



# 2nd Quarter 2025 Earnings Release Presentation

July 22, 2025



# Cautionary Statements

This presentation includes “forward looking statements.” These statements relate to future events, including, but not limited to, statements regarding our liquidity, operating results, future earnings, financial position, operational and strategic initiatives, and developments in legislation, regulation, and the healthcare industry more generally. These forward-looking statements represent management’s expectations, based on currently available information, as to the outcome and timing of future events, but, by their nature, address matters that are uncertain. Actual results, performance or achievements could differ materially from those expressed in any forward-looking statement.

Examples of uncertainties that may cause our actual results, performance or achievements to be materially different from those expressed or implied by forward looking statements include, but are not limited to, the factors described under “Forward Looking Statements” and “Risk Factors” in our Forms 10-Q, 10-K, and other filings with the Securities and Exchange Commission. We assume no obligation to update any forward-looking statements or information subsequent to the dates such statements are made. Investors are cautioned not to place undue reliance on our forward-looking statements.

## NON-GAAP FINANCIAL INFORMATION

This presentation contains financial measures that are not in accordance with accounting principles generally accepted in the United States of America (GAAP). Reconciliations of these non-GAAP measures to the most comparable GAAP measures and management’s reasoning for using these non-GAAP financial measures are included in our earnings press releases dated February 12, 2025 and July 22, 2025, which are available on our website at [www.tenethealth.com/investors](http://www.tenethealth.com/investors). We are not able to reconcile certain forward looking non-GAAP financial measures to the most comparable U.S. GAAP financial measures without unreasonable efforts due to uncertainty regarding items outside of our control.

# Second Quarter 2025 Highlights

Consolidated Adjusted EBITDA of \$1.121 billion, well above the upper end of our second quarter Outlook range

**19%** Consolidated  
Adjusted EBITDA  
Growth

**74%** Adjusted  
diluted EPS  
Growth

**21.3%** Consolidated  
Adjusted EBITDA  
Margin

## Ambulatory

- 11% Adjusted EBITDA growth
- 7.7% same-facility revenue growth
- 39.2% Adjusted EBITDA margin
- 8 facilities added in second quarter

## Hospitals

- 25% Adjusted EBITDA growth
- 1.6% same-hospital admissions growth
- 15.6% Adjusted EBITDA margin

**FY 2025 Outlook\* Increased \$395 million** – Now Expect Consolidated Adjusted EBITDA of \$4.40 to \$4.54 billion

\* 2025 Financial Outlook is based on the Company's Outlook as of July 22, 2025

# 2025 Financial Outlook\*

Net operating revenues	\$20.95 to \$21.25B
------------------------	---------------------

## Adjusted EBITDA

Ambulatory	\$1.99 to \$2.05B
------------	-------------------

Hospitals	\$2.41 to \$2.49B
-----------	-------------------

Consolidated	\$4.40 to \$4.54B
--------------	-------------------

Adjusted EBITDA margin	21.0% to 21.4%
------------------------	----------------

**Third Quarter 2025 Adjusted EBITDA**  
22.5 - 23.5% of 2025 Adjusted EBITDA at the  
mid-point of the range

## Changes vs. prior year

Ambulatory same facility system-wide revenues	Up 4 - 7%
---	-----------

Inpatient admissions	Up 2 - 3%
----------------------	-----------

Adjusted admissions	Up 1.5 - 2.5%
---------------------	---------------

## Capital Deployment

Net cash provided by operating activities	\$2.75 to \$3.10B
---	-------------------

Capital expenditures	\$725 to \$825M
----------------------	-----------------

Free cash flow	\$2.025 to \$2.275B
----------------	---------------------

NCI cash distributions	\$780 to \$830M
------------------------	-----------------

