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Investor Presentation



16 December 2020
Quarter 3 2020

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Forward-looking statements

This presentation includes forward-looking statements. All statements other than statements of historical facts included in this presentation, including those regarding the group's financial position, business and acquisition strategy, plans and objectives of management for future operations are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the group, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.

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The quarterly financial results presented in this presentation include calculations or figures that have been prepared internally by management and have not been reviewed or audited by our independent chartered accounting firm. This financial data should not be viewed as a substitute for full financial statements prepared in accordance with FRS 102 and is not necessarily indicative of the results to be achieved for any future periods.

Use of non-FRS 102 financial information

This document contains references to certain non-FRS 102 financial measures. For definitions of terms such as "ebit", "ebitda", "ebitda margin", "adjusted ebitda or adj. ebitda", "adjusted or adj. ebitda margin", "new site capital expenditures", "maintenance capital expenditures", "other capital expenditures", "total capital expenditures" and "like-for-like sales growth" and a detailed reconciliation between the non-FRS 102 financial results presented in this document and the corresponding FRS 102 measures, please refer to appendix B and footnotes shown throughout. Certain financial and other information presented in this document has not been audited or reviewed by our independent auditors.

Certain numerical, financial data, other amounts and percentages in this document may not sum due to rounding. In addition, certain figures in this document have been rounded to the nearest whole number.

Overview

1. **Strong Q3 2020¹ sales and EBITDA performance despite continued Covid-19 restrictions**
2. **A focus on safety and NPS² has ensured we maintain strong LFL market outperformance**
3. **Relentless focus on customer and team engagement to ensure we emerge strongly from the crisis**



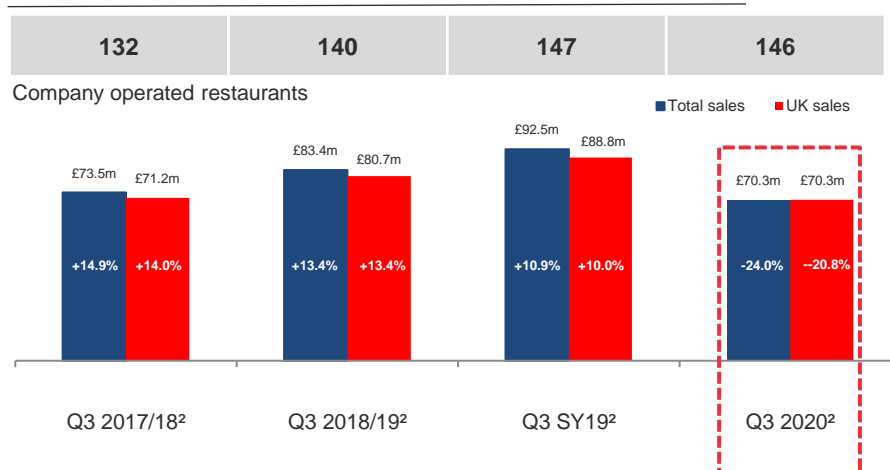
**Strong Q3 2020 sales
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continued Covid-19
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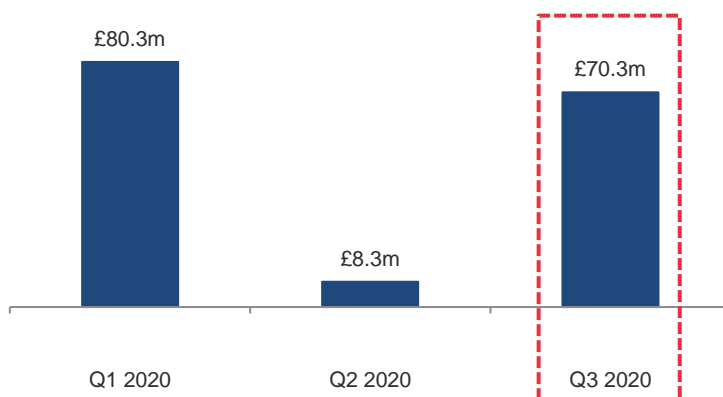


Strong Q3 2020 sales and EBITDA performance despite continued Covid-19 restrictions

