



Fiscal Q2 2026 Investor Presentation

November 12, 2025

**Mc
Graw
Hill**

Disclaimer

This presentation contains “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. These forward-looking statements can be identified by the use of forward-looking terminology, including terms such as “believes,” “estimates,” “anticipates,” “expects,” “projects,” “intends,” “plans,” “may,” “will,” “should” or “seeks,” or, in each case, their negative or other variations or comparable terminology. These forward-looking statements include all matters that are not historical facts and include, but are not limited to, statements regarding the Company’s intentions, beliefs or current expectations concerning, among other things, the Company’s results of operations, financial condition, liquidity, prospects, growth, strategies and the industry in which it operates. By their nature, forward-looking statements involve risks and uncertainties, as they relate to events and depend on circumstances that may or may not occur in the future. The Company’s expectations, beliefs and projections are expressed in good faith, and the Company believes there is a reasonable basis for them; however, the Company cautions readers that forward-looking statements are not guarantees of future performance and that the Company’s actual results of operations, financial condition and liquidity, and the developments in the industry in which the Company operates, may differ materially from those made in or suggested by the forward-looking statements contained in this press release. There are a number of risks, uncertainties and other important factors that could cause our actual results to differ materially from the forward-looking statements contained in this press release, including those described under the headings “Risk Factors” and “Cautionary Note Regarding Forward-Looking Statements” in the Company’s final prospectus filed pursuant to Rule 424(b) under the Securities Act, filed on July 24, 2025, the Company’s Quarterly Report on Form 10-Q and in other filings made with the U.S. Securities and Exchange Commission (“SEC”). In addition, even if our results of operations, financial condition and liquidity, and the developments in the industry in which we operate are consistent with the forward-looking statements contained in this press release, those results or developments may not be indicative of results or developments in subsequent periods. Any forward-looking statements the Company makes in this press release speak only as of the date of such statement. We undertake no obligation to update or revise any forward-looking statements, whether as a result of new information, future developments or otherwise, except as may be required by any applicable securities law.

This presentation contains certain non-GAAP financial measures, including EBITDA, Adjusted EBITDA and Adjusted EBITDA Margin. A “non-GAAP financial measure” is defined as a numerical measure of a company’s historical or future financial performance, financial position or cash flows that excludes amounts, or is subject to adjustments that have the effect of excluding amounts, that are included in the most directly comparable measure calculated and presented in accordance with GAAP in the statements of operations, balance sheets, or statement of cash flows of the Company. Such measures are presented for supplemental information purposes only, have limitations as analytical tools, and should not be considered in isolation or as substitute measures for our results as reported under GAAP. See slide 27. These measures are presented for supplemental information purposes only, have limitations as analytical tools, and should not be considered in isolation or as substitute measures for our results as reported under GAAP. Because not all companies use identical calculations, our measures may not be comparable to other similarly titled measures of other companies, and our use of these measures varies from others in our industry. Such non-GAAP financial measures are included because they are a basis on which our management assesses the Company’s performance. Although we believe these measures are useful for investors for the same reasons, we recommend that users of the financial statements note that these measures are not a substitute for GAAP financial measures or disclosures. We provide reconciliations of such non-GAAP measures to the corresponding most closely related GAAP measure on slide 27.

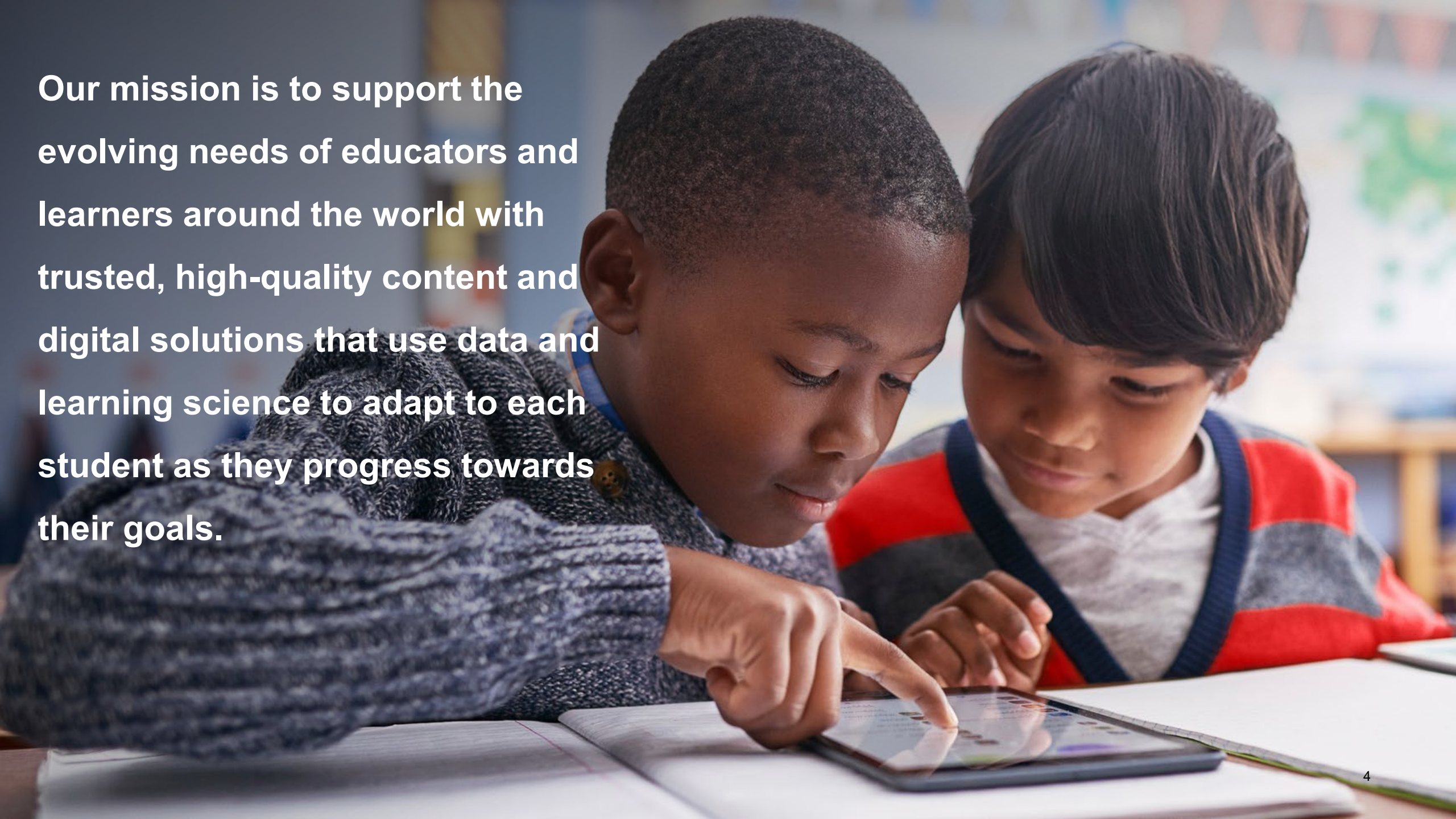
This presentation contains forward-looking estimates of Adjusted EBITDA for fiscal year 2026. We provide this non-GAAP measure to investors on a prospective basis for the same reasons (set forth above) that we provide it to investors on a historical basis. We are unable to provide a reconciliation of our forward-looking estimate of fiscal year 2026 net income (loss) to a forward-looking estimate of fiscal year 2026 Adjusted EBITDA because certain information needed to make a reasonable forward-looking estimate of net income (loss) for fiscal year 2026 is unreasonably difficult to predict and estimate and is often dependent on future events that may be uncertain or outside of our control. In addition, we believe such reconciliations would imply a degree of precision that would be confusing or misleading to investors. The unavailable information could have a significant impact on our future financial results. Our forward-looking estimates of both GAAP and non-GAAP measures of our financial performance may differ materially from our actual results and should not be relied upon as statements of fact.

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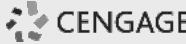
Business Overview



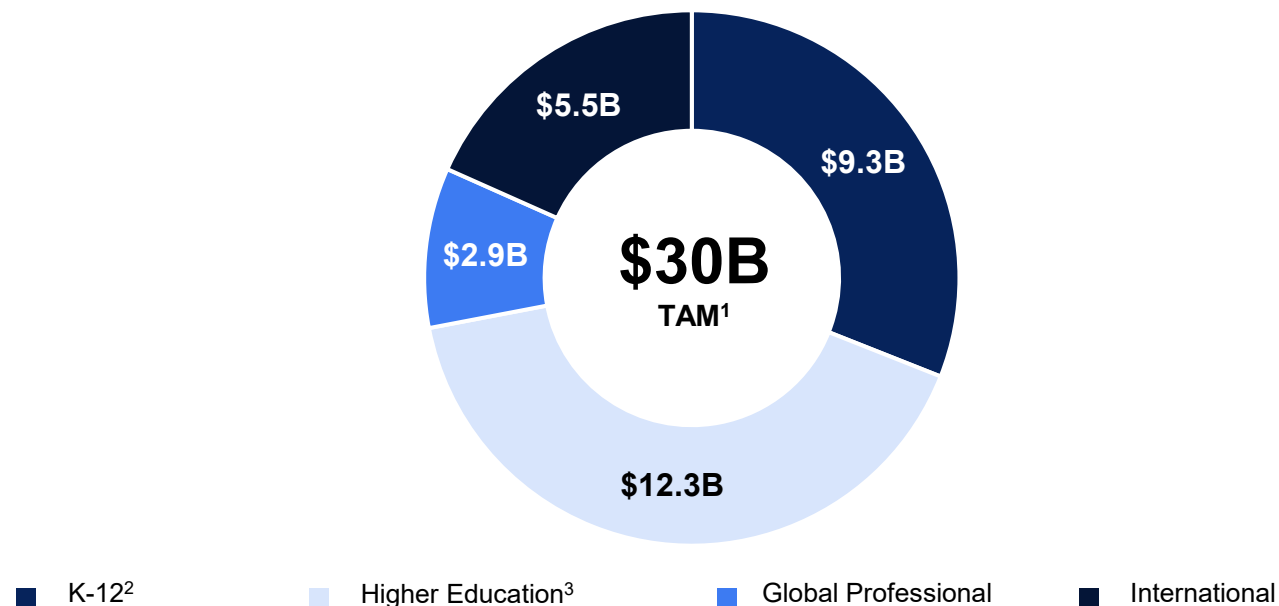
Our mission is to support the evolving needs of educators and learners around the world with trusted, high-quality content and digital solutions that use data and learning science to adapt to each student as they progress towards their goals.



