



**Mabel Mezzco Limited**

**Interim report  
as at and for the 9-week period to  
June 30, 2019**

## First Quarter 2019 highlights

### Financial highlights

- Turnover<sup>1</sup> increased 15.3% to £60.6 million in Q1 2019 with 12.9% UK like for like sales growth and 12.5% US like for like sales growth.
- Adjusted EBITDA up 56.4% in Q1 2019 to £9.0 million from £5.7 million in Q1 2018/19 (9 weeks).
- 8.5% UK outperformance of the market in Q1 2019 and traded ahead of the competition consistently for over 5 years (275 weeks).

### Operational highlights

- Investment in our people, product and property continuing to drive key metrics, including top ranking against our competitors for net promoter score (NPS), low team turnover and delivering double digit adjusted EBITDA growth.
- Synergy savings as part of the wider TRG Group continue to be realised in Q1 2019.
- 2 transformational refurbishments underway in Q1 at Stratford and Exeter, bringing Kaizen design and new covers.
- Strong pipeline of sites for Q2 and Q3, including the first conversion sites opening in August 2019.

### Emma Woods, CEO, commented

I am really proud that the wagamama team, through maintaining an innovation (kaizen) mindset and nurturing our culture, have continued to deliver double digit LFL and revenue growth since the acquisition by TRG.

<sup>1</sup> Turnover includes franchise income

## Results of operations

### First Quarter 2019 compared with First Quarter 2018/19

**Note:** Q1 2018/19 was a 16 week period. Q1 2019 is however a short 9 week period in order to align the reporting calendar with our parent company TRG Plc. 9 week profit and loss comparatives are therefore shown below together with the original 16 week comparative reported and as included within the following financial statements.

#### *Turnover*

Turnover increased 15.3% to £60.6 million in Q1 2019 from £52.5 million in Q1 2018/19 (9 weeks). A geographic and business line analysis of our turnover follows:

£ million	Q1 2019 9 weeks	Q1 2018/19 16 weeks	Q1 2018/19 9 weeks	% change 9 weeks
Company-operated UK	57.7	93.2	50.3	14.6%
Company-operated US	2.4	3.2	1.8	35.0%
Franchise	0.5	1.0	0.6	(18.1%)
<b>Total</b>	<b>60.6</b>	<b>97.4</b>	<b>52.7</b>	<b>15.3%</b>

#### *Company-operated restaurants*

Turnover in our restaurant business in the United Kingdom increased 14.6% to £57.7 million in Q1 2019 from £50.3 million in Q1 2018/19 (9 weeks). This was due to 12.9% like for like sales growth and an increase in the number of sites from 131 open at the end of Q1 2018/19 (9 weeks) to 135 open at the end of Q1 2019.

Turnover in our restaurant business in the United States increased 35.0% (29.0% in USD terms) to £2.4 million (\$3.0 million) in Q1 2019 from £1.8 million (\$2.4 million) in Q1 2018/19 (9 weeks), reflecting growth in like-for-like sales.

#### *International franchised restaurants*

Turnover from our international franchised restaurants decreased 18.1% to £0.5 million in Q1 2019 from £0.6 million in Q1 2018/19 (9 weeks) reflecting a higher level of royalties in Q1 2019 but a lower level of restaurant opening fees.

#### *Cost summary*

£ million	Q1 2019 9 weeks	Q1 2018/19 16 weeks	Q1 2018/19 9 weeks	% change 9 weeks
Cost of sales	36.2	58.1	32.1	12.9%
Administrative expenses before exceptional items	20.3	35.6	20.4	(0.5%)
Exceptional items	0.2	1.6	0.1	49.6%
Net interest payable	1.8	3.0	1.7	4.1%
Tax on loss on ordinary activities	0.8	1.4	0.4	102.6%

### **Cost of sales**

Gross profit has increased from £32.1 million in Q1 2018/19 (9 weeks) to £36.2 million in Q1 2019. The growth in the estate and the like for like sales growth were the primary causes of this increase offset by the benefit of synergy savings as part of the wider TRG Group.

### **Administrative expenses before exceptional items**

Administrative expenses before exceptional items decreased 0.5% to £20.3 million in Q1 2019 from £20.4 million in Q1 2018/19. An increase in overhead costs and depreciation commensurate with the addition of new restaurants together with the increase in central overhead expenses has been offset through both operational efficiencies and synergy savings as part of the wider TRG group.

### **Exceptional items**

Exceptional administrative expenses have increased from £0.1 million in Q1 2018/19 (9 weeks) to £0.2 million in Q1 2019. The charge in Q1 2019 related to costs to support the achievement of synergy savings. The charge in Q1 2018/19 related to the strategic review of the business.

### **Net interest payable and similar charges**

Net interest payable and similar charges remained in line at £1.7 million in Q1 2018/19 (9 weeks) and £1.8 million in Q1 2019 principally reflecting the interest charge on the Group's bond debt.

