





SCHOLASTIC

Investor Presentation

September 2026







Forward-Looking Statements / Regulation G

This presentation contains certain statements made today which will be forward-looking. These forward-looking statements, by their nature, are subject to various risks and uncertainties, and actual results may differ materially from those currently anticipated.

Today's comments include references to certain non-GAAP financial measures as defined in Regulation G. The reconciliation of these non-GAAP financial measures with the relevant GAAP financial information and other information required by Regulation G is provided in the Company's earnings release, which is posted on the Company's investor relations website at ***investor.scholastic.com***.

Scholastic At A Glance

Global publisher and distributor of bestselling children's books and a trusted provider of children's media and education materials, supporting the literacy, learning and growth of all children

- **100+ year legacy and highly trusted brand**, built upon differentiated and relevant mission: inspiring children to read and learn
- **World's largest children's book publisher and distributor**, vertically integrating bestselling publishing, including of many of largest children's and young adult series and franchises, with proprietary channels reaching majority of U.S. schools
- **Award-winning creator, distributor and licensor** of high-quality children's IP and media
- **Leading provider of high-impact literacy resources and tools** to schools, districts and partners, addressing the growing literacy crisis
- **Global operations** across key English-speaking markets, with reach into 135+ countries

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SCHOLASTIC BOOK FAIR

SCHOLASTIC Book Clubs

SCHOLASTIC News

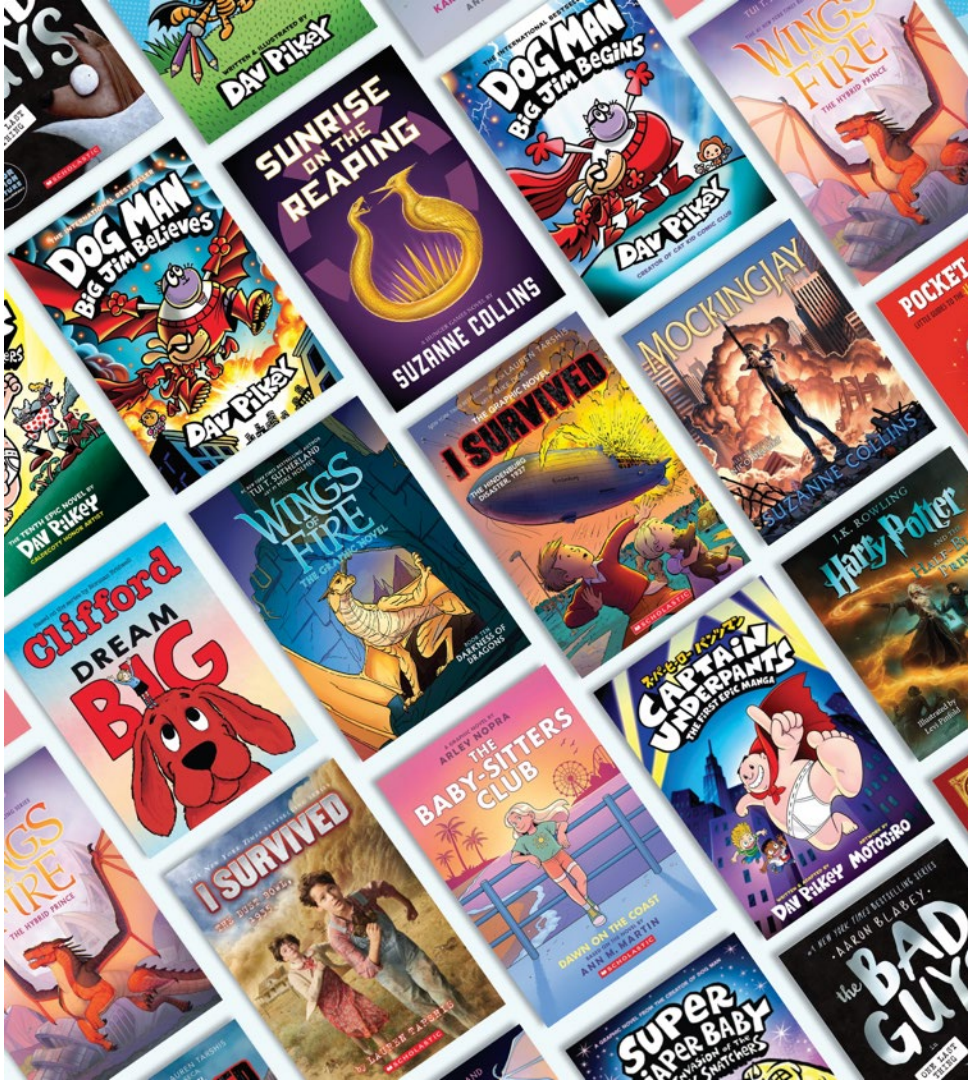
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100% KLUTZ CERTIFIED

