

Beasley Broadcast Group

Building a More Resilient Local Media Platform

Jul 28, 2026

Media

BBGI

NCM

Rating

Outperform

Current Price

\$21.00

Target Price

\$31.00

Market Capitalization

37.98M

Shares Outstanding

975280

Float

1.20M

Institutional Holdings

27.47%

12-Month Low/High

\$3.14/\$29.30

Average 90-Day Volume

33220

Fiscal Year End

12/31/2026

Executing a multi-year turnaround strategy. Management is focused on three strategic priorities: stabilizing local direct advertising, expanding higher-margin owned-and-operated digital products, and strengthening the balance sheet through disciplined deleveraging. We believe successful execution could materially improve the company's earnings profile over the next several years.

Digital mix continues to improve. Digital revenue represented more than 25% of total company revenue during the first quarter of 2026, while owned-and-operated digital products increased to approximately 65% of digital revenue. We believe the improving revenue mix should support higher margins, stronger customer retention, and improved free cash flow generation over time.

Balance sheet restructuring extends the turnaround runway. Management materially strengthened liquidity through a comprehensive liability management transaction, reducing outstanding debt, establishing a new \$35 million asset-based lending facility, and lowering near-term cash interest obligations. These actions provide additional flexibility to execute the company's operating turnaround while continuing to pursue further deleveraging initiatives.

Operating leverage positioned to improve. Management has implemented approximately \$7 million of annualized cost reductions while investing in AI-enabled sales tools, integrated marketing solutions, and enhanced digital sales capabilities. We expect improving digital penetration and disciplined expense management to drive EBITDA recovery as revenue trends stabilize.

Compelling risk/reward profile. We believe the market continues to value BBGI primarily on its challenged legacy Audio business and historical leverage. As management demonstrates continued progress in digital revenue growth, EBITDA recovery, and debt reduction, we believe investor focus will shift toward the company's improving normalized cash flow potential. The shares are rated Outperform with a \$31 price target.

Equity Research

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Revenues (\$ MIL)

Period	2025	2026E	2027E
Q1	48.9	42.6A	
Q2	53.0	43.1E	
Q3	50.9	44.4E	
Q4	53.1	52.7E	
	205.9	182.7E	179.7E

EPS (\$)

Period	2025A	2026E	2027E
Q1	(1.50)	1.77A	
Q2	(0.09)	(1.32)E	
Q3	(1.97)	(0.70)E	
Q4	(105.40)	2.61E	
	(109.27)	2.25E	(1.02)E

Investment Appraisal

We believe Beasley Media Group is undergoing a fundamental transformation from a traditional radio broadcaster into a more diversified local media and digital marketing platform. While legacy Audio revenues remain challenged by industry headwinds and macroeconomic uncertainty, management has established a clear strategic framework focused on revenue stabilization, digital expansion, and balance sheet improvement.

The company's strategy is centered on three priorities: rebuilding local direct advertising revenue, increasing the contribution of higher-margin owned-and-operated digital products, and reducing financial leverage through disciplined capital allocation and portfolio optimization. Digital has emerged as the most important component of the investment story. During the first quarter of 2026, digital revenue accounted for more than 25% of the company's total revenue. More importantly, owned-and-operated digital products represented approximately 65% of total digital revenue, up from roughly 49% in the prior-year period. Management believes these products carry superior economics, stronger customer retention, and greater margin potential than third-party programmatic revenue.

We believe investors should focus less on total digital revenue growth and more on the quality of digital revenue. The company's deliberate shift toward owned-and-operated products, direct client relationships, integrated marketing solutions, and outcome-based selling should improve margin conversion over time. Operationally, management has identified digital penetration as a leading indicator of market performance. Markets such as Tampa and Boston, where digital adoption is strongest, have demonstrated greater revenue stability and stronger operating trends. Management's long-term objective is to increase digital revenue to at least 35% of total revenue at the market level.

While near-term advertising conditions remain challenging and management expects second-quarter same-station revenue to decline in the mid- to high-single-digit range, we believe the investment thesis should be evaluated based on progress in four key areas: digital revenue mix improvement, local direct advertising recovery, conversion of revenue into station operating income, and continued debt reduction.

The company has also made significant progress in strengthening its capital structure. During 2026, Beasley completed the sale of its Fort Myers assets, executed a comprehensive second lien restructuring, repurchased first lien debt, and established a new asset-based lending facility. Collectively, these actions reduced debt, improved liquidity, and provided additional financial flexibility as management continues its deleveraging efforts. In our view, Beasley should no longer be evaluated primarily as a radio broadcaster. Rather, it should be viewed as a restructuring and digital transformation story where successful execution could create substantial equity value through improved profitability, lower leverage, and a higher-quality revenue mix.

Near current levels, the BBGI shares trade at 9.6 times our 2027 adj. EBITDA estimate, which is in line with its peers. Historically, Beasley Media Group has traded within a normalized EV/adjusted EBITDA range of approximately 6.5x to 9.2x, with an average multiple of roughly 6.3x–6.8x prior to the recent balance sheet restructuring. However, our investment thesis is based on the company's normalized earnings power rather than near-term results. Using our 2028 estimates, the shares trade at approximately 6.0x EBITDA, a level we believe does not fully reflect the company's improving digital revenue mix, stronger operating margins, expanding free cash flow, and prospect for debt pare-down. Accordingly, we establish an 18-month price target based on our 2028 forecasts, which we believe better capture the company's normalized operating profile and long-term value creation potential.

We are initiating coverage of Beasley Broadcast Group with an Outperform rating and establishing a \$31 price target. Our valuation applies a 7.0x EV/Adjusted EBITDA multiple to our 2028 adj. EBITDA estimate, which we believe appropriately balances the company's improving operating outlook against the remaining financial risks.

Investment Highlights

- Digital revenue exceeds 25% of the company's revenue.
- Owned-and-operated high-margin digital revenue now represents roughly 65% of digital revenue.
- Tampa and Boston demonstrate a successful digital-led operating model.
- Second-lien restructuring significantly lowers the near-term interest burden.
- \$23 million of recent asset sale proceeds support deleveraging.
- An additional \$7 million of annualized cost reductions was announced in May 2026.
- New AI-enabled sales prospecting and pipeline management initiatives.
- Compelling stock valuation.

Investment Risks

- Revenue stabilization fails to materialize.
- Digital growth insufficient to offset Audio declines.
- Deleveraging objectives are delayed.
- Additional asset sales reduce the revenue base faster than expenses.
- Capital structure introduces potential future dilution.
- Turnaround execution risk.

Industry Overview

The U.S. local radio broadcasting industry is a mature, advertising-driven business where operators own and program AM and FM stations. For nearly a century, the industry has provided music, news, talk, and local information free of charge. Because the product is free to the consumer, the listeners are actually the product being sold to advertisers.

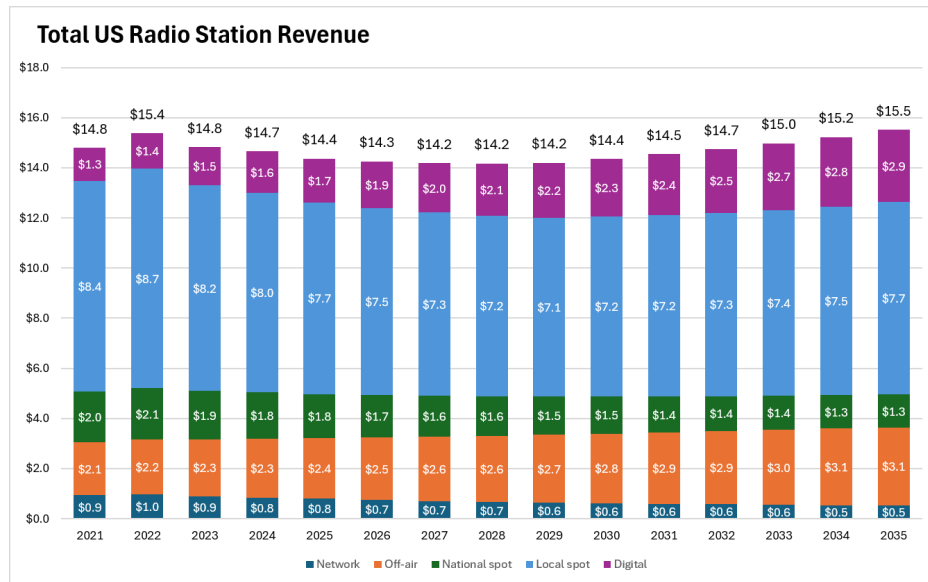
Radio stations generate most of their revenue through over-the-air spot advertising, primarily 30-second and 60-second commercials sold to local, regional, and national advertisers. Local spot is the largest segment, purchased directly from stations by local businesses and ad agencies in the market. National spot advertising is purchased by larger brands, like Home Depot or GEICO, who want exposure across certain markets, while network advertising is sold against syndicated programming distributed across multiple affiliated stations. Alongside airtime, stations have steadily moved into digital, building streaming, podcast, and digital advertising and marketing businesses.

Structurally, the traditional industry can be best understood as a collection of local station clusters rather than a single national market. Broadcast signals cover defined geographic areas and station licenses are tied to particular communities. A cluster might pair country, classic rock, and contemporary music with news, sports, and talk, letting one operator reach distinct audiences and sell advertisers broad coverage of the market. Stations in the same cluster can also share studios, sales personnel, engineering, administrative functions, and management, spreading fixed costs across a larger revenue base.

Revenue is earned market by market, against local programming, local audiences, and local advertiser relationships. That structure is the source of radio's most durable advantages. Operators maintain a physical presence in their markets, trusted local brands and personalities, and on-the-ground sales teams with direct ties to local and regional advertisers, relationships that national, platform-based competitors cannot easily replicate.

The U.S. radio station market reached a recent peak of \$15.4 billion in 2022 before declining to \$14.4 billion in 2025. As illustrated in Figure #1 Total U.S. Radio Station Revenue, S&P Global Market Intelligence expects revenue to fall to \$14.3 billion in 2026 and bottom at approximately \$14.2 billion in 2028. The market is then projected to recover gradually, reaching \$15.5 billion by 2035 and representing a compound annual growth rate of approximately 0.8% from 2025.

Figure #1 Total U.S. Radio Station Revenue



Source: S&P Global Market Intelligence

Traditional revenues are projected to decline from approximately \$10.2 billion in 2025 to \$9.5 billion in 2035. Local spot is expected to remain broadly stable at approximately \$7.7 billion, while national spot and network revenue contract at annual rates of roughly 3% and 4%, respectively.

Reported performance does not move in a straight line. Three sources of volatility can make a single quarter or year appear stronger or weaker than the underlying business.

The first is the economic cycle. Advertising is often among the first expenses businesses reduce when economic conditions weaken. Radio is particularly sensitive to the health of local businesses, including automotive dealers, restaurants, retailers, financial institutions, healthcare providers, and home-services companies. National advertising can be even more volatile because large brands can quickly move spending across markets and media channels.

