



Earnings Results 4th Quarter, 2025

MARCH 2026



Forward Looking Statement Disclaimer

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This presentation (including the verbal information and discussion relating to these materials) contains “forward-looking statements” within the meaning of, and made pursuant to, the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. You can generally identify forward looking statements by the Company’s use of forward-looking terminology such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “might,” “plan,” “potential,” “predict,” “seek,” “vision,” or “should,” or the negative thereof or other variations thereon or comparable terminology. In particular, statements about the markets in which we operate, including the Company’s beliefs about market trends, the Company’s market opportunity and the growth of the Company’s various markets, the Company’s expansion into new markets, the size of the Company’s total addressable market, market trends, and the Company’s expectations, beliefs, plans, strategies, objectives, prospects, assumptions, or future events or performance contained in this presentation are forward looking statements.

We have based these forward-looking statements on the Company’s current expectations, assumptions, estimates and projections. While we believe these expectations, assumptions, estimates and projections are reasonable, such forward looking statements are only predictions and involve known and unknown risks and uncertainties, many of which are beyond the Company’s control. These and other important factors may cause the Company’s actual results, performance or achievements to differ materially from those expressed or implied by these forward-looking statements, or could affect the Company’s share price. Some of the factors that could cause actual results to differ materially from those expressed or implied by the forward looking statements include, but are not limited to: the Company’s ability to attract and retain families in our centers, schools and programs, and to attract and retain employers that contract with us for family care benefits for their workforce; the Company’s ability to address changes in the demand for child care and workplace solutions; the Company’s ability to adjust to shifts in workforce demographics, economic conditions, office environments and unemployment rates; the Company’s business may be affected by delays, disruptions or reductions in federally funded childcare subsidies or tuition reimbursements or from reductions in certain federal, state and local government programs; the Company’s ability to hire and retain qualified teachers, management, employees, and maintain strong employee engagement; the impact of public health crises on our business, financial condition and results of operations; the negative impact of impairment of goodwill, other intangible assets or long-lived assets on the Company’s current and potentially future results of operations; the Company’s ability to address adverse publicity; the Company’s ability to acquire additional capital; risks associated with acquired centers; the Company’s substantial indebtedness could adversely affect its business; the Company’s reliance on its subsidiaries; the Company’s ability to protect our intellectual property rights; the Company’s ability to protect its information technology and that of its third-party service providers; the Company’s ability to manage the costs and liabilities of collecting, using, storing, disclosing, transferring and processing personal information; the Company’s expectations regarding the effects of existing and developing laws and regulations, litigation and regulatory proceedings; the Company’s ability to maintain adequate insurance coverage; the fluctuation in the Company’s stock price; the Company has a material weakness in its internal control over financial reporting; the occurrence of natural disasters, environmental contamination or other highly disruptive events; and the interests of Partners Group, a controlling stockholder, may conflict with the interests of our other stockholders.

The information contained in the Company’s filings with the Securities and Exchange Commission (“SEC”), including under the heading “Risk Factors” in the Company’s most recent Annual Report on Form 10-K and our other periodic reports, or incorporated therein, identifies other important factors that could cause the Company’s actual results to differ materially from those stated in or implied by the Company’s forward-looking statements. The Company’s filings with the SEC are available on the SEC’s website at www.sec.gov. Given these risks and uncertainties, you are cautioned not to place undue reliance on such forward-looking statements. The forward-looking statements contained in this presentation are not guarantees of future performance and the Company’s actual results of operations, financial condition, and liquidity, and the development of the industry in which we operate, may differ materially from the forward-looking statements contained in this presentation. In addition, even if the Company’s results of operations, financial condition, and liquidity, and events in the industry in which we operate, are consistent with the forward-looking statements contained in this presentation, they may not be predictive of results or developments in future periods. Any forward-looking statement that we make in this presentation speaks only as of the date of such statement. Except as required by law, we do not undertake any obligation to update or revise, or to publicly announce any update or revision to, any of the forward-looking statements, whether as a result of new information, future events or otherwise, after the date of this presentation.

MARKET AND INDUSTRY DATA

This presentation also includes estimates regarding market and industry data that we prepared based on the Company’s management’s knowledge and experience in the markets in which we operate, together with information obtained from various sources, including publicly available information, industry reports and publications, surveys, the Company’s clients, suppliers, trade and business organizations and other contacts in the markets in which we operate. Management estimates are derived from publicly available information released by independent industry analysts and third party sources, as well as data from the Company’s internal research, and are based on assumptions made by us upon reviewing such data and the Company’s knowledge of such industry and markets which we believe to be reasonable.

In presenting this information, we have made certain assumptions that we believe to be reasonable based on such data and other similar sources and on the Company’s knowledge of, and the Company’s experience to date in, the markets for our services. Market share data is subject to change and may be limited by the availability of raw data, the voluntary nature of the data gathering process and other limitations inherent in any statistical survey of market share. In addition, client preferences are subject to change. Accordingly, you are cautioned not to place undue reliance on such market share data.

NON-GAAP MEASURES

This presentation contains “non-GAAP financial measures,” which are financial measures that are not calculated and presented in accordance with generally accepted accounting principles in the United States (“GAAP”). Specifically, we make use of the non-GAAP financial measures “EBIT,” “EBITDA,” “Adjusted EBITDA,” “Adjusted EBITDA Margin,” “Free Cash Flow,” and “Net Debt” in evaluating the Company’s past results and future prospects. EBIT is defined as net income adjusted for interest and income tax expense (benefit). EBITDA is defined as EBIT adjusted for depreciation and amortization. Adjusted EBITDA is defined as EBITDA adjusted for impairment losses, equity-based compensation, management and advisory fee expenses, acquisition related costs, non-recurring distribution and bonus expense, COVID-19 Related Stimulus, net, and other costs because these charges do not relate to the core operations of our business. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by revenue. Free Cash Flow is defined as cash generated by operating activities less purchases of property and equipment. Net Debt is defined as total debt excluding capital leases less cash and cash equivalents excluding restricted cash. The Company presents EBIT, EBITDA, Adjusted EBITDA, and Free Cash Flow because the Company considers them to be important supplemental measures of performance and believe they are useful to securities analysts, investors, and other interested parties. The Company believes Adjusted EBITDA is helpful to investors in highlighting trends in core operating performance compared to other measures, which can differ significantly depending on long-term strategic decisions regarding capital structure, the tax jurisdictions in which companies operate, and capital investments.

EBIT, EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, and Net Debt have limitations as analytical tools and should not be considered in isolation or as a substitute for analysis of the Company’s results as reported under GAAP. Some of these limitations are: they do not reflect the significant interest expense or the cash requirements necessary to service interest or principal payments on indebtedness; they do not reflect income tax expense or the cash requirements for income tax liabilities; although depreciation and amortization are non-cash charges, the assets being depreciated and amortized will have to be replaced in the future, and EBIT, EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin do not reflect cash requirements for such replacements; they do not reflect the Company’s cash used for capital expenditures or contractual commitments; they do not reflect changes in or cash requirements for working capital; and other companies, including other companies in the Company’s industry, may calculate these measures differently than we do, limiting their usefulness as a comparative measure.

The non-GAAP measures as defined by us may not be comparable to similar non-GAAP measures presented by other companies. The Company’s presentation of such measures should not be construed as an inference that the Company’s future results will be unaffected by other unusual or non-recurring items. A reconciliation is provided elsewhere in this presentation for each non-GAAP financial measure to the most directly comparable financial measure stated in accordance with GAAP.

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The Future We Shape Today is the Future We Share Tomorrow



OUR PURPOSE

Building confidence, for kids and families and the future we share

OUR BELIEFS

1. Families come first
2. Our work is our passion
3. Integrity is everything
4. Inclusion creates belonging
5. We're never done

OUR COMMITMENT

Leverage our position as the largest private provider of high-quality early childhood education to meet each family where they are

Core Pillars Strategically Aligned to Deliver Positive Results

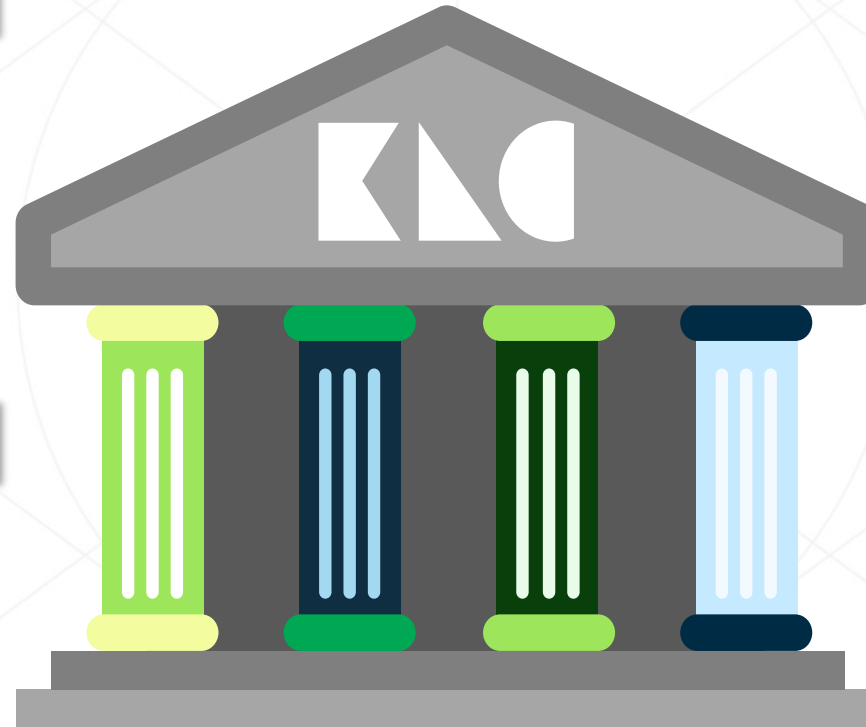
Foundational principles result in superior outcomes, engaged employees and families, and profitable results

