National CineMedia, Inc. Reports Results for Fiscal Second Quarter 2026

August 11, 2026

Second quarter revenue increased 12.7% year-over-year to $58.4 million driven by strong execution and continued box office momentum

Operational transformation delivered $2.7 million in cost savings year-to-date and remains on track for approximately $11.0 million in annualized cost savings

Acquisition of Captivate will create the leading premium video and digital out-of-home advertising platform with more than 48,000 screens across 185 designated market areas upon closing

CENTENNIAL, Colo.--(BUSINESS WIRE)--Aug. 11, 2026-- National CineMedia, Inc. (NASDAQ: NCMI) (the “Company” or “NCM”), the managing member of National CineMedia, LLC (NCM LLC), the operator of the largest cinema advertising platform in the U.S., today announced its consolidated results for the fiscal second quarter ended July 2, 2026.

“NCM delivered another quarter of meaningful growth alongside the strong domestic box office,” said Tom Lesinski, Chief Executive Officer of National CineMedia, Inc. “We navigated a competitive advertising environment while executing against our strategic priorities, including continuing to strengthen our local business and driving efficiencies across the business through our operational transformation initiative. As we look to the future, we have taken a transformative next step in advancing our growth strategy through our agreement to acquire Captivate, the leading operator of digital video elevator and lobby advertising in North America, expanding and diversifying our premium platform to reach complementary, highly sought-after attentive audiences. Together, NCM and Captivate will create the leading premium video and digital out-of-home platform across theaters, office buildings and residential properties, enabling advertisers to reach consumers in high attention locations, with a single premium media partner.”

Q2 2026 Results

Total revenue for the second quarter ended July 2, 2026 increased 12.7% to $58.4 million as compared to $51.8 million for the second quarter of 2025. Operating loss increased to $12.8 million for the second quarter of 2026 from $12.0 million for the second quarter of 2025. Net loss decreased to $9.9 million, or $0.11 net loss per diluted share, for the second quarter of 2026 from net loss of $10.7 million, or $0.11 net loss per diluted share, for the second quarter of 2025. Adjusted OIBDA, a non-GAAP measure, increased to $2.1 million for the second quarter of 2026 from $0.7 million for the second quarter of 2025, as adjusted to exclude depreciation, amortization, non-cash share-based payment costs, workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs and advisor fees related to involvement in Regal's Chapter 11 case (the “Cineworld Proceeding”) and NCM LLC's Chapter 11 case (“Chapter 11 Case”), each as previously reported and described in the Company’s public filings made with the U.S. Securities and Exchange Commission (the “SEC”). As adjusted to exclude the aforementioned items and gain on remeasurement of the payable to ESA Parties under the tax receivable agreement, net loss per diluted share for the quarter ended July 2, 2026 is $0.10 compared to net loss per diluted share for the quarter ended June 26, 2025 of $0.11. Adjusted OIBDA, adjusted net loss and adjusted net loss per share are non-GAAP measures. See the tables at the end of this release for the reconciliations to the closest GAAP basis measurements.

Total revenue for the six months ended July 2, 2026 increased 6.7% to $92.4 million as compared to $86.6 million for the six months ended June 26, 2025. Operating loss increased to $39.7 million for the six months ended July 2, 2026 from $35.9 million for the six months ended June 26, 2025. Net loss decreased to $38.6 million, or $0.41 net loss per diluted share, for the six months ended July 2, 2026 from $41.4 million, or $0.44 net loss per diluted share, for the six months ended June 26, 2025. Adjusted OIBDA, a non-GAAP measure, increased to negative $8.5 million for the six months ended July 2, 2026 from negative $8.3 million for the six months ended June 26, 2025, as adjusted to exclude depreciation, amortization, non-cash share-based payment costs, workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs and advisor fees related to involvement in the Cineworld Proceeding and the Chapter 11 Case, each as previously reported and described in the Company’s public filings made with the SEC. As adjusted to exclude the aforementioned items and (gain) loss on remeasurement of the payable to ESA Parties under the tax receivable agreement, net loss per diluted share for the six months ended July 2, 2026 is $0.33 compared to net loss per diluted share for the six months ended June 26, 2025 of $0.37. Adjusted OIBDA, adjusted net loss and adjusted net loss per share are non-GAAP measures. See the tables at the end of this release for the reconciliations to the closest GAAP basis measurements.