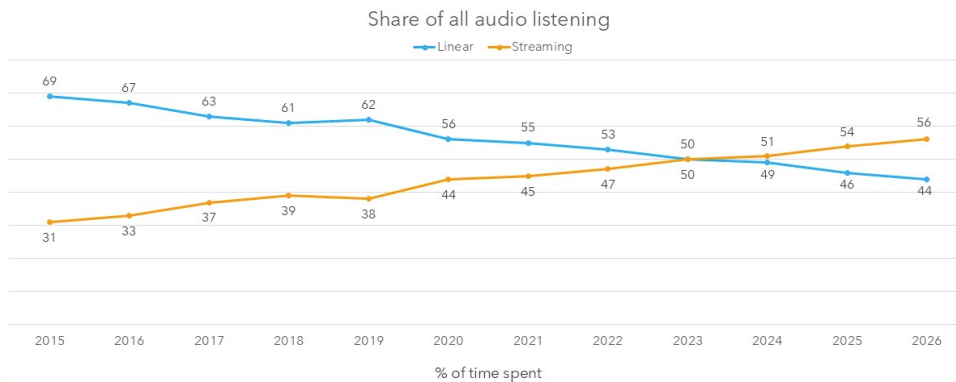
The second is seasonality. Revenue is typically lowest during the first quarter and builds toward a fourth-quarter peak as retail activity, holiday spending, and promotional campaigns increase. Comparisons between sequential quarters can therefore provide a misleading picture of the business unless normal seasonal patterns are considered.

The third is political advertising. Election spending can provide meaningful incremental revenue, particularly in markets with competitive congressional, gubernatorial, and local races. Because political advertising uses existing inventory and requires limited incremental operating expense, it can carry a high contribution margin. Its uneven timing, however, creates volatility between election and nonelection years.

Radio's audience reach remains remarkably strong. AM and FM stations reach approximately 93% of U.S. adults each month, a footprint that exceeds both television and the smartphone. Even among adults under 35, monthly reach remains roughly 89%. What has changed is not reach but time. Nearly everyone still tunes in at some point, yet the hours audiences spend with broadcast radio have steadily declined, as shown in Figure #2 Listening Time Shifts.-

Figure #2 Listening Time Shifts**Time spent with on-demand audio surpasses linear sources**

U.S. Population 13+ | Includes all audio sources

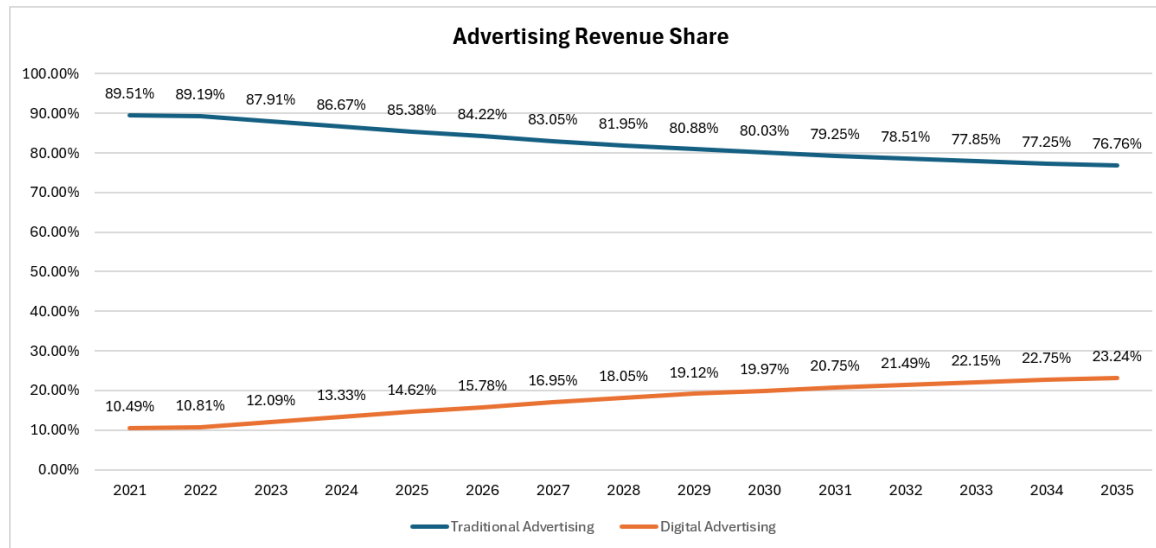


Source: Edison Research

The cause is a lasting change in how people access audio. The smartphone placed on-demand music and podcasts in every pocket, and the connected-car dashboard, through systems such as Apple CarPlay and Android Auto, has broken radio's long-held grip on in-car listening by putting streaming services beside the FM dial as default options. Younger listeners in particular formed their habits on these platforms rather than aging into broadcast as earlier generations did. Within ad-supported audio, AM and FM still capture a little over half of all listening, but that share slips once paid, ad-free streaming is counted, and it is lowest among younger listeners and in the car, the two arenas where broadcast has historically been strongest.

Because these shifts are driven by lasting changes in technology and habit rather than the economic cycle, the decline of broadcast listening is structural rather than temporary. Advertising dollars have followed the audience, which is why the decline in broadcast spot revenue persists across the forecast period even as the total market holds steady. Against this backdrop, local media companies face a set of ongoing pressures, including audience fragmentation across digital platforms, competition from streaming audio services and from large digital advertising platforms, pressure on national advertising budgets, the economic sensitivity of local advertisers, rising technology and content costs, and growing advertiser demand for measurable results.

Digital is where the industry's growth now lives. Radio's digital revenue reached roughly \$1.7 billion in 2025 and is projected to reach about \$2.9 billion by 2035, more than doubling from 2021 and rising from approximately 10% of advertising revenue to over 23%, as shown in Figure #3 Digital Revenue Growth.

Figure #3 Digital Revenue Growth

Source: S&P Global Market Intelligence

The appeal of digital is straightforward. Where broadcast delivers mass reach with limited targeting and thin performance data, digital offers precise audience selection and measurable outcomes, the attributes advertisers increasingly demand. The digital pivot follows two primary paths. The first is the extension of station-owned content into streaming, podcasts, websites, mobile applications, newsletters, and social media. These products allow broadcasters to reach audiences beyond their radio signals and across a broader set of devices.

The second is the development of broader digital marketing services. These offerings can include programmatic display and video, connected television, paid search, social media advertising, email marketing, website development, search engine optimization, and campaign analytics. These products generally provide greater pricing control, better access to audience data, and stronger incremental margins

The marketing-services model matters most because it monetizes the station's local sales relationships rather than its audience. It allows operators to serve both existing radio advertisers and clients who may never buy a broadcast spot, and it is where radio's local advantage carries directly into digital. A station can offer a local business a single trusted partner in a market that national platforms serve only from a distance. Additionally, marketing services tend to be recurring, which produces steadier revenue, deeper client relationships, and higher switching costs. An advertiser who buys commercials can stop at any time. An advertiser whose website, search presence, and campaign reporting run through the station is considerably harder to displace.

Not all digital revenue is equally valuable, and this is where operators diverge most sharply. The central distinction is between owned-and-operated products, where the station controls the inventory or performs the work itself, and resold third-party inventory, where the station acts as an intermediary for someone else's platform. Reselling is easier to launch and can grow revenue quickly, but it carries thin margins, little pricing power, and no ownership of the underlying customer data. Owned-and-operated products carry higher margins, greater pricing control, better data, and stronger retention. Two operators reporting identical digital growth can therefore be running businesses of very different quality, which is why investors increasingly look at the composition of digital revenue rather than its growth rate alone.

Scale reinforces the divide. Digital audio is increasingly transacted programmatically, through automated auctions rather than direct negotiation, and a large majority of marketers now buy audio this way. Programmatic rewards sellers that can offer targetable, measurable inventory in volume and penalizes those whose digital offering is thin or manually sold. The same logic applies to marketing services, where competing effectively requires an ad-technology stack, data infrastructure, and specialized

staff that smaller operators struggle to fund. Artificial intelligence is beginning to compound this, as broadcasters deploy it for prospecting, campaign optimization, and sales productivity, which raises capacity without a proportional increase in headcount.

Radio does not enter these markets unopposed. In digital audio, it competes with pure-play streaming platforms and independent podcast networks, most of which are larger and command more listening time. In local digital services, it competes with Google and Meta, with local agencies, and with a range of ad-technology providers. What radio brings that they do not is the local sales relationship. A national platform sells through a self-service portal. A station sends a representative who knows the market, understands the business, and can bundle broadcast reach with digital targeting in one conversation. For a local advertiser without a marketing department, that combination of trusted partner and single point of contact has real value, and it is the foundation on which radio's digital businesses are built.

The result is an industry whose participants are increasingly differentiated less by total revenue growth than by the quality of what they are building. Operators that grow owned-and-operated products, convert local relationships into recurring digital business, expand margins, and retain clients are positioned to outperform. Those that rely on reselling third-party inventory or remain dependent on broadcast alone face a considerably slower path.

Company Overview

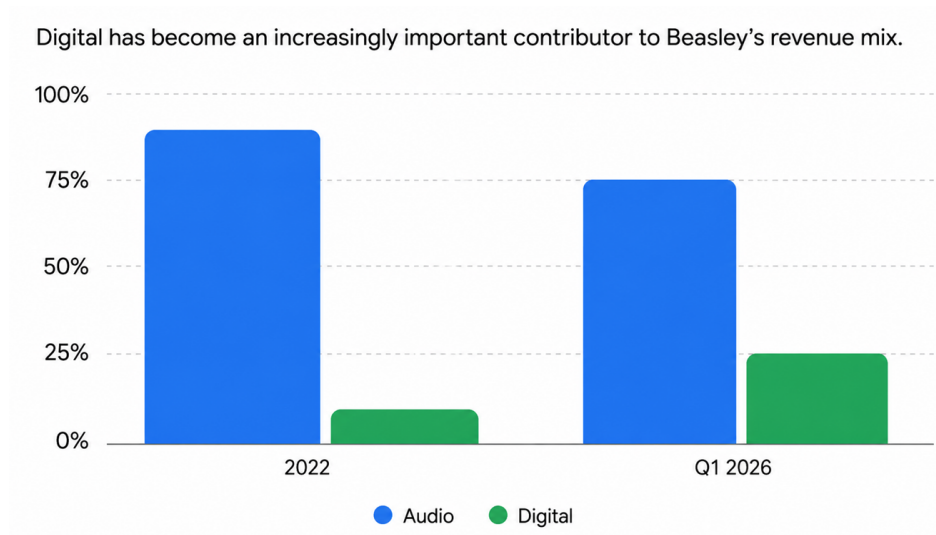
Beasley Broadcast Group was founded in 1961 by George G. Beasley following the acquisition of the company's first radio station in Benson, North Carolina. Over the subsequent four decades, Beasley expanded through acquisitions across the southeastern United States, building a diversified portfolio of FM and AM stations across music, sports, news, and talk formats. The company completed its initial public offering in 2000 under the ticker BBGI, providing additional capital to accelerate market expansion.

Beasley materially increased its scale in 2016 through the acquisition of Greater Media, adding leading stations in Boston, Philadelphia, Detroit, Charlotte, and New Jersey and establishing the company as one of the largest publicly traded radio broadcasters in the United States. Beginning in 2018, management expanded beyond traditional broadcast advertising through investments in digital advertising, podcasting, streaming audio, esports, and digital marketing services. From 2021 through 2024, the company further repositioned toward integrated marketing solutions, audience analytics, and performance-based advertising while implementing cost-reduction initiatives to improve operating efficiency.