EDUCATIONAL EXCELLENCE

- Proprietary curriculum drives better outcomes
- ~87% Nationally Accredited Centers
- KinderCare children regularly outperform their peers in readiness for Kindergarten

PEOPLE

- Have earned Gallup's Exceptional Workplace Award for 10 consecutive years
- Invested in wages, benefits, and career development to further cement KLC as a top employer for teachers



HEALTH & SAFETY

- Dedicated Health & Safety team focused exclusively on physical and emotional well-being of children
- Leading-edge protocols developed in partnership with outside experts
- Rigorous and transparent incident reporting and investigation process

PROFITABLE GROWTH

- Strong and steady profitability and growth
- Diverse portfolio of brands and go to market channels
- Significant operating leverage
- Consistent reinvestment to sustain growth, profitability, and flexible service offerings

KinderCare is a Leading Provider of Early Childhood Education (ECE) in the U.S.

<p>Market Leader with Scale across Our Portfolio of Brands</p>	<p>~219K Children Served Daily at the End of 2025 ⁽¹⁾</p>
<p>Nationwide Platform Meets Families Where They Are</p>	<p>41 States & D.C. U.S. Presence</p>
<p>Proven, Multi-Pronged Growth Strategy</p>	<p>~7% 2018-2025 Same-Center Revenue CAGR ⁽²⁾</p>

<p>\$2,733M</p>	<p>\$300M</p>
<p>Revenue ⁽⁴⁾ (2025)</p>	<p>Adj. EBITDA ⁽⁴⁾⁽⁵⁾ (2025)</p>
<p>2,754</p>	<p>~215K</p>
<p>Centers & Sites Supported (as of January 3, 2026)</p>	<p>Student ECE Capacity ⁽³⁾ (as of January 3, 2026)</p>

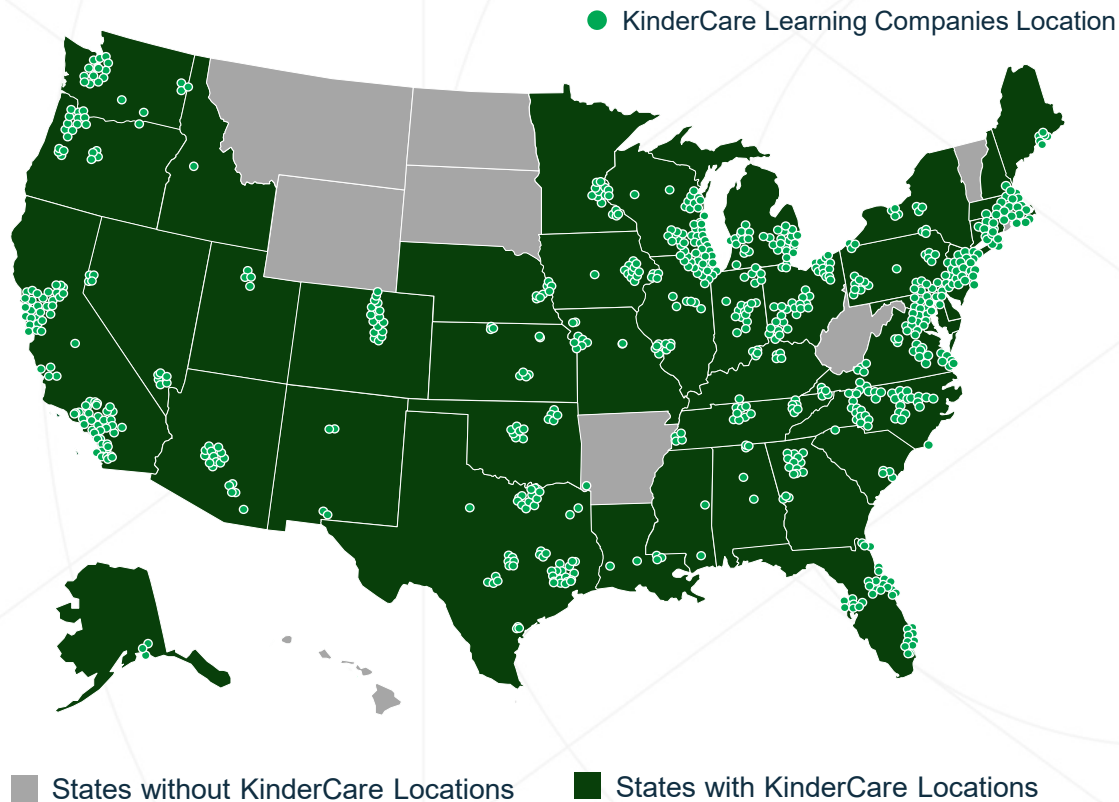
Notes:

- 1. Inclusive of all KinderCare Brands
- 2. Same-center revenue is defined as revenues earned from centers that have been operated by us for at least 12 months as of the period end date and is a measure used by management to attribute a portion of our revenue to mature centers as compared to new or acquired centers..
- 3. Student capacity of ECE centers does not include additional capacity across Champions before- and after-school programs.
- 4. Includes 53rd week
- 5. See appendix for reconciliation of non-GAAP measures.



Nationwide Footprint Creates Strategic Advantages

~40% of Children Age 0-12 (~20M) live within a 10 Min drive of a KCE Branded Location⁽¹⁾



