graduates say that Chegg Skills has positively impacted their career
- **71%** report their future career outlook has improved
- **73%** of them believe that their program has prepared them to succeed in their current or future role
- **67%** say they begin applying their skills immediately after completing their program

... and employee retention

- **92%** of Skills graduates remain with the same employer 6-12 months after completing their program
- **62%** of them say employer-sponsored education was extremely important in their decision to stay

Chegg Skilling - Skills

We deliver a technology-driven and human-supported learning experience that enhances professional growth. Our programs combine industry-aligned curriculum, personalized coaching, and AI-enabled tools to help learners stay competitive in an evolving job market.

FOUNDATIONS OF MOBILITY

Topic domains that open opportunity

- Technology Fundamentals
- AI Fundamentals
- Using Data in Business
- Communication Skills for Professional Growth
- Business Operations Essentials

New...

**From Classroom to Career:
Landing a job in a GenAI world**

- STEM track
- Business track

Programs designed expressly for college students.

UPSKILLING

AI Upskilling

- AI Fundamentals
- AI Prompt Engineering
- Practical AI for Clinicians
- Practical AI for Healthcare Administration
- Applying AI in Cybersecurity
- Applying AI in Data Analytics
- Applying AI in Web Development
- Applying AI in Web Design
- Applying AI in Customer Service

Tech Upskilling

- Introduction to Cybersecurity
- Introduction to Data Analytics
- Technology Fundamentals

RESKILLING

Data Programs

- Data Analytics
- Data Engineering
- Data Science
- Financial Analysis

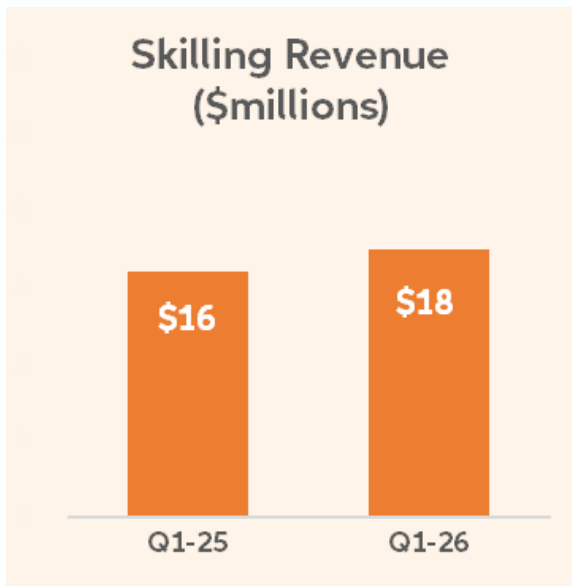
Tech Programs

- Cybersecurity
- Software Engineering (full-stack)
- Web Development
- Frontend Web Development
- Backend Web Development
- IT Professional
- UX/UI Design

Business Programs

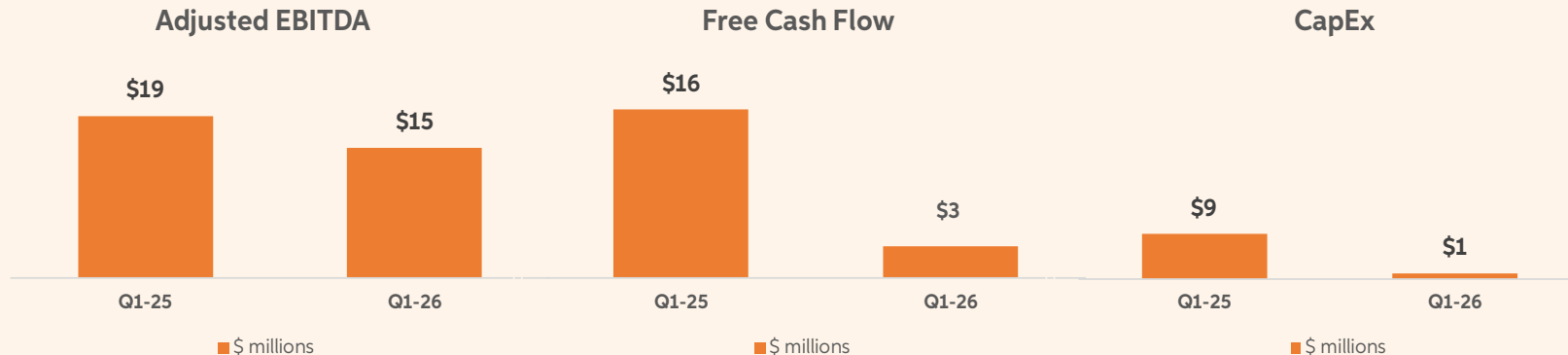
- Frontline Leadership
- Sales Professional
- Digital Marketing
- Technical Project Management

Financial Highlights: Q1 2026 Chegg Skilling Revenue



- Chegg Skilling revenue was \$18 million, up 9% year-over-year.
- We expect double-digit revenue growth for 2026 and anticipate stronger performance in the second half than in the first, driven by continued investment in the business and the addition of new distribution partners.