In 2025, Beasley initiated a broader portfolio and balance sheet transformation centered on asset sales, organizational restructuring, liquidity enhancement, and debt reduction. These efforts advanced in early 2026 with the sale of the company's Fort Myers assets, a comprehensive liability management transaction involving approximately \$184 million of second-lien debt, the repurchase of first-lien debt, and the establishment of a \$35 million asset-based lending facility. Collectively, these actions reduced leverage, strengthened liquidity, and increased financial flexibility as management continues to optimize the portfolio and reposition the business for sustainable growth.

Current Operations

Today, the company operates through two business segments: Audio and Digital. Audio revenue primarily includes revenue generated from the sale or trade of aired commercial spots to advertisers directly or through national, regional, and local advertising agencies. Digital revenue is generated through products and services spanning streaming audio, podcasts, websites, social media, branded content, digital marketing services, and performance-based advertising solutions. The two segments provide complementary audience reach and targeting capabilities, creating cross-selling opportunities and enabling Beasley to deliver integrated advertising campaigns across traditional and digital media. Notably, while Radio remains the foundation of the business, management has invested heavily in digital capabilities, driving digital revenue growth and a shift in revenue mix, as illustrated in Figure #4 Segment revenue.

Figure #4 Segment revenue.

Source: Company filings

Radio Broadcast (Audio)

The company operates 49 radio stations across 11 attractive metropolitan markets, including Boston, Philadelphia, Detroit, Tampa, Charlotte, and Las Vegas, as illustrated in Figure #5 Operating Stations. As of March 31, 2026, the company reached approximately 14.8 million weekly AM/FM listeners and benefits from meaningful scale, established local brands, and long-standing relationships with local advertisers. The concentration of multiple stations within individual markets also provides operating leverage, as a substantial portion of station-level overhead remains fixed regardless of the number of stations operated. In addition, a concentrated market position can strengthen pricing power with advertisers. As such, market concentration has the potential to support higher margins and more resilient revenue.

Figure #5 Operating Stations

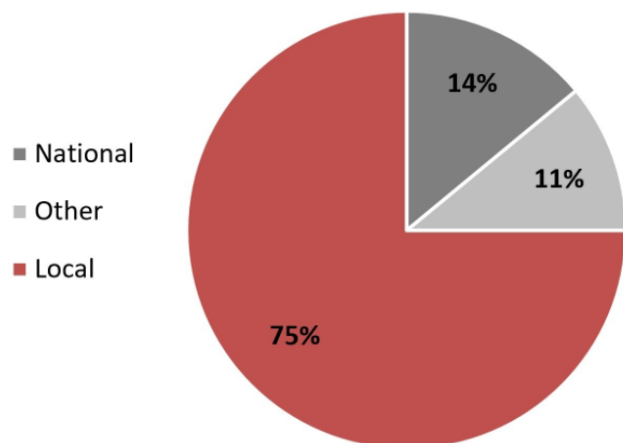
Source: Company filings.

Audio revenue remained predominantly local in Q1 2026, with local advertisers accounting for 75% of revenue, compared with

11% from national advertisers and 14% from other sources, as illustrated in Figure #6 Audio Revenue. Local revenue is generally generated through direct relationships with advertisers operating within Beasley's individual markets. National revenue primarily consists of commercial advertising purchased through agencies across multiple markets, with transactions generally facilitated by the company's national representation firm. Other revenue includes network and trade revenue, sublease revenue, talent fees, hard-cost reimbursements, and other non-operating revenue.

Figure #6 Audio Revenue

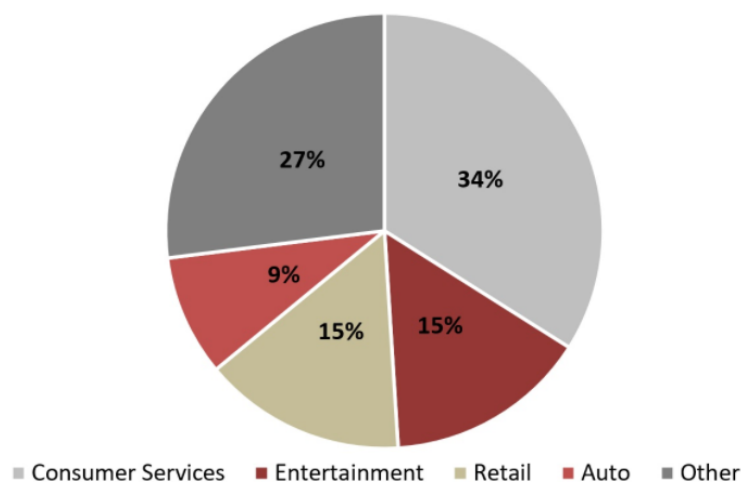
FY 2025 Revenue by Client Type



Source: Company Presentation

By advertiser category, consumer services remained the dominant segment at 34% of Q1 2026 Audio revenue, with legal, healthcare, and home improvement representing the strongest subcategories. Other advertiser categories accounted for 27% of revenue, while entertainment and retail each represented 15%, and automotive contributed 9%, as illustrated in Figure #7 Advertising Categories. The mix provides exposure across several advertising verticals, although performance remains most sensitive to spending trends within consumer services and Beasley's local markets.

Figure #7 Advertising Categories



Source: Company Presentation

While Radio remains the foundation of the business, Beasley is increasingly leveraging its established local brands and advertiser relationships to support a broader digital marketing platform. This strategy extends customer engagement beyond traditional broadcast advertising and enables the company to offer more targeted, measurable, and performance-oriented solutions.

Digital

Importantly, the company's Audio business serves as the customer acquisition engine for these higher-value Digital services. Existing broadcast advertisers can seamlessly expand into integrated multimedia campaigns that combine radio, streaming, podcasts, websites, search, social media, and digital targeting. As of March 31, 2026, the company generated approximately 133 million annual streaming sessions, recorded 3.8 million monthly podcast downloads, and maintained a social media audience of 4.2 million. Together, these assets provide advertisers with broad local reach while creating valuable first-party audience relationships that many independent digital marketing agencies cannot replicate.

Despite this reach, Beasley's digital audience remains under-monetized. As shown in Figure #8 Audience Breakout, we estimate that digital represents approximately 49% of the company's gross cross-platform audience but generates only 25% of total revenue. This disparity suggests that Beasley has established substantial digital scale ahead of monetization, leaving meaningful runway to convert its existing audience and advertiser relationships into additional Digital revenue.

Figure #8 Audience Breakout

Component	Estimated audience
AM/FM audience	14.8M
Streaming and podcasts	3.4M
Social-media audience	4.2M
Implied websites, email and other digital	6.5M
Combined audience	28.9M

Source: Company Presentation; Noble estimates

In our view, the breadth of Beasley's audience ecosystem represents a meaningful competitive advantage. Radio stations, podcasts, streaming platforms, station websites, mobile applications, social media channels, and live events generate proprietary advertising inventory while also serving as lead-generation channels for the company's expanding digital marketing business. Management has indicated that campaigns combining Audio and Digital products generally deliver the strongest outcomes by expanding reach, increasing engagement and frequency, improving advertising efficiency, and supporting higher client retention. Accordingly, Beasley is shifting toward integrated bundled solutions and outcome-based selling, with an emphasis on owned-and-operated products, direct client relationships, and higher-value offerings while deliberately reducing exposure to lower-margin revenue streams. In our view, this strategy should support stronger margin conversion over time, with management targeting Digital revenue of at least 35% of total revenue at the individual market level. The company's suite of traditional and digital offerings is illustrated in Figure #9 Integrated Digital Marketing Platform.

Figure #9 Integrated Digital Marketing Platform

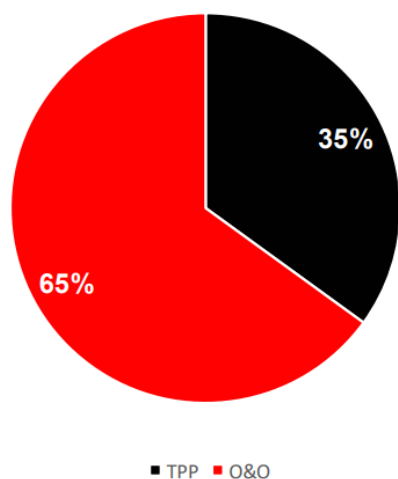
Audience Assets	Digital Solutions	Advertiser Benefits
AM/FM Radio	Search Engine Marketing (SEM)	Lead Generation
Streaming Audio	Search Engine Optimization (SEO)	Customer Acquisition
Podcasts	Display & Programmatic Advertising	Measurable ROI
Station Websites	<u>Paid Social Media</u>	Audience Targeting
Mobile Apps	Geofencing	Increased Website Traffic
Live Events	Video Advertising	Higher Conversion Rates
Talent Influencers	Email Marketing	Customer Retention
<u>Social Media</u>	Website Development	Integrated Marketing Campaigns

Source: Company filings.

During Q1 2026, approximately 65% of Digital revenue was generated from owned-and-operated products, compared with 35% from third-party programmatic advertising, as illustrated in Figure #10 Digital Revenue Mix. Management has deliberately prioritized proprietary digital offerings because they generally provide higher margins, greater pricing flexibility, stronger customer retention, and more attractive long-term economics than reseller-based advertising solutions.

Figure #10 Digital Revenue Mix

Q1 2026 DIGITAL SALES MIX



Source: Company Presentation

In parallel, management has implemented a more disciplined operating framework to improve revenue visibility, sales execution, and accountability across the organization. Key initiatives include full CRM adoption, weekly revenue committee reviews, standardized pipeline reporting, additional hunter-focused sales talent, AI-enabled prospecting, and more structured onboarding and training programs. These actions are intended to strengthen pipeline health, sales velocity, conversion rates, and new-business generation while supporting Beasley's transition from inventory-based selling toward integrated, outcome-based campaigns aligned with client objectives. In our view, this data-driven operating model provides the execution framework for the company's broader turnaround, including the cost-saving initiatives.

Recent Results & Outlook

First Quarter 2026 Results

Beasley Media Group reported first-quarter 2026 results reflecting continued pressure in its legacy Audio business, partially offset by progress in improving its digital revenue mix and significant balance sheet actions. Net revenue for the quarter declined approximately 13% to \$42.6 million, compared to the \$48.9 million reported the year prior. As Figure #11 Q1 Results illustrates, the decline was primarily due to weakness in its legacy audio segment, which saw significant pullback in spending from national and local advertising agencies, as well as from the sale of its Fort Myers cluster. On a same-station basis, which excludes the impact of asset sales, net revenue was down 6.7%.

Digital revenue remained a bright spot, growing 18% on a same-station basis to approximately \$10.7 million, representing roughly 25% of total revenue. Management emphasized that the quality of digital revenue has improved meaningfully, as the company is intentionally moving away from low-margin third-party programmatic revenue toward higher-margin Owned & Operated (O&O) digital products. Management believes this shift toward higher-margin products should improve long-term profitability and customer retention.

Station Operating Income totaled approximately \$0.4 million compared with \$3.7 million in the prior-year period. Adjusted EBITDA was approximately negative \$0.4 million, reflecting lower revenue levels and continued macroeconomic pressure on advertising demand. The company is expected to continue to experience weakness among national advertisers and certain discretionary spending categories, although management noted improving performance in several local service-oriented categories, including health care, legal services, home improvement, and construction-related businesses.