Group total sales¹ (£m) and growth (%) – Q3



UK total sales¹ (£m) – 2020 YTD

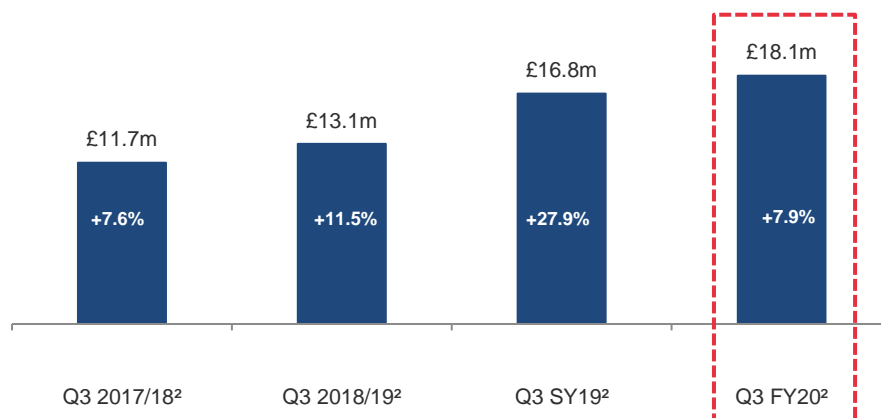


- Phased re-opening of our restaurants for eat in from the start of the quarter in July with a range of initiatives to support customer safety and experience.
- The 'Eat out to help out' scheme drove significant footfall to our restaurants and strong LFL growth during August.
- US joint venture arrangement became effective as of 31 January 2020, US restaurant sales were excluded from group total sales from this point.
- Covid-19 restrictions led to the closure of our restaurants for eat in dining from late Q1, with only delivery and click and collect sales post re-opening in Q2.
- Alongside reopening of restaurants for eat in from early Q3, delivery and click and collect continue to represent a greater proportion of our sales mix and remain a significant focus for the business, providing resilience to further Covid-19 restrictions on trading.

Strong Q3 2020 sales and EBITDA performance despite continued Covid-19 restrictions

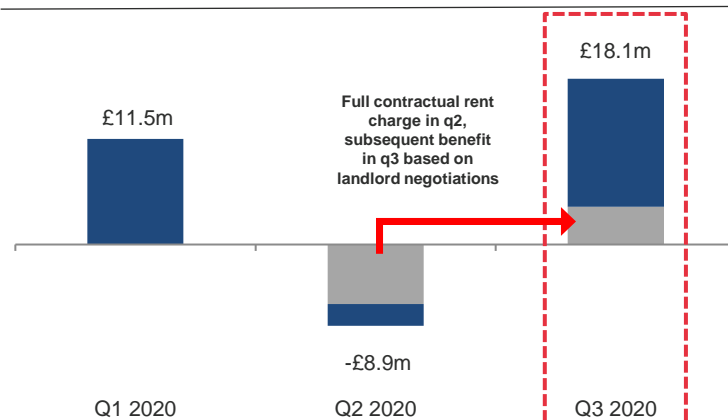
Group total EBITDA¹ (£m) and growth (%) – Q3

Company operated restaurants



- Group adjusted EBITDA increased to £18.1m in Q3 2020 with good conversion on sales despite Covid-19 restrictions and the additional benefit from rent charges following re-negotiated terms.
- Strong sales performance during the 'Eat out to help out' scheme in August with a shift in customer eating patterns allowing maximum use of restricted capacity.
- Proactive cost and cash management continued to be a focus during the quarter, the group continued to benefit from government schemes including furlough to support the retention of the vast majority of our workforce.

Group total EBITDA¹ (£m) – 2020 YTD



- Q2 adjusted EBITDA included the full contractual rent charge given early stage of landlord negotiations.
- Q3 adjusted EBITDA reflects outcome of agreed landlord deals as at the quarter end resulting in a benefit to the Q3 position³.
- Landlord negotiations are ongoing with any further benefit to be reflected in future periods.

¹ See Appendix B for reconciliation of Adjusted EBITDA (Adj. EBITDA)

² Q3 2017/18 is 13 weeks restated to 24 September 2017, Q3 2018/19 is 13 weeks restated to 30 September 2018, Q3 SY19 is 13 weeks restated to 29 September 2019 and Q3 2020 is 13 weeks to 27 September 2020. The quarters have been restated to 13 weeks to provide comparative information to Q3 2020 which is a different length quarter to re-align accounting periods per Appendix D.