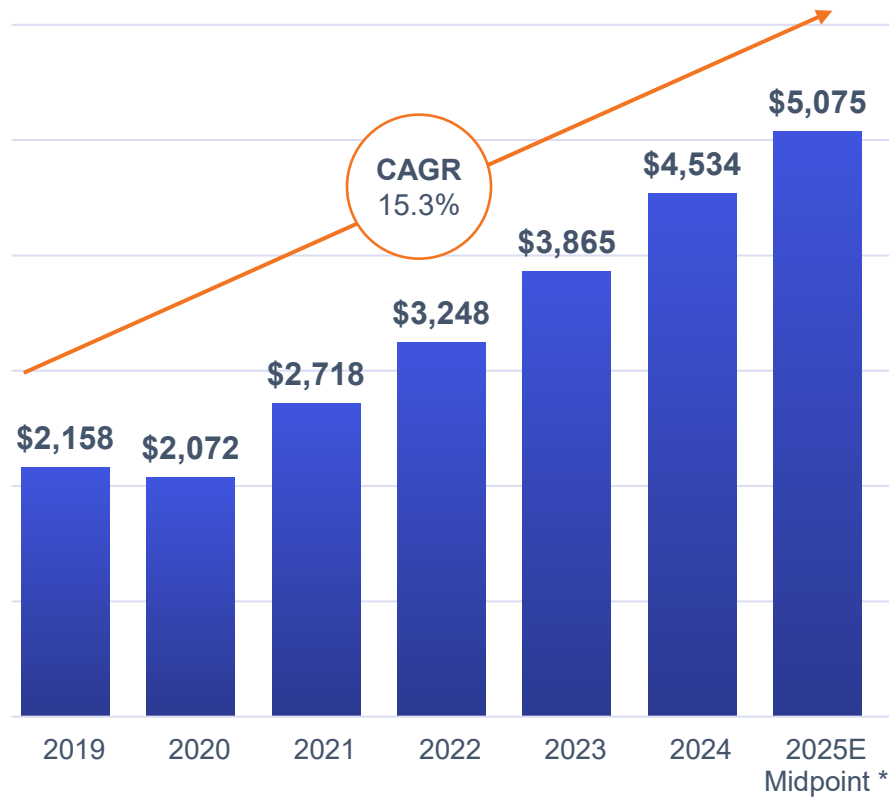
Free cash flow less NCI distributions	\$1.245 to \$1.445B
---------------------------------------	---------------------