Notes:
1. Data from STI PopStats 2025 Q3 Estimates

KinderCare's Scale Provides Tangible Advantages Compared to Smaller Providers



Brand Recognition and Wide Footprint



Efficiency from Centralized Operations



Proprietary Curriculum



Better Talent Attraction and Retention



Safety and Compliance Best Practices



Investment in Facilities and Technology

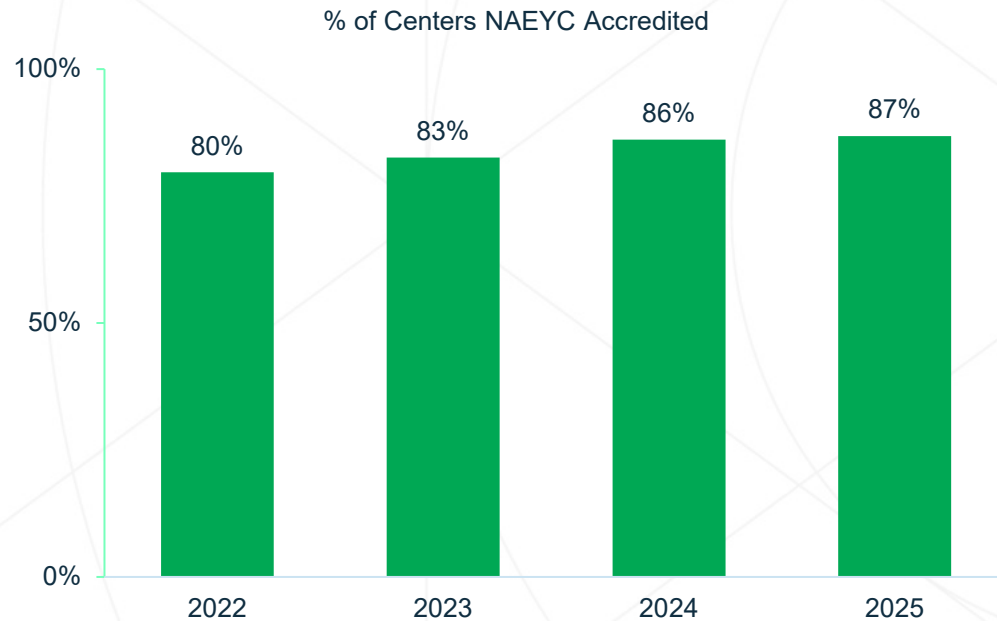


Operating Leverage

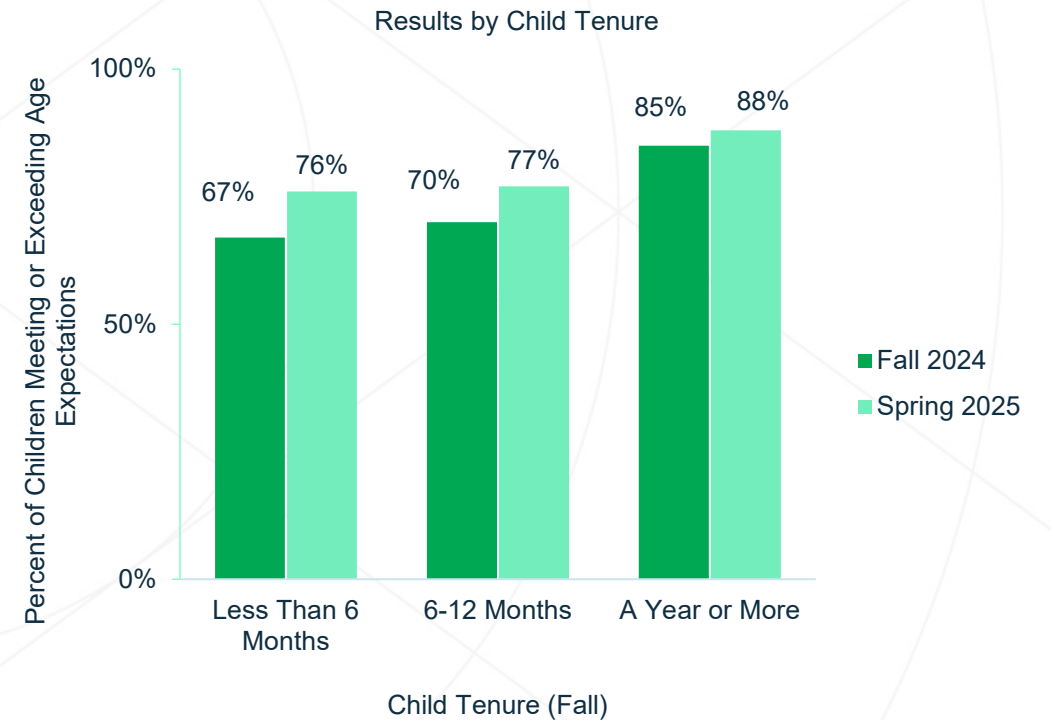
Filling the Need for Access to Quality ECE

77% of Parents agree, "If I knew I would always have quality childcare coverage, I would be able to be more present as a parent when I am with my kids" (1)

Accreditation is the Culmination of Quality



Our Students see Improved Developmental Outcomes (2)



Notes:
1. Statistics based on a November 2025 KinderCare/Harris Poll Survey
2. Results are based on an analysis of Brigance Early Childhood Screens III results for 80,949 children screened in both Fall 2024 and Spring 2025

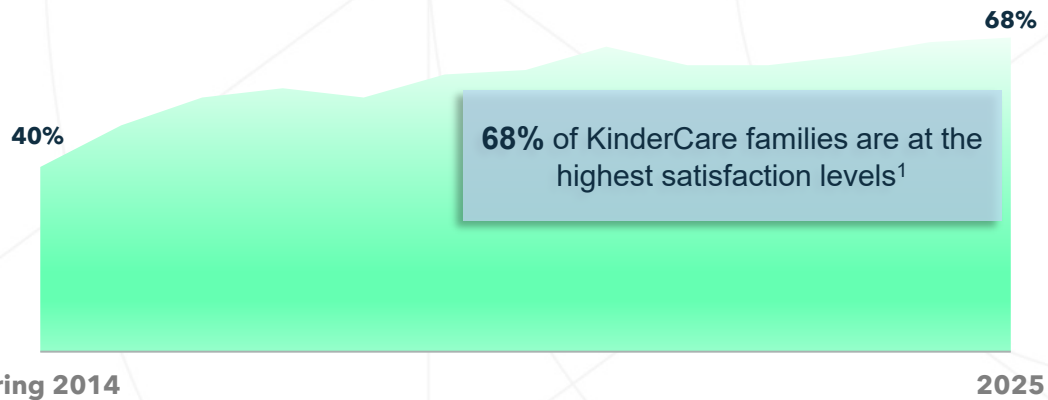


Deep Family Engagement Drives Loyalty and Retention

Retention and growth are driven by trust. Family engagement is how we measure and maintain that trust across our programs.

Engagement is a leading indicator of satisfaction and loyalty

Gallup Engagement Results for KinderCare Over Time



Notes:
1. Source: Gallup

Fully Engaged Families...



Generate word-of-mouth referrals



Support long-term enrollment stability



Strengthens teacher retention



Stay with us longer



Provide constructive feedback

A Scalable Platform Across Communities, Employers, and Schools

Serving Families Where They Are



In Your Neighborhood

One of the largest footprints of community centers supporting families where they live



Where You Work

Employee discounts leveraging our network of community centers

A leading provider of on-site employer-sponsored childcare



At Your School

A leading provider of high-quality before- and after-school care on-site at schools



Fourth Quarter FY25 Business Highlights

1 Champions

Opened 24 new sites across 11 states during Q4. For the entire year, Champions grew by 128 net new sites, a 12% increase over 2024

2 KCFE Momentum

Secured a new Tuition Benefit partnership in the fourth quarter with a Florida hospital group serving more than 10,000 employees

3 Strategic Growth

Added 13 centers through NCOs and acquisitions in Q4, further expanding the KinderCare footprint and maintaining strong momentum

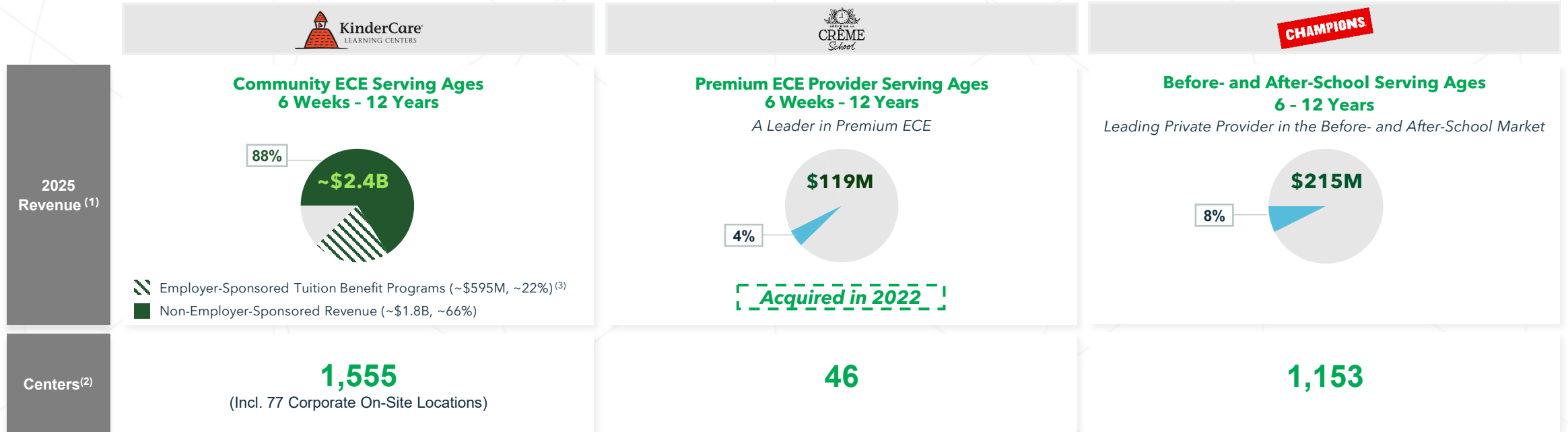
4 Opportunity Region

Continued progress in the Opportunity Region, with 13 centers graduating out and year over year EBITDA improvement across 65% of centers



Complementary Brands Serve Different Family Needs

Our Brands and Services Align to Key Market Segments



Well Positioned to Serve Families Across All Demographics Through Both Our B2C and B2B Offerings

Notes:
 1. Includes 53rd week
 2. As of January 3, 2026
 3. Tuition Benefit refers to employer-sponsored tuition benefit programs which can offer up to 100% savings on full-time, part-time, or drop-in tuition.