### **Tax on loss on ordinary activities**

The tax charge on profit on ordinary activities increased from £0.4 million in Q1 2018/19 (9 weeks) to £0.8 million in Q1 2019. This reflects an increased level of underlying profitability.

### **Cash flow**

The cash balance at the end of Q1 2019 was £18.6 million compared to a balance of £23.4 million at the end of Q1 2018/19 (16 weeks).

The cash outflow of £5.4 million in Q1 2019 decreased from an outflow of £5.9 million in Q1 2018/19 (16 weeks). This resulted from a reduced level of adjusted EBITDA in Q1 2019 based on 9 weeks compared to 16 weeks and an increased level of working capital outflow offset by a lower level of capital expenditure, tax and interest payments.

### **Net cash inflow from operating activities**

Net cash inflow from operating activities decreased 89.7% to £0.9 million in Q1 2019 from £8.6 million in Q1 2018/19 (16 weeks). This resulted from a reduced level of adjusted EBITDA in Q1 2019 based on 9 weeks compared to 16 weeks and an increased level of working capital outflow based on timing of the period end within the payment cycle.

Taxation cash flows decreased to £0.9 million in Q1 2019 from £2.2 million in Q1 2018/19 (16 weeks) based on the timing of payments on account falling due.

### **Net cash outflow from investing activities**

Net cash outflow from capital expenditure decreased 31.4% to £5.3 million in Q1 2019 from £7.8 million in Q1 2018/19 (16 weeks). There were no openings in Q1 2019 compared to 4 openings in Q1 2018/19 (16 weeks) together with a lower level of maintenance spend based on a 9 week period compared to a 16 week period.

### **Net cash inflow/outflow from financing**

Net cash outflow from financing decreased to a £0.1 million outflow in Q1 2019 from a £4.6 million outflow in Q1 2018/19 (16 weeks). The semi-annual interest payment on the Group's bond debt did not fall due in the shorter 9 week Q1 2019, however was paid in Q1 2018/19 (16 weeks).

## Capital expenditures

The following table shows our capital expenditures for the periods indicated:

	For the period ended		For the full year ended	
	June 30, 2019 9 weeks	August 19, 2018 16 weeks	April 28, 2019 52 weeks	April 29, 2018 53 weeks
New site capital expenditures	2.7	4.4	11.5	15.8
Refurbishment expenditures	1.5	1.3	9.0	7.8
Maintenance expenditures	1.0	1.7	6.7	5.9
Other capital expenditures*	0.1	0.3	1.5	3.2
<b>Total capital expenditures</b>	<b>5.3</b>	<b>7.7</b>	<b>28.7</b>	<b>32.7</b>
Corporate expenses	-	0.1	0.3	0.4

\*other capital expenditure: office, systems and central kitchen

## Estate summary

We opened no new restaurants in Q1 2019 compared to 4 restaurants in Q1 2018/19.

The table below shows the number of our Company-operated and franchised restaurants as at the following dates:

	For the period ended		For the YTD period ended	
	June 30, 2019 9 weeks	August 19, 2018 16 weeks	April 28, 2019 52 weeks	April 29, 2018 53 weeks
<b>Company-operated restaurants<sup>(1)</sup>.....</b>	<b>140</b>	<b>138</b>	<b>140</b>	<b>135</b>
<i>United Kingdom restaurants</i> .....	135	133	135	130
<i>United States restaurants</i> .....	5	5	5	5
<i>Company-operated restaurant openings during the period</i> .....	-	4	7	9
<i>Company-operated restaurants closures during the period</i> .....	-	(1)	(2)	(2)
Franchised <sup>(2)</sup> .....	59	58	59	56
<b>Total</b> .....	<b>199</b>	<b>197</b>	<b>199</b>	<b>191</b>

(1) Company-operated restaurants include all of our restaurants in the United Kingdom and the United States.

(2) Franchised restaurants as at the dates listed were located in Belgium, Greece, Ireland, Malta, The Netherlands, Northern Ireland, Denmark, Sweden, Cyprus, Slovakia, Turkey, Qatar, United Arab Emirates, Oman, Bahrain, Gibraltar, Saudi Arabia, Spain, Italy, Norway and France,

## Key performance indicators

	For the period ended		For the YTD period ended		LTM
	June 30, 2019 9 weeks	August 19, 2018 16 weeks	April 28, 2019 52 weeks	April 29, 2018 53 weeks	June 30, 2019 52 weeks
	(£ millions)				
Like-for-like sales growth (%)	12.9%	8.5%	9.7%	7.4%	10.4%
EBITDAR .....	13.5	19.7	68.9	67.9	73.8
Rent Expense.....	4.6	8.0	26.2	25.3	26.3
EBITDA .....	8.9	11.7	42.7	42.6	47.5
EBITDA Margin (%).....	14.7%	12.1%	12.6%	14.0%	13.7%
Adjusted EBITDA <sup>(1)</sup> .....	9.0	12.7	51.9	46.6	55.2
Adjusted EBITDA margin (%).....	15.0%	13.1%	15.3%	15.3%	15.9%
Adjusted EBITDA – 52 week			51.9	45.7	55.2
Adjusted EBITDA margin (%)			15.3%	15.3%	15.9%
Net total indebtedness <sup>(2)</sup> .....					204.2
Ratio of net total indebtedness to Adjusted EBITDA .....					3.7