\*2025 Financial Outlook is based on the Company's Outlook as of July 22, 2025

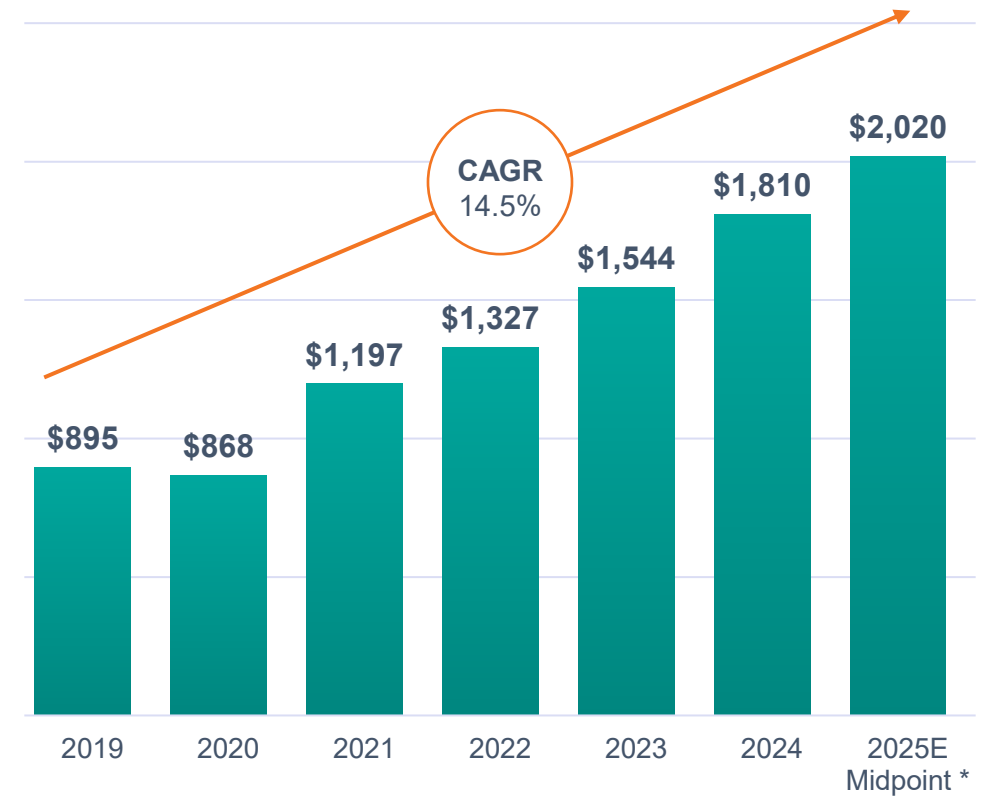
# USPI

# USPI Track Record of Mid-teens Growth and Strong Margins

## Net Revenue (\$M)



## Adjusted EBITDA (\$M)

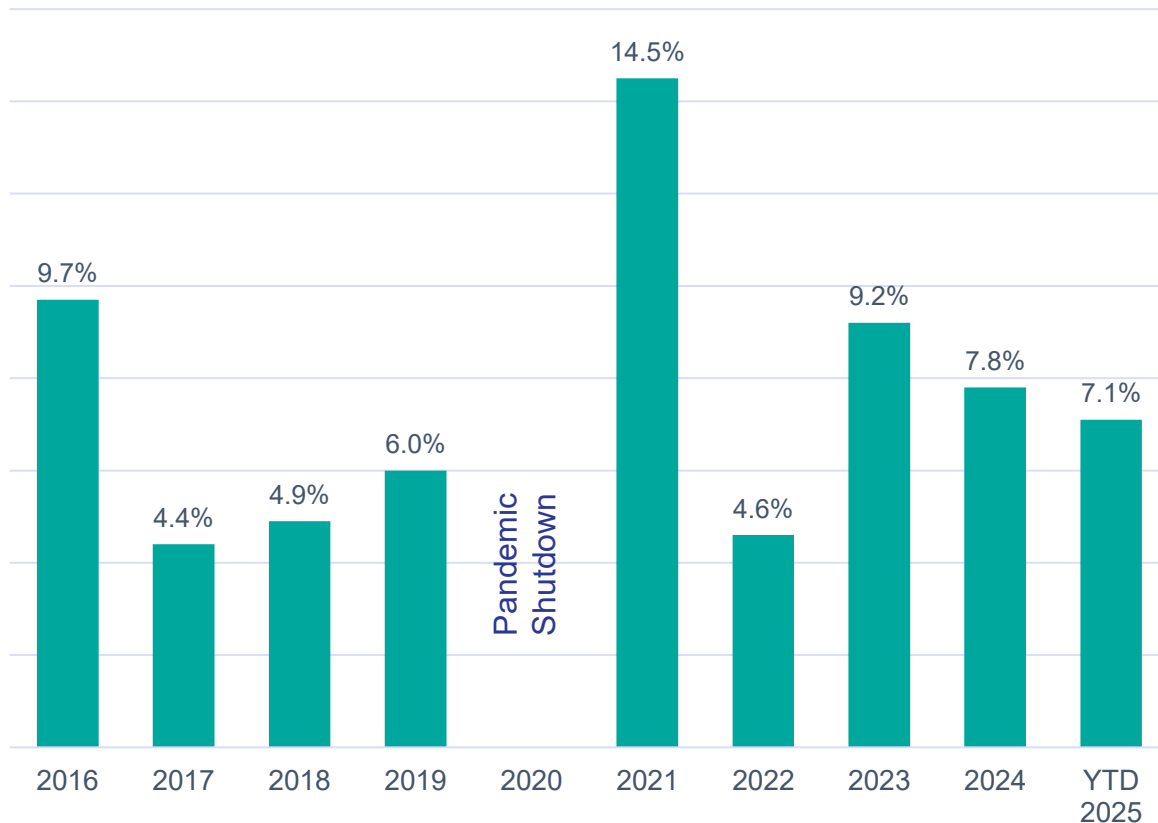


**Consistent Track Record of ~40% Adjusted EBITDA Margins**

\* 2025E is based on the Company's outlook as of July 22, 2025

# USPI Long Term Organic Growth Consistency

**6.1% Same-facility System-wide Revenue CAGR from 2015-2025**



**Organic Growth Rates Driven by USPI Leadership in Strategy & Execution**

**Established Expertise in Starting New Service Lines**

**136**

Service Line Additions  
YTD 2025

**Expansion of High Acuity Cases**

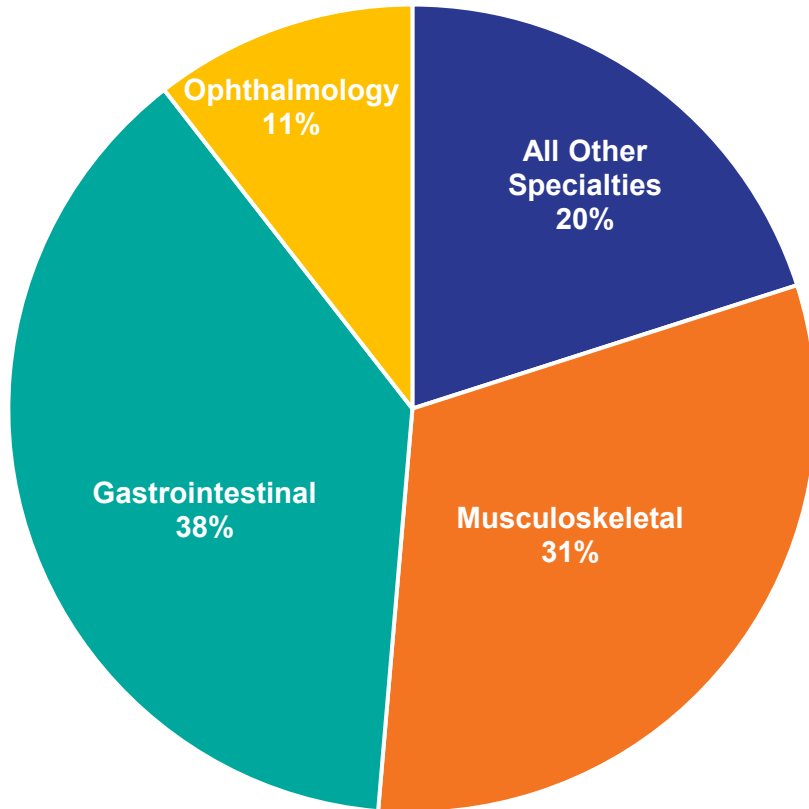
**12.6%**

Same-facility ASC  
Total Joints Growth  
Q2 2025\*

\*Same-facility ASCs excludes acquired facilities or de novos opened after March 31, 2024