Figure #11 Q1 Results

Beasley Broadcast Group			
Combined Statements of Operations (in millions of dollars, except where noted)	Q1 25	Q1 26	% Chg
Political	0.000	0.000	
% of Audio Revenues	0.0%	0.0%	
% of Full Year Revenue			
Core	38.112	31.889	-16.3%
% of Audio Revenues	100.0%	100.0%	
% of Full Year Revenue	24.4%	25.4%	
Total Audio	38.112	31.889	-16.3%
% of Revenues	77.9%	74.9%	
% of Full Year Revenue	24.4%	24.0%	
Digital	10.800	10.700	-0.9%
% of Total Revenues	22.1%	25.1%	
% of Full Year Revenue	21.8%	21.5%	
Net Revenues	48.912	42.589	-12.9%
% of Full Year Revenue	23.8%	23.3%	
Station Operating Expenses	45.241	42.171	-6.8%
Growth	-8.1%	-6.8%	
% of Revenues	92.5%	99.0%	
Station Operating Income	3.671	0.418	-88.6%
Margin	7.5%	1.0%	
Corporate, General, and Admin	4.019	3.528	-12.2%
Margin	8.2%	8.3%	
Adjusted EBITDA	1.135	(0.375)	-133.1%
Margin	2.3%	-0.9%	
Depreciation and Amortization	1.652	1.657	0.3%
Loss (gain) on disposition	0.000	(12.461)	
Total Operating Costs	50.913	47.355	-7.0%
Total Operating Income	(2.001)	(4.767)	138.3%
Other (Income) Expense:	0.000	0.000	
Interest Expense (Income)	3.381	3.263	-3.5%
Other Income	1.097	0.083	
Income Before Income Tax	(4.284)	4.514	-205.4%
Income Tax Expense (Benefit)	(1.568)	1.328	-184.7%
Effective Tax Rate	36.6%	29.4%	
Equity in Earnings of Affiliates	0.026	0.029	
Earnings noncontrolling interest	0.0%	0.0%	
Net Income	(2.690)	3.215	-219.5%
Net Income per Share	(\$1.50)	\$1.77	-218.1%

Source: Company financial statements and Noble estimates

Source: Company filings

Outlook

Our model assumes that the first quarter represents the low point for operating performance during 2026. We forecast sequential improvement throughout the remainder of the year as recently implemented cost reductions, AI-assisted sales initiatives, CRM adoption, and expanded local direct advertising efforts begin to contribute to improved operating performance.

Management did not provide formal revenue or EBITDA guidance for 2026, instead indicating that second-quarter same-station revenue is expected to decline in the mid- to high-single-digit range as macroeconomic pressures and advertising softness continue to impact both local and national demand. Figure #12 Second Quarter Outlook illustrates our second quarter estimates, which are in line with management's guidance. Our estimates assume modest \$100,000 in Political advertising in the second quarter, with a swing toward positive Digital revenue growth, albeit modest at 0.4%. We believe that Digital revenue growth should show sequential quarterly improvement as the company shifts its strategy from low-margin third-party programmatic revenue toward higher-margin Owned & Operated (O&O) digital products.

Figure #12 Second Quarter Outlook

Beasley Broadcast Group			
Combined Statements of Operations (in millions of dollars, except where noted)	Q2 25	Q2 26 E	% Chg
Net Revenues	53.000	43.050	-18.8%
% of Full Year Revenue	25.7%	23.6%	
Station Operating Expenses	44.750	38.400	-14.2%
% of Revenues	84.4%	89.2%	
Station Operating Income	8.250	4.650	-43.6%
Margin	15.6%	10.8%	
Corporate, General, and Admin	3.769	2.800	-25.7%
Margin	7.1%	6.5%	
Adjusted EBITDA	4.707	2.150	-54.3%
Growth	-46.3%	-54.3%	
Margin	8.9%	5.0%	
Depreciation and Amortization	1.589	1.500	-5.6%
Impairment Loss	0.000	0.000	
Loss (gain) on disposition	0.000	0.000	
Total Operating Costs	50.108	42.700	-14.8%
	0.000	0.000	
Total Operating Income	2.891	0.350	-87.9%
	0.000	0.000	
Other (Income) Expense:	0.000	0.000	
Interest Expense (Income)	3.295	3.000	-8.9%
% of total debt	5.47%	5.52%	
Interest Income	-	-	
Other Income	0.076	0.000	
Income Before Income Tax	0.197	(2.650)	-1442.6%
Income Tax Expense (Benefit)	0.284	0.000	-100.0%
Effective Tax Rate	143.9%	0.0%	
Equity in Earnings of Affiliates	-0.068	0.000	
Earnings noncontrolling interest	0.0%	0.0%	
Net Income	(0.154)	(2.650)	1618.8%
Net Income per Share	(\$0.09)	(\$1.32)	1434.5%

Source: Company financial statements and Noble estimates

Source: Company filings and Noble estimates.

Looking forward to the second half, our estimates assume that revenue trends will gradually improve as the company's operational initiatives gain traction. Specifically, we expect continued growth in higher-margin owned-and-operated digital products, improving local direct advertising trends, the realization of recently announced cost reduction initiatives, and a more favorable political advertising environment as the election cycle progresses. Our model currently assumes Political advertising to be \$7.3 million, roughly the same as the previous election cycle of 2022 at \$7.6 million. This estimate may prove to be conservative in the current political environment and provides upside to our revenue estimate. Notably, Political advertising

carries very high margins and could provide upside to our adj. EBITDA estimates as well.

While we remain cautious on the pace of recovery in traditional Audio advertising, we believe the company's digital transformation strategy should continue to improve the overall quality of its revenue base. Our model assumes digital revenue outpaces total company revenue growth, resulting in continued expansion of digital's contribution to consolidated revenue and a favorable shift toward higher-margin owned-and-operated products.

On the expense side, we expect management's recently announced annualized cost reductions of approximately \$7 million to begin benefiting operating results during the second half of the year. Combined with the lower cash interest burden resulting from the company's recent liability management transactions, we expect these initiatives to support sequential improvement in EBITDA, operating cash flow, and free cash flow generation.

Accordingly, in total, the model reflects modest revenue improvement through the remainder of 2026, with EBITDA recovering faster than revenue as operating leverage, high-margin political advertising, digital mix improvement, and expense discipline begin to offset ongoing pressure in the legacy Audio business. We believe the principal variables affecting our estimates remain the pace of local advertising recovery, continued execution of the digital strategy, and management's ability to successfully complete its deleveraging objectives.

Total company revenue is expected to sequentially improve throughout the year. The improvement is expected to reflect an influx of Political advertising from a modest \$100,000 in Q2 to \$1.8 million in Q3, and \$5.4 million in Q4. In addition, Digital revenue growth is expected to show sequential quarterly improvement from negative 0.9% in Q1 to 0.4% in Q2, 0.8% in Q3, and 2.0% in Q4. We anticipate that core spot advertising will remain depressed but should improve sequentially given the influx of Political advertising. As such, we project total company revenue of approximately \$43.1 million in Q2, \$44.4 million in Q3, and \$52.7 million in Q4 for full-year revenue of approximately \$182.7 million. Total company revenues are expected to decline 18.8% in Q2, which is expected to be the trough. Total revenue is expected to decline 12.9% in Q3 and a modest 0.8% in Q4. We forecast quarterly Adjusted EBITDA improving from (\$0.4) million in the first quarter to \$2.2 million, \$3.4 million, and \$10.1 million over the balance of the year.

Looking into 2027, management highlighted several operational initiatives designed to improve revenue performance and profitability. The company continues to transition from a traditional inventory-based advertising model toward an integrated, outcome-based marketing platform. This strategy combines Audio and Digital solutions designed to improve advertiser return on investment while increasing customer retention and wallet share. Management noted that markets with stronger digital penetration, particularly Tampa and Boston, are demonstrating greater revenue stability and stronger operating performance than the broader portfolio.

In addition, management has implemented a more disciplined operating framework that includes company-wide CRM adoption, enhanced pipeline visibility, weekly revenue committee reviews, AI-assisted prospecting tools, and a greater emphasis on local direct advertising relationships. These initiatives are intended to improve sales productivity, accelerate new business development, and enhance revenue conversion.

We expect the company to benefit from a full year of lower operating costs and reduced financing pressure following its recent liability management transactions. In addition, the revenue initiatives discussed earlier should help to offset the absence of Political advertising in 2027. While we project 2027 revenue to decline to \$179.7 million, largely due to the absence of \$7.3 million in Political advertising, we believe investors should focus primarily on continued improvement in the digital mix, margin expansion, and deleveraging rather than on top-line growth. In our view, 2027 will be a year in which the full benefit of the company's "re-margin" strategy should gain traction. As such, we anticipate that adj. EBITDA should improve from \$15.2 million in 2026 to \$17.2 million in 2027.

Assuming that the company executes on its initiatives, 2028 should be a banner year. The company will cycle to another election year, and its Digital strategy should be gaining traction. Political advertising should account for an incremental \$13.0 million. Figure #13 Segment Revenue highlights our Political, Core Advertising and Digital revenue estimates. In addition, its total Digital revenue growth is estimated to accelerate to 4.9%, up from 3.8% in 2027. Given strict cost controls and its previous cost realignment, we estimate that adj. EBITDA to increase from \$17.2 million in 2027 to \$24.3 million in 2028. Combined with

the recent financial restructuring, discussed later in this report, we anticipate that free cash flow should significantly improve in 2026 and beyond.

Figure #13 Segment Revenue

Beasley Media Group							
Combined Statements of Operations (in millions of dollars, except where noted)	Q1 26	Q2 26 E	Q3 26 E	Q4 26 E	2026E	2027E	2028E
Political	0.000	0.100	1.800	5.400	7.300	0.600	13.000
% of Audio Revenues	0.0%	0.3%	5.8%	13.5%	5.5%	0.5%	9.6%
% of Full Year Revenue	0.0%	1.4%	24.7%	74.0%	100.0%	100.0%	100.0%
Core	31.889	29.700	29.500	34.500	125.589	127.400	123.000
Growth	-16.3%	-25.4%	-22.3%	-14.9%	-19.7%	1.4%	-3.5%
% of Audio Revenues	100.0%	99.7%	94.2%	86.5%	94.5%	99.5%	90.4%
% of Full Year Revenue	25.4%	23.6%	23.5%	27.5%	100.0%	100.0%	100.0%
Total Audio	31.889	29.800	31.300	39.900	132.889	128.000	136.000
Growth	-16.3%	-25.1%	-17.6%	-1.6%	-15.1%	-3.7%	6.3%
% of Revenues	74.9%	69.2%	70.5%	75.8%	72.7%	71.2%	71.5%
% of Full Year Revenue	24.0%	22.4%	23.6%	30.0%	100.0%	100.0%	100.0%
Digital	10.700	13.250	13.100	12.750	49.800	51.700	54.250
Growth	-0.9%	0.4%	0.8%	2.0%	0.6%	3.8%	4.9%
% of Total Revenues	25.1%	30.8%	29.5%	24.2%	27.3%	28.8%	28.5%
% of Full Year Revenue	21.5%	26.6%	26.3%	25.6%	100.0%	100.0%	100.0%
Net Revenues	42.589	43.050	44.400	52.650	182.689	179.700	190.250
Growth	-12.9%	-18.8%	-12.9%	-0.8%	-11.3%	-1.6%	5.9%

Source: Noble estimates.