We Serve Three Large, Connected, and Attractive Markets Globally

	K-12	Higher Education	Professional			
Customers	Public School Districts 	Private Schools 	Undergraduate and Graduate Institutions 	Medical Institutions 	Institutional Libraries 	Graduate Institutions 
Decision Makers	District Superintendents 	School Principals 	Professors 	Administrators 	Medical School Faculty, Deans and Librarians 	
Market Dynamics	• Institutional-focused sales • Market opportunity varies year by year based on states like CA, FL and TX which have state-wide procurement • Contract lengths 5 – 8 years & cash upfront	• Faculty and institution-focused sales • Inclusive Access delivery mechanism ensures availability of courses to students on day-1 and enables high sell-through • Annual contract / subscriptions	• Institution-focused sales • High switching costs drive strong retention and long-term institutional relationships • Purchasing decisions driven by budgets rather than individual end-users • Annual contract / subscriptions			
Key Competitors	   	  	  			

We Serve a Large, Essential Market...



Numerous Growth Opportunities Across Every Stage of the Learning Journey

K-12²

- Supplemental / Intervention Solutions
- Integrated Curriculum Solutions
- CTE / AP / Assessment⁴

Higher Education³

- Student Study Solutions
- CTE / Dual Enrollment⁴
- Short Courses
- Employability / Workplace Preparedness

Global Professional

- Global Medical Education Solutions
- Undergraduate Medical Student Learning Solutions

International

- Emerging Market Growth
- K-12 and Higher Education Solutions
- English Language Teaching

...With Strong Secular Tailwinds

- **Highly Resilient and Growing End Market**
- **Modernization of Learning Technology**
- **Demand for Data-Driven, Personalized Learning**
- **Need for Equitable Access to Learning**
- **Demand for Technical, Skills-Based Professional Learning**

(1) Estimate based on information from a third-party study commissioned by the Company in the fiscal year ended March 31, 2025. As of the academic year ended 2025. (2) Refers to U.S. K-12. (3) Refers to U.S. Higher Education. (4) CTE refers to Career and Technical Education; AP refers to Advanced Placement; Dual Enrollment programs allow K-12 students to earn college credits while in high school.

Established Market-Leading Digital Learning Solutions

connectED

ALEKS®

connect®

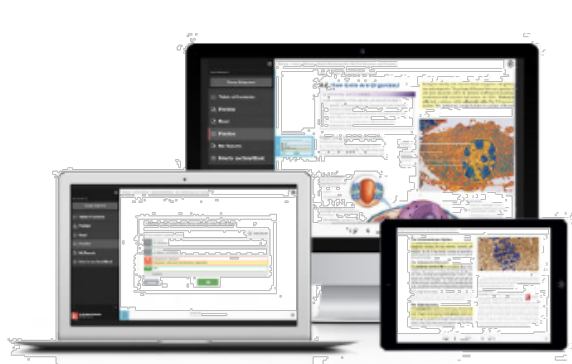
Access®

>30M Lifetime Learners

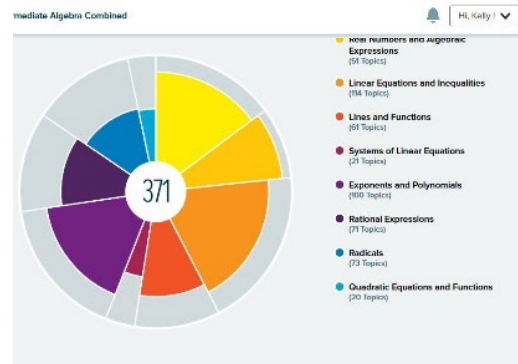
>64M Lifetime Learners

>34M Lifetime Learners

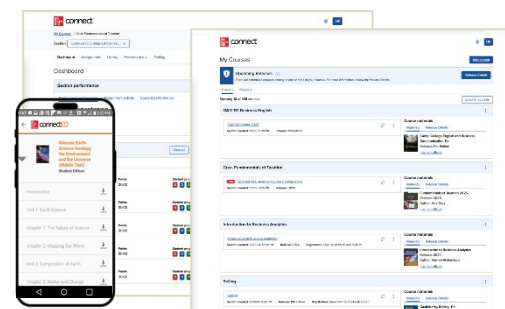
In 94% of U.S. Medical Schools



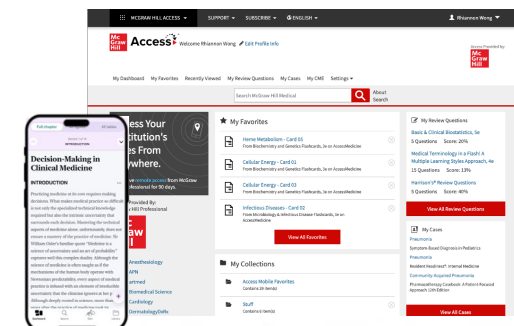
Market leading digital solution for K-12 supporting teachers with planning and customizing lessons that are accessible by students anywhere, anytime



Personalized learning solution supporting K-12 and Higher Education markets across thousands of institutions globally

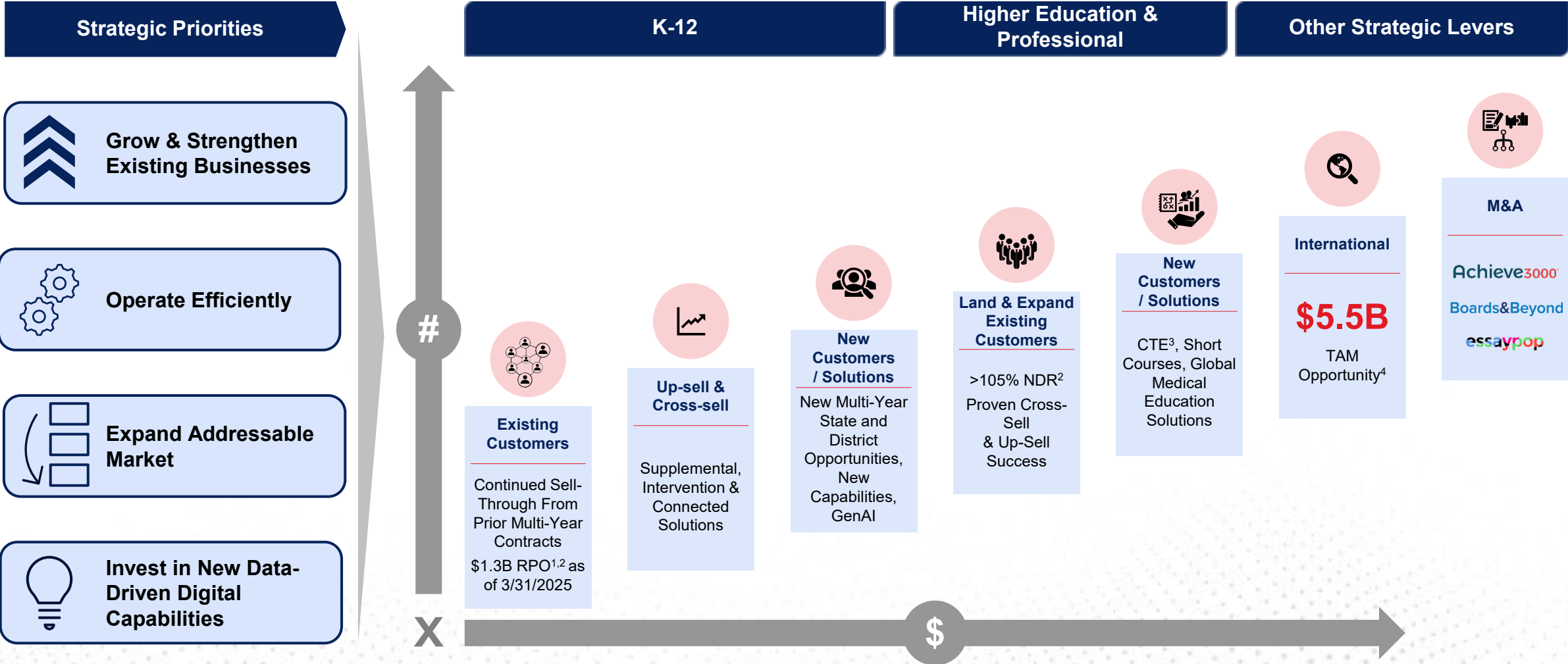


Market leading digital learning solution for Higher Ed providing custom course creation capabilities and valuable insights on student performance



