

To Our Shareholders

On August 8, 2025, we reported results for the first quarter of our 2026 fiscal year that ended June 29, 2025.

For the thirteen-week period ended June 29, 2025 (“first quarter fiscal 2026”):

- Revenues were \$46,998,000 as compared to \$44,767,000 during the thirteen weeks ended June 30, 2024;
- Income from operations was \$12,791,000 as compared to \$13,745,000 during the thirteen weeks ended June 30, 2024;
- Adjusted EBITDA¹, a non-GAAP financial measure, was \$13,531,000 as compared to \$14,281,000 for the thirteen weeks ended June 30, 2024;
- Income before provision for income taxes was \$12,257,000 as compared to \$12,784,000 during the thirteen weeks ended June 30, 2024;
- Net income was \$8,928,000, as compared to \$9,277,000 during the thirteen weeks ended June 30, 2024; and
- Earnings per diluted share was \$2.16 per share as compared to \$2.27 per share for the thirteen weeks ended June 30, 2024.

License royalties decreased to \$12,381,000 during the first quarter fiscal 2026 as compared to \$12,921,000 during the thirteen weeks ended June 30, 2024. During the first quarter fiscal 2026, royalties earned under the retail agreement, including the foodservice program, from Smithfield Foods, Inc., decreased 4.5% to \$11,464,000 as compared to \$12,010,000 of royalties earned during the thirteen weeks ended June 30, 2024.

In the Branded Product Program, which features the sale of Nathan’s hot dogs to the foodservice industry, sales increased by \$2,929,000 to \$29,075,000 during the first quarter fiscal 2026 as compared to \$26,146,000 for the thirteen weeks ended June 30, 2024. Our average selling price, which is partially correlated to the beef markets, increased by approximately 8% compared to the prior year period. Income from operations decreased by \$224,000 to \$2,276,000 during the first quarter fiscal 2026 as compared to \$2,500,000 for the thirteen weeks ended June 30, 2024, due to an increase in the cost of beef and beef trimmings.

Sales from Company-owned restaurants were \$3,986,000 during the first quarter fiscal 2026 as compared to \$4,199,000 during the thirteen weeks ended June 30, 2024. Sales were negatively impacted due to a decrease in customer traffic, especially at our two Coney Island locations, due to unfavorable weather conditions.

Revenues from franchise operations were \$1,129,000 during the first quarter fiscal 2026 as compared to \$1,073,000 during the thirteen weeks ended June 30, 2024. Total royalties were \$1,001,000 in the first quarter fiscal 2026 period as compared to \$981,000 during the thirteen weeks ended June 30, 2024. Franchise restaurant sales increased by \$791,000 to \$18,444,000 as compared to \$17,653,000 for the thirteen weeks ended June 30, 2024.² Total franchise fee income, including cancellation fees, was \$128,000 during the first quarter fiscal 2026 as compared to \$92,000 during the thirteen weeks ended June 30, 2024. Eight franchised locations opened during the first quarter fiscal 2026.

¹ EBITDA and Adjusted EBITDA are non-GAAP financial measures. Please see the definitions of EBITDA and Adjusted EBITDA on page 2 of this letter and the reconciliation of EBITDA and Adjusted EBITDA to net income in the table at the end of this release.

² Franchise restaurant sales are not revenues of the Company and are not included in the Company’s Condensed Consolidated Financial Statements.

During the first quarter fiscal 2026, we recorded Advertising Fund revenue and expense in the amount of \$427,000 as compared to \$428,000 during the thirteen weeks ended June 30, 2024.

On July 1, 2025, we paid the \$0.50 per share quarterly cash dividend that was declared by the Board of Directors on June 10, 2025 to shareholders of record at the close of business on June 23, 2025.

Effective August 8, 2025, the Board of Directors declared its quarterly cash dividend of \$0.50 per share payable on September 5, 2025 to shareholders of record at the close of business on August 25, 2025.

Certain Non-GAAP Financial Information:

In addition to disclosing results that are determined in accordance with Generally Accepted Accounting Principles in the United States of America ("US GAAP"), the Company is disclosing EBITDA, a non-GAAP financial measure which is defined as net income, excluding (i) interest expense; (ii) provision for income taxes and (iii) depreciation and amortization expense. The Company is also disclosing Adjusted EBITDA, a non-GAAP financial measure which is defined as EBITDA, excluding share-based compensation that the Company believes will impact the comparability of its results of operations.

The Company believes that EBITDA and Adjusted EBITDA are useful to investors to assist in assessing and understanding the Company's operating performance and underlying trends in the Company's business because EBITDA and Adjusted EBITDA are (i) among the measures used by management in evaluating performance and (ii) are frequently used by securities analysts, investors and other interested parties as a common performance measure.

EBITDA and Adjusted EBITDA are not recognized terms under US GAAP and should not be viewed as alternatives to net income or other measures of financial performance or liquidity in conformity with US GAAP. Additionally, our definitions of EBITDA and Adjusted EBITDA may differ from other companies. Analysis of results and outlook on a non-US GAAP basis should be used as a complement to, and in conjunction with, data presented in accordance with US GAAP. Please see the table at the end of this press release for a reconciliation of EBITDA and Adjusted EBITDA to net income.