Acquisition of Captivate

On August 10, 2026, NCM entered into a definitive agreement to acquire Captivate Holdings, LLC (“Captivate”), the leading operator of digital video elevator and lobby advertising in North America, at an enterprise value of $275.0 million. The transaction will be funded with $275.0 million of new committed term debt, with available cash used to refinance the Company’s existing revolving credit facility and fund transaction expenses.

NCM expects to generate more than $3.5 million of annual run-rate cost synergies within the first year following close of the acquisition, primarily through the elimination of duplicative corporate overhead and the consolidation of executive and administrative functions.

The transaction is expected to close during the second half of 2026, subject to customary closing conditions and regulatory approvals. Until closing, NCM and Captivate will continue to operate independently in the ordinary course. Additional details are available in the Company’s press release dated August 11, 2026.

Dividend

In connection with the proposed acquisition of Captivate and expected leverage at closing, NCM has paused its quarterly dividend program.

Outlook

In connection with the expected timing of the pending transaction, NCM is not providing a forward outlook at this time. This does not reflect any change in the Company’s view of the underlying business.

Conference Call

The Company will host a conference call and audio webcast with investors, analysts, and other interested parties, August 11, 2026, at 5:00 P.M. Eastern Time. The live call can be accessed by dialing 1-844-826-3033 or, for international participants, 1-412-317-5185. Participants should register at least 15 minutes prior to the commencement of the call. Additionally, a live audio webcast will be available to interested parties at www.ncm.com under the Investor Relations section. Participants should allow at least 15 minutes prior to the commencement of the call to register, download and install necessary audio software.

The replay of the conference call will be available until midnight Eastern Time, August 25, 2026, by dialing 1-844-512-2921 or, for international participants, 1-412-317-6671 and entering conference ID 10211032.

About National CineMedia, Inc.

National CineMedia, Inc. (NCM, NASDAQ:NCMI) is the largest cinema advertising platform in the U.S. With unparalleled reach and scale, NCM connects brands to sought-after young, diverse audiences through the power of movies and pop culture. A premium video, full-funnel marketing solution for advertisers, NCM enhances marketers' ability to measure and drive results. NCM's *Noovie*® Show is presented exclusively in 44 leading national and regional theater circuits including the only three national chains, AMC Entertainment Inc. (NYSE:AMC), Cinemark Holdings, Inc. (NYSE:CNK) and Regal Entertainment Group (a subsidiary of Cineworld Group PLC). NCM's cinema advertising platform, including Spotlight, consists of approximately 22,000 total theater and lobby screens in over 1,750 theaters in 183 Designated Market Areas® (98 of the top 100). NCM is the managing member and owner of 100% of National CineMedia, LLC (NCM LLC). For more information, visit www.ncm.com.