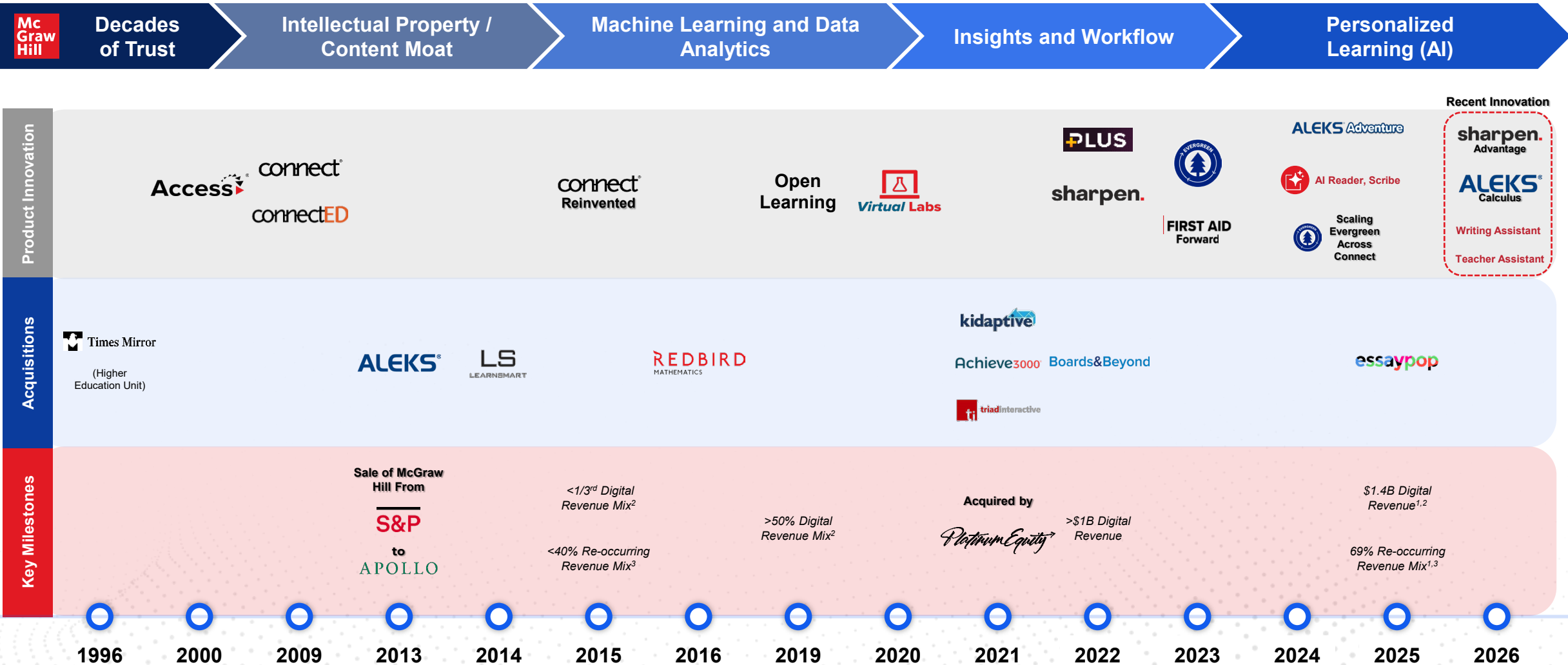
Interactive digital subscription solution for the Professional market with simulation-based interactive learning experiences

Our Predictable Growth Algorithm



(1) Please see slide 30 for RPO definition (2) For the fiscal year ended March 31, 2025. Annual Net Dollar Retention ("NDR") is a key operating metric used to evaluate digital subscription revenue growth within our existing customer base. NDR is calculated by dividing (a) the digital subscription amounts invoiced to existing customers during the year, inclusive of changes in enrollment, price changes, and attrition by (b) the digital subscription amounts invoiced to such customers for the comparable prior year. (3) CTE = Career and Technical Education. (4) Estimate based on information from a third-party study commissioned by the Company in the fiscal year ended March 31, 2025. As of the academic year ended 2025.

135+ Years of Continued Commitment to Quality and Innovation



(1) For the fiscal year ending March 31, 2025. (2) Digital Revenue Mix is defined as digital revenue divided by total revenue. (3) Re-occurring Revenue includes revenue from offerings that are generally sold as digital subscriptions and multi-year print products. Revenue from digital subscriptions, which are paid for at the time of sale or shortly thereafter, is recognized ratably over the term of the subscription period as the performance obligation is satisfied. For multi-year print products (e.g., workbooks), which are paid for at the beginning of the multi-year contract term, each academic year within the contract period, represents a distinct performance obligation. Revenue is recognized upon delivery to the customer for each respective academic year. FY2025 total Re-occurring Revenue was \$1,457M. Re-occurring Revenue Mix is defined as Re-occurring Revenue divided by total revenue.

9

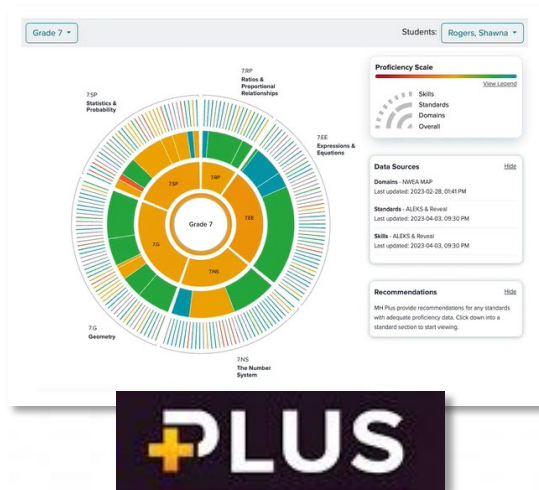
Continued Innovation in Market-Leading Digital Learning Solutions

connectED

ALEKS®

connect®

Data Innovation & Insights



Patent-pending technology translates learning insights into effective personalized learning at scale

Market Expansion

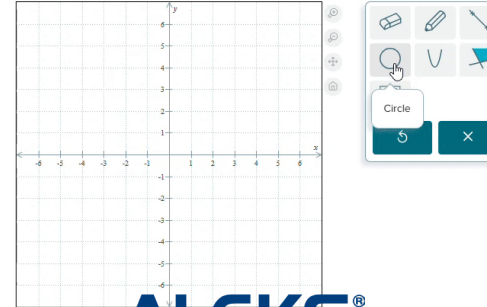


New product for Math grades K-5, launched in summer of 2024, expanding serviceable market

Use these curves to complete the parts below.

$$y = (x - 1)^2$$
$$y = -x^2 + 5$$

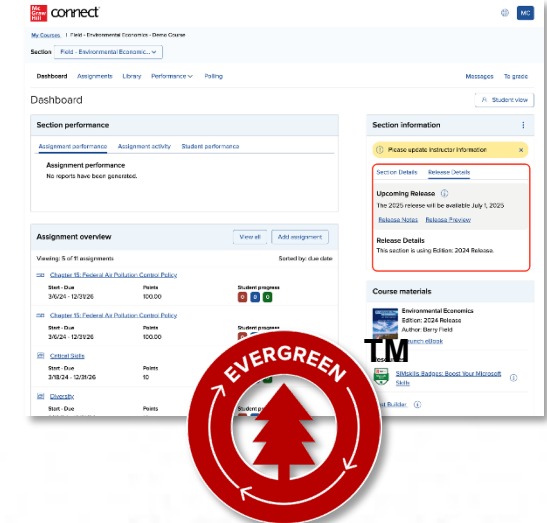
(a) Graph the given curves and shade the region bounded by them.



ALEKS®
Calculus

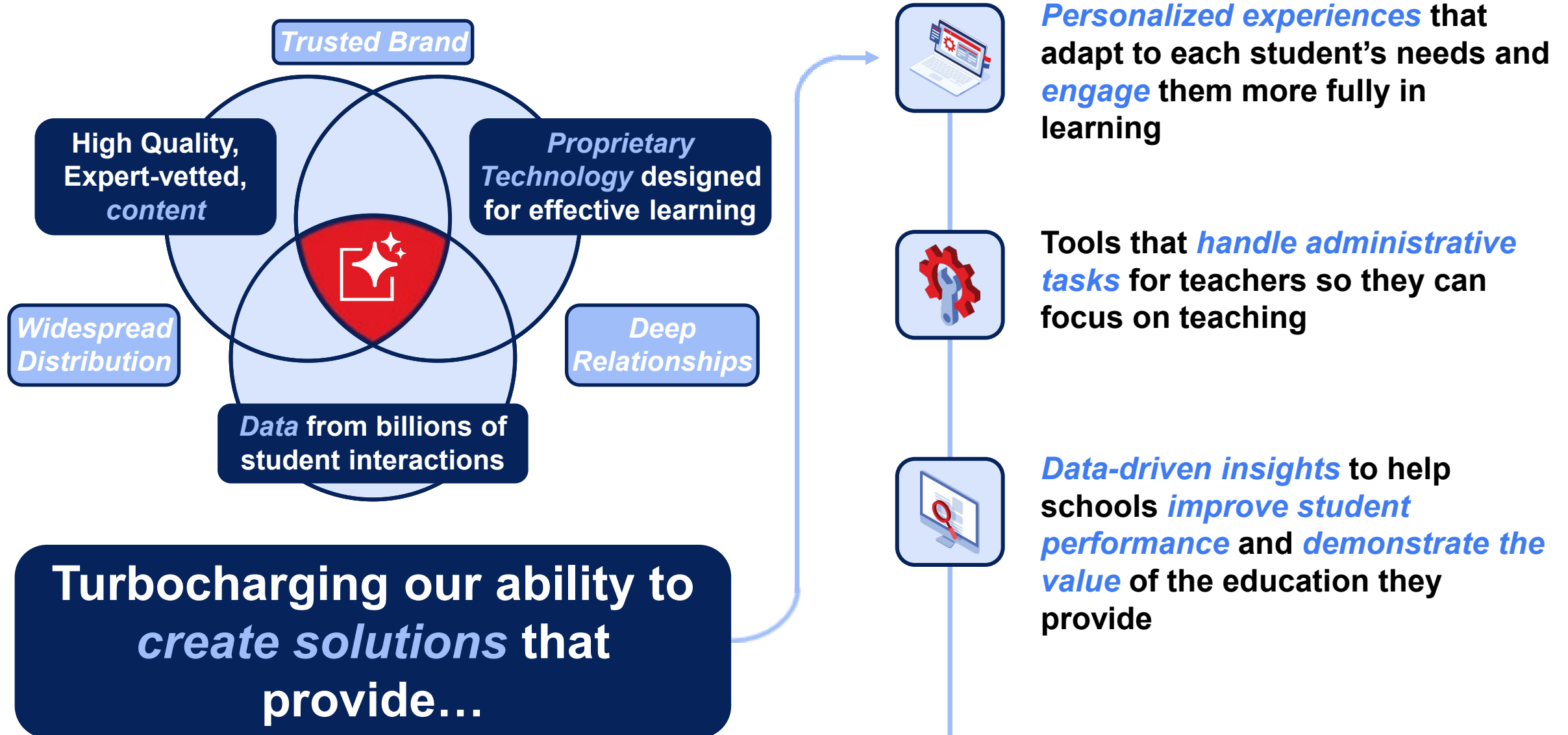
AI-powered platform that assesses learning from day one, closes prerequisite gaps, personalizes lessons and builds subject mastery

Content Delivery Innovation



Continuously updates course content, keeping materials engaging and aligned with latest standards

Integrating AI with McGraw Hill's Strengths



Advancing AI Innovation: Four New Solutions



sharpen. Advantage: Ask sharpen.