SCHOLASTIC EDUCATION

SCHOLASTIC ENTERTAINMENT

Scholastic inspires and empowers all children to become life-long readers and learners, unlocking an imaginative curiosity about themselves and the world.



Long-Term Macro Trends Supporting Scholastic's Growth

1. **Enduring importance of children's books, print and reading,** reflecting families' continued involvement in their children's education and development

2. **New emerging funding sources** to support children's reading achievement across schools and communities, in response to declining scores and outcomes

3. **Rising demand for trusted, proven children's brands and content** as families and educators seek high-quality, authentic content in a crowded landscape

4. **Children's content increasingly extends across formats and platforms,** creating new opportunities for engagement, IP monetization and renewed print discovery

5. **Technology & AI enabling** streamlining of marketing, editorial and production processes while differentiating importance of trusted, human-created content

Scholastic Operating Segments

Children's Book Group (CBG)

School Reading Events: direct distribution of children's books through Book Fairs and Book Clubs



Trade Publishing: publishing of children's books sold across retail and School Reading Events channels



Entertainment: develops and distributes high-quality children's media content across multiple platforms

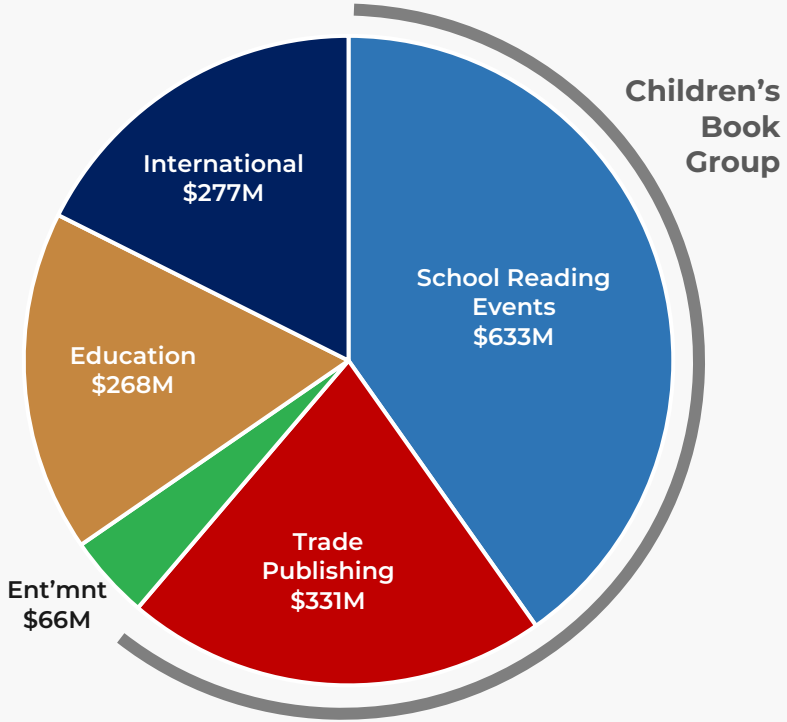


Education: literacy and knowledge-building educational products and resources for teachers and students



International: publishing, school reading events and exports of children's books and education materials outside of the United States





Fiscal 2026 Revenues*

SCHOLASTIC *Fiscal Year ended May 31, 2026.

