

The Workforce Solutions Provider

Stephen Beard
Chief Operating Officer



Recent Divestitures Permit Adtalem to Leverage Its Strengths and Pivot with the Market

Medical & Healthcare



Financial Services



Business & Law



U.S. Post-Secondary



The Education Landscape Is Shifting; Adtalem Is Evolving to Meet New Demands

**ATGE's traditional business model is impacted
by the evolving learning landscape, driven by three key trends...**



**Higher Ed Institutions
Facing Pressure to
Improve Student ROI**



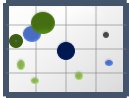
**Tech and Business
Model Innovations**



**Boundaries Blurring
Between Educators
and Employers**

*The market is expected to continue to shift toward flexible,
on-the-job training and lifelong learning/continuous upskilling.*

Adtalem Will Migrate from Portfolio Manager to Workforce Solutions Provider



Portfolio Manager

- This model benefited us with a straightforward playbook for a broadly diversified portfolio
- However, it also presented complexity and risk and lacked opportunities for driving value through shared activity and transferrable capabilities across the enterprise

Workforce Solutions Provider

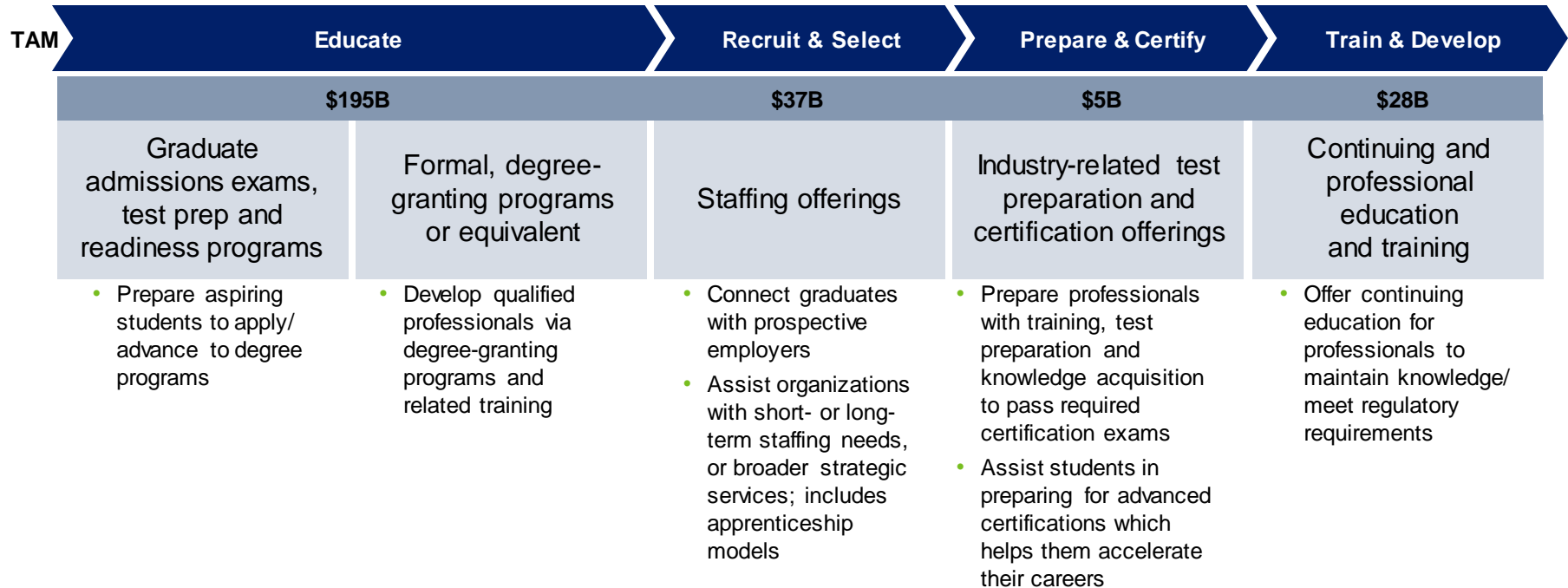


- Responsive to **positive market dynamics** that demand stronger links between education and workforce needs
- Opportunities for **higher mix of B2B revenue** as workforce player
- Longer relationship with consumer over time translates to **higher customer lifetime value (CLTV)**

An enterprise strategy that delivers leading workforce solutions permits Adtalem to serve our markets in a more competitive and comprehensive way.