(1) Please find below a reconciliation calculation from profit for the financial period to EBITDA and Adjusted EBITDA and adjustments made to calculate Adjusted EBITDA for the periods indicated:

(2) Net total indebtedness represents total debt less cash.

	For the period ended		For the YTD period ended		LTM
	June 30, 2019 9 weeks	August 19, 2018 16 weeks	April 28, 2019 52 weeks	April 28, 2019 53 weeks	June 30, 2019 52 weeks
Profit/loss for the financial period ..	1.3	(2.2)	(32.5)	(16.6)	(28.6)
Tax on profit/loss on ordinary activities .....	0.8	1.4	2.4	2.9	2.8
Net interest payable and similar charges .....	1.8	3.0	10.0	10.6	10.1
Exceptional <sup>(a)</sup> expenses/(income) .	0.2	1.6	35.3	22.6	35.4
Amortisation	1.8	3.0	9.9	9.1	10.0
Depreciation and impairment of tangible assets .....	3.0	4.8	16.9	13.5	17.1
Loss on disposal of assets	-	0.1	0.7	0.5	0.7
<b>EBITDA .....</b>	<b>8.9</b>	<b>11.7</b>	<b>42.7</b>	<b>42.6</b>	<b>47.5</b>
Pre-opening costs <sup>(b)</sup> .....	0.1	0.9	3.9	3.6	3.6
Share based payment charge <sup>(c)</sup> ....	-	0.1	5.0	-	3.9
Corporate expenses <sup>(d)</sup> .....	-	<b>12.7</b>	0.3	0.4	0.2
<b>Adjusted EBITDA.....</b>	<b>9.0</b>	<b>-</b>	<b>51.9</b>	<b>46.6</b>	<b>55.2</b>
<b>7 weeks / 53<sup>rd</sup> Week adjustment</b>	<b>-</b>	<b>(7.0)</b>	<b>-</b>	<b>(0.9)</b>	<b>-</b>
<b>Adjusted EBITDA .....</b>	<b>9.0</b>	<b>5.7</b>	<b>51.9</b>	<b>45.7</b>	<b>55.2</b>

(a) For the 9 weeks ended 30 June 2019, the exceptional charges related to costs to support the achievement of synergy savings and for the period ended 19 August 2018, exceptional costs related to the strategic review of the business. For the 53 week period ended 29 April 2018 exceptional expenses included administrative expenses incurred as part of the Group's refinancing in July 2017 including a redemption premium of £5.9 million and the write off of previously capitalised refinancing fees relating to the Group's previously outstanding 7.785% Senior Secured Notes due 2020. For the 52 week period ended 28 April 2019, exceptional costs related to the Sale and non-cash movements in the Group's impairment and onerous lease provisions on acquisition.

(b) Pre-opening costs represents costs incurred prior to the opening of a new restaurant, including rent incurred prior to opening, wages of employees in training and food costs incurred for training of new employees.

(c) The share based payment charge is non-recurring and in respect of the Group's management share based incentive scheme.

(d) Corporate expenses represent fees paid to our principal shareholders and security agent under our bond and RCF agreement, professional fees incurred relating to syndication and listing of loan notes under that agreement and fees in respect of our corporate status.

## General information

Wagamama operates popular award-winning pan-Asian inspired noodle restaurants based in the United Kingdom. In addition to our Company-operated restaurants across the United Kingdom and the United States, we have franchised restaurants operating in 23 markets around the world spread across Northern Europe, Mediterranean Europe, and the Middle East.

Wagamama offers fresh, pan-Asian cuisine in a friendly, vibrant setting. Our menu features a wide variety of noodle and rice dishes, as well as salads and side dishes, juices, hot drinks, wine, sake and Asian beers. Freshness and quality are two ingredients that we believe go into every dish. Many Wagamama signature dishes can be found in all of our restaurants across the globe and we also have local specialties that take advantage of regional produce and tastes.

## Presentation of financial information

Unless otherwise indicated, the financial information presented in this report is the historical consolidated financial information of Mabel Mezzco Limited and its subsidiaries (the "Group").

This report includes or derives information from the following financial sources:

- the unaudited consolidated financial information of the Group as of and for the 9 weeks ended June 30, 2019 ("First Quarter 2019", "Q1 2019", or "the quarter"), and the comparative period as of and for the 16 weeks ended August 19, 2018 ("First Quarter 2018/19" or "Q1 2018/19"), prepared in accordance with FRS 102.

