

# ANNUAL RESULTS 2024

52 WEEKS ENDED 29 JUNE 2024



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# HIGHLIGHTS

**Renamed as The Revel Collective plc in recognition of the significantly more balanced business, with four key brands delivering broader trading, customer, and geographical offerings**

- **Restructuring Plan completed, alongside other site exits means the Group has reduced from 89 bars and pubs at FY23-end to 62 bars and pubs**
- **£12.5m Restructuring Plan Fundraise now received allowing the business to de-lever. Net debt at 21 October 2024 has fallen to £12.1m**
- **Peach and Founders & Co. have performed strongly and are best-placed for expansion opportunities when they arise**
- **Bars side of business, predominantly Revolution, remains impacted by cost-of-living crisis**
- **Costs and inflation are starting to reduce, and consumer confidence is on a rising trend**
- **Delivered our FY24 Adjusted EBITDA in line with expectations set in January 2024**

# NEW BOARD ADDITIONS

Recent changes to the Non-Executive Directors



Following successful completion of the Restructuring Plan, Luke Johnson joins us at Non-Executive Chairman, with two new Non-Executive Directors bringing a wealth of Hospitality experience.

## Luke Johnson

Appointed: 6 September 2024

Luke is a well-known entrepreneur and investor, recognised for his significant contribution to the hospitality sector. He was Chairman of PizzaExpress in the 1990s, and Chairman of Giraffe Restaurants. He also served as Chairman of Gail's Bakeries for 11 years, and remains a Director and shareholder.



## Gavin George

Appointed: 14 October 2024

Gavin co-founded The Laine Pub Company in 1997 and served as its CEO until September 2024. The business operates a successful estate of 55 pubs and venues across Brighton, London and Birmingham, and is noted for its content led approach to sales generation. He remains a Non-Executive Director at Punch Pubs & Co, which acquired Laine in 2018.



## Charlie McVeigh

Appointed: 14 October 2024

Charlie spent 20 years as an owner/operator of a series of bar and pub businesses. This culminated in the founding, development and successful sale of The Draft House, a group of 16 craft beer pubs, to BrewDog in 2018. Since then, he has served as a Non-Executive Director at restaurant business, The Breakfast Club, and Allsopp's Taverns, a brewing and pub business.



# FINANCIAL REVIEW

## CFO – DANIELLE DAVIES

# FY24 – INCOME STATEMENT

Adjusted\*\* EBITDA profit of £3.0m (IAS 17)



## Summary Income Statement

	IFRS 16*		IAS 17	
	FY24	FY23	FY24	FY23
	£m	£m	£m	£m
Bars & Pubs at end of period	77	89	77	89
Sales	149.5	152.6	149.5	152.6
Gross profit	113.9	117.1	113.9	117.1
Gross profit %	76.2%	76.7%	76.2%	76.7%
<b>Adjusted** EBITDA</b>	<b>13.4</b>	<b>17.0</b>	<b>3.0</b>	<b>6.6</b>
Adjusted** EBITDA %	9.0%	11.1%	2.0%	4.3%
Adjusted** LBT	(5.7)	(2.1)	(5.7)	(1.5)
Adjusted** LBT %	(3.8%)	(1.4%)	(3.8%)	(1.0%)
Adjusted** P/(L)PS	0.9p	0.7p	(1.1p)	(0.3p)

- **Sales** of £149.5m were £(3.1m) (2.0%) lower than FY23
  - Closure of 13 bars across FY24, largely in H2, as well as softer LFLs contributed to reduction in sales
  - Partially offset by full annualisation of Peach Pubs, which only contributed seven months of sales in FY23
  - The first half of the year enjoyed the strongest festive trading period since FY19
- **Margin:** slight reduction in FY24 due to:
  - Annualisation of Peach which has a higher proportion of food sales than the bars, which is a lower margin than drinks
  - Offset by careful cost and contract management. Increases in sales prices are used to mitigate margin where required
- **Adjusted\*\* EBITDA** (IAS 17) profit of £3.0m reflecting impact of challenging macroeconomic environment and need for the Restructuring Plan
- Adjusting measures are reported before:
  - non-cash exceptional items of £28.4m
  - cash exceptional items of £2.7m
  - further details in Appendix 3
- IFRS 16 Operating loss is £(28.4m)