Outlook Summary

Management characterized Beasley as a company in transition and emphasized three primary strategic priorities:

1. Stabilizing and rebuilding local advertising revenue.
2. Expanding higher-margin owned-and-operated digital products.
3. Strengthening the balance sheet through continued deleveraging.

Looking ahead, management expects second-quarter same-station revenue to decline in the mid- to high-single-digit range. While advertising conditions remain challenging, management believes revenue trends have begun to stabilize. April finished down approximately 2% after entering the month down roughly 10%, reflecting improved pacing late in the month. However, management indicated that macroeconomic uncertainty, inflationary pressures, and cautious advertiser spending continue to impact both local and national advertising demand.

To support profitability, management recently implemented additional expense-reduction initiatives expected to generate approximately \$7 million in annualized savings. These actions include an early retirement program and further operating efficiencies designed to improve EBITDA conversion and cash flow generation.

We believe the investment story has shifted meaningfully over the past year. The primary drivers of shareholder value are no longer traditional radio advertising growth but rather successful execution of the company's digital strategy, improved operating efficiency, and continued deleveraging.

While near-term revenue trends remain challenged, we are encouraged by the continued growth of owned-and-operated digital products, management's aggressive cost actions, and the substantial progress made in improving the capital structure. We believe investors should focus on four key performance indicators over the next several quarters: digital revenue mix, local direct advertising trends, EBITDA recovery, and debt reduction. Successful execution in these areas would significantly improve the company's financial profile and could support meaningful equity value creation over time.

Financial Overview

As of the first quarter of 2026, Beasleys' balance sheet reflects a company in a significant capital transition, characterized by aggressive deleveraging and a comprehensive debt restructuring. During 2025, the company completed several strategic transactions to strengthen its financial position, including the sale of WPBB-FM for approximately \$8 million. In early February of 2026, the company sold its entire Fort Myers cluster for approximately \$18 million in cash and later sold land in New Jersey for another \$1.4 million, raising roughly \$19.4 million in total. Proceeds from these transactions were primarily directed toward debt reduction and liquidity enhancement. During the quarter, management used proceeds from the Fort Myers transaction to repay roughly \$15 million of debt. As such, the current portion of long-term debt was brought from \$2.8 million to zero, while long-term debt fell from \$235.3 million to \$217.5 million. Separately, other long-term liabilities rose from \$6.7 million to \$18.1 million, reflecting accrued second-lien interest that was reclassified from current to long-term debt. Figure #14 Balance Sheet illustrates that, as of March 31, 2026, the company reported approximately \$218 million of total debt and approximately \$6.4 million of cash.

The most significant financial development was the company's 2026 balance sheet restructuring. Management completed the exchange of approximately \$184 million of second-lien notes for approximately \$98 million of new payment-in-kind notes, repurchased a portion of its first-lien debt, established a new \$35 million asset-based lending facility, and applied proceeds from recent asset sales toward debt reduction. Collectively, these actions materially improved financial flexibility and provided additional runway to execute the company's turnaround strategy. Beasley Media Group enters 2026 following a comprehensive operational and financial restructuring that has improved liquidity, reduced refinancing risk, and positioned the company to focus on rebuilding earnings. Management's financial priorities are centered on reducing leverage, improving free cash flow generation, and increasing the contribution of higher-margin digital revenue streams.

Our financial model assumes management continues to prioritize debt reduction through internally generated free cash flow while investing selectively in higher-return digital initiatives. We project revenue to recover to approximately \$190.3 million by 2028, with Adjusted EBITDA expanding to approximately \$24.3 million, reflecting continued growth in higher-margin owned-and-operated digital products, the influx of high-margin political advertising, the realization of announced cost reductions, and improving operating leverage.

Capital Structure Considerations

On May 1, 2026, after the quarter closed, as part of a restructuring agreement with its lenders, Beasley exchanged approximately \$184 million of its 9.2% second-lien notes for roughly \$98 million of newly issued 10% notes due 2027. The exchange effectively halved that portion of the company's debt and, just as importantly, converted its interest from cash-pay to payment-in-kind, eliminating an estimated \$17 million in annual cash interest. Alongside the exchange, the company entered into a \$35 million asset-based revolving credit and drew approximately \$15 million at closing. Because these transactions settled after March 31, they appear in the Q1 filing as subsequent events and are not reflected in the figure above. As such, on a pro forma basis, the company is estimated to have \$128.0 million in total debt, including \$98.0 million of PIK Notes.

However, investors should recognize that the newly issued PIK Notes introduce a different source of financial risk. The notes mature in December 2027 and contain a springing maturity provision that could accelerate repayment to September 2027 if the company is unable to source sufficient cash to redeem them. More importantly, subject to FCC approval, the notes are convertible into common equity and could ultimately represent up to approximately 95% of the company's outstanding equity if converted.

Figure #14 Balance Sheet

Balance Sheet		
(Reported in \$)		
	FY 2025	Q1 2026
Cash and cash equivalents	9,936,783	6,425,546
Accounts receivable, net	45,468,661	40,067,427
Prepaid expenses	3,359,764	2,743,935
Other current assets	1,695,702	1,692,973
Total current assets	60,460,910	50,929,881
Property and equipment, net	43,101,321	41,035,339
Operating lease right-of-use assets	26,463,869	26,401,473
FCC licenses	154,711,200	154,711,200
Other intangibles, net	1,412,901	1,379,628
Assets held for sale	7,423,633	—
Other assets	5,714,142	7,050,858
Total assets	299,287,976	281,508,379
Accounts payable	25,832,681	21,409,989
Operating lease liabilities (current)	6,972,790	6,913,962
Other current liabilities	24,630,287	17,935,660
Current portion of long-term debt	2,795,000	—
Total current liabilities	60,230,758	46,259,611
Long-term debt	235,287,353	217,504,512
Operating lease liabilities (noncurrent)	25,635,355	25,450,595
Deferred tax liabilities	19,041,411	20,284,188
Liabilities held for sale	1,689,352	—
Other long-term liabilities	6,734,178	18,076,061
Total liabilities	348,618,407	327,574,967
Class A common stock	18,193	18,194
Class B common stock	16,662	16,662
Additional paid-in capital	156,797,847	156,848,634
Treasury stock	(29,367,411)	(29,369,146)
Accumulated deficit	(177,394,073)	(174,179,283)
Accumulated other comprehensive income	598,351	598,351
Total stockholders' deficit	(49,330,431)	(46,066,588)
Total liabilities and stockholders' deficit	299,287,976	281,508,379

Source: Company filings

Accordingly, our valuation reflects the successful execution of the company's operating turnaround and assumes the notes remain outstanding rather than being converted into equity. Investors should recognize that conversion would materially dilute existing shareholders and represents the single largest risk to our valuation methodology.

Although total debt is expected to remain elevated because of the accrual of interest on the PIK Notes, operating performance improves meaningfully over our forecast period. We estimate long-term debt of approximately \$115 million at year-end 2028, with cash of approximately \$8 million, resulting in net debt of approximately \$107 million. More importantly, improving EBITDA materially lowers leverage, with net debt-to-EBITDA declining to approximately 4.4x by year-end 2028, compared with levels well above 10x prior to the refinancing, as illustrated in Figure #15 Debt Leverage Outlook. In our view, the reduction in leverage is driven primarily by earnings growth (\$15.2 million to \$24.3 million) rather than significant debt repayment, underscoring the importance of continued execution on management's operating strategy. Our estimates assume approximately \$17.2 million in net debt reduction, with the most meaningful reduction in 2028 when EBITDA growth and free cash flow support additional deleveraging. We anticipate that the company may seek additional asset sales to more aggressively pare down debt.

Figure #15 Debt Leverage Outlook**Year Net Debt Adjusted EBITDA Net Debt / EBITDA****2026E** \$124.0M \$15.2M **8.1x****2027E** \$112.6M \$17.2M **6.5x****2028E** \$106.8M \$24.3M **4.4x**

The principal financial risk beyond our forecast horizon remains the \$98.5 million second-lien PIK notes due December 31, 2027. While the refinancing substantially improved liquidity, we believe management will ultimately need to refinance, repay, or otherwise restructure these obligations before maturity. We expect improving EBITDA, stronger free cash flow generation, potential asset monetizations, and access to the company's recently established at-the-market equity program to provide multiple avenues for addressing the remaining capital structure. Successful resolution of the PIK notes would represent the final step in completing Beasley's financial turnaround and could serve as a meaningful catalyst for further equity value creation.

Management and Board Overview

Management

We believe Beasley Media Group benefits from an experienced leadership team with deep expertise in local media, broadcasting, digital advertising, content creation, and sales management. While the company's roots remain firmly embedded in the radio industry, management's current strategic priorities reflect a broader focus on digital revenue growth, operational efficiency, and balance sheet improvement. Beasley Media Group remains a controlled company under Nasdaq rules, with the Beasley family controlling a majority of the company's voting power. While this ownership structure limits certain governance requirements applicable to widely held public companies, it also aligns management with long-term value creation and strategic continuity.

Beasley's management team has responded decisively to a challenging operating environment by focusing on operational discipline, portfolio optimization, digital revenue expansion, and balance sheet repair. While execution risk remains, particularly as the company works to stabilize revenue and improve profitability, management has established a clear strategic roadmap supported by measurable financial and operating objectives. The broader executive team combines significant experience across digital media, sales, finance, engineering, programming, legal affairs, and corporate development. In recent years, management has emphasized a more data-driven operating culture through expanded CRM utilization, AI-assisted sales prospecting, integrated marketing solutions, and standardized revenue management processes designed to improve customer acquisition, advertiser retention, and EBITDA conversion.

Caroline Beasley, Chief Executive Officer and Chairman

Caroline Beasley has served as Chief Executive Officer since January 2017, following a period as Interim CEO, and has been a director since 1983. She also currently serves as the Company's Principal Financial Officer, a role she assumed in October 2025. During her more than 40-year career at Beasley, she has held numerous executive positions, including Executive Vice President, Chief Financial Officer, Treasurer, and Secretary, which have provided her with broad operational and financial expertise.

Under Ms. Beasley's leadership, the company has navigated a rapidly evolving media landscape by expanding its digital capabilities, rationalizing its broadcast portfolio, implementing significant cost-reduction initiatives, and recently executing a comprehensive balance-sheet restructuring. She has been widely recognized in the broadcasting industry, receiving the NAB National Radio Award in 2022, being inducted into the Broadcasting & Cable Hall of Fame in 2023, and repeatedly named one of Radio Ink's "40 Most Powerful People in Radio."

Bruce G. Beasley – President and Vice Chairman

Bruce Beasley has served as President since 1997 and Vice Chairman since 2024, following previous roles as Chief Operating Officer and Vice President of Operations. Having joined the company in 1975, he has held virtually every major operating position within the organization, from station management to executive leadership. His operational experience continues to provide continuity as the company transitions its business model toward a more diversified media platform.

Brian E. Beasley – Chief Operating Officer

Brian Beasley has served as Chief Operating Officer since 2017, following nearly two decades as Vice President of Operations. With more than 40 years of broadcasting experience, he oversees day-to-day station operations across the company's portfolio and plays a central role in operational execution, expense management, and programming strategy. His extensive knowledge of local market operations supports management's efforts to improve station-level performance and operating efficiency.