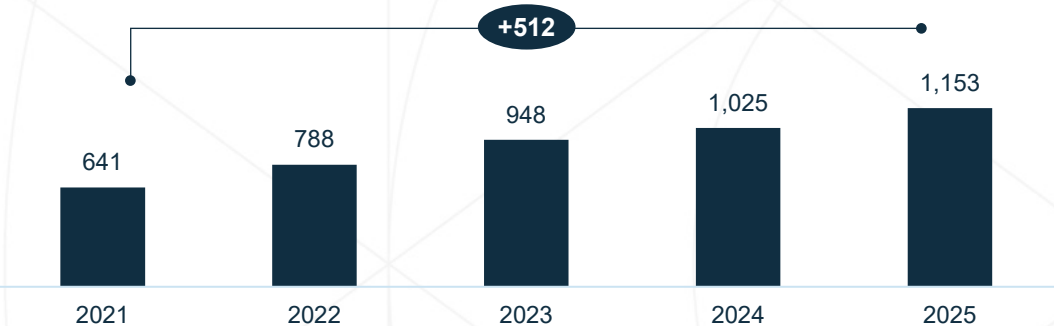


Champions: Expanding to Serve More School-Aged Children

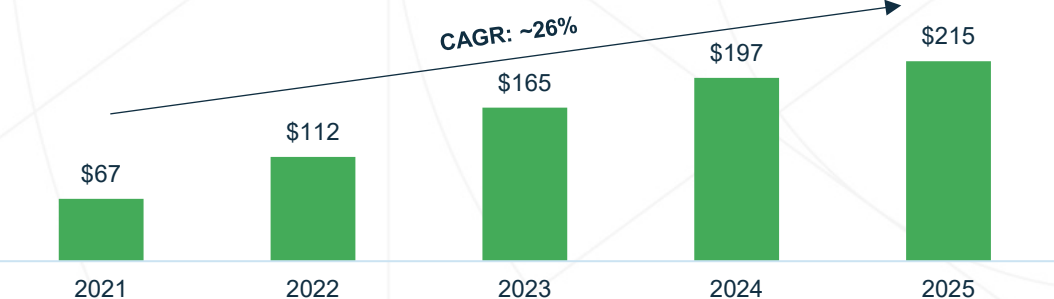
Champions is a Leading Provider of Before- and After-School Programs in the U.S.

A Leader for On-Site Organized Care

Champions' Site Count



Champions' Revenue (\$M)



Champions runs programming on school property: little to no upfront investment



Ability to manage at scale, staffing at district level



Offering at all times of the year, including expanded summer programs through our growing Champ Camp program



Allows students to extend academic experience, which can range from homework help to specific electives, like coding



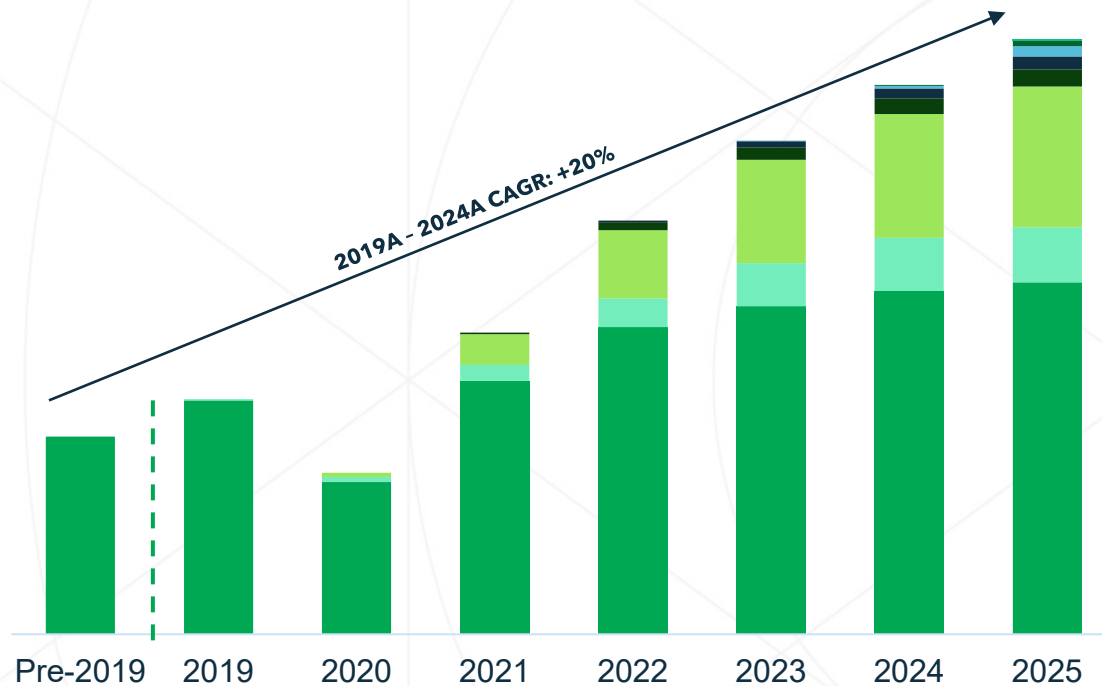
We serve ~1K out of 64K+ elementary schools across the United States ⁽¹⁾, providing a meaningful whitespace opportunity

Notes:
1. National center for Educational Statistics.



B2B Employer Relationships Compounds Revenue Growth

Annual Cohorts Drive Sticky Organic Growth



*Bars represent revenue profile for each respective annual cohort of employer relationships

High LTV Enrollment Growth Through Employer-Sponsored Benefits

The Program: Offers employees an employer sponsored discounted tuition

Delivery Method: Childcare services delivered through our own national portfolio of brands

Model: Clients partner directly with KinderCare or via a 3rd party benefit partner to access discounts on enrollment at ECE centers; Tuition Benefit+ clients supplement families with an additional corporate subsidized discount

KinderCare at Work On-Site Centers Growing

The Program: Customized ECE centers located on or near site to employers

Delivery Method: Childcare center operated by KCFE with flexible models to fit client needs, goals, and culture

Model: Centers can be transitioned, built, or retro-fitted and contracted as either P&L or management fee; often bundled with Tuition Benefit or Tuition Benefit +



DAIMLER



Our Centers Are Conveniently Located Close to Work and Home, Making Our Tuition Benefit Program Particularly Attractive for Employers and Employees



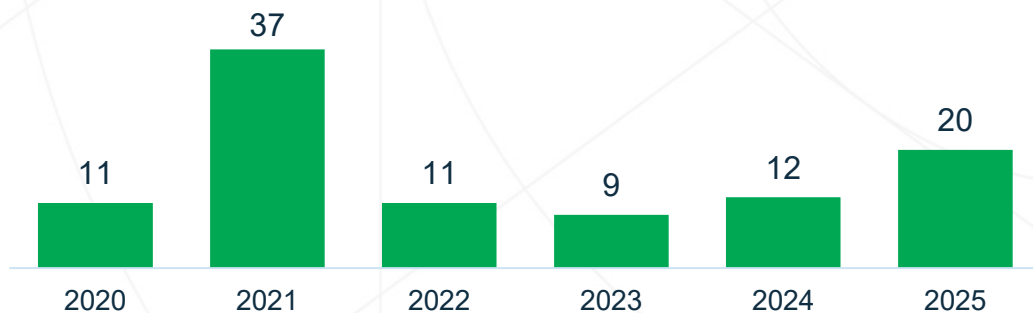
Disciplined Approach to NCOs and M&A

Robust Greenfield Engine



- Dedicated team of 50+ leveraging proprietary tools and a data-driven approach to expedite the identification and opening process
- Rigorous underwriting process
- Opportunity for greenfield in the premium segment under the Crème School brand

of New Center Openings (NCOs) Over Time

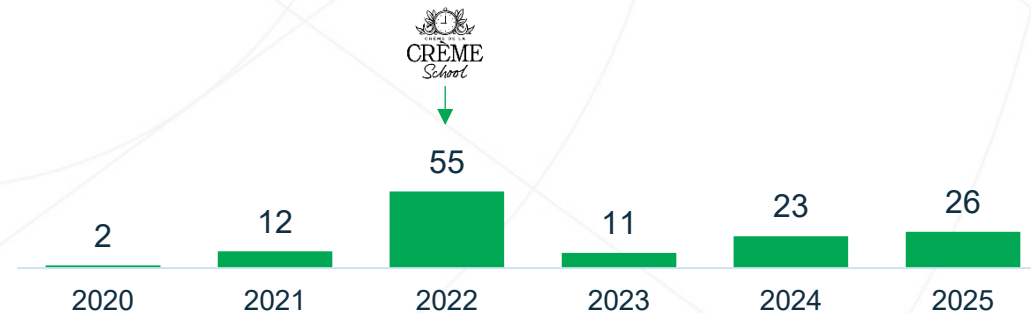


Proven M&A Playbook



- Highly fragmented market
- M&A playbook indexed to quality
- Able to build density and expand footprint
- Attractive entry tuck-in multiples
- 129 centers acquired from 2020 to 2025

