



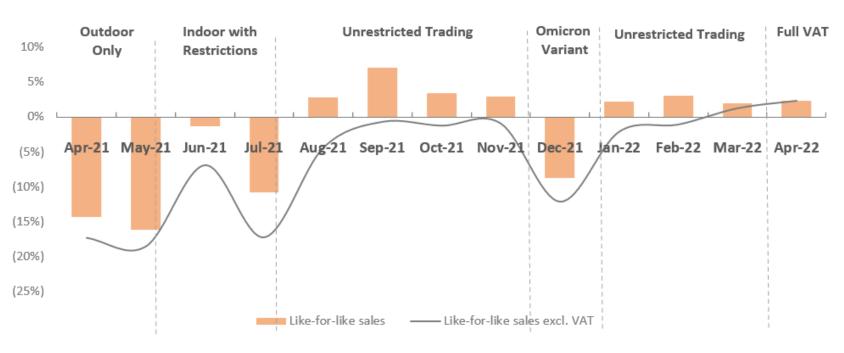
Income Statement (before adjusted items)



	HY 2022 £m	HY 2021 £m
Revenue	1,159	219
Operating costs	(1,039)	(343)
Operating profit	120	(124)
Interest	(63)	(67)
Pensions finance charge	(1)	(1)
Profit /(loss) before tax	56	(192)
Operating margin	10.4%	(56.6%)
Profit / (loss) per share	7.6p	(31.8)p

Like-for-like sales vs. FY19

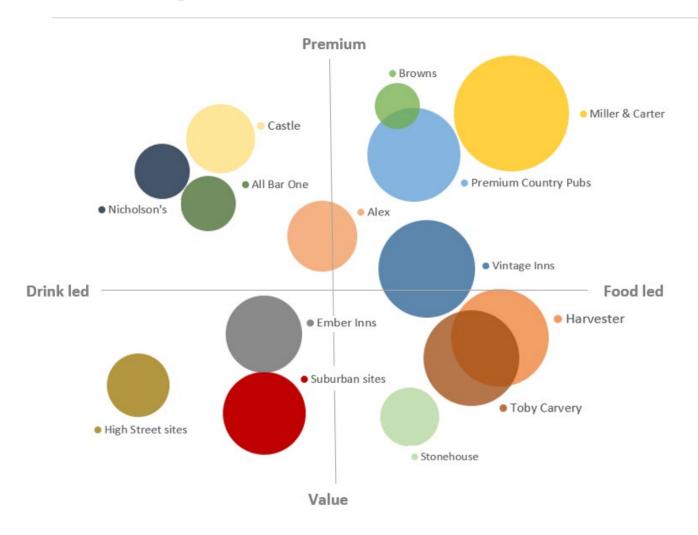




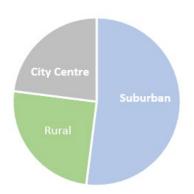
- Food continues to performed better than drink, although VAT reduction now expired
- Suburban and rural areas have generally outperformed larger city centres
- Sales driven by spend per head growth and VAT outweighing volume decline
- Like-for-like sales growth for 5 weeks since period end of 2.2% (at full VAT rate)

Diverse portfolio of brands and locations





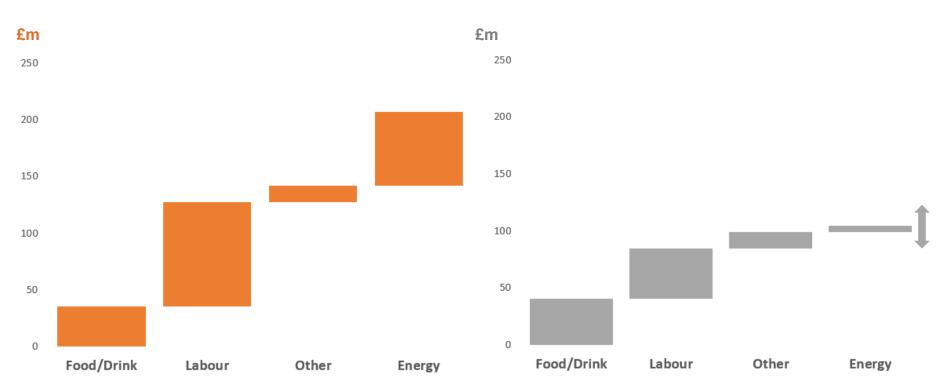
Estate location



The M&B brands cover a wide a wide range of occasions, locations and price points