Kevin LeGrett – Chief Business Officer

Kevin LeGrett joined the company in 2025 and currently serves as Chief Business Officer. He oversees revenue generation, sales strategy, market operations, and business development initiatives.

Mr. LeGrett has quickly become a central figure in the company's turnaround efforts. His operating philosophy emphasizes accountability, data-driven decision-making, integrated advertising solutions, CRM adoption, sales process discipline, and outcome-based selling. Management has identified digital adoption and growth in local direct advertising as key performance indicators under his leadership.

Todd Handy – Chief Digital Officer

Todd Handy leads the company's digital initiatives and remains responsible for expanding digital revenue opportunities across the enterprise.

The digital strategy has evolved significantly in recent years, with increasing emphasis on owned-and-operated products, digital marketing services, audience-targeting solutions, attribution analytics, and integrated advertising campaigns. Under Mr. Handy's leadership, digital revenue has become a materially larger contributor to company revenue and operating performance.

Chris Ornelas – Executive Vice President and General Counsel

Chris Ornelas has served as Executive Vice President and General Counsel since joining Beasley Media Group in February 2020. We believe Mr. Ornelas has become an increasingly important member of the executive leadership team as the company has navigated a complex operating and financial environment characterized by asset divestitures, liability management initiatives, regulatory matters, and strategic capital allocation decisions.

Prior to joining Beasley, Mr. Ornelas spent nearly a decade with the National Association of Broadcasters (NAB), most recently serving as Chief Operating and Strategy Officer, where he oversaw the organization's operations and helped develop policy and strategic initiatives addressing the legal, regulatory, and competitive issues facing the broadcast industry. Earlier, he served as Chief Counsel on Communications and Technology Policy in the office of former U.S. Senator Gordon Smith, advising on communications, media, broadband, spectrum, and technology legislation before the Senate Commerce Committee.

Mr. Ornelas also spent nearly ten years with the communications law firm Wilkinson Barker Knauer LLP, where he represented broadcasters before the Federal Communications Commission on regulatory, licensing, and transactional matters, including

some of the earliest HD Radio deployments in the United States.

His extensive regulatory expertise and longstanding relationships within the broadcast industry have become increasingly valuable as Beasley executes its portfolio optimization strategy, evaluates strategic transactions, and restructures its balance sheet. We believe Mr. Ornelas' experience in communications policy, media transactions, and regulatory affairs strengthens the company's ability to navigate an evolving industry landscape while supporting management's long-term strategic and financial objectives.

Mr. Ornelas currently serves as Radio Chair of the National Association of Broadcasters Radio Board of Directors. He earned his Juris Doctor from American University's Washington College of Law and holds a bachelor's degree in Rhetoric and Communications Studies from the University of Virginia.

Board of Directors

We believe Beasley Media Group benefits from a highly experienced Board of Directors that combines decades of leadership in broadcasting, public company governance, finance, restructuring, media policy, and capital allocation. The Board's collective expertise has become increasingly important as the company executes a multi-year strategy focused on digital transformation, operational improvement, portfolio optimization, and balance sheet strengthening.

The Board is led by Chair and Chief Executive Officer Caroline Beasley, whose leadership extends well beyond the company. Ms. Beasley has served as Chair of the National Association of Broadcasters (NAB) Joint Board, Chair of the NAB Radio Board, and Chair of the BMI Board of Directors, while currently serving on the Boards of the Broadcasters Foundation of America and the NAB Leadership Foundation. She has consistently been recognized as one of the broadcasting industry's most influential executives, including her induction into both the Broadcasting & Cable Hall of Fame and the Library of American Broadcasting's "Giants of American Broadcasting" in 2023, reflecting her longstanding leadership in the media industry.

The Beasley family continues to provide strategic continuity through Vice Chair and President Bruce Beasley and Chief Operating Officer Brian Beasley, both of whom have spent more than four decades with the company. Their operational experience spans virtually every aspect of the broadcasting business, providing the Board with deep institutional knowledge and a long-term ownership perspective while maintaining strong relationships throughout the radio industry.

Complementing this operational expertise is a highly accomplished group of independent directors. Peter Bordes contributes significant experience in digital media, venture capital, technology, and media entrepreneurship. Michael Fiorile brings extensive public company governance experience, having led one of the country's largest privately owned broadcast organizations while serving in numerous leadership positions across the broadcasting industry. Senator Gordon H. Smith, former President and Chief Executive Officer of the National Association of Broadcasters and former U.S. Senator, provides exceptional expertise in communications policy, media regulation, and government affairs.

The recent addition of Jeffrey Goldberg further enhances the Board's financial and governance capabilities. Mr. Goldberg has built an extensive career advising and leading companies through complex restructurings, recapitalizations, mergers and acquisitions, governance transformations, and operational turnarounds. His experience as a board member, interim chief executive, chief financial officer, legal advisor, and restructuring specialist across numerous public and private companies is particularly relevant as Beasley continues to optimize its capital structure and execute its deleveraging strategy. We believe his expertise adds meaningful depth to the Board's oversight of financial strategy, capital allocation, and shareholder value creation.

Overall, we believe the Board possesses an appropriate balance of broadcasting experience, financial expertise, regulatory knowledge, strategic planning, and governance oversight. Importantly, the Board's collective experience closely aligns with the company's current priorities of strengthening the balance sheet, expanding higher-margin digital businesses, improving operating performance, and positioning Beasley Media Group for sustainable long-term value creation.

Corporate Governance Assessment

We view the Board's governance framework favorably. The combination of significant insider ownership, experienced industry

leadership, and independent directors with expertise in finance, restructuring, media policy, technology, and governance provides balanced oversight during a pivotal period in the company's evolution.

In our view, the Board has demonstrated a willingness to make difficult but value-enhancing decisions, including asset divestitures, liability management transactions, organizational restructuring, and continued investment in digital capabilities. As the company progresses through its operational turnaround, we believe the Board's diverse experience should remain an important competitive advantage in executing management's long-term strategic objectives.

The Board met five times during 2025 and maintains active oversight of the company's operating strategy, financial performance, risk management, and capital allocation. Although the company combines the roles of Chairman and Chief Executive Officer, the Board has established governance practices intended to preserve independent oversight, including independent Audit and Compensation Committees, executive sessions of non-management directors, and a Lead Independent Director responsible for coordinating independent Board activities and risk oversight.

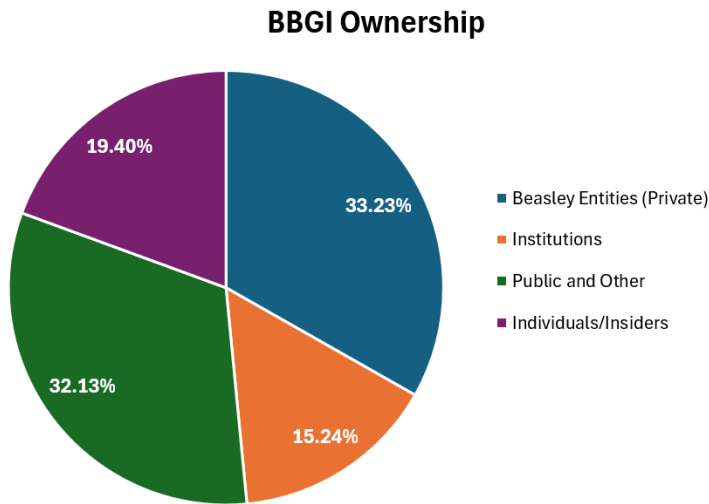
Reflecting the company's increased focus on financial flexibility, the Board established a Strategic Alternatives Committee in May 2026. The committee has broad authority to evaluate and negotiate financing transactions, debt restructurings, asset sales, recapitalizations, strategic partnerships, and other opportunities designed to strengthen the company's balance sheet and enhance shareholder value. We view the formation of this committee as an indication of the Board's proactive approach to capital allocation and financial optimization.

Stock Overview and Valuation

Beasley Broadcast Group's ownership structure reflects substantial insider ownership and voting control, as highlighted in Figure #16 Stock Ownership. The Beasley family and affiliated entities, as well as other directors and executive officers, hold approximately 52.6% of the company's total economic interest and approximately 76% of the total voting power, reflecting the dual-class share structure. This concentrated ownership provides management with the flexibility to pursue long-term strategic initiatives without undue pressure from short-term market fluctuations. At the same time, the significant insider ownership aligns executive and board incentives with shareholder value creation, particularly as the company executes its digital transformation, operational turnaround, and balance sheet deleveraging strategy.

Institutional ownership remains relatively modest, with GAMCO Investors as the largest disclosed institutional shareholder, holding approximately 4.14% of the company's total economic interest.

Approximately 32.13% of the company's shares are held by the public and other investors, providing an active public float while allowing the Beasley family to retain strategic control. In our view, the ownership structure supports management's ability to make long-term investment decisions, execute portfolio optimization initiatives, and pursue capital allocation strategies that may take several years to fully realize shareholder value. However, investors should recognize that the family's majority voting control limits minority shareholders' influence over corporate governance matters.

Figure #16 Stock Ownership

Source: Company filings; Noble estimates.

Recent Stock Performance

As illustrated in Figure #17 Stock Performance, Beasley shares have undergone a meaningful re-rating over the past year, transitioning from a distressed security driven primarily by liquidity concerns to a turnaround investment supported by improving fundamentals. During much of the year, investors focused on declining advertising revenue, elevated leverage, and refinancing risk, resulting in significant pressure on the shares.

Investor sentiment improved materially following completion of the company's May 2026 liability management transaction, which exchanged approximately \$184 million of second-lien notes for approximately \$98 million of new PIK notes, reduced annual cash interest expense, and established a new \$35 million asset-based lending facility. In our view, the refinancing significantly strengthened the company's financial position and shifted the investment narrative from one centered on liquidity toward one focused on earnings recovery and operating execution.

Figure #17 Stock Performance

Source: Channelchek.com; Quotemedia

Given the company's turnaround profile, we believe operating performance represents the primary determinant of future shareholder value. Accordingly, we present three operating scenarios illustrating the potential range of outcomes through 2028.

Our bear case assumes stabilization efforts prove unsuccessful, resulting in approximately \$22 million of Adjusted EBITDA and a 6.5x EV/EBITDA valuation. Our base case assumes successful execution of management's operating strategy, producing approximately \$24 million of Adjusted EBITDA and a 7.0x valuation multiple. Finally, our bull case assumes stronger-than-expected digital growth, improved operating leverage, and approximately \$26 million of Adjusted EBITDA, supporting a 7.5x multiple. Figure #18 Operating Scenarios summarizes the resulting enterprise values under each scenario.

Figure #18 Operating Scenarios

	Bear	Base	Bull
Revenue	\$185M	\$190M	\$195M
EBITDA Margin	12.0%	12.8%	13.5%
EBITDA	\$22M	\$24M	\$26M
EV/EBITDA	6.5x	7.0x	7.5x
Enterprise Value	\$143M	\$170M	\$197M
Net Debt	\$110M	\$106M	\$101M
Equity Value	\$33	\$63	\$96

Source: Noble estimates.

We believe Beasley has progressed beyond the balance sheet stabilization phase of its turnaround and is entering a period in which operating execution should become the principal driver of shareholder returns. The successful liability management transaction materially reduced refinancing risk and strengthened liquidity, allowing management to focus on expanding the company's digital platform, improving operating margins, generating sustainable free cash flow, and reducing leverage.