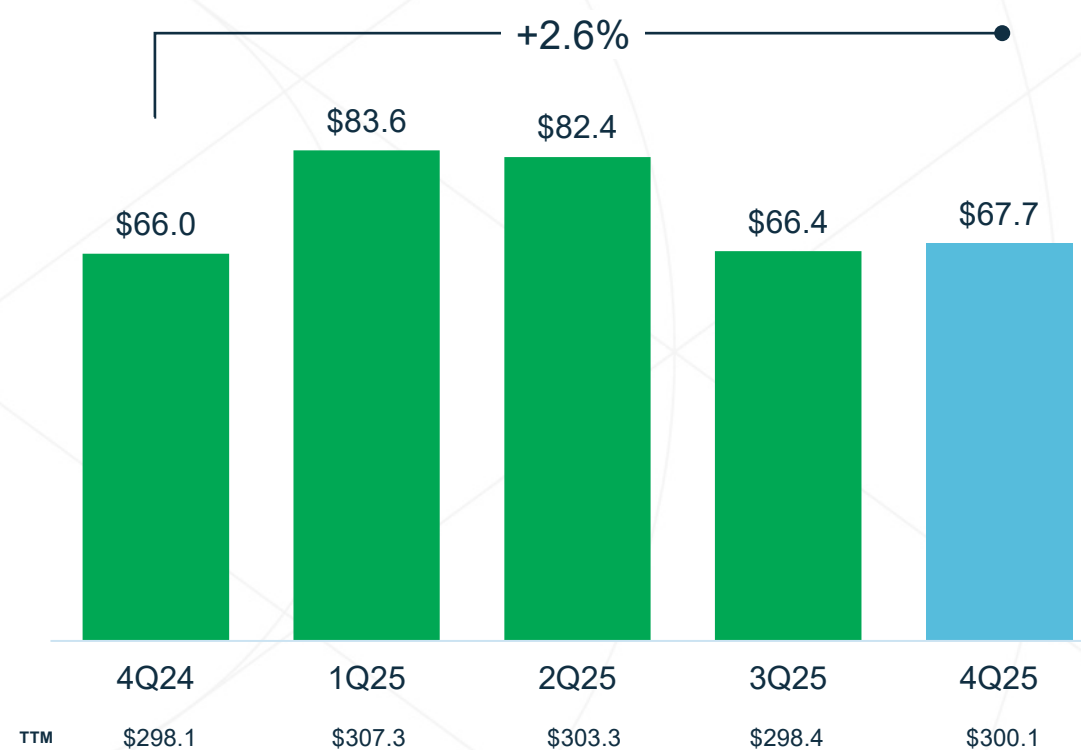
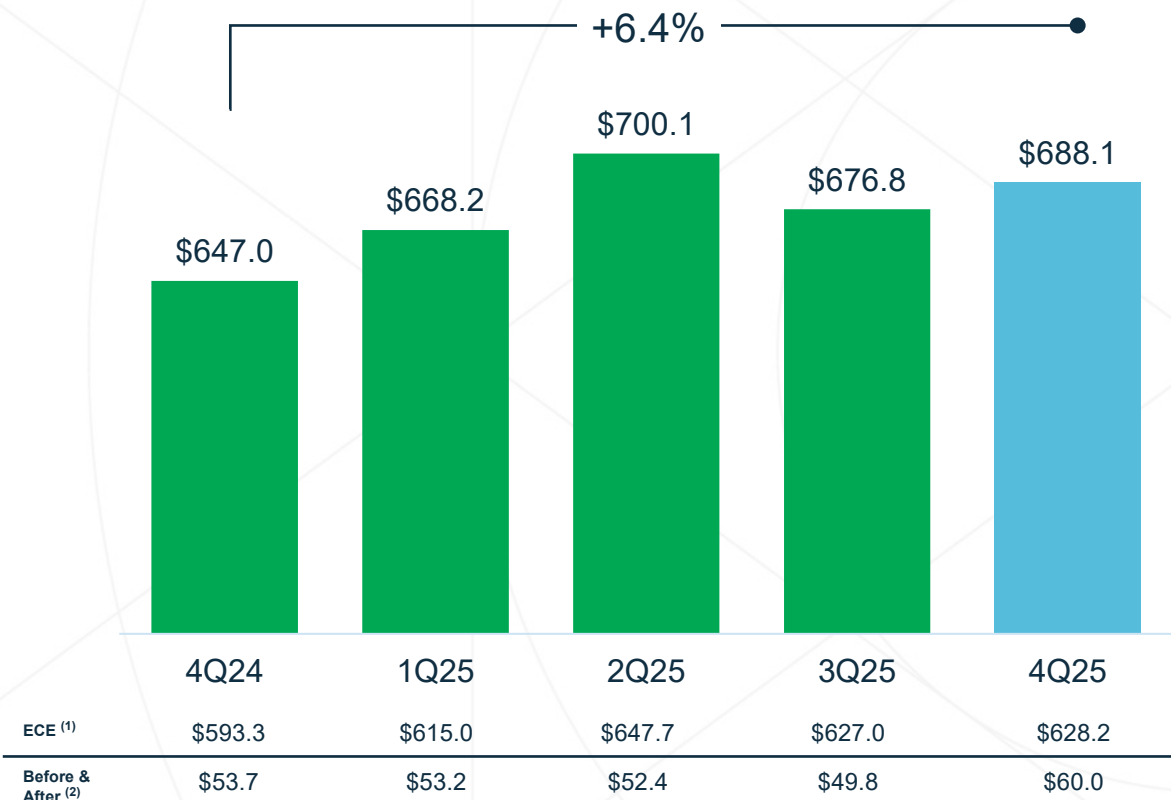
of Center Acquisitions Over Time



Steady Revenue Performance Amid Enrollment Pressure

Revenue (\$M) ⁽³⁾ ⁽⁴⁾

Adjusted EBITDA (\$M) ⁽³⁾ ⁽⁴⁾



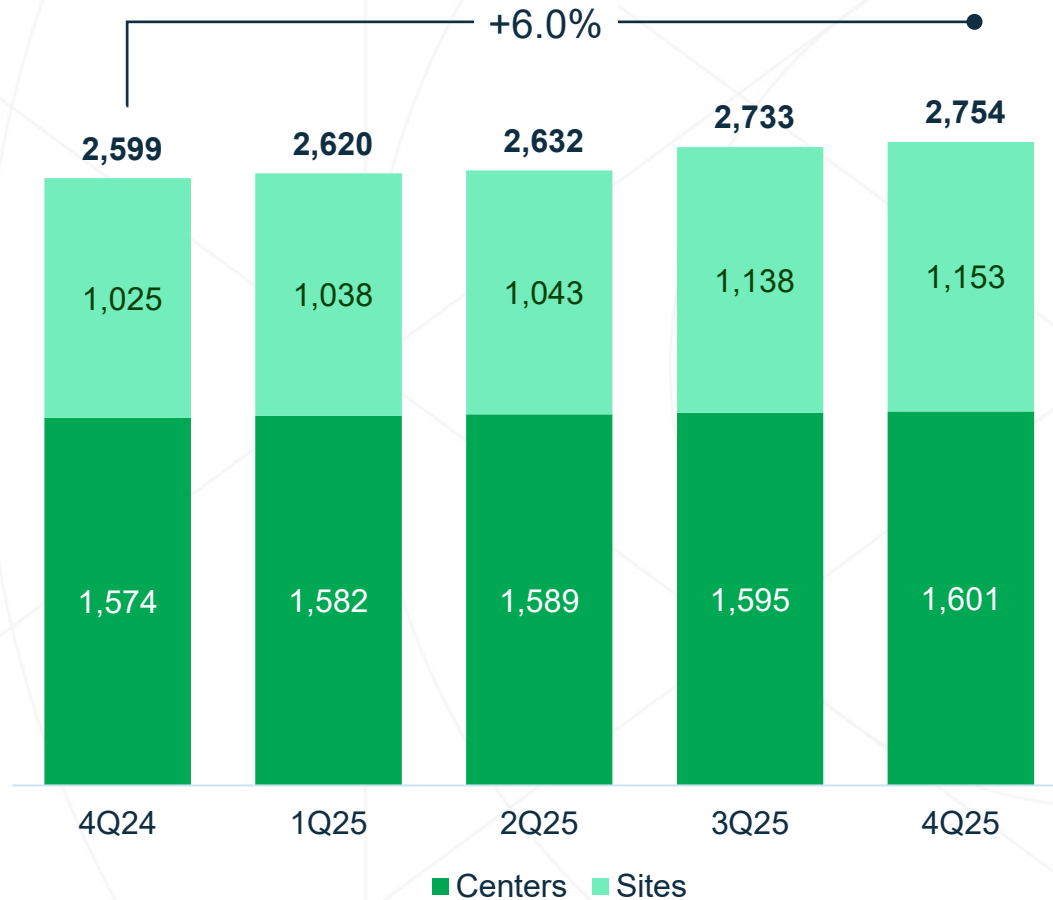
Notes:

1. Early Childhood Education. Inclusive of KinderCare Learning Centers and Crème School brands.
2. Inclusive of Champions brand.
3. See appendix for reconciliation of non-GAAP measures. Some figures may not sum due to rounding.
4. Includes 14th week in 4Q25