# USPI Case Mix / Clinical Quality

## 2024 Case Mix



## Commitment to Quality Drives Strong Patient Experience



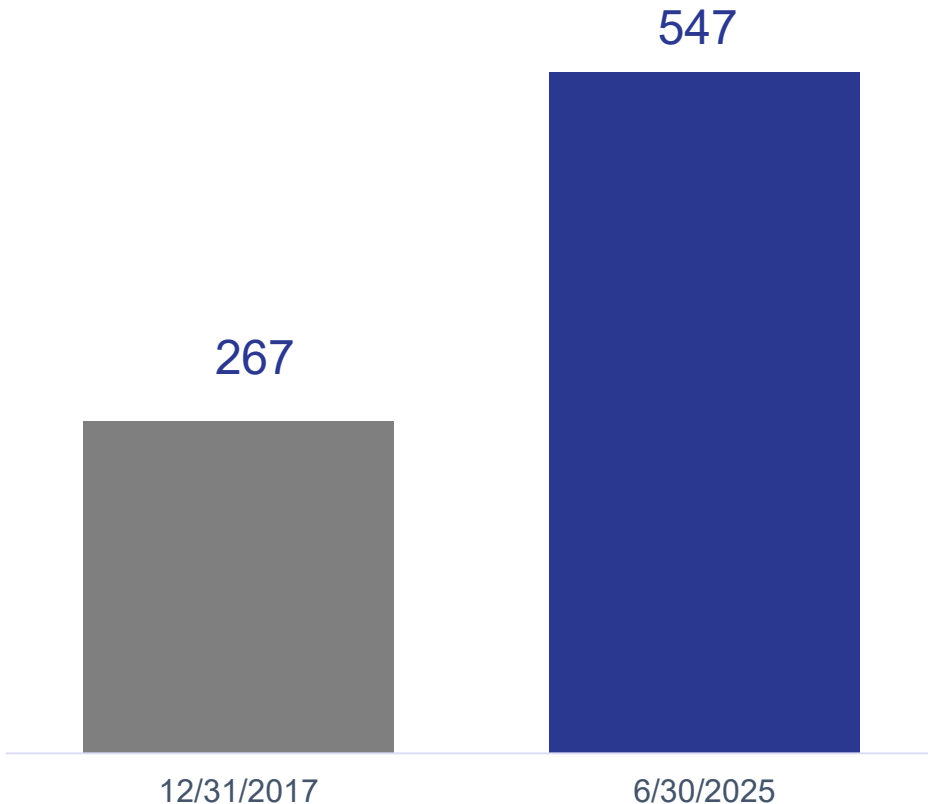
**96.6**

2024 Overall  
Patient  
Experience Score

# USPI Acquisitions and De Novos Deliver Significant Returns on Invested Capital

## Total Number of Facilities

2017 – 2025



## Achievement of Attractive Returns

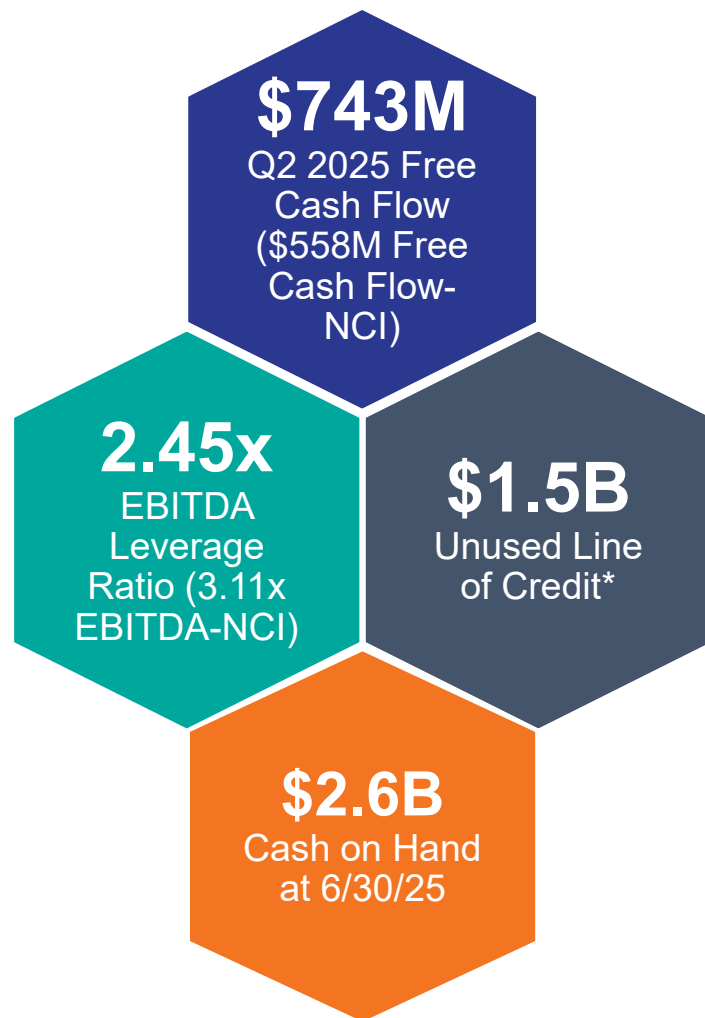


***Dedicated development team and strong partnership economic returns drive competitive deal advantages***

\* Targeted Acquisition Effective Multiple generally realized over a three-year period post-acquisition

# Cash Flow and Capital

# 2025 Cash Flows Continue to Support Growth / De-leveraging

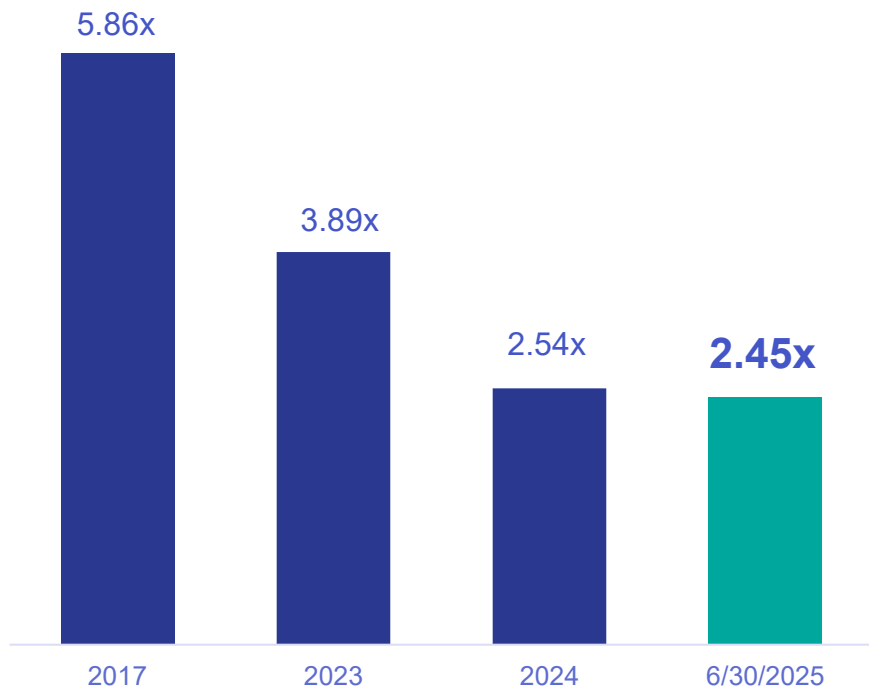