The remaining PIK Notes and the cyclical nature of local advertising continue to represent meaningful investment risks. However, we believe these concerns are increasingly reflected in the current valuation. We expect investor attention to shift toward measurable operating milestones, including digital revenue growth, EBITDA expansion, free cash flow generation, and continued deleveraging. Successful execution should support further share price appreciation as the market increasingly values Beasley as a diversified local media and digital marketing platform rather than a highly leveraged radio broadcaster.

While the company remains exposed to traditional broadcast industry fundamentals, we believe future valuation upside will be driven primarily by an expanding digital revenue mix, continued growth in higher-margin owned-and-operated products, disciplined cost management, and an improving financial profile.

Near current levels, the BBGI trades at approximately 9.6x our 2027 adjusted EBITDA estimate, broadly in line with comparable local media companies, as illustrated in Figure #19 Industry Peer Valuation. Although the shares no longer reflect a distressed valuation, we believe the current multiple does not fully capture Beasley's normalized earnings and free cash flow potential following the completion of its liability management transaction.

Our 18-month price target is based on our 2028 estimates, when we expect the company to have substantially completed its operational turnaround, established a more durable free cash flow profile, and further strengthened its balance sheet. We apply a 7.0x Enterprise Value to adjusted EBITDA multiple to our 2028 estimate, resulting in a \$31 price target.

In our view, the selected multiple appropriately balances Beasley's improving business mix, prospective margin expansion, advertising cyclicity, and refinancing risks.

Furthermore, our valuation assumes that:

- Management continues to execute on its digital revenue growth initiatives
- Owned-and-operated digital products continue to outgrow third-party revenue,
- Adjusted EBITDA reaches approximately \$24 million by 2028,
- Net leverage declines below 5.0x, and management successfully refinances or retires the remaining PIK notes.

Based on the company's improving operating trajectory, identifiable deleveraging catalysts, and meaningful upside from successful execution, we are initiating coverage with an Outperform rating and an 18-month price target of \$31.

Figure #19 Industry Peer Valuation

Beasley Broadcast Group, Inc.

	Ent. Value (\$M)	Revenue				Ent. Value /			
		2024	2025	2026E	2027E	2024	2025	2026E	2027E
iHeartMedia, Inc.	\$5,393	1.4x	1.4x	1.3x	1.3x	7.6x	7.9x	6.8x	7.1x
Spotify Technology SA	\$95,385	5.3x	4.9x	4.3x	3.7x	55.6x	35.9x	27.2x	21.1x
Sirius XM Holdings, Inc.	\$18,749	2.2x	2.2x	2.2x	2.2x	6.9x	7.0x	7.2x	7.2x
Townsquare Media, Inc.	\$690	1.5x	1.6x	1.6x	1.6x	6.9x	7.8x	7.6x	7.6x
Saga Communications, Inc.	\$34	0.3x	0.3x	0.3x	0.3x	4.4x	4.7x	21.9x	9.0x
Ziff Davis, Inc.	\$2,041	1.5x	1.4x	1.6x	1.6x	4.1x	4.1x	5.3x	5.1x
Beasley Broadcast Group, Inc.	\$164	0.7x	0.8x	0.9x	0.9x	6.4x	15.6x	10.8x	9.6x
Mean		2.0x	2.0x	1.9x	1.8x	14.3x	11.2x	12.7x	9.5x
Median		1.5x	1.5x	1.6x	1.6x	6.9x	7.4x	7.4x	7.4x

Company Profile

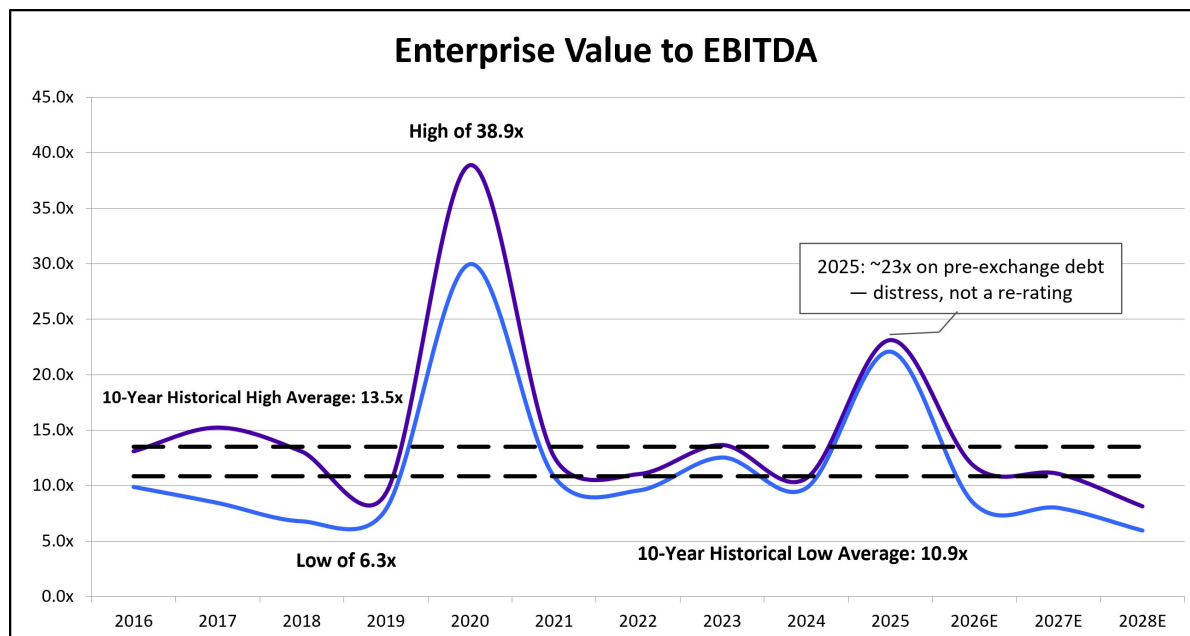
Beasley Media Group, Inc. (NASDAQ: BBGI) is a diversified local media company that operates 57 radio stations across 11 major U.S. markets while providing a broad suite of integrated digital marketing services. The company has evolved beyond traditional radio broadcasting to offer advertisers multi-platform marketing solutions spanning terrestrial radio, streaming audio, podcasts, websites, social media, search marketing, programmatic advertising, influencer marketing, and other performance-based digital services. Leveraging its strong local brands and approximately 14.8 million weekly listeners, Beasley helps businesses build brand awareness, generate customer leads, and measure advertising performance across multiple channels. The company's strategy focuses on expanding higher-margin digital revenue, improving operating efficiency, and strengthening its balance sheet, while positioning itself as a leading local media and digital marketing platform.

Fundamental Analysis - 3.5/5.0 Checks

We have assigned 3.5 checks out of 5.0 for its fundamental analysis. This analysis considers the company's corporate governance, market opportunity, competitive position, operating leverage, and financial leverage. We gave the company high marks for corporate governance. Beasley's management team is experienced, committed, and well aligned with shareholders through significant family ownership. Management has demonstrated a willingness to make difficult strategic decisions. The Beasley family controls nearly 78% of the voting power while controlling 57% of the economic interest. This limits the influence of minority shareholders. Nonetheless, it also allows management to pursue long-term strategic initiatives without undue pressure from short-term market fluctuations. We view the company's market opportunity as above average, but have scored it slightly lower. The business is constrained by the mature nature of the terrestrial radio industry. The company operates in attractive large metro markets and maintains advertiser relationships, giving it a solid competitive foundation. However, the long-term growth profile of traditional broadcast radio remains modest, requiring continued expansion of digital offerings to drive meaningful revenue growth. We view Beasley Media Group's competitive position as moderately favorable. The company enjoys strong local brands, established advertiser relationships, and an increasingly competitive digital platform, but these strengths are offset by its smaller scale and the competitive pressures from much larger digital and broadcast competitors. Continued execution of its digital strategy and balance sheet improvement could strengthen its competitive standing over time, particularly within its core local markets. We believe Beasley Media Group possesses strong operating leverage, making it one of the company's most attractive investment characteristics. As with most broadcast media businesses, a significant portion of Beasley's cost structure is fixed, meaning incremental revenue growth can translate into disproportionately higher EBITDA and free cash flow. Conversely, we view Beasley Media Group's financial leverage as one of the company's principal investment risks, although recent restructuring initiatives have materially improved its financial outlook. While management has taken decisive steps to strengthen the balance sheet, leverage remains elevated relative to both industry peers and the company's current earnings profile.

Valuation Summary

Near current levels, the BBGI shares trade at 9.6x Enterprise Value to our fiscal 2027 EBITDA forecast of \$17.2 million. Notably, the shares trade below the company's 10-year historic EV/adj. EBITDA trading ranges of 10.9x to 13.5x. On a normalized basis, taking out peak trading periods, the shares trade in line with averages between 6.5x and 9.2x adj. EBITDA. Our price target of \$31 is based on a target multiple of 7.0x EV/2028 EBITDA. We believe this price target is justified given the prospects for improved EBITDA margins as its digital growth potential is realized. In addition, we assume that the company will use its free cash flow to aggressively pare down debt. As such, our target multiple assumes an improved financial profile. Risks in achieving our price target include: poor execution of its digital growth initiatives; lack of financial resources to invest in its growth strategies due to its high debt loads and limited free cash flow; heightened competition from industry peers, as well as alternative forms of radio, such as Spotify and Apple Music, or other Digital agencies, which could inhibit the company's ability to execute its growth strategy; and, the prospect of the conversion of its Paid In Kind Preferred being converted into equity, which would substantially increase the number of shares outstanding.

