

Date: August 6, 2025

Dear _____,

It is with a heavy heart that I write to inform you that **NMC will be closing its doors permanently**, effective August 6, 2025. I am sorry to say that, as of August 6, 2025, your employment with NMC and/or its affiliated companies will end permanently.

This decision was not made lightly. Over the past months and years, we have explored every possible avenue to sustain our operations and preserve our team. Unfortunately, due to financial challenges, a significant economic downturn impacting our industry, revenue losses and increasing expenses, and the recent failure of an attempt to sell the company as a going concern, we have reached a point where continuing business is no longer feasible.

This was a difficult decision, and it is in no way a reflection of your individual performance or dedication to the company.

We understand this news will be difficult, and we want to ensure that you are supported during this transition. We are committed to the following steps:

- **Final paychecks:** We will make all reasonable efforts to pay you all remaining compensation you have earned as soon as possible, to the extent permitted by the company's secured lenders.
- **Benefits** Health care coverage will be terminated effective August 6, 2025. If you have a 401k through The Standard, you can continue to keep your investments with them or roll over into another retirement account.
- **Assistance** with job placement, including reference letters and employment verification, will be available upon request.
- **HR support** will remain available through August 27, 2025 to help answer any questions during this period. You may reach out to JJ.Tompkins@newsmediacorp.com or Julie.Young@newsmediacorporation.com.

Each of you has played an important role in NMC's journey, and your contributions have been deeply valued. We are immensely grateful for your hard work, dedication, and resilience. While this chapter is closing, we hope the experiences and relationships built here will carry forward with you.

Thank you again for being a part of NMC. We wish each of you nothing but success and fulfillment in your next endeavors.

With deepest appreciation,

J.J. Tompkins