Children’s Book Group: School Reading Events

FY26 Revenue*

$633M

- Differentiated, event-based fundraising models – raising approximately $250 million in FY26 through its school-based book fairs and clubs – bringing highly curated books directly into the majority of U.S. K–12 schools, while driving engagement and excitement across the school community
- Exclusive access to hit Scholastic titles and pricing power through vertical integration with Scholastic’s original publishing and scale
- Reaches over 30 million kids annually, with opportunity to deepen engagement with families beyond the fair through Scholastic's digital ecosystem
- Expanding total addressable market through new fair formats, school types and select non-school channels, increasing fair frequency and participation
- Strong operating leverage with attractive variable margins, supporting earnings growth even on modest revenue growth



*Fiscal Year ended May 31, 2026 Financial Results and Annual Metrics

Children's Book Group: Trade Publishing

FY26 Revenue*

$331M

- Leading children's publisher with global scale, supported by a trusted brand and distribution across retail and proprietary school channels
- Deep author relationships and proven ability to create enduring global franchises, including best-selling series such as Harry Potter®, The Hunger Games® and Dog Man®
- Over 500 new titles published annually alongside significant backlist and franchise portfolio, providing recurring revenue and long-term IP monetization opportunities
- Strong presence in key growing categories – including young-adult series and graphic novels – with significant opportunities to gain share in underpenetrated categories, including early childhood
- Integrated Children's Book Group model enables cross-channel growth, leveraging school-based distribution and marketing to drive discovery and demand across channels



*Fiscal Year ended May 31, 2026 Financial Results and Annual Metrics

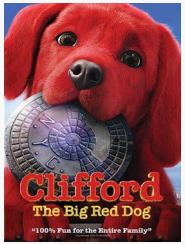
Entertainment

FY26 Revenue**

$66M

- Producer and distributor of award-winning children's film, television and digital content across platforms, developing both Scholastic and licensed IP
- Extending trusted Scholastic IP beyond the page to the screen, leveraging beloved stories and characters to drive franchise growth
- 9 Story Media Group* enhances production and distribution capabilities at scale, enabling participation across the full IP lifecycle from creation to monetization
- Expanding pipeline of IP-based content, positioning the business for further growth as industry greenlight activity improves
- Growing digital footprint across major Advertising Video On Demand platforms – including YouTube and ScholasticTV – expands audience reach and discovery, supporting long-term monetization opportunities









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*Scholastic acquired 100% of 9 Story's economic interests in June 2024.
**Fiscal Year ended May 31, 2026 Financial Results and Annual Metrics

Education

FY26 Revenue*

$268M

- Leading provider of evidence-based solutions to raise students' literacy serving three core customer segments – schools & districts, teachers, and families & communities – backed by the education brand most trusted by parents and educators
- Solutions strongly align with science of reading / learning and emerging instructional trends, including focus on reading comprehension, whole books and texts, and distraction-free print
- Balanced segment portfolio taps diversified funding sources addressing declining reading test scores: local budgets, federal grants, earmarked state partnerships, philanthropies, community-based organizations, teachers and families
- Repositioned in fiscal 2026 under new leadership with a restructured organization, product portfolio and go-to-market strategy, positioning the business to return to growth
- Disciplined operating model and lower cost structure, with significant operating leverage potential







*Fiscal Year ended May 31, 2026 Financial Results and Annual Metrics

International

FY26 Revenue*

$277M

- Global operations delivering children's books and educational materials through publishing and distribution businesses
- Established presence in major English-speaking markets – including the UK, Canada, Australia, New Zealand & India – with operations across other international regions to magnify Scholastic's franchises globally
- International publishing operations in major markets create locally developed content, best-selling titles and franchises, and discover authors
- Export and operations business serving over 135 countries, extending reach into global markets
- Opportunity to expand English-language learning and literacy globally, supported by growing demand in developing and non-native English markets





*Fiscal Year ended May 31, 2026 Financial Results and Annual Metrics

Scholastic’s Integrated Content & Distribution Strategy

1 – Develop, acquire and publish children's content and IP across books, media and licensing

2 - Provide children access to quality books through Scholastic's differentiated distribution channels



3 – Extend beloved Scholastic-controlled IP to big and small screens through award-winning production studios