- Our cash flow and balance sheet position provide us capital allocation financial flexibility:
  - ✓ Ample liquidity and access to capital markets to pursue our growth strategy while returning capital to shareholders
- Second quarter 2025 M&A Activity:
  - ✓ Acquired 7 ambulatory centers and 1 surgical hospital
- Repurchased ~4.6 million shares in second quarter 2025 for \$747 million
  - ✓ Repurchased ~7.2 million shares YTD for \$1.1 billion
- **Board of Directors authorized a \$1.5 billion increase to our share repurchase program**

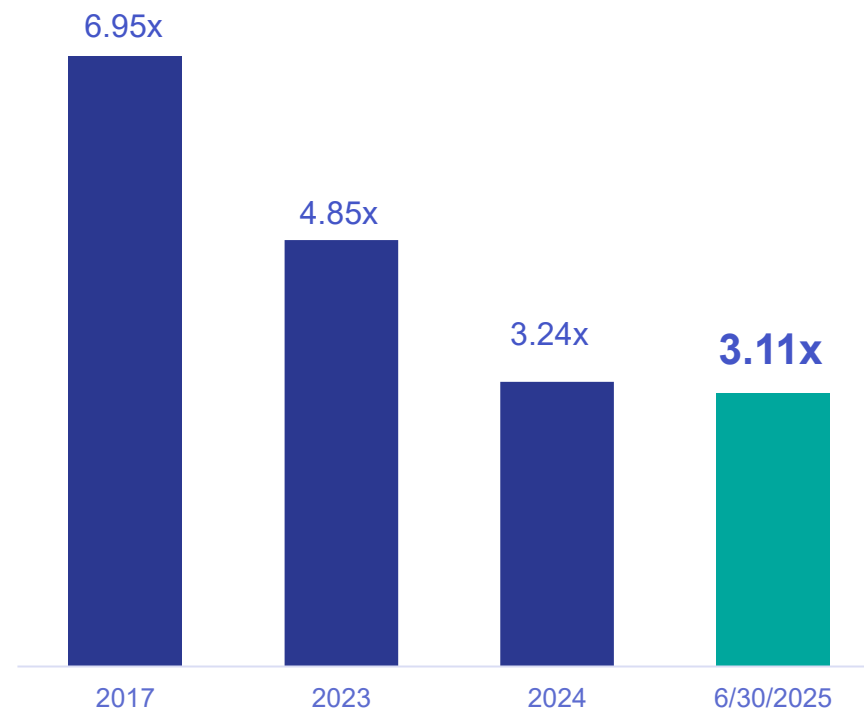
\* Subject to periodic updates to overall borrowing base capacity