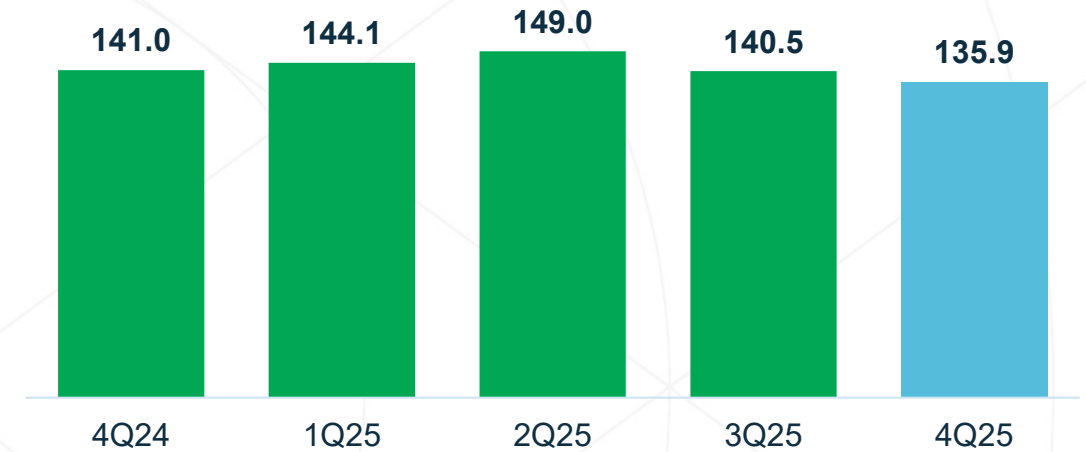


Portfolio Growth Supports Long-Term Performance

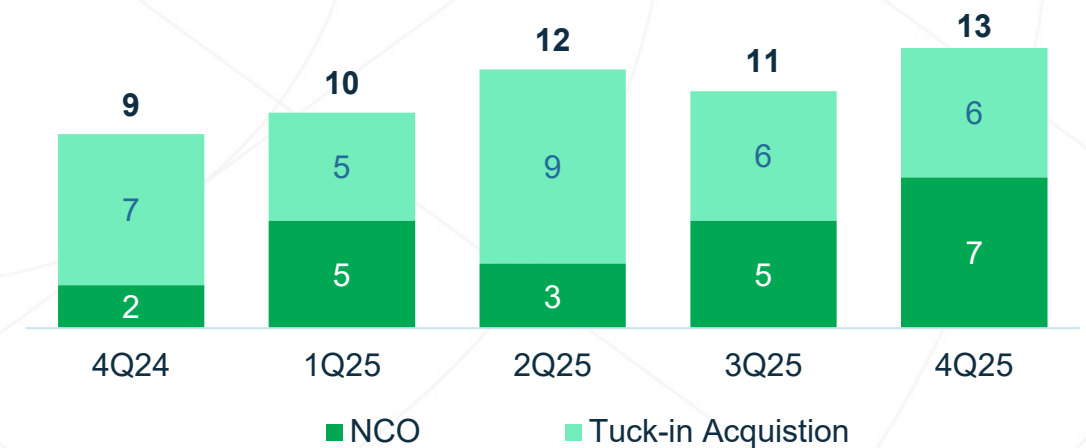
Total Centers and Sites⁽¹⁾



Average Weekly FTEs (000's)⁽²⁾



NCOs⁽³⁾ and Tuck-in Acquisitions



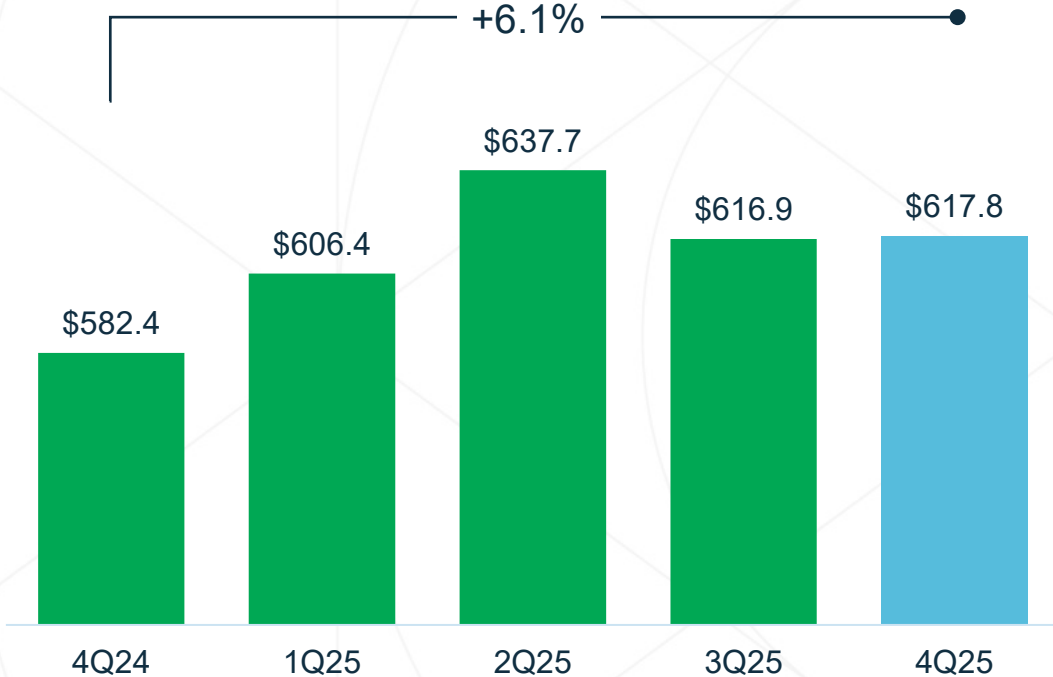
Notes:

1. Number of centers and sites at the beginning of the period plus openings and acquisitions, minus any permanent closures for the period.
2. FTE: Full Time Enrollment.
3. NCO: New Center Opening.

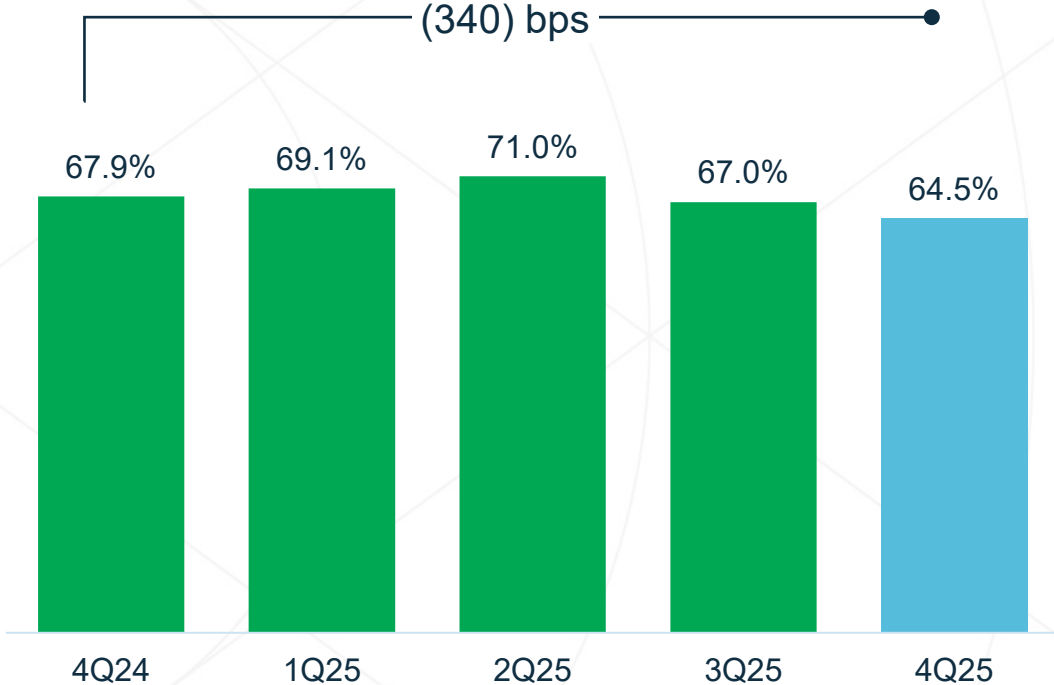


Mixed Same-Center Performance Driven by Enrollment Trends

Same-Center Revenue (\$M) ⁽¹⁾⁽²⁾



Same-Center Occupancy ⁽¹⁾



Same-center revenue benefited from the extra week in the quarter, while occupancy reflected lower enrollment trends.