³ In accordance with the amendment to FRS 102 in respect of Covid-19 rent concessions

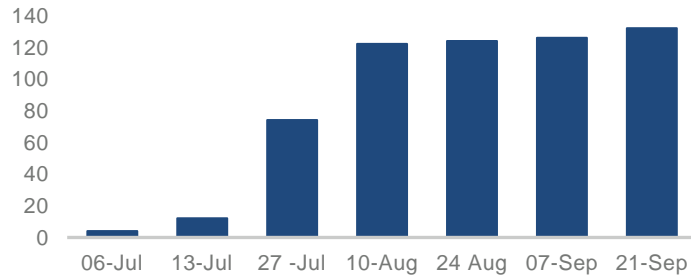
**A focus on safety and
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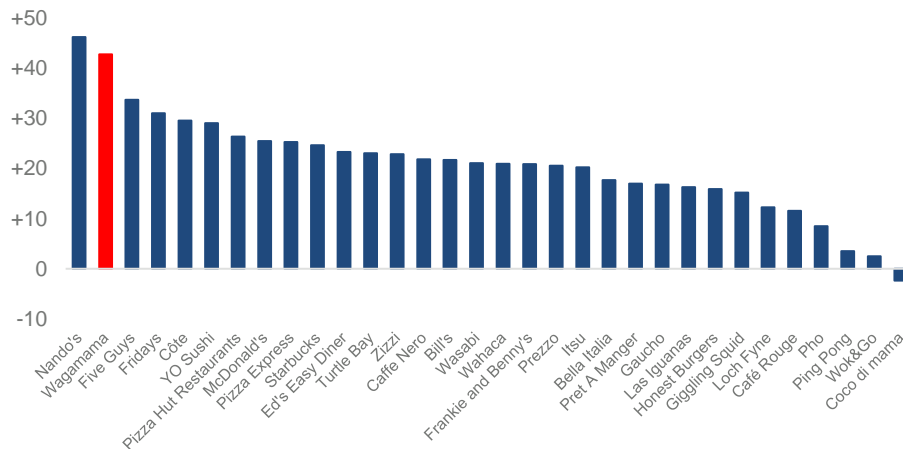

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A focus on safety and NPS has ensured we maintain strong LFL market outperformance: reflected in the continued strength of customer metrics

Number of restaurants open for eat-in dining – Q3

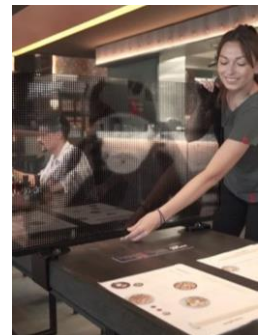


Net promoter score – Q3¹



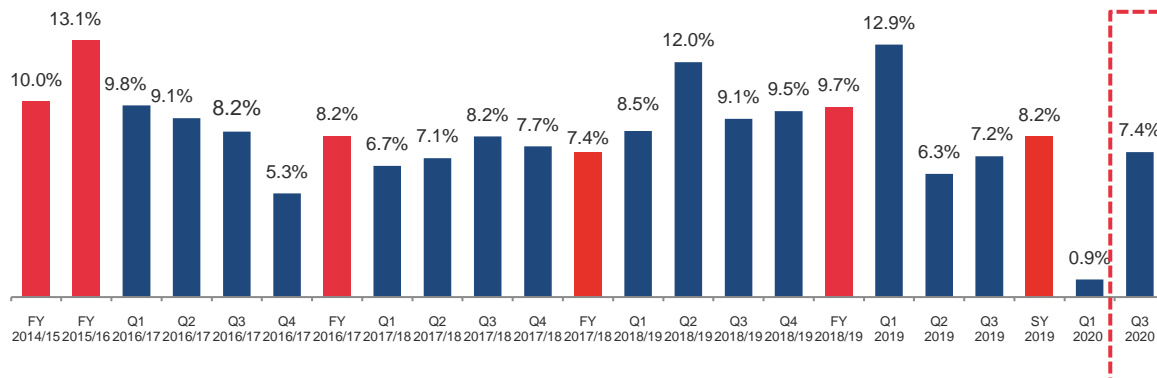
- Initial test and learn phase followed by an accelerated opening plan to benefit from strong customer demand and the Government-backed 'Eat out to help out' scheme.
- Our airport sites and certain city centre locations however remain closed and will only reopen once it makes economic sense to do so.