4 – Build global franchises through licensing and distribution to drive long-term monetization and extend reach

Scholastic's Near-Term Focus Areas

1. **Leveraging newly integrated Children's Book Group** to improve coordination, efficiency and cross-channel demand across Trade and School Reading Events

2. **Driving Book Fairs growth** through new fair formats, expanded school and non-school events and increased fair count

3. **Repositioning Education business** with a focused product portfolio, updated go-to-market strategy and improved cost structure, in advance of anticipated market recovery

4. **Growing Entertainment pipeline,** leveraging 9 Story capabilities and expanding digital reach to drive IP discovery and monetization, as industry returns to production

5. **Continued, disciplined capital allocation and cost management** to enhance shareholder returns and expand long-term margins

Capital Deployment & Balance Sheet Actions

- Unlocked over $400 million in net proceeds through significant sale-leaseback transactions of real estate assets in New York City and Jefferson City, MO *(December 2025)*
- Established long-term net leverage targets of 2.0 – 2.5x Adjusted EBITDA *(March 2025)*
- Returned over $285 million to shareholders in Fiscal 2026 through open-market repurchases, a modified Dutch auction tender offer and dividends
- Announced 25% increase to regular quarterly dividend *(July 2026)*
- Returned ~$30 million to shareholders through share repurchases and dividends in Q1 Fiscal 2027; ~$157 million remains authorized for future repurchases

Over $800M returned to shareholders since 2022, through intentional balance sheet optimization, capital allocation and growth investment

First Quarter 2027 Segment Highlights

- Children's Book Publishing & Distribution positioned for a strong back-to-school and fall selling season
  - Strong Book Fairs early indicators, with bookings and fair count ahead of prior year
  - Exciting Trade Publishing schedule, including *Harry Potter*® releases ahead of the new HBO series, a new *Dog Man*® title, and *Sunrise on the Reaping* tie-in publishing ahead of *The Hunger Games*® movie this fall, and more
- Entertainment delivered a strong quarter, building on FY26 momentum and pipeline visibility
  - Production activity increased significantly, driving substantial revenue growth and improved profitability
  - Digital platforms continue to extend the reach of Scholastic IP
- Education sales down in seasonally smallest quarter, reflecting increased pressure on school and district budgets
  - March expiration of ESSER funding, declining enrollment meeting rising salaries and fixed costs
  - Go-to-market transformation accelerating and focused on improving sales productivity and execution
- International results benefited from Scholastic's global franchises and operating discipline
  - *The Hunger Games* and *Dog Man* franchise activity supporting Q2
  - Mattel partnership expanding reach in India

Fiscal 2027 Outlook

- Affirming fiscal year 2027 guidance:
  - Revenue growth of 2% to 4%
  - Adjusted EBITDA of $135 million to $145 million, representing year-over-year growth on a comparable basis [1]
- Free cash flow of $35 million to $40 million, representing modest growth on normalized basis [2]
- Year-over-year revenue growth expected to begin in Q2, with the important back-to-school and fall selling season underway
- Focused on executing growth priorities with cost discipline and financial flexibility

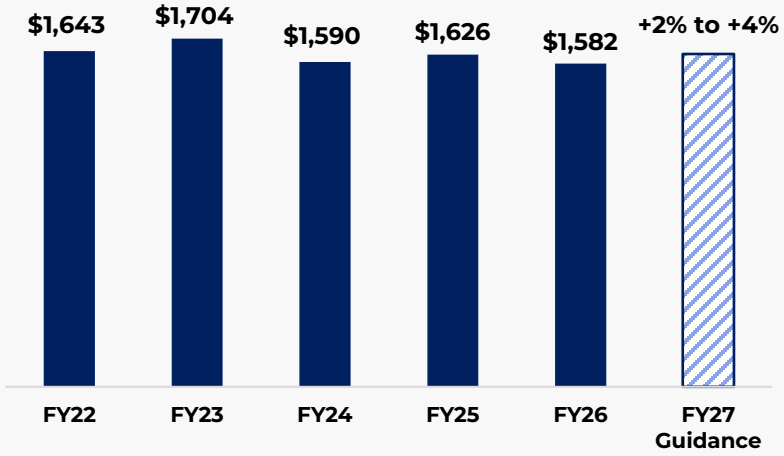
1. Comparable fiscal 2026 Adjusted EBITDA reflects the full-period impact of the sale-leaseback transactions. See Appendix for reconciliation.
2. Fiscal 2026 Free Cash Flow included over $400M in net proceeds from the sale-leaseback transactions.