The financial year for the Group runs from the calendar day following the previous financial year end to the Sunday nearest to December 30 of each calendar year. Accordingly, from time to time, the financial accounting period covers a 53-week period, which impacts the comparability of results. Our 2019 financial year will end on December 29, 2019 and constitutes a short 35-week period.

## Further information for noteholders

This report was prepared in accordance with the indenture dated July 10, 2017 among Wagamama Finance plc, as Issuer, the guarantors named therein, U.S. Bank Trustees Limited, as Trustee and Security Agent and Elavon Financial Services DAC, UK Branch, as paying agent.

This interim report may include forward-looking statements. All statements other than statements of historical facts included in this interim report, 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.

Such forward-looking statements are based on numerous assumptions regarding the Group's present and future business strategies and the environment in which the Group will operate in the future. Many factors could cause the Group's actual results, performance or achievements to differ materially from those in the forward-looking statements. Forward-looking statements should, therefore, be construed in light of such risk factors and undue reliance should not be placed on forward-looking statements. These forward-looking statements speak only as of the date of this interim report. The Group expressly disclaims any obligations or undertaking, except as required by applicable law and applicable regulations to release publicly any updates or revisions to any forward-looking statement contained herein to reflect any change in the Group's expectations with regard thereto or any changes in events, conditions or circumstances on which any such statement is based.

The quarterly financial results presented in this report 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.

In this report, we present turnover of our US business in US dollars as well as Pounds Sterling equivalent. To present this information, current and comparative prior period results are converted using the average exchange rates of the respective quarters.

### **Use of non-FRS 102 financial information**

Certain parts of this report contain non-FRS 102 measures and ratios, including EBITDAR, rent expense, EBITDA, EBITDA margin, Adjusted/(Adj.) EBITDA, Adjusted/(Adj.) EBITDA margin, new site capital expenditures, refurbishment expenditures, maintenance capital expenditures, other capital expenditures, total capital expenditures, like-for-like sales growth, working capital and leverage ratios that are not required by, or presented in accordance with, FRS 102. We believe that these measures are useful indicators of our ability to incur and service our indebtedness and can assist certain investors, security analysts and other interested parties in evaluating us. Because all companies do not calculate these measures on a consistent basis, our presentation of these measures may not be comparable to measures under the same or similar names used by other companies. Accordingly, undue reliance should not be placed on these measures in this interim report. In particular, EBITDAR, EBITDA, Adjusted / (Adj.) EBITDA are not measures of our financial performance or liquidity under FRS 102 and should not be considered as an alternative to (a) net income/(loss) for the period as a measure of our operating performance, (b) cash flows from operating, investing and financing activities as a measure of our ability to meet our cash needs or (c) any other measures of performance under FRS 102.

Our non-FRS 102 measures are defined by us as follows:

- We define “EBITDAR” as EBITDA plus rent expense.
- We define “rent expense” as the aggregate fees incurred for the period indicated pursuant to our property lease obligations.
- We define “EBITDA” as profit for the financial period plus tax on profit on ordinary activities, net interest payable and similar charges, exceptional administrative (expenses)/income, gain/(loss) on disposal of fixed assets, goodwill amortisation and depreciation and impairment of tangible assets.
- We define “EBITDA margin” as EBITDA divided by company operated sales.
- We define “Adjusted/(Adj.) EBITDA” as EBITDA adjusted for the impact of restaurant pre-opening costs and corporate expenses. We define LTM performance as FY 2018/19 audited full year results plus Q1 2019 less Q1 2018/19 (restated to 9 weeks).
- We define “Adjusted/(Adj.) EBITDA margin” as Adjusted EBITDA divided by turnover.
- We define “sales” as income generated from company operated restaurants. We define “turnover” as income generated from company operated restaurants and franchise income.
- We define “new site capital expenditure” as the capital expenditures we incur in order to purchase and outfit a new restaurant in preparation for its opening.
- We define “refurbishment expenditure” as expansion capital expenditure in existing restaurants.
- We define “maintenance capital expenditure” as the capital expenditures we incur to maintain our restaurants.
- We define “other capital expenditure” as the capital expenditures we incur for overhead costs relating to our central kitchen and other centralised capital expenditures relating primarily to training and IT.
- We define “total capital expenditure” as the purchase of tangible fixed assets as reflected in our cash flow statements.
- We define “like-for-like sales growth” as sales from our United Kingdom and/or United States restaurants that traded for at least 17 full four-week periods. Restaurants are included on a rolling basis as each new restaurant is included in the like-for-like comparison once it has traded for 17 full four-week periods. Any week in which a restaurant did not have revenue and the preceding and following week are excluded both in the period considered and in the comparative period.