# Significant Deleveraging of the Balance Sheet

## LEVERAGE RATIO (EBITDA)



## LEVERAGE RATIO (EBITDA-NCI)



Substantial reduction in leverage following significant performance improvement and hospital sales

# Capital Deployment Priorities

We prioritize the deployment of the free cash flow generated by our businesses to the following areas:

## Investments in our ASC platform

M&A and de novo investments – baseline intention is \$250 million per year

## Investments in our Hospital Business

Continued investment in technology, robotics, and targeted surgical hospital expansion focused on higher acuity services

## Maintain deleveraged balance sheet

Commitment to a deleveraged balance sheet through earnings growth and debt repayment

## Share repurchase program

\$1.781 billion share repurchase authorization remaining

# GAAP to Non-GAAP Reconciliations

---

## NON-GAAP FINANCIAL INFORMATION

This presentation contains financial measures that are not in accordance with accounting principles generally accepted in the United States of America (GAAP).

Reconciliations of these non-GAAP measures to the most comparable GAAP measures and management's reasoning for using these non-GAAP measures are included in our earnings press release dated July 22, 2025. GAAP to non-GAAP reconciliations for those measures used in this slide presentation are also included on the following slides.

# Supplemental Non-GAAP disclosures

**Table #1 – Reconciliations of Net Income Available to Tenet Healthcare Corporation Common Shareholders to Adjusted Net Income Available to Common Shareholders**

(Unaudited)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
<i>(Dollars in millions, except per share amounts)</i>				
<b>Net income available to Tenet Healthcare Corporation common shareholders</b>	<b>\$ 288</b>	<b>\$ 259</b>	<b>\$ 694</b>	<b>\$ 2,410</b>
Less:				
Impairment and restructuring charges, and acquisition-related costs	(24)	(29)	(43)	(56)
Litigation and investigation costs	(28)	(5)	(45)	(9)
Net gains (losses) on sales, consolidation and deconsolidation of facilities	(38)	58	(16)	2,558
Loss from early extinguishment of debt	—	—	—	(8)
Tax and noncontrolling interests impact of above items	9	9	15	(625)
<b>Adjusted net income available to common shareholders</b>	<b>\$ 369</b>	<b>\$ 226</b>	<b>\$ 783</b>	<b>\$ 550</b>
<b>Diluted earnings per share</b>	<b>\$ 3.14</b>	<b>\$ 2.64</b>	<b>\$ 7.43</b>	<b>\$ 24.22</b>
Less:				
Impairment and restructuring charges, and acquisition-related costs	(0.26)	(0.30)	(0.46)	(0.56)
Litigation and investigation costs	(0.31)	(0.05)	(0.48)	(0.09)
Net gains (losses) on sales, consolidation and deconsolidation of facilities	(0.41)	0.59	(0.17)	25.70
Loss from early extinguishment of debt	—	—	—	(0.08)
Tax and noncontrolling interests impact of above items	0.10	0.09	0.16	(6.28)
<b>Adjusted diluted earnings per share</b>	<b>\$ 4.02</b>	<b>\$ 2.31</b>	<b>\$ 8.38</b>	<b>\$ 5.53</b>
<b>Weighted average basic shares outstanding (in thousands)</b>	<b>91,135</b>	<b>97,267</b>	<b>92,688</b>	<b>98,424</b>
<b>Weighted average dilutive shares outstanding (in thousands)</b>	<b>91,791</b>	<b>98,444</b>	<b>93,408</b>	<b>99,557</b>

# Supplemental Non-GAAP disclosures

**Table #2 – Reconciliations of Net Income Available to Tenet Healthcare Corporation Common Shareholders to Adjusted EBITDA**  
(Unaudited)