\* The Group adopted IFRS 16 in FY20 which changes the accounting treatment of leases

\*\* Adjusted measures exclude exceptional items, share-based charges/(credits) and bar opening costs – see Appendix 2-3

\*\*\* Like-for-like (LFL) sales are same site sales defined as sales at only those venues that traded in the same week in both the current and prior year

# VENUE EBITDA CONTRIBUTION BY BRAND

FY24 Venue EBITDA contribution on the go-forward estate



**Revolución de Cuba**  
RUM BAR • CANTINA

- 15 bars generated £5.9m of Venue EBITDA

**REVOLUTION**

- 24 bars generated £4.0m of Venue EBITDA
- Annualised rent reductions of £0.4m under Restructuring Plan

**PEACH PUBS**  
— Making Life Peachy —

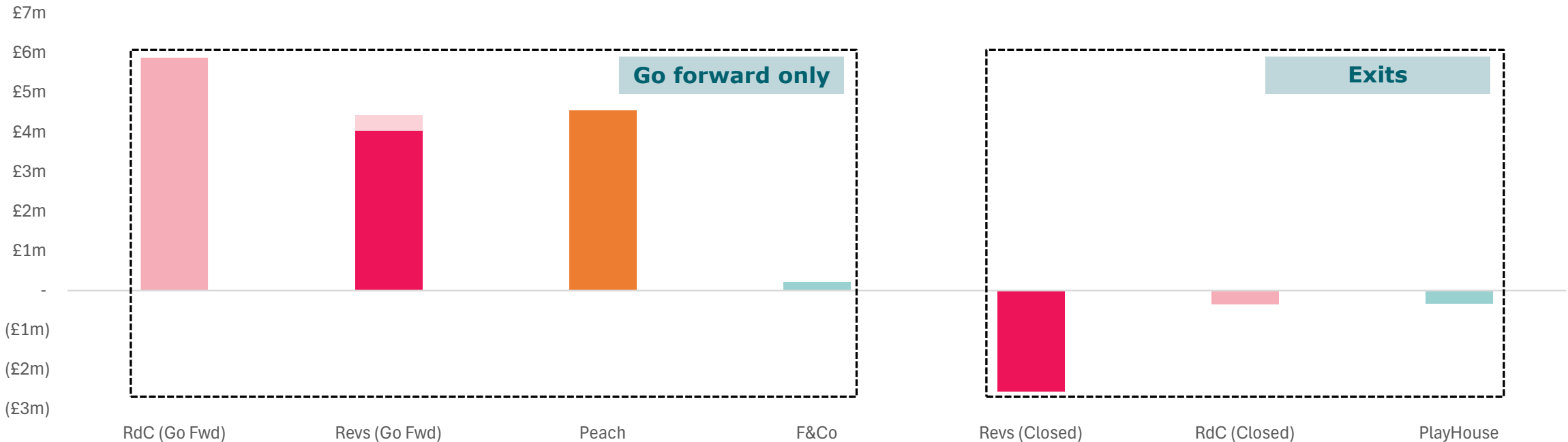
- 22 pubs generated £4.6m of Venue EBITDA

WIND ST.  
**FOUNDERS & CO.**

- Single site format that delivered Venue EBITDA of £0.2m

**EXITS**

- Revolution – 22 bars exited with total (£2.6m) losses
- RDC – two bars exited with total (£0.4m) losses
- Playhouse – two bars exited with total (£0.3m) losses



