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March 24, 2025

To Whom It May Concern,

Court Square Capital Partners, a New York-based private equity firm founded in 1969 with \$9.0 billion in assets under management, partnered with Ed Speedling to evaluate a majority buyout opportunity in behavioral health in Summer 2024. Our engagement spanned from the pre-LOI phase through the completion of our business and commercial diligence.

Ed delivered insightful frameworks and feedback that enabled us to distill the key merits and risks of the deal. He actively participated in diligence meetings with both management and third-party vendors, drawing on his extensive industry background across care modalities and settings to identify critical questions and clarify broader industry trends. Ed is detail oriented while also demonstrating the ability to think strategically and contextualize complex information for operational and / or investment purposes.

We strongly recommend Ed as a thought partner in behavioral health and look forward to collaborating with him on future projects.

Sincerely,

A handwritten signature in blue ink that reads "Sarah Donaldson".

Sarah Donaldson

Vice President