Forward-Looking Statements

This press release contains various forward-looking statements that reflect management's current expectations or beliefs regarding future events, including statements regarding the Company's anticipated future financial performance and any projections or expectations regarding the Company's proposed acquisition of Captivate described herein. Forward-looking statements often use words such as "anticipates," "targets," "expects," "hopes," "estimates," "projects," "forecasts," "intends," "plans," "goals," "believes," "continue" and other similar expressions or future or conditional verbs such as "will," "may," "might," "should," "would" and "could." Investors are cautioned that reliance on these forward-looking statements involves risks and uncertainties. Although the Company believes that the assumptions used in the forward-looking statements are reasonable, any of these assumptions could prove to be inaccurate and, as a result, actual results could differ materially from those expressed or implied in the forward-looking statements. The factors that could cause actual results to differ materially from those expressed or implied in the forward-looking statements are, among others, (1) the risk that the cost savings, any revenue synergies and other anticipated benefits of the proposed acquisition may not be realized or may take longer than anticipated to be realized, (2) disruption to the Company's or Captivate's businesses as a result of the announcement and pendency of the proposed acquisition and diversion of management's attention from ongoing business operations and opportunities, (3) the occurrence of any event that could give rise to the right of one or both of the parties to terminate the definitive purchase agreement, (4) the failure to obtain required regulatory approvals or a delay in obtaining such approvals (and the risk that such approvals may result in the imposition of conditions that could adversely affect the Company or the expected benefits of the proposed acquisition), (5) the failure of any of the closing conditions in the definitive purchase agreement to be satisfied on a timely basis or at all, including the failure of the Company to obtain the committed financing under the debt commitment letters, (6) any other delays in closing the proposed acquisition, (7) the possibility that the proposed acquisition, including the integration of Captivate, may be more costly or difficult to complete than anticipated, (8) the impacts from the increased debt load incurred in connection with the proposed transaction, (9) level of theater attendance or viewership of the Noovie® show; (10) the availability and predictability of major motion pictures displayed in theaters, including as a result of strikes or other production delays in the entertainment industry; (11) increased competition for advertising expenditures; (12) changes to the ESAs or network affiliate agreements and the relationships with NCM LLC's ESA Parties and network affiliates and NCM LLC's ability to enforce provisions contained in the ESA or network affiliate agreements; (13) economic conditions, including the level of expenditures on and perception of cinema advertising; (14) our ability to implement or achieve new revenue opportunities; (15) any failure to realize the anticipated benefits of the post-showtime inventory in our network or the development of additional digital or digital out of home revenue opportunities; (16) technological changes and innovations or the failure to adequately protect our systems, data or property from technology failures or cyberattacks; (17) our ability to renew or replace expiring advertising contracts; (18) the ongoing effects of NCM LLC's emergence from bankruptcy or a lack of support from the ESA Parties; (19) reinvestment in our network and product offerings may require significant funding and resulting reallocation of resources; (20) fluctuations in and timing of operating costs; (21) our ability to retain or replace our senior management; (22) any failure to grow advertising revenue in line with the growth of contractual costs; (23) macroeconomic uncertainty which alters the spending priorities of current or prospective advertisers; and (24) changes in government regulations, funding, trade policies or tariffs. In addition, the outlook provided does not include the impact of any future unusual or infrequent transactions; sales and acquisitions of operating assets and investments; any future non-cash impairments of intangible and fixed assets; amounts related to litigation or the related impact of taxes that may occur from time to time due to management decisions and changing business circumstances. The Company is currently unable to forecast precisely the timing and/or magnitude of any such amounts or events. Please refer to the Company's Securities and Exchange Commission filings, including the "Risk Factor" section of the Company's Quarterly Report on Form 10-Q for the three months ended April 2, 2026 and in the Annual Report on Form 10-K for the year ended January 1, 2026, for further information about these and other risks. Investors are cautioned not to place undue reliance on any such forward-looking statements, which speak to the information only as of the date they are made. The Company undertakes no obligation to update any forward-looking statement, whether as a result, of new information, future events or otherwise, except as required by law.

This press release contains references to Non-GAAP financial measures including Adjusted OIBDA (Operating Income Before Depreciation and Amortization expense, adjusted to exclude non-cash share-based compensation costs, workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs and advisor fees related to involvement in the Cineworld Proceeding and the Chapter 11 Case). A reconciliation of these measures is available in this press release and on the investor page of the Company's website at www.ncm.com.