# FY24 – CASH

Net Bank Debt is reduced to £12.1m as at 21 October 2024

## Net Bank Debt\*

	FY24	FY23
	£m	£m
<b>Net bank (debt)/cash b/f</b>	<b>(21.6)</b>	<b>4.1</b>
Adjusted** EBITDA (IFRS 16)	13.4	17.0
Rent charges (IFRS 16)	(10.4)	(10.4)
Adjusted** EBITDA (IAS 17)	3.0	6.6
Capex - existing estate	(2.2)	(5.5)
Working capital movement	(0.1)	(7.0)
<b>Cash utilised - existing business</b>	<b>0.7</b>	<b>(5.9)</b>
Acquisition - Peach Equity Consideration	(0.5)	(13.9)
Acquisition - Peach acquired Cash	-	4.7
Acquisition - Deal costs (Exceptional items)	-	(1.5)
Acquisition - Repayment of Peach Borrowings	-	(5.9)
Exceptional items - Cash other	(2.7)	(0.1)
Lease surrender premiums received	1.1	-
Capex - expansion	(0.1)	(1.2)
Interest paid	(1.4)	(1.9)
Tax	0.1	-
<b>Net cash flow</b>	<b>(2.8)</b>	<b>(25.7)</b>
<b>Closing net bank debt</b>	<b>(24.4)</b>	<b>(21.6)</b>

- **Capex** - existing estate and one new pub, The Three Horseshoes. Only necessary capex incurred in the year
- **Acquisition** – final £0.5m paid in contingent consideration due to Peach meeting sales targets
- **Lease surrender premiums** – net of costs and premiums paid, were £1.1m relating to exit of loss-making leases
- **Exceptional cash items** – relates to costs of Restructuring Plan and site closures
- **Net bank debt c/f** of (£24.4)m at end of FY24 has dropped to £12.1m at date of issue following receipt of £12.5m Fundraising proceeds, £4.0m debt write-off, and completion of Restructuring Plan
- **Covenants** – minimum liquidity covenant waived till April 2025, and profitability-based covenants waived till July 2026

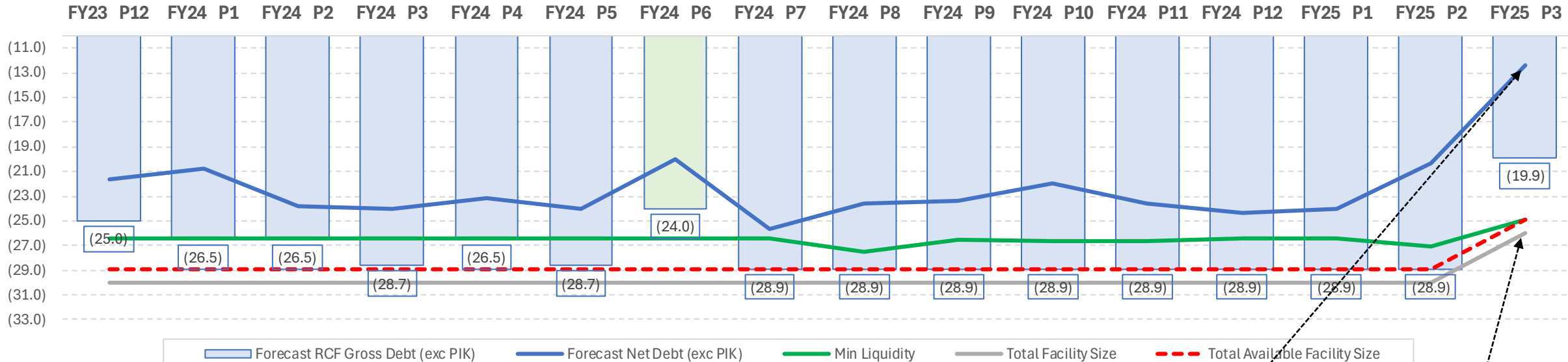
\* The cashflow presented here represents the non-statutory illustrative position to present cash movements in the business

\*\* Adjusted measures exclude exceptional items, share-based charges/(credits)



# FY24 – LIQUIDITY

Liquidity improves following fundraise and £4.0m gross borrowings write-off



- £12.5m raise cash in
- TTP (£2m) payment
- Creditor stretch unwind

- £4m write off
- MLC waived

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	FY23	FY24	FY24	FY24	FY24	FY24	FY24	FY24	FY24	FY24	FY24	FY24	FY24	FY25	FY25	FY25
	P12	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P1	P2	P3

