

**Reconciliation between Final Investor Report and the Annual Financial Statements for the 53 weeks ended 30 September 2023**

|   | Final Investor<br>Report<br>£m | IFRS 16<br>Adjustments<br>£m | Non-cash<br>separately<br>disclosed<br>items<br>£m | Financial<br>Statements<br>£m |
|---|--------------------------------|------------------------------|--|-------------------------------|
| Turnover  | 1,848.6                        | (0.3)                        | -  | 1,848                         |
| Other income  | -                              | -                            | -  | -                             |
| Operating costs                                     | (1,641.2)                      | 7.3                          | (101.6)  | (1,735)                       |
| Operating profit                                    | 207.4                          | 7.0                          | (101.6)  | 113                           |
| Add back: non-cash<br>separately disclosed<br>items | -                              | -                            | 101.6  | 102                           |
| Add back: Depreciation<br>and amortisation          | 71.0                           | 13.4                         | -  | 84                            |
| EBITDA  | 278.4                          | 20.4                         | -  | 299                           |

Separately disclosed items consist of non-cash items detailed in note 4 of the financial statements.

The IFRS 16 adjustments within operating profit are detailed below:

|  |        |
|--|--------|
|  | £m     |
| Include rent receivable                | (0.3)  |
| Include dilapidation costs             | 0.5    |
| Include sublease impairment            | 0.2    |
| Include rent payable                   | 20.0   |
| EBITDA adjustment                      | 20.4   |
| Remove right-of-use asset depreciation | (13.4) |
| Operating profit adjustment            | 7.0    |