NATIONAL CINEMEDIA, INC.
Condensed Consolidated Statements of Income
Unaudited
($ in millions, except per share data)

	Three Months Ended		Six Months Ended	
	July 2, 2026	June 26, 2025	July 2, 2026	June 26, 2025
REVENUE (including revenue from related parties of $0.0, $0.0, $0.4 and $0.0, respectively)	$ 58.4	$ 51.8	$ 92.4	$ 86.6
OPERATING EXPENSES:				
Network operating costs	3.7	3.2	7.7	6.2
Theater exhibition fees	37.6	30.9	62.1	52.6
Selling and marketing costs	9.6	9.8	19.2	20.4

Administrative and other costs	10.8	10.6	24.1	23.5
Depreciation expense	1.5	1.1	3.0	2.2
Amortization expense	8.0	8.2	16.0	17.6
Total	71.2	63.8	132.1	122.5
OPERATING LOSS	(12.8)	(12.0)	(39.7)	(35.9)
NON-OPERATING EXPENSE (INCOME):				
Interest on borrowings	0.2	0.1	0.5	0.3
Interest income	(0.3)	(0.4)	(0.6)	(0.9)
(Gain) loss on re-measurement of the payable under the tax receivable agreement	(2.3)	(0.8)	(0.3)	4.6
Loss on debt extinguishment	—	—	—	1.8
Other non-operating income, net	(0.5)	(0.2)	(0.7)	(0.3)
Total	(2.9)	(1.3)	(1.1)	5.5
LOSS BEFORE INCOME TAXES	(9.9)	(10.7)	(38.6)	(41.4)
Income tax expense	—	—	—	—
CONSOLIDATED NET LOSS	(9.9)	(10.7)	(38.6)	(41.4)
Less: Net loss attributable to noncontrolling interests	—	—	—	—
NET LOSS ATTRIBUTABLE TO NCM, INC.	$ (9.9)	$ (10.7)	$ (38.6)	$ (41.4)
NET LOSS PER NCM, INC. COMMON SHARE				
Basic	$ (0.11)	$ (0.11)	$ (0.41)	$ (0.44)
Diluted	$ (0.11)	$ (0.11)	$ (0.41)	$ (0.44)
WEIGHTED AVERAGE SHARES OUTSTANDING:				
Basic	93,696,124	93,978,031	93,452,698	94,681,546
Diluted	93,696,124	93,978,031	93,452,698	94,681,546

NATIONAL CINEMEDIA, INC.
Selected Condensed Balance Sheet Data
Unaudited
($ in millions)

	As of	
	July 2, 2026	January 1, 2026
Cash, cash equivalents, marketable securities and restricted cash	$ 46.1	$ 37.6
Receivables, net	$ 62.0	$ 96.5
Property and equipment, net	$ 17.5	$ 19.4
Total assets	$ 446.3	$ 490.6
Borrowings, gross	$ 12.0	$ 12.0
Total equity	$ 334.3	$ 375.4
Total liabilities and equity	$ 446.3	$ 490.6

NATIONAL CINEMEDIA, INC.
Operating Data
Unaudited

	As of	
	July 2, 2026	June 26, 2025
Total Screens (100% Digital) at Period End *(1)*	18,925	17,832

	Three Months Ended		Six Months Ended	
	July 2, 2026	June 26, 2025	July 2, 2026	June 26, 2025
Total Attendance for Period *(2) (in millions)*	137.6	115.3	220.8	187.7
Capital Expenditures *(3) (in millions)*	$ 0.6	$ 2.0	$ 1.1	$ 2.9

(1) Represents the total screens within NCM LLC’s advertising network, including Spotlight subsequent to November 15, 2025.
(2) Represents the total attendance within NCM LLC’s advertising network, including Spotlight subsequent to November 15, 2025.
(3) Includes certain other implementation costs associated with cloud computing arrangements.

NATIONAL CINEMEDIA, INC.
Operating Data
Unaudited
($ in millions)