- Significant focus on customer safety and experience through:
 - ongoing team training
 - implementation of safety measures including our moveable bench screens
 - development of technology solutions such as contactless pay at table.
- Success of this approach reflected in customer feedback and customer satisfaction scores.



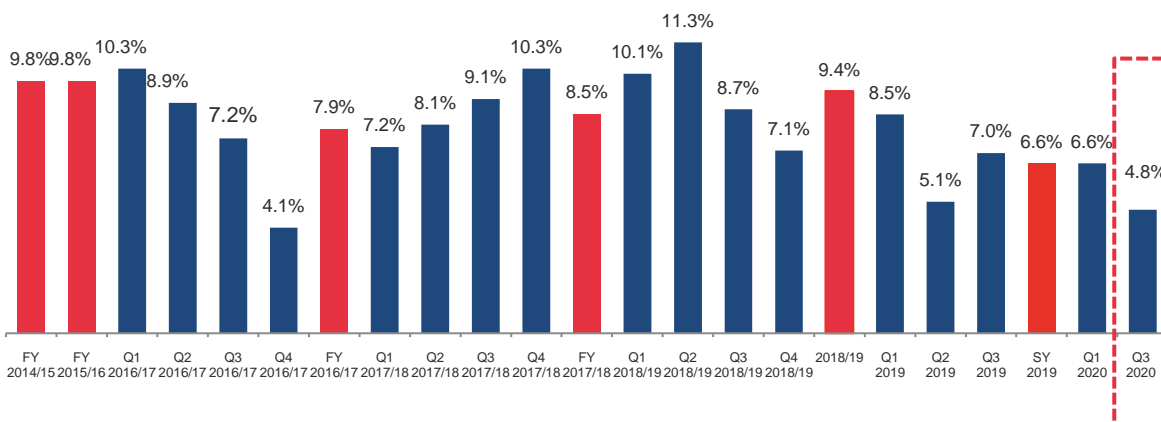
A focus on safety and NPS has ensured we maintain strong LFL market outperformance: 7.4% LFL in Q3 2020

UK LFL¹ growth (%)



- LFL comparable data resumed in week 28, and in the 12 LFL weeks of Q3 2020 we have seen strong like-for-like sales across the estate driven by:
 - successful eat in re-opening
 - the benefit of the 'Eat out to help out' scheme, where a shift in customer eating patterns allowed us to utilise capacity across the day
 - strength of delivery and click and collect business.

Level of UK market outperformance²



- Performed strongly against the market, outperforming by 4.8%.

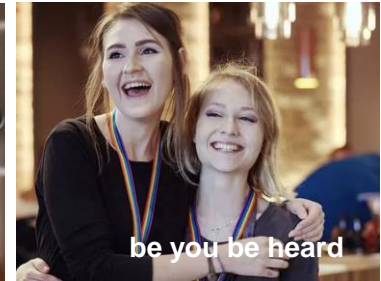
**Relentless focus on
customer and team
engagement to ensure
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from the crisis**

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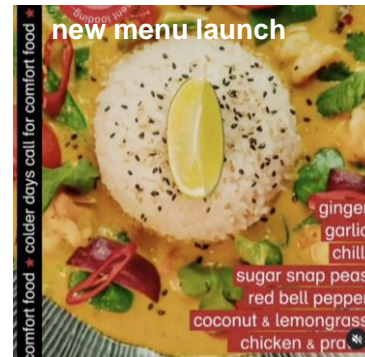
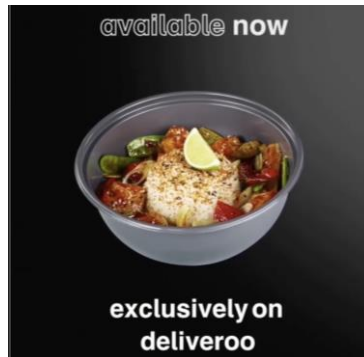
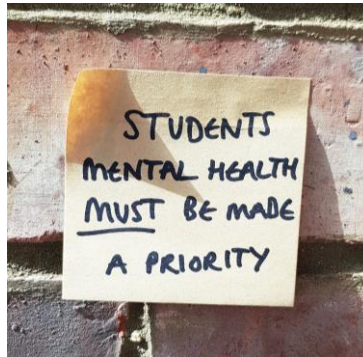