**Mabel Mezzco Limited**

**Interim financial information  
For the 9 weeks ended 30 June 2019**

Registered number: 07556501

## Mabel Mezzco Limited

### Group profit and loss account for the period ended 30 June 2019

	Note	Unaudited 9 weeks to 30 June 2019 £'000	Unaudited 16 weeks to 19 August 2018 £'000	Audited 52 weeks to 28 April 2019 £'000
Turnover	2	60,555	97,389	342,171
Cost of sales		(36,190)	(58,089)	(201,557)
<b>Gross profit</b>		<b>24,365</b>	<b>39,300</b>	<b>140,614</b>
Administrative expenses before exceptional items		(20,285)	(35,550)	(125,383)
<b>Operating profit before exceptional items</b>	3	<b>4,080</b>	<b>3,750</b>	<b>15,231</b>
Exceptional administrative expenses	3	(201)	(1,555)	(35,320)
<b>Operating profit after exceptional items</b>		<b>3,879</b>	<b>2,195</b>	<b>(20,089)</b>
Interest receivable and similar income		18	145	363
Interest payable and similar charges before exceptional items		(1,807)	(3,113)	(10,387)
Exceptional items		-	-	-
<b>Interest payable and similar charges</b>	4	<b>(1,807)</b>	<b>(3,113)</b>	<b>(10,024)</b>
<b>Profit/(loss) on ordinary activities</b>		<b>2,090</b>	<b>(773)</b>	<b>(30,113)</b>
Tax on profit/(loss) on ordinary activities		(822)	(1,403)	(2,395)
<b>Profit/(loss) after tax for the financial period</b>		<b>1,268</b>	<b>(2,176)</b>	<b>(32,508)</b>

All of the activities of the Group are continuing.

## Mabel Mezzco Limited

### Group statement of comprehensive income for the period ended 30 June 2019

	<b>Unaudited</b>	Unaudited	Audited
	<b>9 weeks to</b>	16 weeks	
	<b>30 June</b>	to	52 weeks to
	<b>2019</b>	19 August	29 April
	<b>£'000</b>	2018	2019
		£'000	£'000
Profit/(loss) for the financial period	1,268	(2,176)	(32,508)
Foreign exchange differences arising on consolidation	(169)	506	(6)
<b>Total comprehensive income/(expense) for the period</b>	<b>1,099</b>	<b>(1,670)</b>	<b>(32,514)</b>

### Group statement of changes in equity for the period ended 30 June 2019

	<b>Unaudited</b>	<b>Unaudited</b>	Audited
	<b>9 weeks to</b>	<b>16 weeks to</b>	
	<b>30 June</b>	<b>19 August</b>	52 weeks to
	<b>2019</b>	<b>2018</b>	28 April
	<b>£'000</b>	<b>£'000</b>	2019
			£'000
Profit/(loss) for the financial period	1,268	(2,176)	(32,508)
Other comprehensive income for the period	(169)	506	(6)
<b>Total comprehensive income/expense for the period</b>	<b>1,099</b>	<b>(1,670)</b>	<b>(32,514)</b>
Share based payments	-	-	4,933
<b>Total transactions with owners recognised directly in equity</b>	<b>-</b>	<b>-</b>	<b>4,933</b>
<b>Net change in shareholders' funds</b>	<b>1,099</b>	<b>(1,670)</b>	<b>(27,581)</b>
Opening shareholders' funds	(37,187)	(6,949)	(9,606)
<b>Closing shareholders' funds</b>	<b>(36,088)</b>	<b>(8,619)</b>	<b>(37,187)</b>

## Mabel Mezzco Limited

### Group balance sheet as at 30 June 2019

	Note	Unaudited 9 weeks to 30 June 2019 £'000	Unaudited 19 August 2018 £'000	Audited 28 April 2019 £'000
<b>Fixed assets</b>				
Intangible assets	5	109,385	116,902	110,719
Tangible assets	6	113,306	117,425	112,277
		<b>222,691</b>	<b>234,327</b>	<b>222,996</b>
<b>Current assets</b>				
Stocks		2,542	2,264	2,537
Debtors	7	19,888	16,314	17,310
Cash at bank and in hand		18,647	23,425	24,058
		41,077	<b>42,003</b>	<b>43,905</b>
Creditors: amounts falling due within one year	8	(55,365)	(53,103)	(59,484)
<b>Net current liabilities</b>		<b>(14,288)</b>	<b>(11,100)</b>	<b>(15,579)</b>
<b>Total assets less current liabilities</b>		<b>208,403</b>	<b>223,227</b>	<b>207,417</b>
Creditors: amounts falling due after more than 1 year	9	(225,429)	(222,334)	(225,334)
		<b>(17,026)</b>	<b>893</b>	<b>(17,917)</b>
Provisions for liabilities and charges		(19,062)	(9,512)	(19,270)
<b>Net (liabilities)/assets</b>		<b>(36,088)</b>	<b>(8,619)</b>	<b>(37,187)</b>
<b>Capital and reserves</b>				
Called-up share capital		20,000	20,000	20,000
Other reserves		4,933	-	4,933
Profit and loss account		(61,021)	(28,619)	(62,120)
<b>Total shareholders' funds</b>		<b>(36,088)</b>	<b>(8,619)</b>	<b>(37,187)</b>