	Three Months Ended	Six Months Ended

	July 2, 2026	June 26, 2025	July 2, 2026	June 26, 2025
Revenue breakout:				
National advertising revenue	$ 44.9	$ 41.2	$ 72.3	$ 68.6
Local and regional advertising revenue	9.5	6.4	13.9	11.2
ESA Party advertising revenue from beverage concessionaire agreements	4.0	4.2	6.2	6.8
Total revenue	$ 58.4	$ 51.8	$ 92.4	$ 86.6
Per attendee data:				
National advertising revenue per attendee	$ 0.326	$ 0.357	$ 0.327	$ 0.365
Local and regional advertising revenue per attendee	$ 0.069	$ 0.056	$ 0.063	$ 0.060
Total advertising revenue (excluding beverage) per attendee	$ 0.395	$ 0.413	$ 0.390	$ 0.425
Total revenue per attendee	$ 0.424	$ 0.449	$ 0.418	$ 0.461
Total attendance *(1)*	137.6	115.3	220.8	187.7
Other operating data:				
Operating loss	$ (12.8)	$ (12.0)	$ (39.7)	$ (35.9)
Adjusted OIBDA *(2)*	$ 2.1	$ 0.7	$ (8.5)	$ (8.3)
Adjusted OIBDA margin *(2)*	3.6%	1.4%	(9.2)%	(9.6)%
Loss per share - basic	$ (0.11)	$ (0.11)	$ (0.41)	$ (0.44)
Loss per share - diluted	$ (0.11)	$ (0.11)	$ (0.41)	$ (0.44)
Adjusted loss per share - diluted *(2)*	$ (0.10)	$ (0.11)	$ (0.33)	$ (0.37)

(1) Represents the total attendance within NCM LLC’s advertising network, including Spotlight, subsequent to November 15, 2025.

(2) Adjusted OIBDA, Adjusted OIBDA margin and adjusted net loss per share are not financial measures calculated in accordance with GAAP in the United States. See attached tables for the non-GAAP reconciliations.

NATIONAL CINEMEDIA, INC
Non-GAAP Reconciliations
Unaudited

Adjusted OIBDA and Adjusted OIBDA Margin

Adjusted Operating Income Before Depreciation and Amortization (“Adjusted OIBDA”) and Adjusted OIBDA margin are not financial measures calculated in accordance with GAAP in the United States.

Adjusted OIBDA represents operating income before depreciation and amortization expense adjusted to also exclude non-cash share-based compensation costs, workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs and advisor fees related to involvement in Regal’s Chapter 11 case (the “Cineworld Proceeding”) and NCM LLC's Chapter 11 Case (the “Chapter 11 Case”). Our management uses this non-GAAP financial measure to evaluate operating performance, to forecast future results and as a basis for compensation. The Company believes this is an important supplemental measure of operating performance because it eliminates items that have less bearing on its operating performance and highlight trends in its core business that may not otherwise be apparent when relying solely on GAAP financial measures. The Company believes the presentation of this measure is relevant and useful for investors because it enables them to view performance in a manner similar to the method used by the Company’s management, helps improve their ability to understand the Company’s operating performance and makes it easier to compare the Company’s results with other companies that may have different depreciation and amortization policies, non-cash share-based compensation programs, workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs and advisor fees related to involvement in the Cineworld Proceeding and Chapter 11 Case, interest rates, debt levels or income tax rates.

Adjusted OIBDA margin is calculated by dividing Adjusted OIBDA by total revenue. Our management uses this non-GAAP financial measure to evaluate operating performance, to forecast future results and as a basis for compensation. The Company believes this is an important supplemental measure of operating performance because it eliminates items that have less bearing on its operating performance and highlight trends in its core business that may not otherwise be apparent when relying solely on GAAP financial measures. The Company believes the presentation of this measure is relevant and useful for investors because it enables them to view performance in a manner similar to the method used by the Company’s management, helps improve their ability to understand the Company’s operating performance and makes it easier to compare the Company’s results with other companies that may have different depreciation and amortization policies, non-cash share-based compensation programs, workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs and advisor fees related to involvement in the Cineworld Proceeding and Chapter 11 Case, interest rates, debt levels or income tax rates.