<i>(Dollars in millions)</i>	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
<b>Net income available to Tenet Healthcare Corporation common shareholders</b>	<b>\$ 288</b>	<b>\$ 259</b>	<b>\$ 694</b>	<b>\$ 2,410</b>
Less:				
Net income available to noncontrolling interests	(234)	(218)	(450)	(401)
Net income	522	477	1,144	2,811
Income tax expense	(120)	(110)	(263)	(860)
Loss from early extinguishment of debt	—	—	—	(8)
Other non-operating income, net	25	29	51	54
Interest expense	(206)	(203)	(410)	(421)
Operating income	823	761	1,766	4,046
Litigation and investigation costs	(28)	(5)	(45)	(9)
Net gains (losses) on sales, consolidation and deconsolidation of facilities	(38)	58	(16)	2,558
Impairment and restructuring charges, and acquisition-related costs	(24)	(29)	(43)	(56)
Depreciation and amortization	(208)	(208)	(414)	(416)
<b>Adjusted EBITDA</b>	<b>\$ 1,121</b>	<b>\$ 945</b>	<b>\$ 2,284</b>	<b>\$ 1,969</b>
<b>Net operating revenues</b>	<b>\$ 5,271</b>	<b>\$ 5,108</b>	<b>\$ 10,494</b>	<b>\$ 10,476</b>
<b>Net income available to Tenet Healthcare Corporation common shareholders as a % of net operating revenues</b>	<b>5.5 %</b>	<b>5.1 %</b>	<b>6.6 %</b>	<b>23.0 %</b>
<b>Adjusted EBITDA as a % of net operating revenues (Adjusted EBITDA margin)</b>	<b>21.3 %</b>	<b>18.5 %</b>	<b>21.8 %</b>	<b>18.8 %</b>

# Supplemental Non-GAAP disclosures

**Table #3 – Reconciliations of Net Cash Provided by Operating Activities to Free Cash Flow and Adjusted Free Cash Flow**

(Unaudited)

	2025	
	Q2	YTD
<i>(Dollars in millions)</i>		
<b>Net cash provided by operating activities</b>	<b>\$ 936</b>	<b>\$ 1,751</b>
Purchases of property and equipment	(193)	(366)
<b>Free cash flow</b>	<b>\$ 743</b>	<b>\$ 1,385</b>
<b>Net cash used in investing activities</b>	<b>\$ (314)</b>	<b>\$ (501)</b>
<b>Net cash used in financing activities</b>	<b>\$ (996)</b>	<b>\$ (1,644)</b>
<b>Net cash provided by operating activities</b>	<b>\$ 936</b>	<b>\$ 1,751</b>
Less:		
Payments for restructuring charges, acquisition-related costs, and litigation costs and settlements	(45)	(81)
<b>Adjusted net cash provided by operating activities</b>	<b>981</b>	<b>1,832</b>
Purchases of property and equipment	(193)	(366)
<b>Adjusted free cash flow</b>	<b>\$ 788</b>	<b>\$ 1,466</b>
<i>(Dollars in millions)</i>		
<b>Net cash provided by operating activities</b>	<b>\$ 747</b>	<b>\$ 1,333</b>
Purchases of property and equipment	(145)	(385)
<b>Free cash flow</b>	<b>\$ 602</b>	<b>\$ 948</b>
<b>Net cash provided by (used in) investing activities</b>	<b>\$ (194)</b>	<b>\$ 3,134</b>
<b>Net cash used in financing activities</b>	<b>\$ (154)</b>	<b>\$ (2,815)</b>
<b>Net cash provided by operating activities</b>	<b>\$ 747</b>	<b>\$ 1,333</b>
Less:		
Payments for restructuring charges, acquisition-related costs, and litigation costs and settlements	(39)	(64)
<b>Adjusted net cash provided by operating activities</b>	<b>786</b>	<b>1,397</b>
Purchases of property and equipment	(145)	(385)
<b>Adjusted free cash flow</b>	<b>\$ 641</b>	<b>\$ 1,012</b>

# Supplemental Non-GAAP disclosures

**Table #4 – Reconciliations of Outlook Net Income Available to Tenet Healthcare Corporation Common Shareholders to Outlook Adjusted Net Income Available to Common Shareholders**

(Unaudited)

*(Dollars in millions, except per share amounts)*

	FY 2025	
	Low	High
<b>Net income available to Tenet Healthcare Corporation common shareholders</b>	<b>\$ 1,279</b>	<b>\$ 1,379</b>
Less:		
Impairment and restructuring charges, acquisition-related costs, and litigation costs and settlements <sup>(1)</sup>	(150)	(100)
Net losses on sales, consolidation and deconsolidation of facilities <sup>(2)</sup>	(16)	(16)
Tax and noncontrolling interests impact of above items	30	20
<b>Adjusted net income available to common shareholders</b>	<b>\$ 1,415</b>	<b>\$ 1,475</b>
<b>Diluted earnings per share</b>	<b>\$ 14.05</b>	<b>\$ 15.15</b>
Less:		
Impairment and restructuring charges, acquisition-related costs, and litigation costs and settlements	(1.65)	(1.10)
Net losses on sales, consolidation and deconsolidation of facilities	(0.18)	(0.18)
Tax and noncontrolling interests impact of above items	0.33	0.22
<b>Adjusted diluted earnings per share</b>	<b>\$ 15.55</b>	<b>\$ 16.21</b>
<b>Weighted average basic shares outstanding (in thousands)</b>	<b>90,000</b>	<b>90,000</b>
<b>Weighted average dilutive shares outstanding (in thousands)</b>	<b>91,000</b>	<b>91,000</b>