## Mabel Mezzco Limited

### Group cash flow statement for the period ended 30 June 2019

		Unaudited 9 weeks to 30 June 2019	Unaudited 16 weeks to 19 August 2018	Audited 52 weeks to 28 April 2019
	<b>Note</b>	£'000	£'000	£'000
Net cash inflow from operating activities	10	886	8,582	37,484
Taxation		(908)	(2,244)	(4,663)
<b>Net cash generated from operating activities</b>		<b>(22)</b>	<b>6,338</b>	<b>32,821</b>
<b>Cash flow from investing activities</b>				
Interest received		18	145	290
Payments to acquire tangible fixed assets		(5,332)	(7,708)	(28,688)
<b>Net cash used in investing activities</b>		<b>(5,314)</b>	<b>(7,563)</b>	<b>(28,398)</b>
<b>Cash flow from financing activities</b>				
Interest paid		(84)	(4,686)	(9,694)
New bond issue		-	-	-
Repayment of bond		-	-	-
Expenses paid in connection with issue of debt		-	-	-
<b>Net cash used in financing activities</b>		<b>(84)</b>	<b>(4,686)</b>	<b>(9,694)</b>
<b>Net increase in cash and cash equivalents</b>	11	<b>(5,420)</b>	<b>(5,911)</b>	<b>(5,271)</b>
Cash and cash equivalents at the beginning of the period		24,058	29,312	29,312
Exchange adjustments		9	24	17
<b>Cash and cash equivalents at the end of the period</b>		<b>18,647</b>	<b>23,425</b>	<b>24,058</b>

# Mabel Mezzco Limited

## Notes to the interim financial information for the period ended 30 June 2019

### 1. Basis of preparation

The unaudited interim financial information contains consolidated financial information for Mabel Mezzco Limited and its subsidiary undertakings (the "Group") for the 9 weeks ended 30 June 2019.

The unaudited interim financial information has been prepared using consistent accounting policies, presentation and a method of computation to those applied in the latest annual audited financial statements of the Group for the 52 week period ended 28 April 2019. This financial information should be read in conjunction with the Group's financial statements for the period ended 28 April 2019, which have been prepared under FRS 102.

The statutory accounts for the 52 week period ended 28 April 2019 have been approved by the Board of Directors. The auditors reported on those accounts, their report was unqualified, did not draw attention to any matters by way of emphasis and did not contain a statement under section 498(2) or (3) of the Companies Act 2006.

### 2. Turnover

The turnover and operating profit for the period was derived from the Group's continuing activity which was carried out primarily in the UK. The analysis of turnover is as follows:

	<b>Unaudited</b>	Unaudited	Audited
	<b>9 weeks to</b>	16 weeks to	52 weeks
	<b>30 June</b>	19 August	to 28
	<b>2019</b>	2018	April
	<b>£'000</b>	<b>£'000</b>	2019
	<b>£'000</b>	<b>£'000</b>	£'000
<b>UK location analysis</b>			
Town	29,419	47,184	166,363
Shopping centre	20,636	33,489	118,398
Other location	7,610	12,490	41,542
<b>Total UK company operated</b>	<b>57,665</b>	<b>93,163</b>	<b>326,303</b>
Franchise revenue	507	1,043	3,454
<b>Total UK revenue</b>	<b>58,172</b>	<b>94,206</b>	<b>329,757</b>
US revenue	2,383	3,183	12,414
<b>Total Revenue</b>	<b>60,555</b>	<b>97,389</b>	<b>342,171</b>

## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 3. Operating profit

Operating profit is stated after charging:

	Unaudited 9 weeks to 30 June 2019 £'000	Unaudited 16 weeks to 19 August 2018 £'000	Audited 52 weeks to 28 April 2019 £'000
Amortisation	1,739	3,038	9,885
Depreciation of owed fixed assets	3,031	4,840	16,887
Auditors' remuneration as auditors	26	30	86
for taxation services	16	57	88
for other advisory services	-	-	762
Loss on disposal of fixed assets	-	59	732
Operating lease costs - land & buildings	4,605	8,036	26,210
Exceptional administrative expenses/(income)	201	1,555	35,320

For the period ended 30 June 2019 exceptional expenses related to costs to support the achievement of synergy savings. For the period ended 19 August 2018 exceptional expenses included costs incurred as part of a strategic review of the business.

For the period ended 28 April 2019, the exceptional administrative expenses incurred comprise of expenditure relating to the sale of the group, movements in onerous lease provision, fixed asset impairments, costs related to executive restructuring and project development costs. For the period ended 29 April 2018, the exceptional administrative expenses incurred comprise of expenditure relating to executive team restructuring, costs related to the Group's refinancing and movements in onerous lease and impairment provisions.

## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 4. Interest payable and similar charges

	Unaudited 9 weeks to 30 June 2019 £'000	Unaudited 16 weeks to 19 August 2018 £'000	Audited 52 weeks to 28 April 2018 £'000
Interest payable on bond	1,606	2,856	9,281
Interest payable on bank borrowings	80	41	488
Amortisation of loan fees	121	216	618
Foreign exchange difference	-	-	-
<b>Interest payable and similar charges</b>	<b>1,807</b>	<b>3,113</b>	<b>10,387</b>

Interest payable on bank borrowings relates to non-utilisation fees on bank facilities. The Group does not have any bank borrowings.



## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 5. Intangible Assets

	Goodwill £'000	Trademarks £'000	Software and IT Development £'000	Total £'000
<b>Cost</b>				
As at 28 April 2019	181,989	180	2,461	184,630
Additions	-	-	405	405
Disposals	-	-	-	0
<b>As at 30 June 2019</b>	<b>181,989</b>	<b>180</b>	<b>2,866</b>	<b>185,035</b>
<b>Accumulated amortisation</b>				
At 28 April 2019	72,892	77	942	73,911
Disposals	-	-	-	0
Charge for the period	1,575	0	164	1,739
<b>As at 30 June 2019</b>	<b>74,467</b>	<b>77</b>	<b>1,106</b>	<b>75,648</b>
<b>Net book value</b>				
<b>At 30 June 2019</b>	<b>107,522</b>	<b>103</b>	<b>1,762</b>	<b>109,385</b>
At 28 April 2019	109,097	103	1,519	110,719
<b>Cost</b>				
As at 30 April 2018	181,989	180	1,893	184,062
Additions	-	-	53	53
Disposals	-	-	-	-
<b>As at 19 August 2018</b>	<b>181,989</b>	<b>180</b>	<b>1,946</b>	<b>184,115</b>
<b>Accumulated amortisation</b>				
At 30 April 2018	63,793	61	322	64,176
Disposals	-	-	-	-
Charge for the period	2,800	4	233	3,037
<b>At 19 August 2018</b>	<b>66,593</b>	<b>65</b>	<b>555</b>	<b>67,213</b>
<b>Net book value</b>				
<b>At 19 August 2018</b>	<b>115,396</b>	<b>115</b>	<b>1,391</b>	<b>116,902</b>
At 29 April 2018	118,196	119	1,571	119,886

## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 6. Tangible fixed assets

	Leasehold property £'000	Restaurant and office equipment £'000	Total £'000
<b>Cost</b>			
At 28 April 2019	129,764	54,379	184,143
Additions	1,139	2,887	4,026
Disposals	0	0	0
Foreign exchange differences	299	77	376
<b>At 30 June 2019</b>	<b>131,202</b>	<b>57,343</b>	<b>188,545</b>
<b>Accumulated depreciation</b>			
At 28 April 2019	51,134	21,773	72,907
Charge for the period	1,365	1,666	3,031
Disposals	0	0	0
Foreign exchange difference	282	53	335
<b>At 30 June 2019</b>	<b>52,781</b>	<b>23,492</b>	<b>76,273</b>
<b>Net book value</b>			
<b>At 30 June 2019</b>	<b>78,421</b>	<b>33,848</b>	<b>112,272</b>
at 29 April 2019	78,630	32,606	111,236

#### Assets held under finance leases

<b>Net book value</b>	
<b>At 30 June 2019</b>	<b>1,034</b>
at 28 April 2019	1,041

## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 6. Tangible fixed assets (continued)

	Leasehold property £'000	Restaurant and office equipment £'000	Total £'000
<b>Cost</b>			
At 30 April 2018	114,573	43,444	158,017
Additions	4,178	4,614	8,792
Disposals	(851)	(6)	(857)
Foreign exchange differences	1,072	216	1,288
<b>At 19 August 2018</b>	<b>118,972</b>	<b>48,268</b>	<b>167,240</b>
<b>Accumulated depreciation</b>			
at 30 April 2018	32,464	12,780	45,244
Charge for the period	2,234	2,606	4,840
Disposals	(791)	(7)	(798)
Foreign exchange difference	481	48	529
<b>At 19 August 2018</b>	<b>34,388</b>	<b>15,427</b>	<b>49,815</b>
<b>Net book value</b>			
<b>At 19 August 2018</b>	<b>84,584</b>	<b>32,841</b>	<b>117,425</b>
at 29 April 2018	82,109	30,664	112,773

## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 7. Debtors

	Unaudited 30 June 2019 £'000	Unaudited 19 August 2018 £'000	Audited 28 April 2019 £'000
Trade debtors	3,896	2,859	4,336
Other debtors and prepayments	12,959	13,455	11,386
Amounts receivable from Group undertakings	3,033	-	1,588
	<b>19,888</b>	<b>16,314</b>	<b>17,310</b>