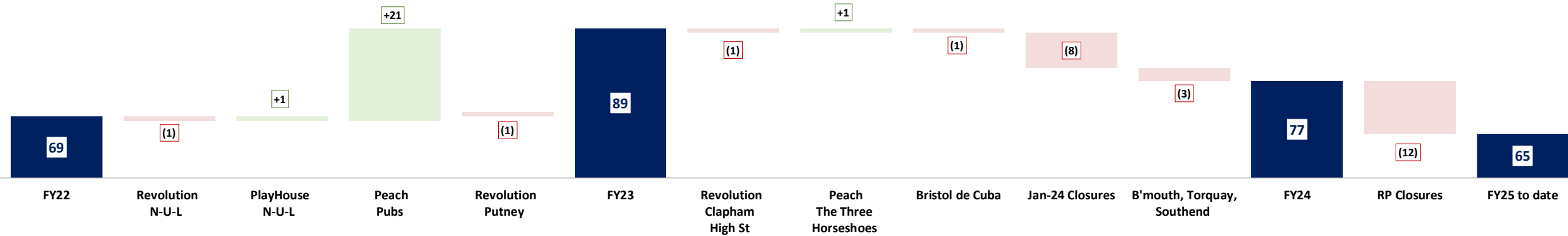
Net Debt (exc PIK)	(21.6)	(20.7)	(23.8)	(24.0)	(23.2)	(24.0)	(20.0)	(25.6)	(23.6)	(23.4)	(22.0)	(23.6)	(24.4)	(24.0)	(20.4)	(12.4)
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# CURRENT TRADING ESTATE

A more balanced portfolio of 60+ bars and pubs



## The Revel Collective Trading Estate



- Eight sites closed on 3 January 2024
- 15 more sites closed between April 2024 and Aug 2024 as part of the Restructuring Plan
- A further three bars are due for closure in November 2024
- Playhouse, as a standalone brand, is no longer operating

Trading Estate	RBG	REV	RDC	Peach	F&Co	PH
<b>FY22</b>	<b>69</b>	<b>49</b>	<b>18</b>	<b>-</b>	<b>1</b>	<b>1</b>
Playhouse N-U-L	-	(1)	-	-	-	1
Peach Pubs Acquisition	21	-	-	21	-	-
Revolution Putney	(1)	(1)	-	-	-	-
<b>FY23</b>	<b>89</b>	<b>47</b>	<b>18</b>	<b>21</b>	<b>1</b>	<b>2</b>
Revolution Clapham High St	(1)	(1)	-	-	-	-
Peach The Three Horseshoes	1	-	-	1	-	-
Bristol de Cuba	(1)	-	(1)	-	-	-
January 24 Closures	(8)	(5)	(2)	-	-	(1)
Bournemouth, Torquay & Southend	(3)	(3)	-	-	-	-
<b>FY24</b>	<b>77</b>	<b>38</b>	<b>15</b>	<b>22</b>	<b>1</b>	<b>1</b>
Restructuring plan remaining closures	(12)	(11)	-	-	-	(1)
<b>FY25 to date</b>	<b>65</b>	<b>27</b>	<b>15</b>	<b>22</b>	<b>1</b>	<b>-</b>

Three Revolution sites (Bath, Cheltenham, Milton Keynes), which were part of the Restructuring Plan, will trade till 2<sup>nd</sup> November and then be reverted to the landlords.



# FINANCIAL SUMMARY

FY24 Adjusted EBITDA in line with January 2024 expectations



- **Delivered FY24 Adjusted EBITDA** of £3.0m in line with market expectations set in January 2024
- **Completion of Restructuring Plan and Fundraise** of £12.5m is expected to achieve annualised EBITDA improvement of c.£3.8m
- **Management now focussing on driving performance** through brand propositions, initiatives, and renewed impetus
- **Best festive period since FY19**, seeing +9.1% Group LFL sales during four key trading weeks with the return of corporate guests, and Peach's best-ever Christmas
- **Significant refinancing** completed, with funding secured through to October 2028. £4.0m debt write-off, covenant waivers, and **support from bank** with bank net debt significantly reduced



# STRATEGY UPDATE

## CEO – ROB PITCHER

# THE REVEL COLLECTIVE

Diversification helping navigate challenging market conditions



- **Peach Pubs continues strong performance** post-acquisition
- **Revolución de Cuba has performed well**, outperforming bars market for most of the year
- **Distraction of Revolution Restructuring Plan behind us**, and focus on improved performance of the brand
- **Founders & Co. continues to grow**, new traders performing well

## FY25 Strategy:

Revolution: improve performance through brand proposition refresh with test and trial of new initiatives.