New Sharpen Enterprise solution with AI learning assistant that generates study aids tailored to individual student queries based on their own uploaded study materials, lecture notes, and course slides.



Clinical Reasoning

Enables students to practice medical case diagnosis through an interactive conversation with an AI Patient with comprehensive feedback and areas of improvement.



Writing Assistant

AI-powered tool to guide students in completing their writing assignments by fostering independent thinking and problem-solving.



Teacher Assistant

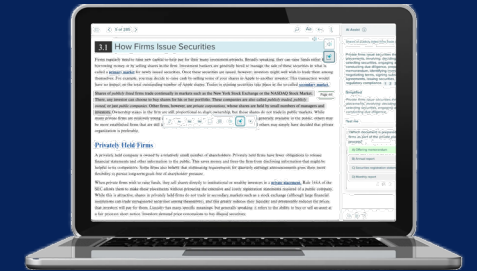
AI-driven instructional planning assisting teachers in finding relevant resources and making data-driven decisions.

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Our AI in Action...



AI Reader



11M

Interactions

*AI Reader interactions
in Q2*

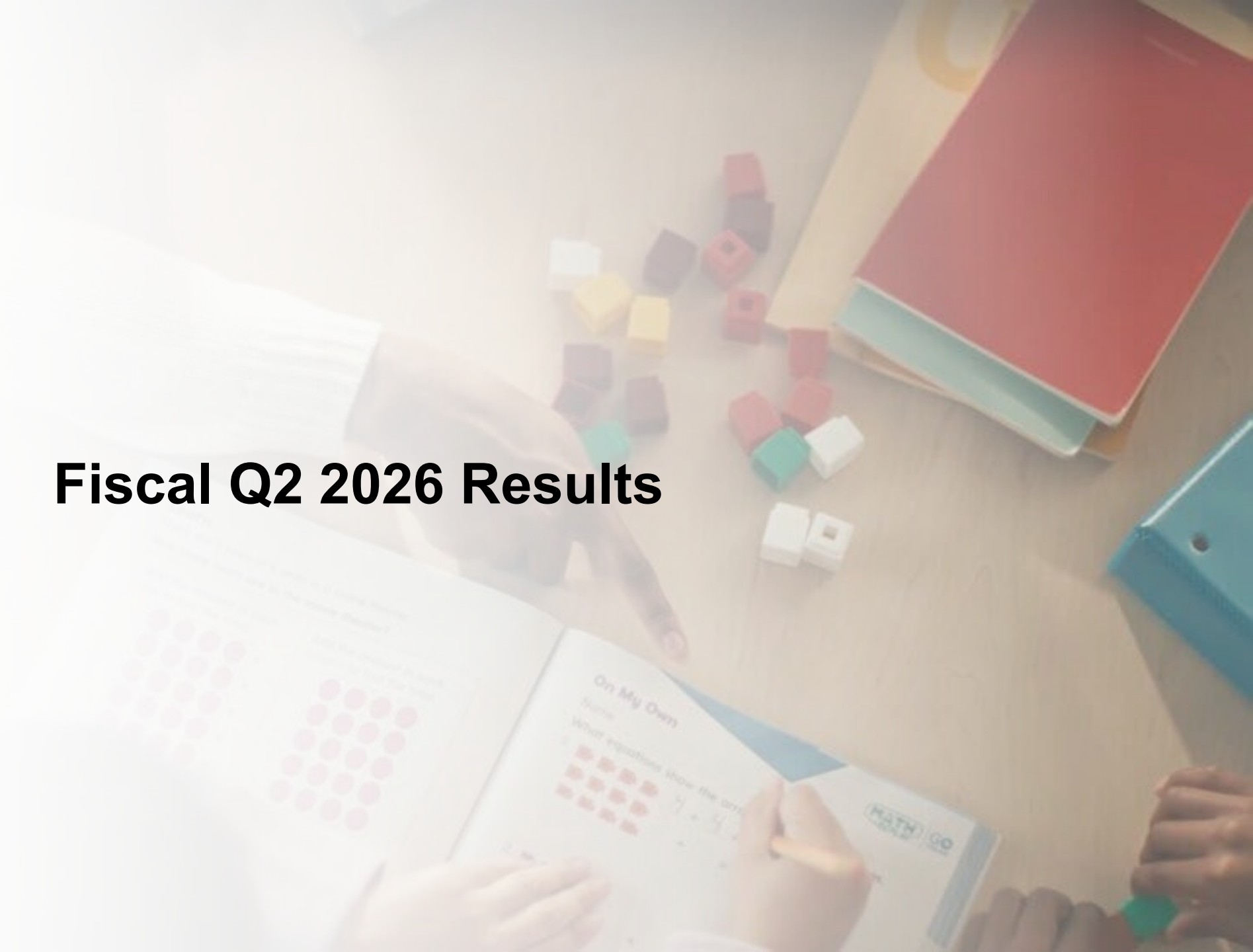
~1M

Unique Students

*Used AI Reader from September to
mid-October 2025*

2

Fiscal Q2 2026 Results

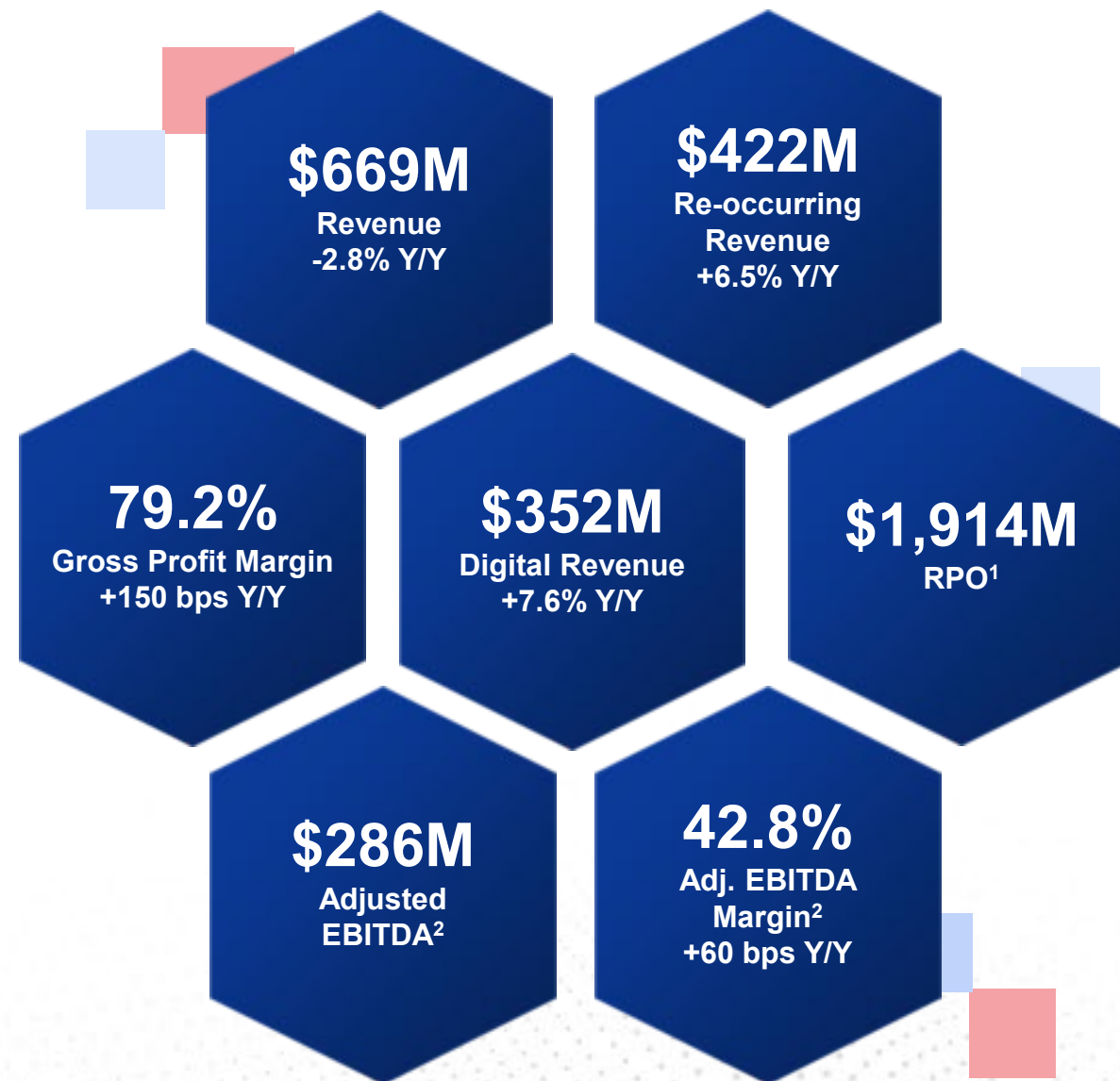


The McGraw Hill Value Proposition

- 01** Trusted, Market-Leading Global Brand with Deep Expertise in Learning Science
- 02** Leading Suite of Digital Solutions Across the Entire Learning Continuum
- 03** Agile Content Model Supported by High-Quality, Proprietary Digital Content and Wealth of Learner Data
- 04** Leveraging Data Science, Machine Learning, and GenAI to Drive Innovation and Improve Outcomes
- 05** Extensive Global Go-to-Market Reach
- 06** Institutional Sales Model with Long-Standing Customer Relationships Built Over Decades
- 07** Highly Profitable Business Model with a Strong Cash Flow Profile
- 08** Mission-Driven Culture and Leadership Team with Track Record of Success

FY26-Q2 Highlights

- Results demonstrate execution, scale and business model diversity
- Strategic reinvestment, operational efficiency and a stronger balance sheet
- High-quality digital and re-occurring revenue growth and margin expansion
- Multi-layered moat including trusted IP, proprietary data and domain expertise
- New AI capabilities and solutions unlock growth beyond core business