Scholastic's Key Drivers of Long-Term Value Creation

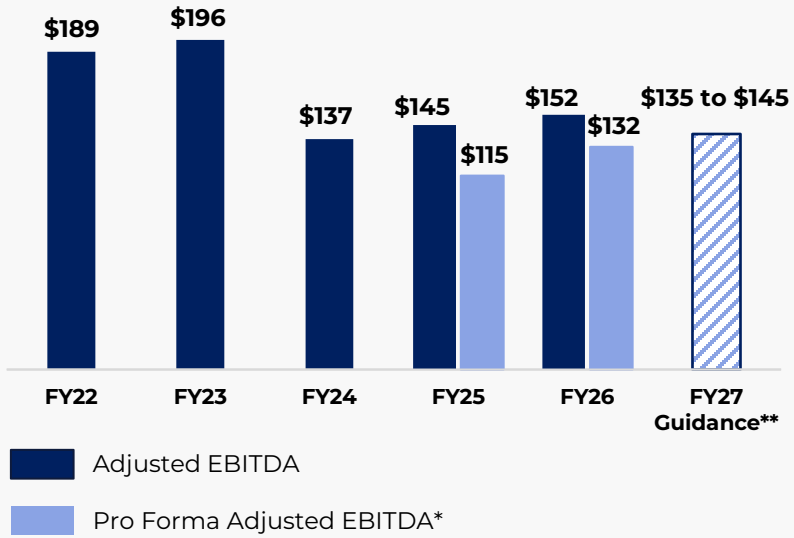
Demand	Strong fundamental macro trends support consistent, diversified long-term growth in children's books, education and entertainment markets
Revenue	Differentiated, integrated strategy and competitive advantages (trusted brand, owned and/or controlled IP, multi-channel reach, proprietary distribution) create compelling opportunities for share and Total Addressable Market growth
Profit	Strong variable margins (owned and controlled IP, manufacturing scale, optimized production and sourcing), favorable product mix (growing digital and licensing), and improving efficiencies enable sustained margin expansion
Cash Flow	Capital efficient business models (mostly asset-light, slowly growing working capital) and moderate growth investment requirements yield robust free cash flow for reinvestment and capital returns, through dividend and share repurchases

Historical Financials

Revenue ($M)



Adjusted EBITDA ($M)



*Pro forma Adjusted EBITDA reflects the full-year impact of the sale-leaseback transactions (completed in December 2025) in each period presented. The Company refers to these measures in this release as results "on a comparable basis." Please refer to the Company's Q4 Fiscal 2026 press release, including Table 7, for the reconciliation to Adjusted EBITDA.
**The Company's fiscal 2027 Adjusted EBITDA range represents growth compared with fiscal 2026 Adjusted EBITDA on pro forma basis, reflecting the full-year impact of the sale-leaseback transactions in both periods.

Appendix

Senior Leadership Team



Peter Warwick
President & Chief Executive Officer



Iole Lucchese
Chair of the Board and EVP, Chief Strategy Officer and President Scholastic Entertainment



Haji Glover
EVP & Chief Financial Officer



Chris Lick
EVP, General Counsel and Corporate Secretary



Sasha Quinton
EVP and President, Children's Book Group



Jeffrey Mathews
EVP, Chief Growth Officer, and President, Scholastic Education



Vince Commisso
President & CEO, 9 Story Media Group



Catherine Bell
Group Managing Director, UK, EMEA and Asia-Pacific

Refreshed, Highly Qualified Board of Directors



Peter Warwick
President & Chief Executive Officer



Iole Lucchese
Chair of the Board and EVP, Chief Strategy Officer and President Scholastic Entertainment