A limitation of both of these measures, however, is that they exclude depreciation and amortization, which represent a proxy for the periodic costs of certain capitalized tangible and intangible assets used in generating revenues in NCM LLC’s business. In addition, Adjusted OIBDA and Adjusted OIBDA margin have the limitation of not reflecting the effect of the Company’s non-cash share-based compensation costs, workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs and advisor fees related to involvement in the Cineworld Proceeding and the Chapter 11 Case. Adjusted OIBDA should not be regarded as an alternative to operating income, net income or as indicators of operating performance, nor should it be considered in isolation of, or as substitutes for financial measures prepared in accordance with GAAP. The Company believes that operating income is the most directly comparable GAAP financial measure to Adjusted OIBDA, and operating margin is the most directly comparable GAAP financial measure to Adjusted OIBDA margin. Because not all companies use identical calculations, these non-GAAP presentations may not be comparable to other similarly titled measures of other companies, or calculations in NCM LLC’s debt agreement.

The Company has not provided a reconciliation of the forward-looking non-GAAP Adjusted OIBDA measure to forward-looking GAAP operating income due to the inability to predict the amount and timing of impacts outside of the Company’s control on certain items, including the timing of revenue and charges reflected in our reconciliation of historic numbers, the amount of which, based on historical experience, could be significant and are difficult to reasonably predict. Accordingly, a reconciliation of this non-GAAP measure is not available without unreasonable effort.

The following table reconciles the Company's operating loss and operating margin to Adjusted OIBDA and Adjusted OIBDA margin for the periods presented (dollars in millions):

	Three Months Ended		Six Months Ended	
	July 2, 2026	June 26, 2025	July 2, 2026	June 26, 2025
Operating loss	$ (12.8)	$ (12.0)	$ (39.7)	$ (35.9)
Depreciation expense	1.5	1.1	3.0	2.2
Amortization expense	8.0	8.2	16.0	17.6
Share-based compensation costs *(1)*	2.4	2.9	4.0	5.6
Workforce and system transformation costs *(2)*	2.7	0.4	7.5	0.6
Satellite transition costs *(3)*	—	—	0.1	—
Spotlight acquisition and integration costs *(4)*	0.1	—	0.3	—
Advisor fees related to the Cineworld Proceeding and Chapter 11 Case *(5)*	0.2	0.1	0.3	1.6
Adjusted OIBDA	$ 2.1	$ 0.7	$ (8.5)	$ (8.3)
Total revenue	$ 58.4	$ 51.8	$ 92.4	$ 86.6
Operating margin	(21.9)%	(23.2)%	(43.0)%	(41.5)%
Adjusted OIBDA margin	3.6%	1.4%	(9.2)%	(9.6)%

(1) Share-based compensation costs are included in 'network operating costs', 'selling and marketing costs' and 'administrative and other costs' in the Company's unaudited Condensed Consolidated Financial Statements as shown in the following table (dollars in millions).

	Three Months Ended		Six Months Ended	
	July 2, 2026	June 26, 2025	July 2, 2026	June 26, 2025
Share-based compensation costs included in network operating costs	$ 0.1	$ 0.1	$ 0.2	$ 0.2
Share-based compensation costs included in selling and marketing costs	0.3	0.4	0.5	0.7
Share-based compensation costs included in administrative and other costs	2.0	2.4	3.3	4.7
Total share-based compensation costs	$ 2.4	$ 2.9	$ 4.0	$ 5.6

(2) Workforce and system transformation costs represent charges incurred in conjunction with the transformation initiative announced in Q1 2026 to increase operational efficiencies and allow for the ultimate automation of certain functions (the "2026 Transformation Initiative"). In 2025, these represent redundancy costs associated with changes to the Company's workforce, as well as related office relocations, a one-time assessment of the technology surrounding the Company's programmatic offerings and an assessment of operating efficiencies.

(3) One-time duplicative costs incurred during the transition from satellite to broadband network delivery during 2026.

(4) Advisor and legal fees incurred in connection with the acquisition of Spotlight in the fourth quarter of 2025, as well as temporary transition costs incurred during the integration of Spotlight into the Company's processes during the first and second quarters of 2026.

(5) Advisor and legal fees and expenses incurred in connection with the Company's involvement in the Cineworld Proceeding and Chapter 11 Case and related appeals, as well as insurance and retention related expenses.