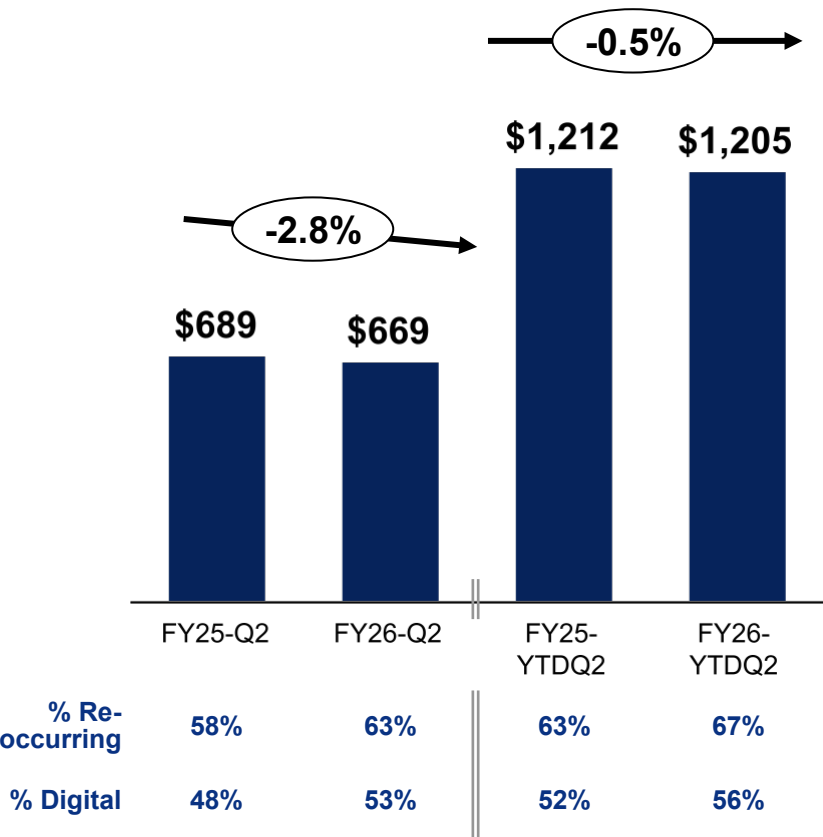


Note: All metrics are for the fiscal quarter ended September 30, 2025. Company fiscal year end is March 31st.
(1) See slide 30 for RPO definition. (2) See slide 27 for Adj. EBITDA and Adj. EBITDA Margin Reconciliation.

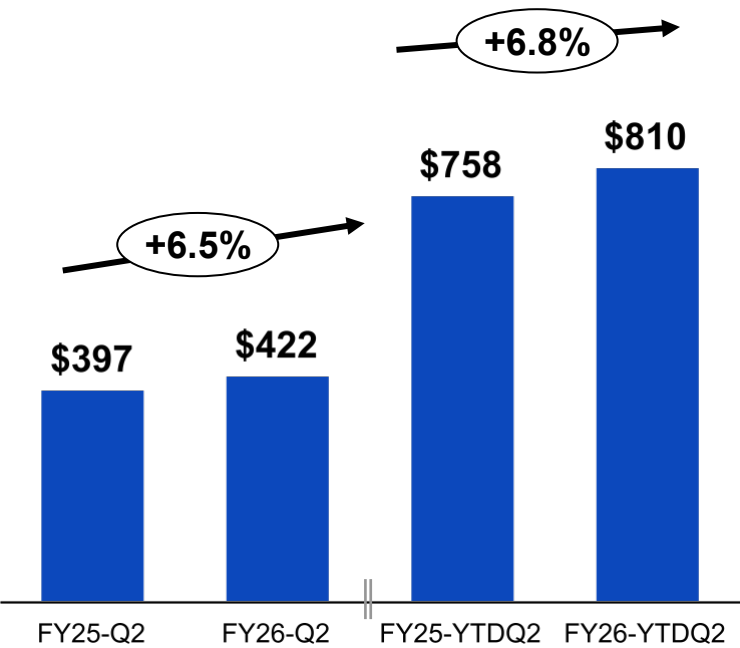
Total Company FY26-Q2 Revenue

\$ in millions

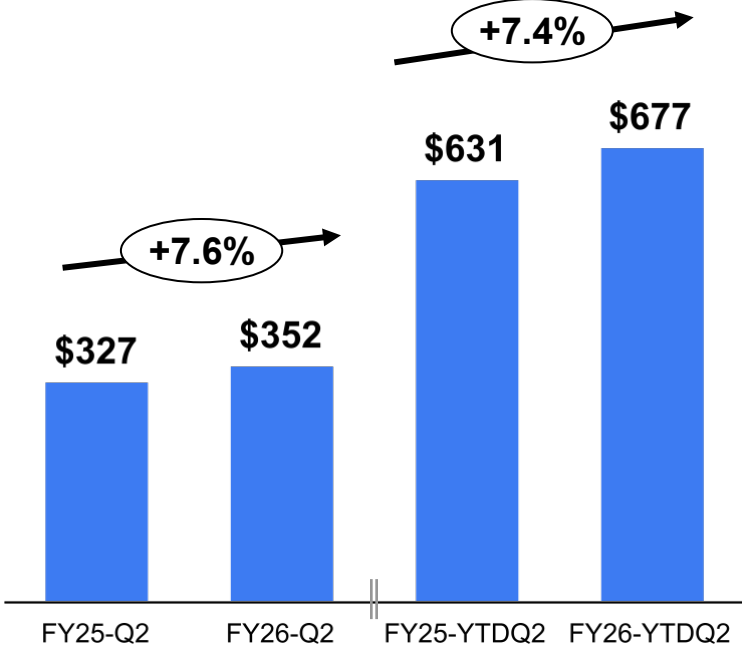
Total Revenue



Re-occurring Revenue¹



Digital Revenue

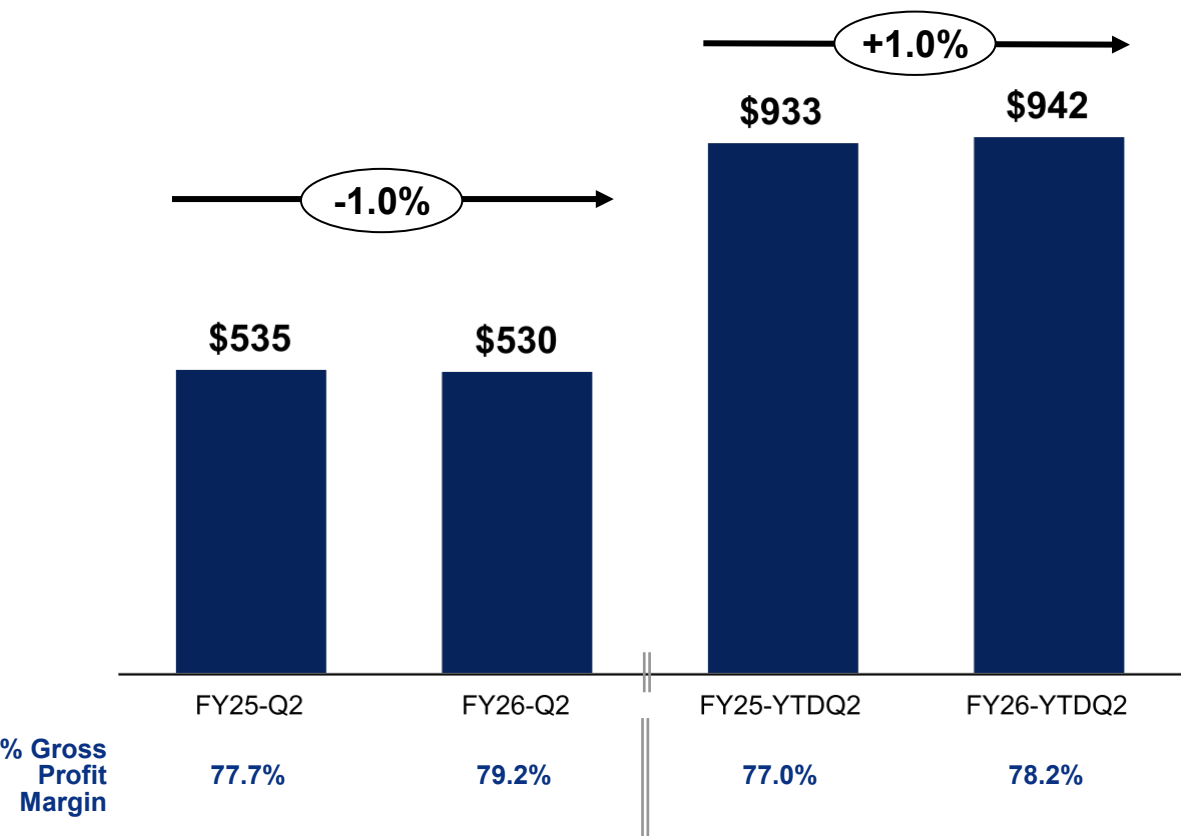


Note: Amounts may not sum due to rounding. GAAP Basis. Company fiscal year end is March 31st (1) Definition of Re-occurring revenue on slide 30.