Milena Alberti
Appointed 2025



Dr. Andres Alonso
Appointed 2015



James W. Barge*
Appointed 2007



Robert L. Dumont
Appointed 2021



Alix Guerrier
Appointed 2024



Kaya Henderson
Appointed 2024



Linda Li
Appointed 2022



Verdell Walker
Appointed 2021



Anne Clarke Wolff
Appointed 2025

Added seven new independent directors since 2022
*Lead Independent Director

Fiscal 2027 First Quarter Results

In $ millions (except per share data)	First Quarter		Change	
	Fiscal 2027	Fiscal 2026	$	%
Revenues	$ 216.8	$ 225.6	$ (8.8)	(4)%
Operating income (loss)	$ (92.2)	$ (92.2)	$ —	— %
Earnings (loss) before income taxes	$ (93.7)	$ (97.0)	$ 3.3	3 %
Diluted earnings (loss) per share	$ (3.77)	$ (2.83)	$ (0.94)	(33)%
Adjusted operating income (loss)*	$ (88.7)	$ (81.9)	$ (6.8)	(8)%
Adjusted diluted earnings (loss) per share*	$ (3.63)	$ (2.52)	$ (1.11)	(44)%
Adjusted EBITDA*	$ (63.6)	$ (55.7)	$ (7.9)	(14)%
Pro forma adjusted operating income (loss)* (1)	$ (88.7)	$ (86.7)	$ (2.0)	(2)%
Pro forma adjusted EBITDA* (1)	$ (63.6)	$ (64.2)	$ 0.6	1 %

* Excludes one-time items. Please refer to the non-GAAP financial tables in the Company's Q1 Fiscal 2027 Press Release.

(1) Pro forma adjusted operating income (loss) (a non-GAAP measure) and Pro forma adjusted EBITDA (a non-GAAP measure) reflect the net impact of the sale-leaseback transactions as if the transactions had occurred on June 1, 2025, the beginning of fiscal 2026. The incremental impact to first-quarter fiscal 2026 adjusted operating income (loss) and Adjusted EBITDA was $4.8 and $8.5, respectively. The Company refers to these measures in this release as results "on a comparable basis." See Table 7 in the Company's Q1 Fiscal 2027 Press Release for the reconciliations to Adjusted operating income (loss) and Adjusted EBITDA.

Fiscal 2027 First Quarter Segment Results

	Three months ended		Change	
	08/31/26	08/31/25	$	%
Children's Book Publishing and Distribution				
Revenues				
Book Clubs	$ 2.1	$ 1.8	$ 0.3	17%
Book Fairs	33.2	34.1	(0.9)	(3)%
School Reading Events	35.3	35.9	(0.6)	(2)%
Consolidated Trade	70.5	73.5	(3.0)	(4)%
Total Revenues	105.8	109.4	(3.6)	(3)%
Adjusted operating income (loss)*	(37.8)	(34.3)	(3.5)	(10)%
Adjusted operating margin*	NM	NM		
Education				
Revenues	30.4	40.1	(9.7)	(24)%
Adjusted operating income (loss)*	(23.3)	(21.2)	(2.1)	(10)%
Adjusted operating margin*	NM	NM		
Entertainment				
Revenues	20.1	13.6	6.5	48%
Adjusted operating income (loss)*	(1.6)	(4.0)	2.4	60%
Adjusted operating margin*	NM	NM		
International				
Revenues	60.5	59.4	1.1	2%
Adjusted operating income (loss)*	(2.7)	(4.1)	1.4	34%
Adjusted operating margin*	NM	NM		
Overhead				
Revenues	—	3.1	(3.1)	(100)%
Adjusted operating income (loss)*	(23.3)	(18.3)	(5.0)	(27)%
Adjusted operating income (loss)*	**$ (88.7)**	**(81.9)**	**(6.8)**	**(8)%**
Adjusted operating margin*	**NM**	**NM**		

NM - Not meaningful

* Excludes one-time items. Please refer to Table 4 in the Company's Q1 Fiscal 2027 Press Release for one-time items and a reconciliation of the non-GAAP financials and Table 7 for results presented on a comparable basis reflecting the impact of the sale-leaseback transactions.