Cost inflation is high and uncertain





FY22 vs. FY19 (three years)

FY23 vs. FY22

- Anticipated cost headwinds before major mitigation activity on cost base of £1.8bn
- FY22 anticipated to be c.11.5% increase over three years from FY19 (3.7% compound)
- FY23 expected to be c.6% but energy price volatility could have a material impact

Cashflow / debt



	HY 2022 £m	HY 2021 £m
Operating cash flow	172	(149)
Capital expenditure	(58)	(16)
Lease principal and interest	(44)	(27)
Net interest	(50)	(53)
Tax and other	2	-
Issues of shares	-	341
Net repayment of facilities	-	(61)
Net cash flow before bond amortisation	22	35
Mandatory bond amortisation	(54)	(51)
Net cash flow	(32)	(16)
Net debt excluding IFRS 16 lease liabilities	(1,253)	(1,472)
Net assets	2,228	1,915

Pensions update



- Next triennial valuation as at 31 March 2022
- Expected to show an improved position vs previous deficit of £293m (as at 31 March 2019)

MAIN PLAN (c.80% liabilities)

- Close to fully hedged for interest rate and inflation risk
- Limited exposure to broad markets (e.g. under ~10% direct equity allocation)
- Contributions of £40m pa to September 2023

EXECUTIVE PLAN (c.20% liabilities)

- Risks insured through buy-in at December 2021 with Legal & General
- Contributions of £12m pa to September 2023 to blocked account to avoid trapped surplus

Summary



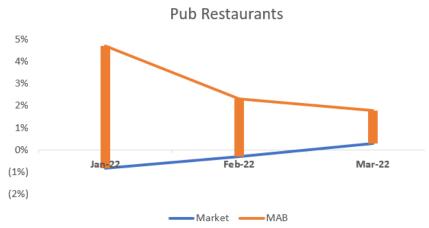
- Strong sales recovery across the first half despite Omicron
- Costs:
 - Inflation above trend especially in food, energy and labour
 - Outlook volatile and uncertain
- Well placed to mitigate costs and to manage continuing uncertainty ahead
 - Ignite programme of self help
 - Strengthened balance sheet
 - Diversified estate
 - Strong brands and offers

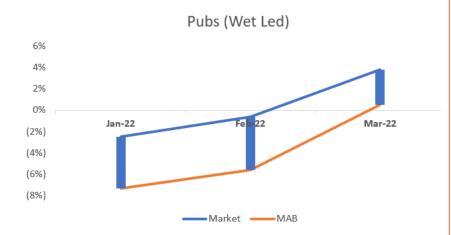


Trading vs. market









- Strong outperformance of restaurant segment
- Comfortable outperformance of pub restaurants
- Underperformance in pubs driven by reduced exposure to the high energy, youth market

Sales growth ex. VAT



- Encouraging sales growth over the last 5 weeks of 2.2%, at full rate of VAT
- Continued trajectory of recovery
- Sales growth driven by site conversions, guests laddering up to more premium products and adding a starter or dessert
- Focus on providing value for money experience to build market share



Supply



Pub and restaurant closures since March 2020



- Opportunity to gain market share through superior customer experience
- Encouraged by consistently strong guest feedback scores
- Clear correlation between guest feedback and likefor-like sales growth

Average Star Rating



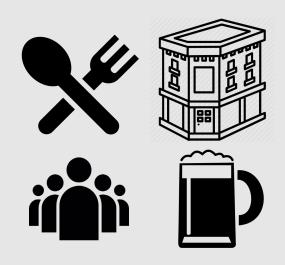
Ratings and Reviews

340.9k

across **1,664 Locations**

Our strategic priorities





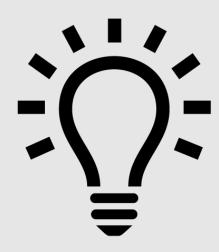
Build a more balanced business

- Brand propositions
- Conversion to successful formats
- Upgraded amenity in core