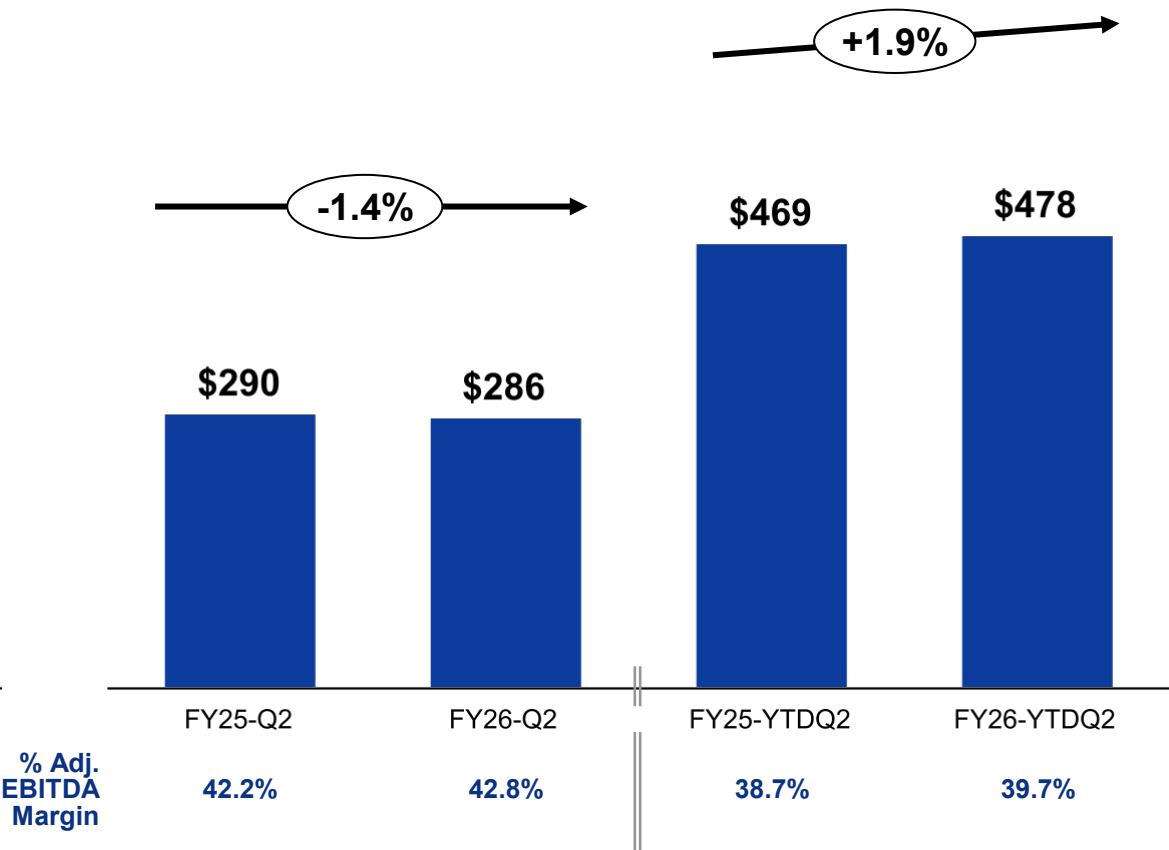
Total Company FY26-Q2 Margin Profile

\$ in millions

Gross Profit¹



Adj. EBITDA²

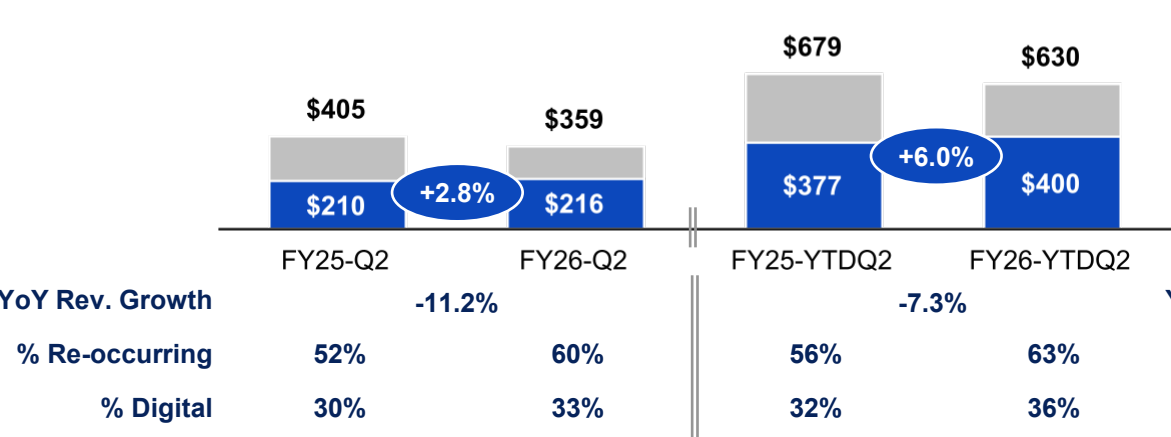


(1) See slide 29 for Gross Profit and Gross Margin Reconciliation. Gross profit is revenue less cost of sales (excluding depreciation and amortization). (2) See slide 27 for Adj. EBITDA and Adj. EBITDA Margin Reconciliation.

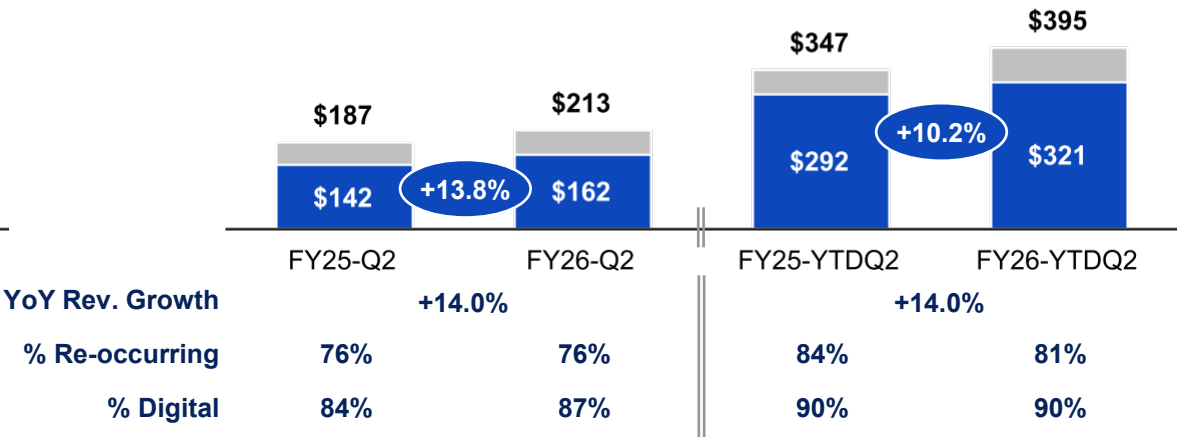
McGraw Hill FY26-Q2 Revenue by Segment

\$ in millions

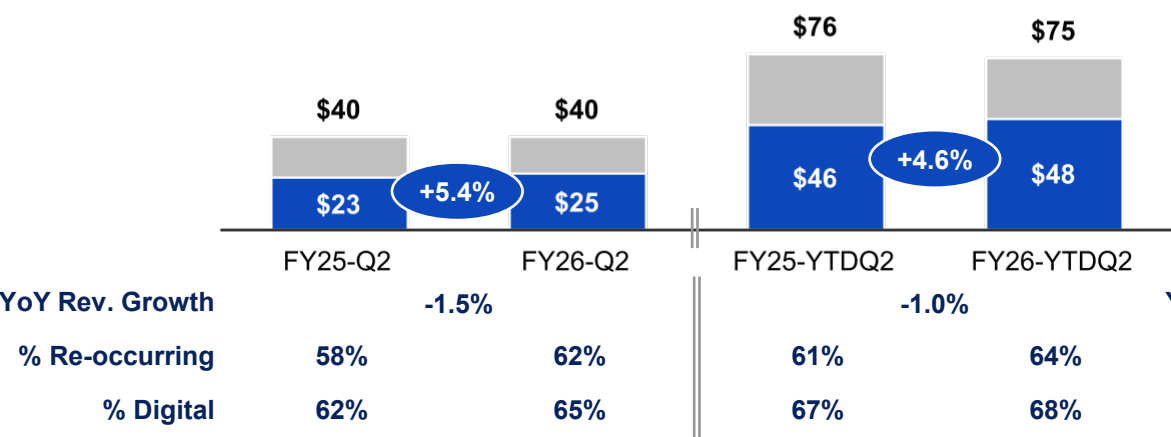
K-12



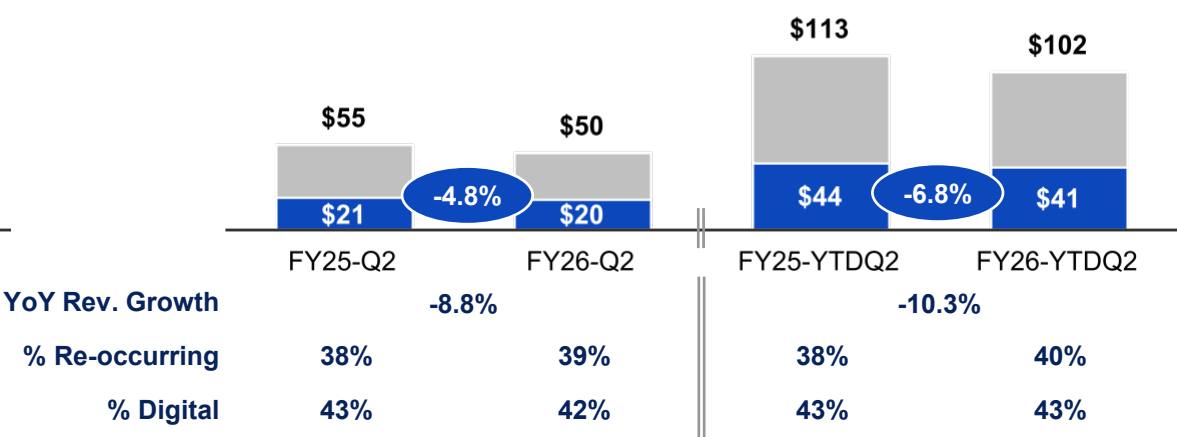
Higher Education



Global Professional



International*



Transactional Revenue Re-occurring Revenue

Note: Amounts may not sum due to rounding. GAAP Basis. *Total International revenue decline of 11% year-over-year on a constant currency basis.