Relentless focus on customer and team engagement to ensure we emerge strongly from the crisis: staying engaged with our customers, community and people

July to
September
– a recap



Into Q4



Overview

1. **Strong Q3 2020¹ sales and EBITDA performance despite continued Covid-19 restrictions**
2. **A focus on safety and NPS² has ensured we maintain strong LFL market outperformance**
3. **Relentless focus on customer and team engagement to ensure we emerge strongly from the crisis**



Appendices


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Appendix A: Group revenue

(£m)	Q3 2019 ¹	Q3 2020 ¹	Growth	YTD Q3 2019 ³	YTD Q3 2020 ³	Growth
Group revenue	93.5	71.2	-23.7%	267.2	162.0	-39.5%
- UK	88.8	70.3	-20.8%	253.9	158.9	-37.4%
- USA ²	3.8	0.0	-100%	10.8	1.2	-88.4%
- franchise	0.9	0.9	1.3%	2.5	1.9	-24.1%
UK lfl sales ⁴	6.3%	7.4%		9.1%	3.5%	
Adjusted EBITDA	16.7	18.1	7.9%	43.2	20.6	-52.2%
% margin	18.1%	25.7%	7.6%	16.3%	12.9%	-3.4%

¹ Q3 2019 is 13 weeks to 29 September 2019 and Q3 2020 is 13 weeks to 27 September 2020.

² Includes impact of fluctuations in exchange rates. US joint venture effective from 31 January 2020, US sales are therefore excluded from group sales as of this date

³ YTD Q3 2019 is 39 weeks restated to 29 September 2019 and YTD Q3 2020 is 39 weeks to 27 September 2020. Note – YTD Q3 2019 was a 22 week period to 29 September 2019, however 39 weeks show for comparability.

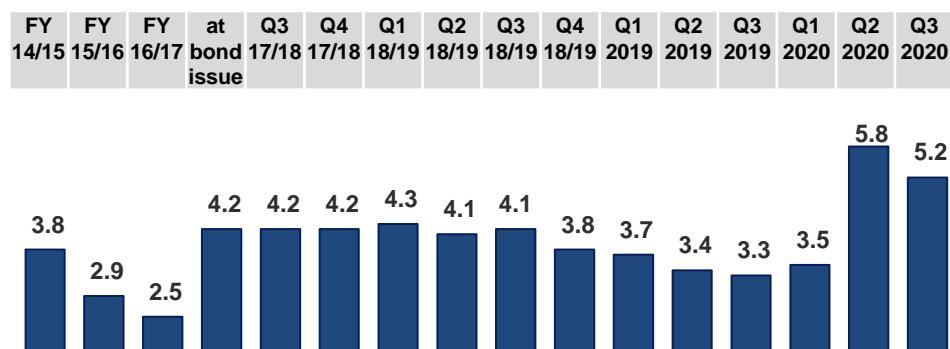
⁴ LFL for 39 weeks to 27 September 2020 is Q1 2020 and Q3 2020 only, no LFL reported for Q2 2020