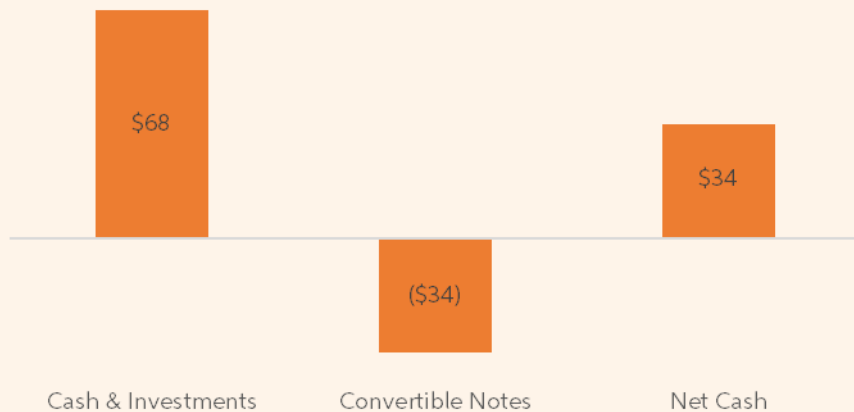
Financial Highlights: Q1 2026 Adjusted EBITDA, Free Cash Flow, and CapEx



- Free cash flow was primarily impacted by \$12.9 million in employee severance payments related to our prior restructuring activities. In Q2-26, we expect ~\$2.1 million in severance-related cash payments.
- Our strategic investments in AI have allowed us to significantly reduce CapEx without compromising quality. Q1 CapEx was \$1 million, down 88% year over year. For 2026, we are targeting a 60% reduction in CapEx.

Balance Sheet

Cash and Debt (3/31/26)



- We ended the quarter with cash and investments of \$68 million and a net cash balance of \$34 million.

Business Outlook

	Q1 2026 Results	Q2 2026 Guidance	Full Year 2026 Guidance
Total Net Revenue	\$63.3m	\$49m - \$50m	
Skilling Revenue	\$17.6m	\$17.5-18m	Double digit y/y growth
Gross Margin %	60%	51%-52%	
Adjusted EBTIDA¹	\$15.5m	\$5m - \$6m	
CapEx	\$1m		A decrease of ~60% y/y
Free Cash Flow¹	\$3.1m		

Appendix

Reconciliation of Net Income (Loss) to EBITDA and Adjusted EBITDA

CHEGG, INC.
RECONCILIATION OF NET INCOME (LOSS) TO EBITDA AND ADJUSTED EBITDA
(in thousands)
(unaudited)

	Three Months Ended March 31,	
	2026	2025
Net income (loss)	\$ 228	\$ (17,484)
Depreciation and amortization expense	13,947	32,094
(Benefit from) provision for income taxes	(140)	1,012
Interest expense, net	31	467
EBITDA	14,066	16,089
Share-based compensation expense	2,711	11,257
Other income, net	(1,156)	(12,997)
Restructuring (credits) charges	(165)	2,920
Impairment expense	—	2,000
Adjusted EBITDA	<u>\$ 15,456</u>	<u>\$ 19,269</u>

Reconciliation of Forward-Looking Net Loss to EBITDA and Adjusted EBITDA

CHEGG, INC.
RECONCILIATION OF FORWARD-LOOKING NET LOSS TO EBITDA AND ADJUSTED EBITDA
(in thousands)
(unaudited)

	Three Months Ending June 30, 2026
Net loss	\$ (9,300)
Depreciation and amortization expense	13,000
Provision for income taxes	600
EBITDA	4,300
Share-based compensation expense	2,000
Other income, net	(800)
Adjusted EBITDA	<u>\$ 5,500</u>

Adjusted EBITDA guidance for the three months ending June 30, 2026 represent the midpoint of the range of \$5 million to \$6 million.

Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow

CHEGG, INC.
RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOW
(in thousands)
(unaudited)

	Three Months Ended March 31,	
	2026	2025
Net cash provided by operating activities	\$ 4,105	\$ 24,526
Purchases of property and equipment	(1,042)	(8,665)
Free cash flow	<u>\$ 3,063</u>	<u>\$ 15,861</u>