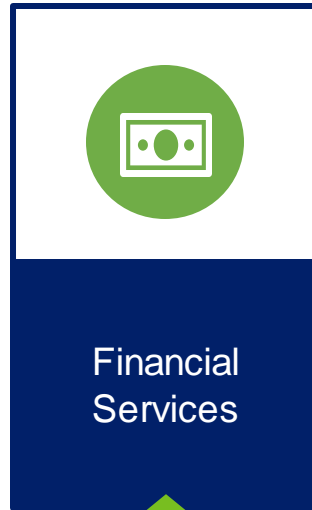
Sizeable Market Opportunity in Workforce Solutions Value Chain Leveraging Existing Capabilities

Workforce Solutions Value Chain



Streamlined Verticals

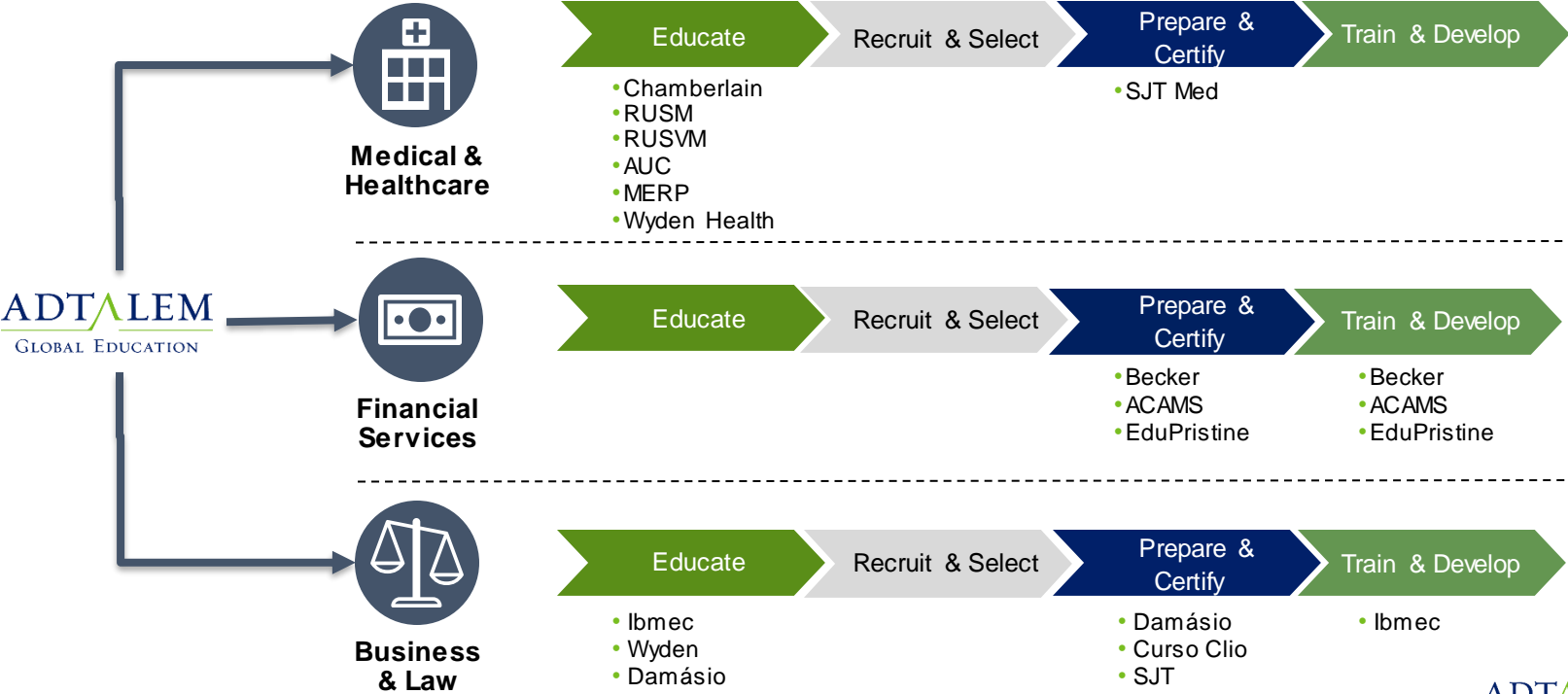
Our verticals will prioritize growth opportunities that serve current and prospective customers.



And they will leverage opportunities for shared activities and transferrable capabilities.

Adtalem Will Expand Across the Workforce Solutions Value Chain

Value Chain and Industry Verticals



Competitive Differentiators of the Workforce Solutions Strategy

Several capabilities at the enterprise level, strengthened by the leadership team, will lend themselves to the workforce solutions provider strategy.



Brand Strength



Global Platform



Talent



Institutional Partnerships



Academic Foundation

Revitalized Model Improves Competitiveness, Accelerates Growth, and Drives Enterprise Value



Leverage Multiple Vehicles to Achieve Growth Goals



**Consistently
Profitable
Topline
Growth**



**Exploiting the
Synergies
of the
Streamlined
Portfolio**



**Differentiating
Capabilities**



**Accretive
Inorganic
Growth**