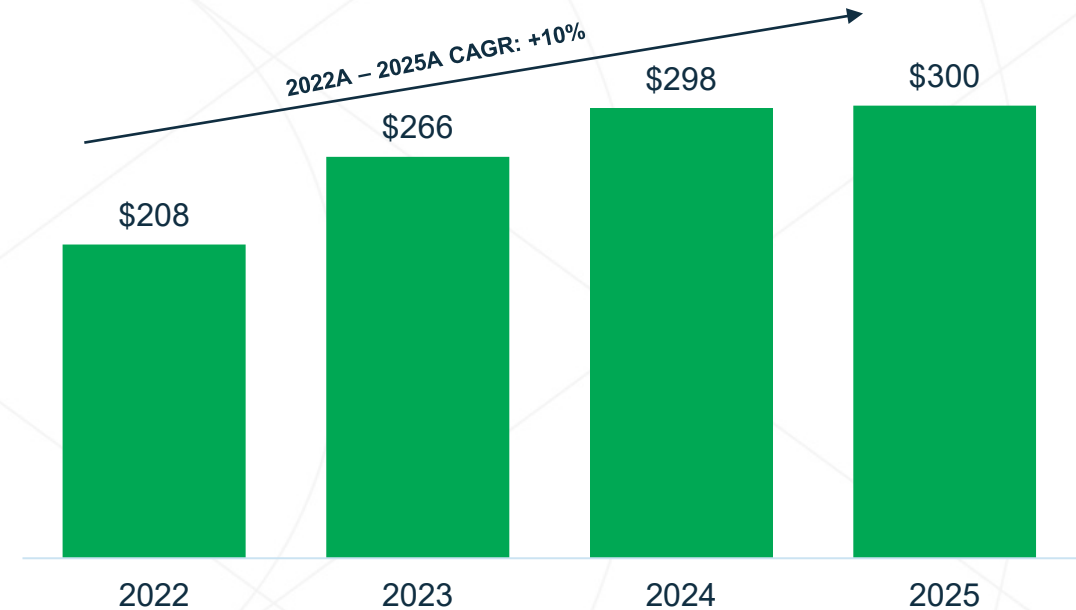
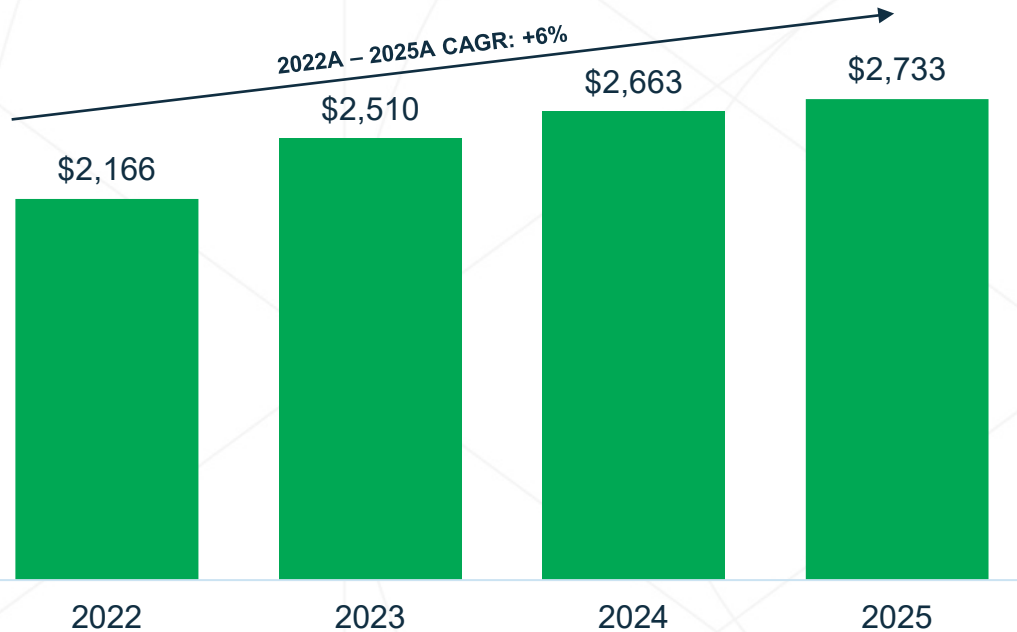
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 2. Includes a 14th week 4Q25



Historical Revenue & Adjusted EBITDA

Revenue (\$M) ⁽³⁾ ⁽⁴⁾

Adjusted EBITDA (\$M) ⁽³⁾ ⁽⁴⁾



	2022	2023	2024	2025
ECE ⁽¹⁾	\$2,054	\$2,345	\$2,466	\$2,518
Before & After ⁽²⁾	\$112	\$165	\$197	\$215

	2022	2023	2024	2025
EBITDA Margin	9.6%	10.6%	11.2%	11.0%

Notes:
 1. Inclusive of KinderCare Learning Centers and Crème School brands.
 2. Inclusive of Champions brand.
 3. See appendix for reconciliation of non-GAAP measures, Some figures may not sum due to rounding.
 4. Includes 53rd week in 2025



Capitalization Summary

- Ample liquidity to execute strategic growth plan
- No material near-term debt maturities
- Corporate/Issuer ratings: B2/B+

Leverage Profile ⁽¹⁾

First Lien Term Loan	\$927.5
Less unrestricted cash	(133.2)
Net debt	\$794.3
TTM Adjusted EBITDA⁽²⁾	\$300.1
Leverage Ratio	2.6x

Liquidity Profile (\$M) ⁽³⁾

Revolver availability	\$262.5
Less outstanding letters of credit	(72.8)
Plus unrestricted cash	133.2
Liquidity	\$322.9

Scheduled Debt Principal Payments (\$M)

2026	\$9.6
2027	\$9.6
2028	\$9.6
2029	\$7.2
2030	\$921.1
Total	\$957.2

Notes:

Some figures may not sum due to rounding.

1. Balance as of January 3, 2026.

2. See appendix for reconciliation of non-GAAP measures

3. Cash and outstanding letters of credit as of January 3, 2026.



Fiscal Year 2026 Guidance Summary

Revenue

\$2.7 - \$2.75 Billion

Adjusted EBITDA

\$210 - \$230 Million

Adjusted EPS

\$0.10 - \$0.20

Supporting Growth Assumptions

(% Year over Year Revenue Growth Contributions)

Occupancy			New Center Openings (NCOs)
~(3%)			~0.5%
Tuition			Tuck-in Acquisitions
~3%			~0.5%
B2B/Champions			Closures
~1%			~(1%)

Shareholder Value Proposition



Attractive valuation multiple



Predictable enrollment trends and pricing drive revenue visibility



Historical track record of strong profitability



Leading provider in a highly fragmented market



Diversified revenue sources create strong cash flow generation

Appendix / Reconciliations



Significant Potential for Occupancy Growth Across Fleet

Occupancy Rates of Quintiles Ranked by Center Profitability ⁽¹⁾

Quintile	2024	2025	2025 vs 2024
1 st	87.3%	84.8%	↓ 2.5%
2 nd	80.5%	77.5%	↓ 3.0%
3 rd	75.0%	73.2%	↓ 1.8%
4 th	65.0%	63.6%	↓ 1.5%
5 th	48.3%	52.0%	↑ 3.7%

Notes:

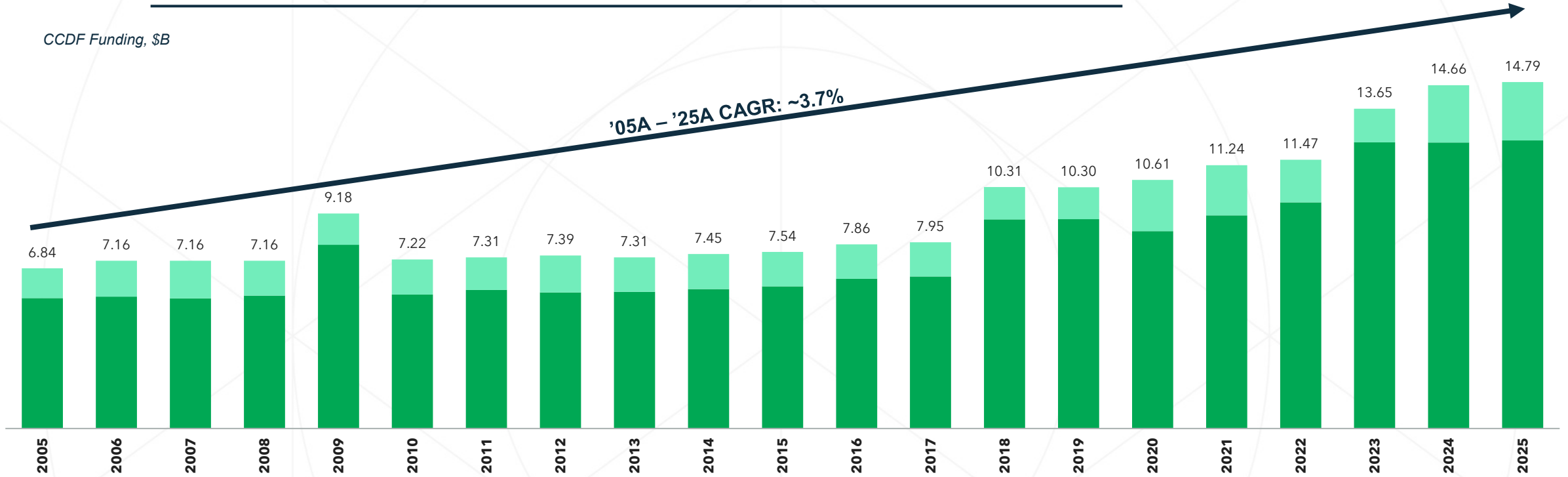
1. This Quintile analysis ranks our centers by EBITDA levels as of FY2024 and excludes Crème School and new ramping centers.