Appendix B: Adjusted EBITDA reconciliation

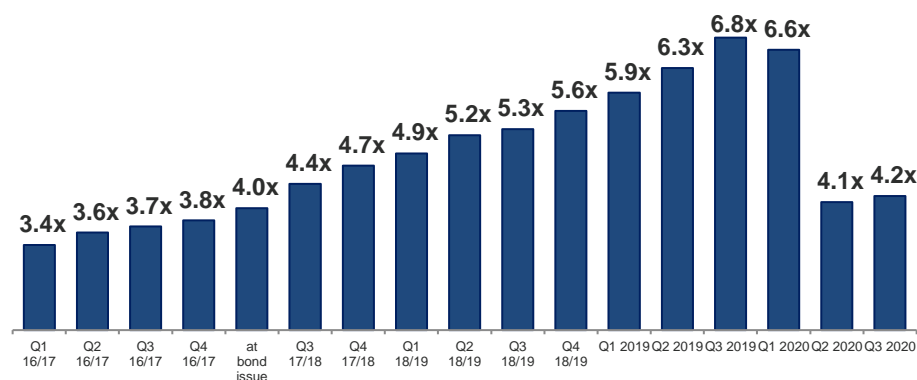
£m		Q3 2019 ¹	Q3 2020 ¹	YTD 2019 ²	YTD 2020 ²	LTM Q3 2020 ³
Profit/(loss) for the financial period		2.8	7.3	4.0	(30.2)	(25.9)
add back:	Tax on profit/(loss) on ordinary activities	1.3	(0.4)	2.2	(1.1)	0.4
	Net interest payable and similar charges	2.6	2.8	4.4	8.2	10.5
	Exceptional expenses/(income)	1.8	0.9	2.0	19.8	23.2
	Amortisation	2.5	2.4	4.2	7.5	9.9
	Depreciation and impairment of tangible assets	4.7	5.0	7.7	15.2	20.1
	Loss on disposal of assets	-	-	-	-	0.4
	Share of profit/loss of JV	-	-	-	0.6	0.6
EBITDA		15.7	18.0	24.5	20.0	39.2
Pre-opening costs		0.9	-	1.0	0.3	0.6
Corporate expenses		-	-	0.1	0.1	0.2
Share-based payment charge		0.1	0.1	0.1	0.2	0.2
Adjusted EBITDA		16.7	18.1	25.7	20.6	40.2
Adjustment (to comparable 13 / 39 week period)		n/a	n/a	17.5	n/a	n/a
Adjusted EBITDA (13 / 39 week comparable)		16.7	18.1	43.2	20.6	40.2

Appendix C: Key metrics

Leverage¹



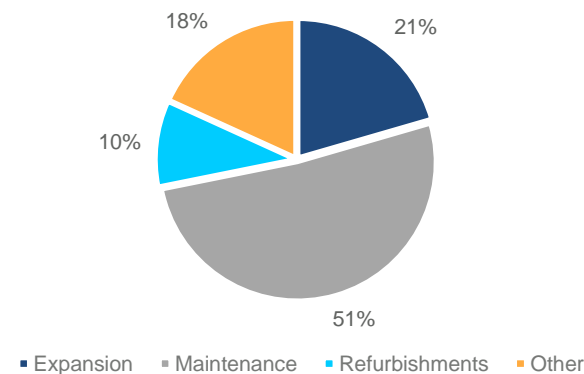
Interest cover based on LTM adjusted EBITDA²



Capex spend continues to be financed from cash

- Capex spend significantly reduced in Q3 with focus on maintenance of the core estate on reopening and spend on Covid-19 safety equipment

Q3 2020



Appendix D: Amendment to the reporting calendar

Following the acquisition of Mabel Mezzco Limited's parent company Mabel Topco Limited by The Restaurant Group, the Group has adopted a revised reporting calendar to align with The Restaurant Group's financial calendar:

Quarter	Previous reporting timetable	No. weeks	Revised reporting timetable	No. weeks	Comment
Q4 2018/19	4 February 2019 – 28 April 2019	12	4 February 2019 – 28 April 2019	12	
Q1 2019	29 April 2019 – 18 August 2019	16	29 April 2019 – 30 June 2019	9	Short period to align quarters
Q2 2019	19 August 2019 – 10 November 2019	12	1 July 2019 – 29 September 2019	13	
Q3 2019	11 November 2019 – 2 February 2020	12	30 September 2019 – 29 December 2019	13	
Q1 2020 (prev. Q4)	3 February 2020 – 26 April 2020	12	30 December 2019 – 29 March 2020	13	Commencement of new 12 month financial year
Q2 2020 (prev. Q1)	27 April 2020 – 16 August 2020	16	30 March 2020 – 28 June 2020	13	
Q3 2020 (prev. Q2)	17 August 2020 – 8 November 2020	12	29 June 2020 – 27 September 2020	13	