Peach, Revolución de Cuba, Founders & Co.: continue to deliver brand proposition for our guests and teams

## FY26 Strategy:

Start expanding Peach and Founders & Co. estates, and recommence refurbishments in the bars business

Clear Strategic Priorities

Maximising Revenue & Profit

Brand Awareness, ESG & EVP

Guest Experience

Cost Control

Diversification of Sales



# PEACH PUBS

Continued strong performance in year and FY25 to date

- Peach Pubs **continues to trade strongly post-acquisition**, providing diversification
- **Significant integration and increased efficiency in-year** through systems, processes and people, bringing overall annual **synergies to £1.4m**
- **Excellent summer trading** throughout FY25 to date
- **Peach Pubs are primed for expansion**, expected in FY26 unless an unmissable opportunity should arise before then

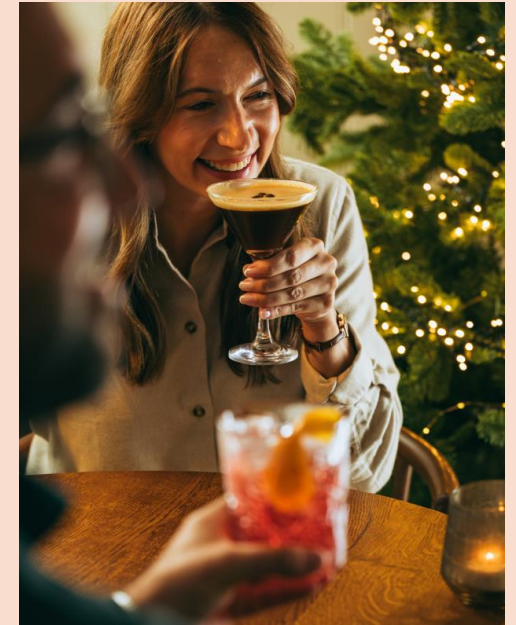


## *The Three Horseshoes*

- *Pleased to open first Peach Pub post-acquisition in late 2023*
- *Minimal capex as pub already had look and feel of a Peach Pub*
- *Strong food sales, with a good demographic catchment area*



## *Festive trading*



- *Best-ever Christmas trading*
- *Three consecutive record weeks in December*
- *Weekly sales of over £1m for the first time*

# REVOLUCIÓN DE CUBA

Performing well with opportunity for growth

- Revolución de Cuba targets a market who have **higher disposable income**
- **Corporate guests** returned during FY24
- **Outperformed** the bars market for most of the year
- Live music continuing to perform well and drive guest experience

## Record Festive season



**Pre-booked Christmas revenue was +26% vs 2022, and LFL sales vs prior year +19.2%**

## Our People



**Team Turnover reduced by 9%**

## Let's party



**Pre-booked revenue beat target, ending +19.8% YoY**



# REVOLUTION

Optimised portfolio enables renewed focus on the brand



Restructuring Plan closed loss-making Revolution bars, taking total bars from 47 in FY23 to 24 bars going forwards

## Brand Identity

*Get noticed and stand out from the crowd*

- Redesign of branded materials
- Social Media overhauled
- Website & digital guest journey upgrade



## Experience

*Make it fun and memorable*

- Dancing: day parties, live music, promoted events
- Gameplay: karaoke, fairground games
- Experience: creating peak and end moments

## Savage Eats



## Events & Collaborations

*Expand our reach*

- Celebrations: create destination for all celebrations
- Brand collaborations
- Event spaces: better utilisation