Resilient Subsidy Funding with Consistent Growth and Strong Bipartisan Support (1)

CCDF Funding, \$B

'05A - '25A CAGR: ~3.7%



Years	'05-'06	'07-'08	'09-'10	'11-'12	'13-'14	'15-'16	'17-'18	'19-'20	'21-'22	'23-'24	'25
WH	Republican Control	Democrat Control	Democrat Control	Democrat Control	Democrat Control	Democrat Control	Republican Control	Republican Control	Democrat Control	Democrat Control	Republican Control
House	Republican Control	Democrat Control	Democrat Control	Republican Control	Republican Control	Republican Control	Democrat Control	Democrat Control	Republican Control	Republican Control	Republican Control
Senate	Republican Control	Democrat Control	Democrat Control	Democrat Control	Democrat Control	Republican Control	Republican Control	Republican Control	Democrat Control	Democrat Control	Republican Control

■ CCDF (Federal)
 ■ CCDF (State)
 ■ Republican Control
 ■ Democrat Control

Complexity of Accessing Funds Remains a Challenge for Subscale Players and Families

Notes:
 1. Funding for federal subsidies is primarily provided through the Child Care and Development Fund (CCDF), authorized under the Child Care & Development Block Grant (CCDBG); excludes Head Start, TANF transfers, and other pre-K spend.



Key Performance Metrics

	January 3, 2026	December 28, 2024
Early childhood education centers	1,601	1,574
Before- and after-school sites	1,153	1,025
Total centers and sites	2,754	2,599

	Three Months Ended		Fiscal Years Ended	
	January 3, 2026	December 28, 2024	January 3, 2026	December 28, 2024
Average weekly ECE FTEs	135,880	141,002	142,248	145,149

	Three Months Ended		Fiscal Years Ended	
	January 3, 2026	December 28, 2024	January 3, 2026	December 28, 2024
ECE same-center occupancy	64.5%	67.9%	67.8%	69.8%

	Three Months Ended		Fiscal Years Ended	
	January 3, 2026	December 28, 2024	January 3, 2026	December 28, 2024
(In thousands) ECE same-center revenue ⁽¹⁾	\$ 617,818	\$ 582,371	\$ 2,488,829	\$ 2,427,673

Notes:
1. Includes a 53rd week in FY2025

Total Centers and Sites Count

Early childhood education centers	Total
December 28, 2024	1,574
Acquired	26
Opened	20
Closed	19
January 3, 2026	1,601

Before- and after-school sites	Total
December 28, 2024	1,025
New	236
Closed	108
January 3, 2026	1,153



Income Statement

(In thousands, except per share data)

	Three Months Ended ⁽²⁾		Fiscal Years Ended ⁽²⁾	
	January 3, 2026	December 28, 2024	January 3, 2026	December 28, 2024
Revenue	\$ 688,139	\$ 646,956	\$ 2,733,323	\$ 2,663,035
Costs and expenses:				
Cost of services (excluding depreciation and impairment)	549,326	513,695	2,128,130	2,032,513
Depreciation and amortization	31,897	30,213	123,967	117,606
Selling, general, and administrative expenses	73,814	188,915	297,232	423,063
Impairment losses	196,997	3,395	204,051	10,535
Total costs and expenses	852,034	736,218	2,753,380	2,583,717
(Loss) income from operations	(163,895)	(89,262)	(20,057)	79,318
Interest expense	19,699	50,733	83,975	170,539
Interest income	(1,013)	(2,249)	(4,827)	(7,369)
Other (income) expense, net	(963)	101	(5,863)	(5,620)
(Loss) before income taxes	(181,618)	(137,847)	(93,342)	(78,232)
Income tax (benefit) expense	(4,443)	(4,264)	19,538	14,608
Net (loss)	\$ (177,175)	\$ (133,583)	\$ (112,880)	\$ (92,840)
Net (loss) per common share⁽¹⁾:				
Basic	\$ (1.50)	\$ (1.17)	\$ (0.95)	\$ (0.96)
Diluted	\$ (1.50)	\$ (1.17)	\$ (0.95)	\$ (0.96)
Weighted average number of common shares outstanding⁽¹⁾:				
Basic	118,411	114,136	118,329	96,309
Diluted	118,411	114,136	118,329	96,309

Notes:

1. On October 8, 2024, the Company effected a common stock conversion, in which Class A and Class B common stock were converted to common stock at a ratio of 8.375 to one. The outstanding shares and per share amounts have been adjusted to retrospectively reflect the conversion.

2. The three months and fiscal year ended January 3, 2026, consisted of 14 weeks and 53 weeks, respectively, compared to 13 weeks and 52 weeks in the comparable prior year periods



Adjusted EBITDA Reconciliation

(In thousands)

	Three Months Ended ⁽¹⁾		Fiscal Years Ended ⁽¹⁾	
	January 3, 2026	December 28, 2024	January 3, 2026	December 28, 2024
Net (loss) income	\$ (177,175)	\$ (133,583)	\$ (112,880)	\$ (92,840)
Add back:				
Interest expense	19,699	50,733	83,975	170,539
Interest income	(1,013)	(2,249)	(4,827)	(7,369)
Income tax (benefit) expense	(4,443)	(4,264)	19,538	14,608
EBIT	\$ (162,932)	\$ (89,363)	\$ (14,194)	\$ 84,938
Add back:				
Depreciation and amortization	31,897	30,213	123,967	117,606
EBITDA	\$ (131,035)	\$ (59,150)	\$ 109,773	\$ 202,544
Add back:				
Impairment losses	196,997	3,395	204,051	10,535
Stock-based compensation	1,713	123,066	12,073	122,972
Management and advisory fee expenses	—	119	—	3,767
Acquisition related costs	—	—	—	16
Non-recurring distribution and bonus expense	—	—	—	19,287
COVID-19 Related Stimulus, net	—	(4,049)	(26,713)	(69,732)
Other costs	—	2,595	882	8,734
Adjusted EBITDA	\$ 67,675	\$ 65,976	\$ 300,066	\$ 298,123

Notes:

See Consolidated Non-GAAP Measures table from March 12, 2026 earnings press release for add-back explanations.

1. The three months and fiscal year ended January 3, 2026, consisted of 14 weeks and 53 weeks, respectively, compared to 13 weeks and 52 weeks in the comparable prior year periods



TTM Adjusted EBITDA Reconciliation

(In thousands)

	Three Months Ended					
	September 27, 2025	June 28, 2025	March 29, 2025	December 28, 2024	September 28, 2024	June 29, 2024
Net (loss) income	\$ 4,550	\$ 38,588	\$ 21,157	\$ (133,583)	\$ 13,959	\$ 28,535
Add back:						
Interest expense	24,095	20,073	20,108	50,733	39,459	43,927
Interest income	(1,731)	(1,424)	(659)	(2,249)	(1,260)	(1,752)
Income tax (benefit) expense	1,655	14,488	7,838	(4,264)	4,154	10,376
EBIT	\$ 28,569	\$ 71,725	\$ 48,444	\$ (89,363)	\$ 56,312	\$ 81,086
Add back:						
Depreciation and amortization	31,019	31,074	29,977	30,213	29,641	29,212
EBITDA	\$ 59,588	\$ 102,799	\$ 78,421	\$ (59,150)	\$ 85,953	\$ 110,298
Add back:						
Impairment losses	3,309	2,235	1,510	3,395	1,257	1,521
Stock-based compensation	2,826	3,461	4,073	123,066	(1,402)	1,413
Management and advisory fee expenses	—	—	—	119	1,216	1,216
Acquisition related costs	—	—	—	—	—	—
Non-recurring distribution and bonus expense	—	—	—	—	—	—
COVID-19 Related Stimulus, net	—	(26,050)	(663)	(4,049)	(14,908)	(31,281)
Other costs	672	—	210	2,595	(760)	3,184
Adjusted EBITDA	\$ 66,395	\$ 82,445	\$ 83,551	\$ 65,976	\$ 71,356	\$ 86,351

Notes:
See Consolidated Non-GAAP Measures table from March 12, 2026 earnings press release for add-back explanations.



Statement of Cash Flows and Free Cash Flow Reconciliation

(In thousands)

	Fiscal Years Ended	
	January 3, 2026	December 28, 2024
Cash provided by operating activities	\$ 238,535	\$ 115,887
Cash used in investing activities	(154,416)	(147,238)
Cash used in financing activities	(13,250)	(62,631)
Net change in cash, cash equivalents, and restricted cash	70,869	(93,982)
Cash, cash equivalents, and restricted cash at beginning of period	62,430	156,412
Cash, cash equivalents, and restricted cash at end of period	\$ 133,299	\$ 62,430

	Fiscal Years Ended	
	January 3, 2026	December 28, 2024
Cash provided by operating activities	\$ 238,535	\$ 115,887
Purchase of Property and equipment	(128,271)	(132,322)
Free Cash Flow	\$ 110,264	\$ (16,435)

Notes:
See Consolidated Non-GAAP Measures table from March 12, 2026 earnings press release for add-back explanations.