About Nathan's Famous

Nathan's is a Russell 2000 Company that currently distributes its products in 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, and twenty foreign countries through its restaurant system, foodservice sales programs and product licensing activities. For additional information about Nathan's, please visit our website at www.nathansfamous.com.

Sincerely,

Eric Gatoff
Chief Executive Officer

Nathan's Famous, Inc. and Subsidiaries
Financial Highlights

	<u>Thirteen weeks ended</u>	
	<u>June 29, 2025</u>	<u>June 30, 2024</u>
	(Unaudited)	
Total revenues	<u>\$ 46,998,000</u>	<u>\$ 44,767,000</u>
Income from operations (a)	<u>\$ 12,791,000</u>	<u>\$ 13,745,000</u>
Income before provision for income taxes	<u>\$ 12,257,000</u>	<u>\$ 12,784,000</u>
Net income	<u>\$ 8,928,000</u>	<u>\$ 9,277,000</u>
Net income per share:		
Basic	<u>\$ 2.18</u>	<u>\$ 2.27</u>
Diluted	<u>\$ 2.16</u>	<u>\$ 2.27</u>
Weighted-average shares used in computing net income per share:		
Basic	<u>4,089,000</u>	<u>4,085,000</u>
Diluted	<u>4,124,000</u>	<u>4,089,000</u>

Nathan's Famous, Inc. and Subsidiaries
Select Segment Information

	<u>Thirteen weeks ended</u>	
	<u>June 29, 2025</u>	<u>June 30, 2024</u>
	(Unaudited)	
<u>Revenues</u>		
Branded product program	\$ 29,075,000	\$ 26,146,000
Product licensing	12,381,000	12,921,000
Restaurant operations	5,115,000	5,272,000
Corporate (b)	<u>427,000</u>	<u>428,000</u>
Revenues	<u>\$ 46,998,000</u>	<u>\$ 44,767,000</u>
<u>Income from operations (c)</u>		
Branded product program	\$ 2,276,000	\$ 2,500,000
Product licensing	12,335,000	12,875,000
Restaurant operations	1,068,000	1,046,000
Corporate (d)	<u>(2,888,000)</u>	<u>(2,676,000)</u>
Income from operations (c)	<u>\$ 12,791,000</u>	<u>\$ 13,745,000</u>

(a) Excludes interest expense, interest and dividend income and other income, net.

(b) Represents Advertising Fund revenue.

(c) Excludes interest expense, interest and dividend income and other income, net which are managed centrally at the corporate level, and, accordingly, such items are not presented by segment since they are excluded from the measure of profitability reviewed by the Chief Operating Decision Maker.

(d) Consists principally of administrative expenses not allocated to the operating segments such as executive management, finance, information technology, legal, insurance, corporate office costs, incentive compensation, share-based compensation, compliance costs and the operating results of the Advertising Fund.

Nathan's Famous, Inc. and Subsidiaries
Reconciliation of Net Income to EBITDA and Adjusted EBITDA

	<u>Thirteen weeks ended</u>	
	<u>June 29, 2025</u>	<u>June 30, 2024</u>
	(Unaudited)	
<u>EBITDA</u>		
Net Income	\$ 8,928,000	\$ 9,277,000
Interest expense	758,000	1,060,000
Provision for income taxes	3,329,000	3,507,000
Depreciation and amortization	<u>228,000</u>	<u>249,000</u>
EBITDA	<u>\$13,243,000</u>	<u>\$ 14,093,000</u>
<u>Adjusted EBITDA</u>		
EBITDA	\$13,243,000	\$14,093,000
Share-based compensation	<u>288,000</u>	<u>188,000</u>
Adjusted EBITDA	<u>\$13,531,000</u>	<u>\$14,281,000</u>

Nathan's Famous, Inc. and Subsidiaries
Summary Balance Sheet Data

	<u>June 29, 2025</u>	<u>March 30, 2025</u>
	Unaudited	
<u>Assets</u>		
Current assets	\$ 55,513,000	\$ 45,135,000
Property and equipment, net of accumulated depreciation	2,097,000	2,114,000
Operating lease assets	4,606,000	4,987,000
Goodwill and intangible asset	573,000	617,000
Deferred income taxes	541,000	510,000
Other assets	<u>106,000</u>	<u>113,000</u>
Total assets	<u>\$63,436,000</u>	<u>\$ 53,476,000</u>
<u>Liabilities and Stockholders' Deficit</u>		
Current liabilities	\$ 20,574,000	\$ 16,764,000
Long-term debt, net of unamortized debt issuance costs	47,492,000	48,073,000
Long-term operating lease liabilities	3,075,000	3,528,000
Other liabilities	993,000	927,000
Deferred franchise fees	644,000	697,000
Stockholders' deficit	<u>(9,342,000)</u>	<u>(16,513,000)</u>
Total liabilities and stockholders' deficit	<u>\$ 63,436,000</u>	<u>\$ 53,476,000</u>