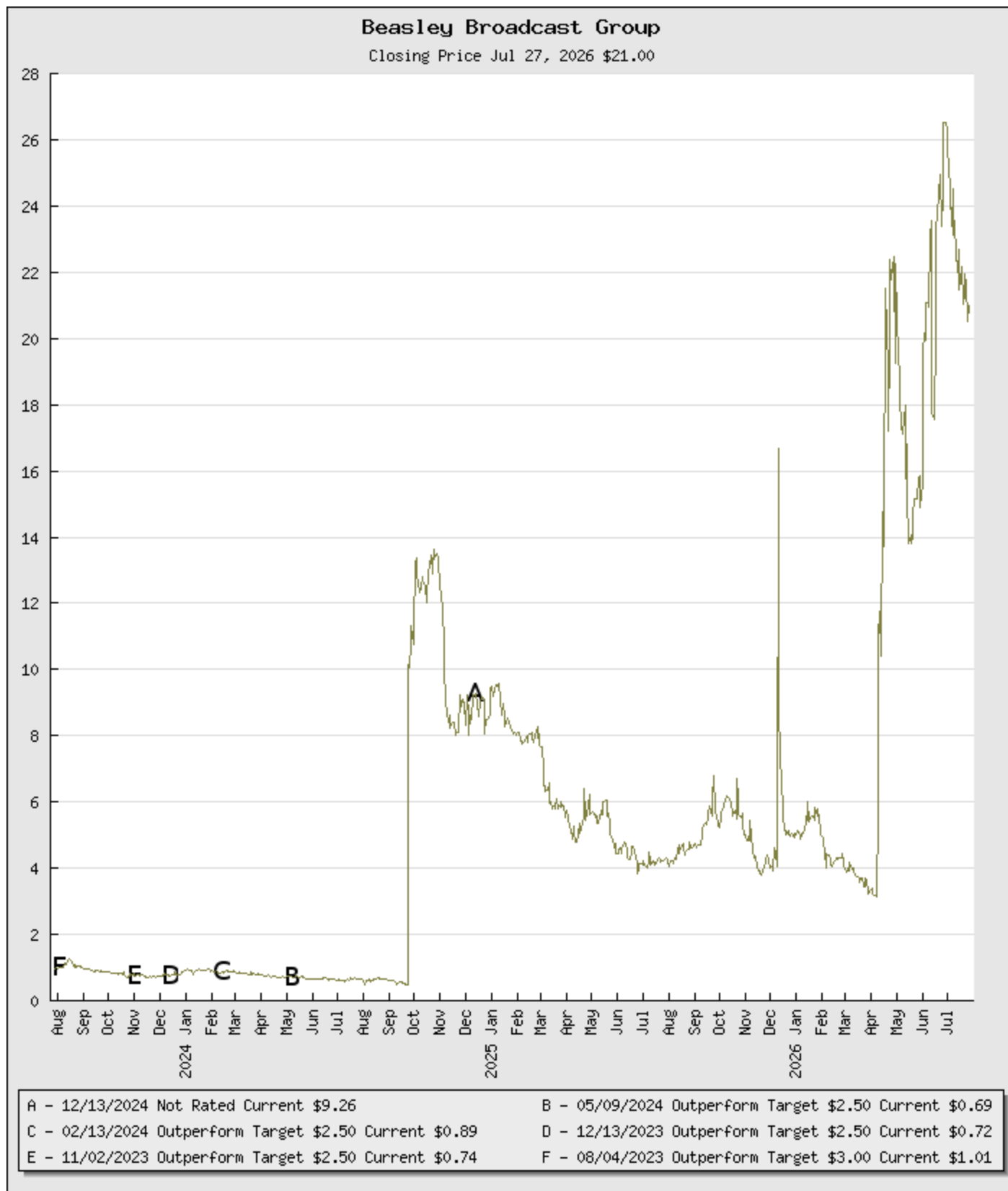


Source: Noble estimates & Company filings

Beasley Media Group

Combined Statements of Operations (in millions of dollars, except where noted)	2025	Q1 26	Q2 26 E	Q3 26 E	Q4 26 E	2026E	2027E	2028E
Net Revenues	205.940	42.589	43.050	44.400	52.650	182.689	179.700	190.250
Growth	-14.3%	-12.9%	-18.8%	-12.9%	-0.8%	-11.3%	-1.6%	5.9%
% of Full Year Revenue	100.0%	23.3%	23.6%	24.3%	28.8%	100.0%	100.0%	100.0%
Station Operating Expenses	186.615	42.171	38.400	38.500	40.100	159.171	152.500	156.000
Growth	-7.5%	-6.8%	-14.2%	-16.5%	-20.7%	-14.7%	-4.2%	2.3%
% of Revenues	90.6%	99.0%	89.2%	86.7%	76.2%	87.1%	84.9%	82.0%
Station Operating Income	19.324	0.418	4.650	5.900	12.550	23.518	27.200	34.250
Growth	-49.8%	-88.6%	-43.6%	20.6%	399.7%	21.7%	15.7%	25.9%
Margin	9.4%	1.0%	10.8%	13.3%	23.8%	12.9%	15.1%	18.0%
Corporate, General, and Admin	14.364	3.528	2.800	2.800	2.800	11.928	11.200	11.200
Growth	-16.8%	-12.2%	-25.7%	29.6%	-36.6%	-17.0%	-6.1%	0.0%
Margin	7.0%	8.3%	6.5%	6.3%	5.3%	6.5%	6.2%	5.9%
Adjusted EBITDA	10.508	(0.375)	2.150	3.400	10.050	15.225	17.200	24.250
Growth	-59.3%	-133.1%	-54.3%	-11.8%	1139.8%	44.9%	13.0%	41.0%
Margin	5.1%	-0.9%	5.0%	7.7%	19.1%	8.3%	9.6%	12.7%
Depreciation and Amortization	6.332	1.657	1.500	1.500	1.500	6.157	6.050	6.000
Loss (gain) on disposition		(12.461)				(12.461)	0.000	0.000
Total Operating Costs	207.311	47.355	42.700	42.800	44.400	177.255	169.750	173.200
Total Operating Income	(1.372)	(4.767)	0.350	1.600	8.250	5.433	9.950	17.050
Other (Income) Expense:								
Net Interest Expense (Income)	13.234	3.263	3.000	3.000	3.000	12.263	12.000	12.000
Growth	-37.7%	-3.5%	-8.9%	-8.5%	-8.5%	-7.3%	-2.1%	0.0%
Other Income	1.161	0.083				0.083	0.000	0.000
Income Before Income Tax	(241.222)	4.514	(2.650)	(1.400)	5.250	5.714	(2.050)	5.050
Income Tax Expense (Benefit)	(44.856)	1.328	0.000	0.000	0.000	1.328	0.000	0.500
Effective Tax Rate	18.5%	29.4%	0.0%	0.0%	0.0%	23.2%	0.0%	9.9%
Equity in Earnings of Affiliates	0.017	0.029	0.000			0.029	0.000	0.000
Earnings noncontrolling interest	0.0%	0.0%	0.0%			0.0%	0.0%	0.0%
Net Income	(196.550)	3.215	(2.650)	(1.400)	5.250	4.415	(2.050)	4.550
Net Income per Share	(\$109.27)	\$1.77	(\$1.32)	(\$0.70)	\$2.61	\$2.25	(\$1.02)	\$2.26

Source: Company financial statements and Noble estimates



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Attribute	Weighting
Corporate Governance/Management	20%
Market Opportunity Analysis	20%
Competitive Position	20%
Operating Leverage	20%
Financial Leverage	20%

For each attribute, the analysts score the company from a low of zero to a high of ten based upon the analysis described below. The final rating and resulting check marks is a result of dividing the overall score (out of 100%) by ten.

Rating	Score	Checks
Superior	9.1 to 10	Five Checks
Superior	8.1 to 9	Four & A Half Checks
Above Average	7.1 to 8	Four Checks
Above Average	6.1 to 7	Three & A Half Checks
Average	5.1 to 6	Three Checks
Average	4 to 5	Two & A Half Checks
Below Average	3 to 3.9	Two Checks
Below Average	2 to 2.9	One & A Half Checks
Low Quality	0 to 1.9	One Check

While these are the attributes currently used for the analyst's fundamental analysis, the attributes and weighting may be reviewed, updated with additional attributes, and/or changed in the future based on discussions with the analysts and recommendations from the Director of Research.

Following is the description of each attribute in the fundamental analysis.

Corporate Governance/Management

We believe that a review of corporate governance and assessment of the senior management are important tools to determine investment merit. Good corporate governance aligns management with the interests of stakeholders. As such, analysts are to rank the company on the basis of good corporate governance principles that may include rules and procedures, board composition and staggered term limits, rights and responsibilities, corporate objectives, monitoring of actions and policies, and accountability. In addition, analysts will assess issues with controlling shareholders and whether decisions have been made in the past that were in the interests of all shareholders. In addition, management will be assessed based on industry experience, expertise, and/or track record.

High ranking example: Board and management that is aligned with the interests of shareholders with incentives based on stock price appreciation and with an experienced management team known for exceptional shareholder returns.

Low ranking example: Concentrated ownership without independent directors that do not necessarily align with all shareholders' interests.

The Market Opportunity Analysis

In this review, the analyst assesses the company's macro environment as a measure of understanding the industry. Factors considered include the size and growth potential of the industry under various economic conditions, the emerging demands in the market, technological benefits/disruptions, competition, geographical opportunities, and customer demands/needs, and an assessment of supply and distribution channels. In addition, the analyst will review legal and regulatory trends, as well as potential shifts in consumer or social behavior and natural environment changes.

High rank example: A company in an industry that is growing revenues well above GDP rates (which are on average 2% plus) and/or may have unmet or underserved needs in a rapidly growing market opportunity.

Low rank example: A mature industry that is in secular decline and likely to grow below GDP rates.

Competitive Position

The evaluation of the company's competitive position is another macro environment attribute designed to measure the relevance, market share, position and value proposition, and sustainable differentiations of the company and its products/services within its industry. Ease of entry into the industry and the ability of other well-funded players to potentially enter the market would be determined. As such, the assessment would consider the company's strengths and advantages of its products/services against weaknesses and limitations. This may include the company's current brand awareness, pricing and cost structure, current market strategies and geographic penetration that may affect demand for its products/services. In addition, the company's competitors would be evaluated.

High rank example: An analyst would consider the company's product to be superior to its competitors and that should allow the company to gain market share.

Low rank example: A company with a "me-too" product that does not have any significant technology advantages in an industry that has low barriers to entry.

Operating Leverage

Simplistically, operating leverage is determined by the operating income relative to changes in revenue. The analyst will calculate the impact on sensitivity on gross margins and variable costs to determine operating leverage. The analyst will take into account the ability of the company to cut fixed and variable costs in a challenged revenue environment and technological changes that may impact operating expenses. In addition, the analyst is to assess corporate strategies that include capital investment, which may be required for sustainable revenue growth, marketing expenses, and the company's ability to attract and retain talent and/or employees. The analyst should focus on the revenue opportunity and determine the price elasticity of demand for the company's products or services. In other words, the analyst is to rank the company based on improved operating margins going forward on an absolute and relative basis.

High rank example: A company that has improving margins for the foreseeable future, with significant price elasticity.

Low rank example: A company that is in a challenged revenue environment with a fixed cost structure and limited ability to cut costs, indicating an outlook for declining margins.

Financial Leverage

A strict definition of financial leverage is total debt divided by total shareholder's equity. Financial leverage analysis is to determine the company's ability to improve shareholder value by means of utilizing its balance sheet to grow organically or to acquire assets. Analysts may look at the company's debt to cash flow leverage ratio, interest coverage ratios, or debt to equity ratios. In addition, the interest rate environment and the outlook for interest rates are a factor in determining the company's ability to manage financial leverage. Finally, the analyst is expected to determine the ability to service the debt given the industry and/or company profile, such as cyclical, barriers to entry, history of bankruptcy, consistency in revenue and profit growth, or predictability in sales and profits and large cash reserves. The analyst is expected to take into account capital intensity of the company and the anticipated of capital allocation decisions.

High rank example: A company with predictable and growing revenue and cash flow with modest debt levels. This may indicate that the company could improve shareholder value through growth investments, including acquisitions, using debt financing.

Low rank example: A company in a cyclical industry in a late stage economic cycle that has above average debt leverage and is in an industry that has a history of financial challenges, including bankruptcies.

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Named WSJ 'Best on the Street' Analyst six times.

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Outperform: potential return is >15% above the current price	91%	16%
Market Perform: potential return is -15% to 15% of the current price	9%	1%
Underperform: potential return is >15% below the current price	0%	0%

NOTE: On August 20, 2018, Noble Capital Markets, Inc. changed the terminology of its ratings (as shown above) from "Buy" to "Outperform", from "Hold" to "Market Perform" and from "Sell" to "Underperform." The percentage relationships, as compared to current price (definitions), have remained the same.

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