Instil a more commercial culture

- Profitable sales
- Core operational drivers



Drive an innovation agenda

- Build on technology investment
- Digital marketing
- New concept development

Capital programme



- Target reinvestment every 6-7 years
- New investment template Browns in suburbia
- Completing detail cost engineering to help offset project cost inflation





Browns Manchester

Innkeepers Collection



- Extract value of unused upper floors and vacant land by exploring Innkeepers
 Collection and third party opportunities
- Accreditive to ROA and property valuation
- Continued focus on investment programme to keep the estate well positioned in a challenging trading environment



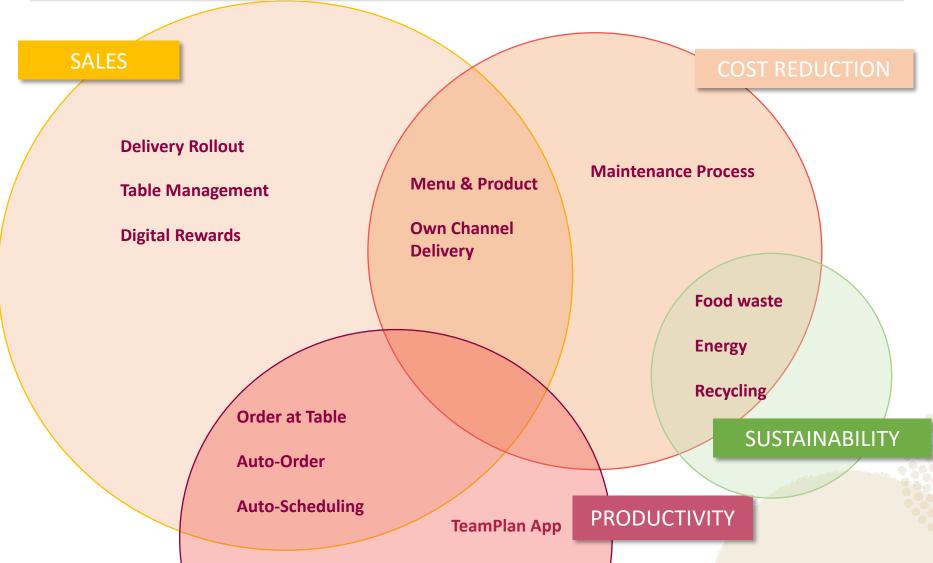


Pine Marten - Harrogate

Selection of Ignite 3 initiatives

Does not include all programme initiatives





Sustainability





MAKING MOMENTS MATTER



Respect for the planet

We are committed to reducing our emissions, tackling waste and protecting biodiversity



Pride in our offers

We strive to deliver responsibly sourced products and menu options for everyone



Care for communities

People are central to our business, we are focused on supporting our teams and the communities we serve

TARGETS

- Net Zero Greenhouse Gas emissions by 2040 (scope 1,2 and 3)
- Zero waste to landfill by 2030
- Reduce food waste by 50% by 2030

Summary



- Remain focused on our strategic priorities to combat challenging trading environment
- Ensure we are in the strongest position to capitalise when the market becomes buoyant again
- Pleased with the progress made in the year to date
- Capital and Ignite programmes will deliver continued momentum
- Confident in our long term ambition to de-gear the business and build sustainable shareholder value





H1 2022 – Outlet reconciliation



	Total Managed ¹	Franchised	Total MAB
Opening outlets (start FY 2022)	1,660	72	1,732
Transfers	(2)	2	-
Disposals	(4)	(2)	(6)
Acquisitions	-	-	-
Closing outlets (end H1 2022)	1,654	72	1,726

Notes:

- 1. H1 2022 closing managed total includes 13 non-trading sites.
- 2. Lodges attached to sites do not appear as a separate outlet.

H1 2022 – Securitisation profile



£ms