Selected Balance Sheet & Cash Flow Items

Selected Balance Sheet Items

	08/31/26	08/31/25
Cash and cash equivalents	$ 106.8	$ 94.3
Accounts receivable, net	186.6	187.0
Inventories, net	315.3	322.2
Accounts payable	150.2	175.8
Deferred revenue	171.6	181.0
Accrued royalties	68.0	86.6
Film related obligations	19.3	14.7
Lines of credit and long-term debt	184.8	331.2
Net cash (debt) [1]	(86.8)	(242.8)
Total stockholders' equity	656.5	878.0

Selected Cash Flow Items

	Three months ended	
	08/31/26	08/31/25
Net cash provided by (used in) operating activities	$ (94.6)	$ (81.8)
Property, plant and equipment additions	(14.1)	(10.0)
Prepublication expenditures	(4.0)	(4.9)
Net borrowings (repayments) of film related obligations	1.9	(3.5)
Free cash flow (use) [2]	**$ (110.8)**	**$ (100.2)**

(1) Net cash (debt) is defined by the Company as cash and cash equivalents less production cash of $8.8 and $5.9 as of August 31, 2026 and August 31, 2025, respectively, net of lines of credit and short-term and long-term-debt. Film related obligations are not included. The Company utilizes this non-GAAP financial measure, and believes it is useful to investors, as an indicator of the Company's effective leverage and financing needs.

(2) Free cash flow (use) is defined by the Company as net cash provided by or used in operating activities (which includes royalty advances) and cash acquired through acquisitions and from the sale of assets, reduced by spending on property, plant and equipment and prepublication costs and adjusted for net cash flows from film related obligations. The Company believes that this non-GAAP financial measure is useful to investors as an indicator of cash flow available for debt repayment and other investing activities, such as acquisitions. The Company utilizes free cash flow as a further indicator of operating performance and for planning investing activities.

Pro Forma Supplemental Information

	Twelve months ended		Change	
	05/31/26	05/31/25	$	%
Adjusted unallocated overhead	**$ (94.6)**	**$ (98.1)**	**$ 3.5**	**4 %**
Incremental full-year impact of sale-leaseback transactions	(11.8)	(15.9)	4.1	
Pro forma Adjusted unallocated overhead [1]	**$ (106.4)**	**$ (114.0)**	**$ 7.6**	**7 %**
Adjusted operating income	**$ 47.1**	**$ 35.8**	**$ 11.3**	**32 %**
Incremental full-year impact of sale-leaseback transactions	(11.8)	(15.9)	4.1	
Pro forma Adjusted operating income [1] [2]	**$ 35.3**	**$ 19.9**	**$ 15.4**	**77 %**
Adjusted EBITDA	**$ 151.5**	**$ 145.4**	**$ 6.1**	**4 %**
Incremental full-year impact of sale-leaseback transactions	(19.1)	(30.1)	11.0	
Pro forma Adjusted EBITDA [1] [2]	**$ 132.4**	**$ 115.3**	**$ 17.1**	**15 %**

(1) Pro forma Adjusted unallocated overhead, Pro forma Adjusted operating income and Pro forma Adjusted EBITDA reflect the net impacts of the sale-leaseback transactions as if the transactions had occurred on June 1, 2024, the beginning of fiscal 2025. Fiscal 2026 reported results include the actual impact beginning upon completion of the transactions in December 2025. The incremental adjustments shown above reflect the additional impact for the portion of fiscal 2026 prior to completion of the transactions. Fiscal 2025 reported results include no impact from the transactions.

(2) For fiscal 2026, the full-year pro forma cost impact was $19.0 on Adjusted operating income, consisting of $7.2 recognized in reported fiscal 2026 results and $11.8 of incremental adjustments. For fiscal 2026, the full-year pro forma cost impact on Adjusted EBITDA was $33.6, consisting of $14.5 recognized in reported fiscal 2026 results and $19.1 of incremental adjustments. For fiscal 2025, the full-year pro forma cost impacts were $15.9 on Adjusted operating income and $30.1 on Adjusted EBITDA.