#### 8. Creditors: amounts falling due within one year

	Unaudited 30 June 2019 £'000	Unaudited 19 August 2018 £'000	Audited 28 April 2019 £'000
Trade creditors	17,824	17,119	21,096
Amounts owed to parent undertakings	600	296	523
Corporation tax	714	565	688
Other taxation & social security	10,492	13,145	10,873
Other creditors	8,488	4,076	6,855
Accruals	17,247	17,902	19,449
	<b>55,365</b>	<b>53,103</b>	<b>59,484</b>

#### 9. Creditors: amounts falling due after more than one year

	Unaudited 30 June 2019 £'000	Unaudited 19 August 2018 £'000	Audited 28 April 2019 £'000
Bond	222,848	222,334	222,736
Other creditors	2,581	-	2,598
	<b>225,429</b>	<b>222,334</b>	<b>225,334</b>

The bond is stated net of unamortised issued costs of £2,152,000. The issue costs are being amortised over the five year term of the bond.

## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 10. Reconciliation of operating profit to net cash inflow from operating activities

	Unaudited 9 weeks to 30 June 2019 £'000	Unaudited 16 weeks to 19 August 2018 £'000	Audited 52 weeks to 28 April 2019 £'000
Operating profit	3,879	2,195	(20,089)
Amortisation	1,739	3,038	9,885
Depreciation	3,031	4,840	16,887
Loss on disposal of fixed assets	-	59	732
Foreign translation gain	-	(101)	-
Share based payment expense	-	-	4,933
Impairment	-	-	15,434
Increase in stocks	(5)	(250)	(522)
Increase in debtors	(1,122)	(284)	301
Decrease/(increase) in creditors	(6,540)	(863)	1,844
Onerous lease	(96)	(52)	8,079
<b>Net cash inflow from operating activities</b>	<b>886</b>	<b>8,582</b>	<b>37,484</b>

#### 11. Reconciliation of net cash flow to movement in net debt

	Unaudited 9 weeks to 30 June 2019 £'000	Unaudited 16 weeks to 19 August 2018 £'000	Audited 52 weeks to 28 April 2019 £'000
Increase/ (decrease) in cash in the period	(5,420)	(5,911)	(5,271)
Exchange adjustments	9	24	17
Amortisation of loan issue fees	(112)	(216)	(618)
<b>Change in net debt</b>	<b>(5,523)</b>	<b>(6,103)</b>	<b>(5,872)</b>
Opening net debt	(198,678)	(192,806)	(192,806)
<b>Closing net debt</b>	<b>(204,201)</b>	<b>(198,909)</b>	<b>(198,678)</b>

## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 11. Analysis of changes in net debt (continued)

##### Non-cash changes

	Unaudited 9 weeks to 30 June 2019 £'000	Unaudited 16 weeks to 19 August 2018 £'000	Audited 52 weeks to 28 April 2019 £'000
Amortisation of loan issue fees	(112)	(216)	(618)
Currency translation	9	24	17
	<b>(103)</b>	<b>(192)</b>	<b>(601)</b>

#### 12. Analysis of changes in net debt

9 weeks ended 30 June 2019

	At 28 April 2019 £'000	Cash flows £'000	Other non-cash changes £'000	At 30 June 2019 £'000
Net cash:				
Cash in hand and at bank	24,058	(5,420)	9	18,647
Debt:				
Debt due within 1 year	-	-	-	-
Debt due after 1 year	(222,736)	-	(112)	(222,848)
	(222,736)	-	(103)	(222,848)
<b>Net debt</b>	<b>(198,678)</b>	<b>(5,420)</b>	<b>(103)</b>	<b>(204,201)</b>
Financing issue costs	(2,264)			(2,152)
<b>Net debt before financing issue costs</b>	<b>(200,942)</b>			<b>(206,353)</b>

## Mabel Mezzco Limited

### Notes to the interim financial information for the period ended 30 June 2019 (continued)

#### 12. Analysis of changes in net debt (continued)

16 weeks ended 19 August 2018

	At 29 April 2018 £'000	Cash flows £'000	Other non- cash changes £'000	At 19 August 2018 £'000
Net cash:				
Cash in hand and at bank	29,312	(5,911)	24	23,425
Debt:				
Debt due within 1 year	-	-	-	-
Debt due after 1 year	(222,118)	-	(216)	(222,334)
	(222,118)	-	(216)	(222,334)
<b>Net debt</b>	<b>(192,806)</b>	<b>(5,911)</b>	<b>(192)</b>	<b>(198,909)</b>
Financing issue costs	(2,882)			(2,666)
<b>Net debt before financing issue costs</b>	<b>(195,688)</b>			<b>(201,575)</b>