Consolidated FY26-Q2 Cash Flow Summary

\$ in millions

	Three Months Ended September 30,			Six Months Ended September 30,		
	<u>FY25-Q2</u>	<u>FY26-Q2</u>	<u>Variance</u>	<u>FY25-YTDQ2</u>	<u>FY26-YTDQ2</u>	<u>Variance</u>
Net Income (Loss)	133	105	(28)	124	106	(18)
Adjustments to reconcile net income (loss) to net cash provided by operating activities						
D&A, Provisions, Impairments and Other	133	181	48	275	318	43
Change in Working Capital	149	(21)	(170)	14	(255)	(269)
Cash provided by (used for) operating activities	415	265	(150)	412	168	(244)
Product development expenditures	(19)	(26)	(7)	(38)	(49)	(11)
Capital expenditures	(13)	(21)	(8)	(29)	(37)	(8)
Cash provided by (used for) investing activities	(33)	(47)	(15)	(67)	(87)	(19)
Cash paid for interest expense	91	91	—	145	113	(32)

Balance Sheet and Liquidity

- Cash on hand of \$463M; Total committed liquidity of \$913M (cash, revolver & ABL)
- Revolving credit facilities remain undrawn
- Net Debt / Adjusted EBITDA ratio of 3.3x
- Reduced Term Loan by \$542M year-to-date through October (\$150M Principal payment completed in October)
- Committed to 2.0x – 2.5x Net Debt / Adjusted EBITDA target

Debt Profile: 09/30/2025

(\$ in millions)	
Senior Secured Term Loan due 2031	\$768
Revolving Credit Facility due 2029 (\$450M) ¹	-
Senior Secured Notes due 2028	828
Senior Secured Notes due 2031	650
Total First Lien Indebtedness	\$2,246
Less: Cash and Cash Equivalents	(463)
Net First Lien Indebtedness	\$1,783
Senior Unsecured Notes Due 2029	639
Gross Debt	\$2,885
Total Net Indebtedness - MH, Inc.	\$2,422
Adjusted EBITDA (Last Twelve Months - "LTM")	\$736
Total Net Indebtedness / LTM Adjusted EBITDA	3.3x
Consolidated Adjusted EBITDA (LTM as defined under the credit agreement)	\$738
Net First Lien Leverage ²	2.4x
Total Net Indebtedness / LTM Consolidated Adjusted EBITDA	3.3x

Note: Last Twelve Months is calculated by adding the results for the six months ended September 30, 2025, to the results of the fiscal year ended March 31, 2025, and subtracting the six months ended September 30, 2024.

Proforma Consolidated Adjusted EBITDA further adjusted for cost savings was \$820M. This includes prior operational improvements completed by the Company of \$42 million and 24-months look forward net annual run-rate operational improvements of \$39 million excluding 1x costs to achieve.

(1) Revolving credit facility of \$450M includes \$150M RCF and \$300M ABL, excluding ~\$4M of letters of credit. Under the recent amend and extend transaction, of the \$150M RCF, approximately ~\$111M extended and the remaining did not. After the July 2026 maturity, the RCF will decrease by \$38.75M leaving the remaining facility at \$412M.

(2) Net First Lien Leverage covenant for revolving credit facility is tested if 40% of revolving credit facility is drawn at quarter-end. Net First Lien Leverage covenant levels, if required to be tested, would be 6.95x for the relevant quarter. EBITDA used to calculate Net First Lien Leverage covenant ratio would be Consolidated Adjusted EBITDA plus pro-forma adjustments that are permitted under the credit agreements and indentures as of September 30, 2025.

Fiscal Year 2026 - Guidance

\$ in millions

	FY26 Guidance - Prior As of August 14, 2025		FY26 Guidance - Updated As of November 12, 2025	
	Low	High	Low	High
Revenue	\$1,986	\$2,046	\$2,031	\$2,061
Re-occurring Revenue	\$1,477	\$1,517	\$1,504	\$1,524
Adjusted EBITDA ¹	\$663	\$703	\$702	\$722

(1) See slide 31 for a definition of Adj. EBITDA.

Medium-Long Range Framework

	FY2023A	FY2024A	FY2025A	Medium-Long Term Targets
Revenue Growth	8.8%	0.7%	7.2%	5%+
Re-occurring Revenue (% of Total Revenue)	62.8%	67.1%	69.3%	75%+
Digital Revenue (% of Total Revenue)	58.9%	64.0%	64.7%	75%+
Gross Margin ¹	76.1%	78.6%	79.9%	82%+
Adjusted EBITDA Margin ²	31.7%	33.5%	34.6%	37%+
Net Debt / Adjusted EBITDA ³	5.5x	5.1x	4.0x	2.0x – 2.5x
			3.3x as of 9/30/25	

Notes: These medium- to long-term targets are for illustrative purposes only and should not be read as a guarantee of future performance or results. There can be no assurance when (if at all) such performance or results will be achieved. These forward looking medium- to long-term targets are not projections, estimates or guarantees of actual growth or enhanced unit economics. They are targets and are forward-looking, are subject to significant business, economic and competitive uncertainties, risks and contingencies, many of which are beyond the control of the Company and its management, and are based on assumptions with respect to future decisions, which are subject to change. Actual results may vary, and these variations may be material. For a discussion of some of these important factors that could cause these variations, please consult the "Risk Factors" section of the S-1. (1) See slide 29 for Gross Margin Reconciliation. Gross profit is revenue less cost of sales (excluding Depreciation and Amortization). (2) See slide 27 for Adj. EBITDA Margin Reconciliation. (3) Net debt is defined as Cash and cash equivalents subtracted from Total Debt. Total Debt figures exclude leases, unamortized debt discount, and unamortized deferred financing costs.

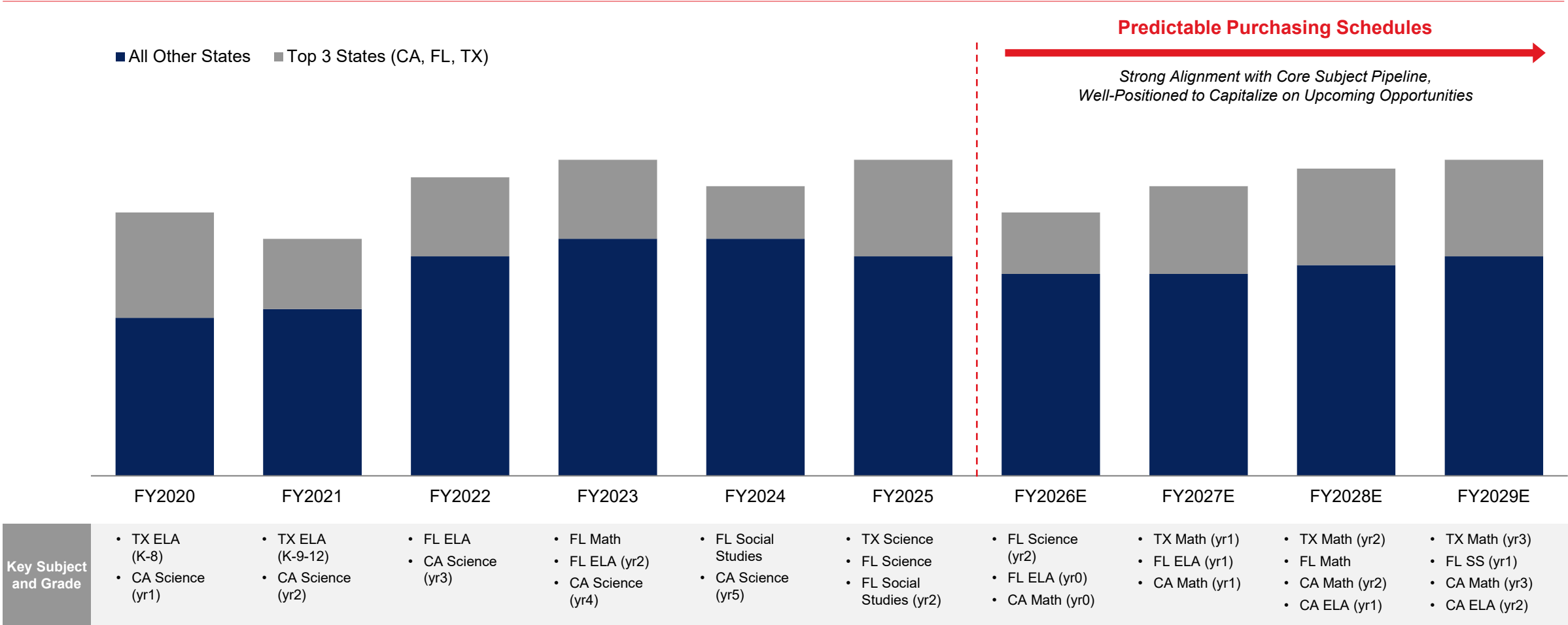
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Appendix / Reconciliations



Known Core Purchasing Schedules Drives Strong Predictability

K-12 Core Market Size



Source: Internal company data. The data shown in this image reflects McGraw Hill's best estimates and projections for the K-12 Core Market and has been prepared by McGraw Hill using internal assumptions, estimates and data.

GAAP Revenue Detail

\$ in millions

Total Revenue											
	Fiscal Year Ended March 31, Fiscal Year 2025				Fiscal Year Ended March 31, Fiscal Year 2026						
	2024	Q1	Q2	Q3	Q4	2025	Q1	Q2			
K-12	\$ 905	\$ 275	\$ 405	\$ 150	\$ 141	\$ 970	\$ 271	\$ 359			
Higher Education	702	160	187	182	254	783	182	213			
Global Professional	153	35	40	36	38	150	35	40			
International	200	58	55	45	43	201	51	50			
Other	(0)	(5)	1	4	(3)	(3)	(4)	7			
Total Revenue	\$ 1,960	\$ 523	\$ 689	\$ 416	\$ 473	\$ 2,101	\$ 536	\$ 669			

Digital Revenue											
	Fiscal Year Ended March 31, Fiscal Year 2025				Fiscal Year Ended March 31, Fiscal Year 2026						
	2024	Q1	Q2	Q3	Q4	2025	Q1	Q2			
K-12	\$ 426	\$ 100	\$ 121	\$ 108	\$ 102	\$ 431	\$ 109	\$ 119			
Higher Education	634	154	157	163	249	723	169	186			
Global Professional	97	25	25	26	26	103	25	26			
International	99	25	24	31	24	103	22	21			
Other	-	-	-	-	-	-	-	-			
Total Digital Revenue	\$ 1,255	\$ 303	\$ 327	\$ 328	\$ 401	\$ 1,359	\$ 325	\$ 352			

Re-occurring Revenue											
	Fiscal Year Ended March 31, Fiscal Year 2025				Fiscal Year Ended March 31, Fiscal Year 2026						
	2024	Q1	Q2	Q3	Q4	2025	Q1	Q2			
K-12	\$ 554	\$ 167	\$ 210	\$ 113	\$ 112	\$ 602	\$ 184	\$ 216			
Higher Education	585	149	142	147	228	667	160	162			
Global Professional	88	23	23	24	24	95	24	25			
International	88	23	21	28	22	93	21	20			
Other	-	-	-	-	-	-	-	-			
Re-occurring Revenue	\$ 1,315	\$ 362	\$ 397	\$ 311	\$ 387	\$ 1,457	\$ 388	\$ 422			

Note: Amounts may not sum due to rounding.