- (1) The figures shown represent the Company's estimate for restructuring charges plus the actual year-to-date results for impairment and restructuring charges, acquisition-related costs, and litigation costs and settlements. The Company does not generally forecast impairment charges, acquisition-related costs, and litigation costs and settlements because it does not believe that it can forecast these items with sufficient accuracy since some of these items are indeterminable at the time the Company provides its financial Outlook.
- (2) The Company does not generally forecast net gains (losses) on sales, consolidation and deconsolidation of facilities because the Company does not believe that it can forecast these items with sufficient accuracy since it is indeterminable at the time the Company provides its financial Outlook. The figures shown relate to transactions that have already occurred in 2025.

# Supplemental Non-GAAP disclosures

**Table #5 – Reconciliations of Outlook Net Income Available to Tenet Healthcare Corporation  
Common Shareholders to Outlook Adjusted EBITDA**  
(Unaudited)

<i>(Dollars in millions)</i>	FY 2025	
	Low	High
<b>Net income available to Tenet Healthcare Corporation common shareholders</b>	<b>\$ 1,279</b>	<b>\$ 1,379</b>
Less:		
Net income available to noncontrolling interests	(940)	(990)
Income tax expense	(475)	(505)
Interest expense	(825)	(815)
Other non-operating income, net	90	100
Net losses on sales, consolidation and deconsolidation of facilities <sup>(2)</sup>	(16)	(16)
Impairment and restructuring charges, acquisition-related costs, and litigation costs and settlements <sup>(1)</sup>	(150)	(100)
Depreciation and amortization	(805)	(835)
<b>Adjusted EBITDA</b>	<b>\$ 4,400</b>	<b>\$ 4,540</b>
<b>Net income available to Tenet Healthcare Corporation common shareholders</b>	<b>\$ 1,279</b>	<b>\$ 1,379</b>
<b>Net operating revenues</b>	<b>\$ 20,950</b>	<b>\$ 21,250</b>
<b>Net income available to Tenet Healthcare Corporation common shareholders as a % of net operating revenues</b>	<b>6.1 %</b>	<b>6.5 %</b>
<b>Adjusted EBITDA as a % of net operating revenues (Adjusted EBITDA margin)</b>	<b>21.0 %</b>	<b>21.4 %</b>

- (1) The figures shown represent the Company's estimate for restructuring charges plus the actual year-to-date results for impairment and restructuring charges, acquisition-related costs, and litigation costs and settlements. The Company does not generally forecast impairment charges, acquisition-related costs, and litigation costs and settlements because it does not believe that it can forecast these items with sufficient accuracy since some of these items are indeterminable at the time the Company provides its financial Outlook.
- (2) The Company does not generally forecast net gains (losses) on sales, consolidation and deconsolidation of facilities because the Company does not believe that it can forecast these items with sufficient accuracy since it is indeterminable at the time the Company provides its financial Outlook. The figures shown relate to transactions that have already occurred in 2025.

# Supplemental Non-GAAP disclosures

**Table #6 – Reconciliations of Outlook Net Cash Provided by Operating Activities to Outlook Free Cash Flow and Outlook Adjusted Free Cash Flow**  
(Unaudited)

	FY 2025	
	Low	High
<i>(Dollars in millions)</i>		
<b>Net cash provided by operating activities</b>	<b>\$ 2,750</b>	<b>\$ 3,100</b>
Purchases of property and equipment	(725)	(825)
<b>Free cash flow</b>	<b>\$ 2,025</b>	<b>\$ 2,275</b>
<b>Net cash provided by operating activities</b>	<b>\$ 2,750</b>	<b>\$ 3,100</b>
Less:		
Payments for restructuring charges, acquisition-related costs and litigation costs and settlements <sup>(1)</sup>	(150)	(100)
<b>Adjusted net cash provided by operating activities</b>	<b>2,900</b>	<b>3,200</b>
Purchases of property and equipment	(725)	(825)
<b>Adjusted free cash flow<sup>(2)</sup></b>	<b>\$ 2,175</b>	<b>\$ 2,375</b>

- (1) The figures shown represent the Company's estimate for restructuring payments plus the actual year-to-date payments for restructuring charges, acquisition-related costs, and litigation costs or settlements. The Company does not generally forecast payments for acquisition-related costs, and litigation costs and settlements because it does not believe that it can forecast these items with sufficient accuracy since some of these items are indeterminable at the time the Company provides its financial Outlook.
- (2) The Company's definition of Adjusted Free Cash Flow does not include other important uses of cash including (1) cash used to purchase businesses or joint venture interests, or (2) any items that are classified as Cash Flows From Financing Activities on the Company's Consolidated Statement of Cash Flows, including items such as (i) cash used to repay borrowings, and (ii) distributions paid to noncontrolling interests.