Adjusted Net Loss and Loss per Share

Adjusted net loss and adjusted net loss per share are not financial measures calculated in accordance with GAAP in the United States. Adjusted net loss and adjusted net loss per share are calculated using reported net loss and net loss per share and exclude workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs, advisor fees related to the Cineworld Proceeding and the Chapter 11 Case and loss on re-measurement of the payable to ESA Parties under the tax receivable agreement. Our management use these non-GAAP financial measures as an additional tool to evaluate operating performance. The Company believes these are important supplemental measures of operating performance because they eliminate items that have less bearing on its operating performance and so highlight trends in its core business that may not otherwise be apparent when relying solely on GAAP financial measures. The Company believes the presentation of these measures is relevant and useful for investors because it enables them to view performance in a manner similar to a method used by the Company's management and helps improve their ability to understand the Company's operating performance. Adjusted net loss and adjusted net loss per share should not be regarded as alternatives to net loss and net loss per share or as indicators of operating performance, nor should they be considered in isolation of, or as substitutes for financial measures prepared in accordance with GAAP. The Company believes that net loss and net loss per share are the most directly comparable GAAP financial measures. Because not all companies use identical calculations, these presentations may not be comparable to other similarly titled measures of other companies.

The following table reconciles as reported net loss and net loss per share to adjusted net loss and adjusted net loss per share excluding workforce and system transformation costs, satellite transition costs, Spotlight acquisition and integration costs, advisor fees related to the Cineworld Proceeding and the Chapter 11 Case and (gain) loss on remeasurement of the payable to ESA Parties under the tax receivable agreement for the periods presented (dollars in millions):

	Three Months Ended		Six Months Ended	
	July 2, 2026	June 26, 2025	July 2, 2026	June 26, 2025
Net loss as reported	$ (9.9)	$ (10.7)	$ (38.6)	$ (41.4)
Workforce and system transformation costs *(1)*	2.7	0.4	7.5	0.6
Satellite transition costs *(2)*	—	—	0.1	—
Spotlight acquisition and integration costs *(3)*	0.1	—	0.3	—
Advisor fees related to the Cineworld Proceeding and Chapter 11 Case *(4)*	0.2	0.1	0.3	1.6
(Gain) loss on re-measurement of the payable under the tax receivable agreement *(5)*	(2.3)	(0.8)	(0.3)	4.6
Net effect of adjusting items	$ 0.7	$ (0.3)	$ 7.9	$ 6.8
Net loss excluding adjusting items	$ (9.2)	$ (11.0)	$ (30.7)	$ (34.6)

Weighted Average Shares Outstanding as reported

Diluted	93,696,124	93,978,031	93,452,698	94,681,546
Diluted loss per share as reported	$ (0.11)	$ (0.11)	$ (0.41)	$ (0.44)
Net effect of adjusting items	0.01	(0.00)	0.08	0.07
Diluted loss per share excluding adjusting items	$ (0.10)	$ (0.11)	$ (0.33)	$ (0.37)

(1) Workforce and system transformation costs represent charges incurred in conjunction with the 2026 Transformation Initiative. In 2025, these represent redundancy costs associated with changes to the Company's workforce, as well as related office relocations, a one-time assessment of the technology surrounding the Company's programmatic offerings and an assessment of operating efficiencies.
(2) One-time duplicative costs incurred during the transition from satellite to broadband network delivery during 2026.
(3) Advisor and legal fees incurred in connection with the acquisition of Spotlight in the fourth quarter of 2025, as well as temporary transition costs incurred during the integration of Spotlight into the Company's processes during the first and second quarters of 2026.
(4) Advisor and legal fees and expenses incurred in connection with the Company's involvement in the Cineworld Proceeding and Chapter 11 Case and related appeals, as well as insurance and retention related expenses.
(5) The (gain) loss on re-measurement of the payable to the founding members is related to the change in our payable to the founding members under the tax receivable agreement resulting from a change in projected taxable income before TRA deductions for the three and six months ended July 2, 2026 and June 26, 2025.

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Source: National CineMedia, Inc.