Total McGraw Hill: Remaining Performance Obligations (RPO)

\$ in millions

	September 30, 2025			March 31, 2025		
	Current	Non-Current	Total	Current	Non-Current	Total
RPO by Segment:						
K-12	\$ 550	\$ 882	\$ 1,432	\$ 457	\$ 822	\$ 1,280
Higher Education	316	55	371	248	50	297
Global Professional	54	7	61	55	7	62
International	46	3	49	31	3	33
Other	1	-	1	4	-	4
Total RPO	\$ 967	\$ 947	\$ 1,914	\$ 794	\$ 882	\$ 1,676

Adjusted EBITDA Reconciliation

\$ in millions

	Three Months Ended September 30,		Six Months Ended September 30,	
	FY25-Q2	FY26-Q2	FY25-YTDQ2	FY26-YTDQ2
Net income (loss)	\$ 133	\$ 105	\$ 124	\$ 106
Interest expense (income), net	80	56	161	115
Income tax provision (benefit)	(37)	(21)	(33)	16
Depreciation, amortization and product development amortization	97	93	186	181
EBITDA	\$ 274	\$ 233	\$ 438	\$ 417
Restructuring and cost savings implementation charges (a)	7	2	13	5
Advisory fees (b)	3	1	5	3
Transaction and integration costs (c)	1	—	2	—
Stock-based compensation (d)	—	31	—	31
Gain (loss) on extinguishment of debt (e)	3	16	3	16
Other (f)	4	3	8	5
Adjusted EBITDA	\$ 290	\$ 286	\$ 469	\$ 478
Total Revenue	\$ 689	\$ 669	\$ 1,212	\$ 1,205
Net income (loss) margin	19.4 %	15.7 %	10.2 %	8.8 %
Adjusted EBITDA Margin	42.2 %	42.8 %	38.7 %	39.7 %

Note: Amounts may not sum due to rounding.

Adjusted EBITDA Footnotes

- a. Represents severance and other expenses associated with headcount reductions and other cost savings initiated as part of our restructuring initiatives.
- b. For the three and six months ended September 30, 2025 and 2024, represents the pro rata portion of the annual \$10.0 million of advisory fees paid to Platinum Advisors pursuant to the Advisory Agreement (which was terminated upon consummation of our IPO on July 25, 2025).
- c. This primarily represents transaction and integration costs associated with acquisitions.
- d. Represents stock-based compensation expense related to awards granted to our employees, directors and consultants under the Company's long-term incentive plans.
- e. Represents accelerated amortization of debt discount and deferred financing costs related to the A&E Term Loan Facility paydown from IPO proceeds.
- f. For the three months ended September 30, 2025 and 2024, this amount represents (i) foreign currency exchange transaction impact of \$0.1 million and \$(1.3) million, respectively, (ii) non-recurring expenses related to strategic initiatives, including marketing, consulting, and non-operational costs associated with the market introduction of a new product launch of \$1.7 million and \$1.0 million, respectively, (iii) reimbursements of expenses paid to Platinum Advisors incurred in connection with its services under the Advisory Agreement (which was terminated upon consummation of our IPO on July 25, 2025) of \$0.1 million and \$0.1 million, respectively, (iv) post-acquisition compensation expense of nil and \$0.2 million, respectively, associated with the acquisition of Boards & Beyond, (v) non-recurring transaction-related costs associated with the IPO that were expensed as incurred of \$0.9 million and \$2.0 million, respectively, and (vi) the impact of additional insignificant earnings or charges resulting from matters that we do not consider indicative of our ongoing operations of \$0.6 million and \$2.0 million, respectively, that are primarily related to individually insignificant miscellaneous items, including third-party consulting and advisory fees associated with system and process rationalization initiatives and certain additional payments related to incremental insurance premiums and policies as a result of the Platinum acquisition that did not renew after the consummation of the IPO on July 25, 2025.

For the six months ended September 30, 2025 and 2024, this amount represents (i) foreign currency exchange transaction impact of \$(1.8) million and \$(0.7) million, respectively, (ii) non-recurring expenses related to strategic initiatives, including marketing, consulting, and non-operational costs associated with the market introduction of a new product launch of \$2.5 million and \$2.4 million, respectively (iii) reimbursements of expenses paid to Platinum Advisors incurred in connection with its services under the Advisory Agreement (which was terminated upon consummation of our IPO on July 25, 2025) of \$0.2 million and \$0.4 million, respectively, (iv) post-acquisition compensation expense of nil and \$0.4 million, respectively, associated with the acquisition of Boards & Beyond, (v) non-recurring transaction-related costs associated with the IPO that were expensed as incurred of \$2.8 million and \$2.0 million, respectively and (vi) the impact of additional insignificant earnings or charges resulting from matters that we do not consider indicative of our ongoing operations of \$1.3 million and \$3.3 million, respectively, primarily related to individually insignificant miscellaneous items, including asset dispositions, third-party consulting and advisory fees associated with system and process rationalization initiatives, as well as certain additional payments related to incremental insurance premiums and policies as a result of the Platinum acquisition that did not renew after the consummation of the IPO on July 25, 2025.

Gross Profit and Gross Margin Reconciliation¹

\$ in millions

	Three Months Ended September 30,		Six Months Ended September 30,	
	FY25-Q2	FY26-Q2	FY25-YTDQ2	FY26-YTDQ2
Revenue	\$ 689	\$ 669	\$ 1,212	\$ 1,205
(-) Cost of sales (excluding depreciation and amortization)	153	139	279	262
Gross Profit	\$ 535	\$ 530	\$ 933	\$ 942
Gross Margin	77.7%	79.2%	77.0%	78.2%

Note: Amounts may not sum due to rounding. (1) Due to the inherent subjectivity in the classification of costs between cost of sales and operating and administrative expenses across our industry, we do not focus on gross profit or gross margin as key operating metrics for our business

Terms: Re-occurring Revenue, Transactional Revenue and RPO

Re-occurring Revenue includes revenue from offerings that are generally sold as digital subscriptions and multi-year print products. Revenue from digital subscriptions, which are paid for at the time of sale or shortly thereafter, is recognized ratably over the term of the subscription period as the performance obligation is satisfied. For multi-year print products (e.g., workbooks), which are paid for at the beginning of the contract period, each academic year within the contract period, represents a distinct performance obligation. Revenue is recognized upon delivery to the customer for each respective academic year. Re-occurring Revenue serves as a key operating metric used by management as it offers valuable insight into the subscription-based nature of our business.

Transactional Revenue includes revenue from both print and digital offerings. Revenue from print offerings is recognized at the point of shipment and revenue from digital offerings are recognized at the time of delivery. In addition, revenues for amounts billed to customers in a sales transaction for shipping and handling are included in Transactional revenue.

Remaining Performance Obligation (“RPO”) represent the total contracted future revenue that has not yet been recognized. RPO is associated with our digital subscriptions and multi-year print products and is impacted by various factors, including the timing of renewals and purchases, contract durations, and seasonal trends. Given these influencing factors, RPO should be evaluated alongside Re-occurring Revenue and other financial metrics disclosed within this presentation. RPO serves as a key operating metric used by management as it offers visibility into future revenue and facilitates the assessment of long-term growth sustainability.

While we believe that the above key operating metrics provide useful information to investors and others in understanding and evaluating our operating results in the same manner as our management, it is important to note that other companies, including companies in our industry, may not use these metrics, may calculate them differently, may have different frequencies or may use other financial measures to evaluate their performance, all of which could reduce the usefulness of Re-occurring Revenue, Transactional Revenue or RPO as a comparative measure.

Terms: EBITDA, Adjusted EBITDA and Adjusted EBITDA Margin

EBITDA, Adjusted EBITDA and Adjusted EBITDA Margin are presented because our management uses them to assess our performance. We believe they reflect the underlying trends and indicators of our business and allow management to focus on the most meaningful indicators of our continuous operational performance.

EBITDA is defined as net income (loss) from continuing operations plus interest expense (income), net, income tax provision (benefit), depreciation and amortization.

Adjusted EBITDA is defined as net income (loss) from continuing operations plus interest expense (income), net, income tax provision (benefit), depreciation and amortization, restructuring and cost savings implementation charges, the effects of the application of purchase accounting, advisory fees paid to Platinum Advisors pursuant to the Advisory Agreement (which was terminated upon consummation of our IPO on July 25, 2025), impairment charges, transaction and integration costs, stock-based compensation, (gain) loss on extinguishment of debt and the impact of earnings or charges resulting from matters that we do not consider indicative of our ongoing operations. Further, although not included in the calculation of Adjusted EBITDA below, we may at times add estimated cost savings and operating synergies related to operational changes ranging from acquisitions or dispositions to restructurings and exclude one-time transition expenditures that we anticipate we will need to incur to realize cost savings before such savings have occurred.

Adjusted EBITDA Margin is calculated by dividing Adjusted EBITDA by total revenue.

Each of the above measures is not a recognized term under GAAP and does not purport to be an alternative to net income (loss), or any other measure derived in accordance with GAAP as a measure of operating performance, or to cash flows from operations as a measure of liquidity. Such measures are presented for supplemental information purposes only, have limitations as analytical tools, and should not be considered in isolation or as substitute measures for our results as reported under GAAP. Management uses non-GAAP financial measures to supplement GAAP results to provide a more complete understanding of the factors and trends affecting the business than GAAP results alone. Because not all companies use identical calculations, our measures may not be comparable to other similarly titled measures of other companies, and our use of these measures varies from others in our industry. Such measures are not intended to be a measure of cash available for management's discretionary use, as they may not capture actual cash obligations associated with interest payments, taxes and debt service requirements.