## Food & Drink

*Increase our food sales mix. Deliver the Rev's twist*

- Savage Eats – Smash Burgers pop-up
- Slice Shop – Sourdough Pizza Shop
- Core Menu – complete overhaul and elevation of all categories
- Cocktail menu completely overhauled
- Fame point: makers of the party spirit since 1996
- Redesigned back bars – our shop window



# FOUNDERS & CO.

Continues to grow and beat budgets with great expansion opportunities

- **Founders & Co.**, our market hall concept, achieved **LFL sales of +19.6%** across FY24 and **continues to beat budgets**
- Food traders and events are **regularly rotated and refreshed**, ensuring there is **always a reason to visit**
- **Primed for expansion opportunities from FY26**



## What's going on?

### Brush Away The Blues

A world record attempt 15-hour live Paint Along, in-person and virtually, creating 15 paintings raising c£7,000 in support of CALM

### Oktoberfest

*The hit sell-out event is back at Founders & Co. with live oompah band and entertainment*



## What's on offer

- Wide array of food & drink offerings
- Coffee shop
- Vintage clothing
- Barbers
- Paint-alongs
- Salsa classes
- Record fairs
- Crochet workshops
- Barn dances
- Baby groups
- Terrarium workshops
- Arena shows
- Pub quizzes
- Bottomless brunches
- And more!

# SUMMARY



# OUTLOOK & CURRENT TRADING

- **Group now in steady state**, £12.5m cash injection, manageable debt, and renewed Management focus primed to deliver and expand when appropriate
- **Annualised £3.8m of EBITDA savings** following completion of Restructuring Plan
- **Peach** has seen a very strong year, **including best-ever Christmas**
- **Revolución de Cuba** continues to deliver on strong brand credentials
- **Revolution**, whilst still operating in a challenging environment, has a number of exciting initiatives and trials ongoing
- **Founders & Co.** continues to beat budgets, primed for expansion when appropriate






**Resized, reshaped site portfolio and Support Centre primed for strategic growth**

# APPENDICES

# APPENDIX 1

Well distributed portfolio offers diversification and expansion opportunities



	 <b>REVOLUTION</b>	 <b>Revolucion de Cuba</b> <small>RUM BAR • CANTINA</small>	 <b>PEACH PUBS</b> <small>Making Life Peachy</small>	<small>WIND ST</small> <b>FOUNDERS &amp; CO.</b>
	<b>24 BARS*</b>	<b>15 BARS</b>	<b>22 PUBS</b>	<b>1 VENUE</b>
<b>WE ARE FOR EVERYONE</b>	Exciting high street party venue, serving fresh food, expertly mixed cocktails and big weekend entertainment to get the party started	Authentic Cuban bar experience where you can bring your amigos for live music, rum-focused cocktails and great tapas	Beautiful countryside pubs offering toasty fireplaces, cosy seating, lovely outdoor spaces, and a very warm welcome	Eclectic food hall offering 4 independent kitchens with a coffee shop, barbers, vintage clothing and community-focused events
<b>WE ARE BARTENDERS</b>	A wide range of premium cocktails and vodka focused drinks, regular menu changes ensuring our cocktails stay on-trend and photo-worthy	Rum-led cocktails and Cuban inspired drinks, with regular spotlights and innovative menus of our favourite brands	Excellent wines, local and well-known beers on tap, all supported by beautifully curated cocktails	Stocked with local drinks, created and curated by the finest homegrown South Wales talent
<b>WE ARE FOOD-LOVERS</b>	Signature pizzas and burgers, supported by delicious grazing dishes	Cuban and Latin American inspired tapas focused food menu	Always serving the good stuff, ensuring we only serve what we want to eat ourselves, supplied by the very best suppliers	Ever-changing array of local food vendors – anything from pizza, burgers, Indian, Mexican – there’s always something new to try
<b>WE ARE ENTERTAINERS</b>	Delivering the party spirit since 1996, the best place to celebrate any occasion with our amazing DJs and entertainment	Authentic live Latin music and dance productions, supported by exciting dancers and entertainment	Beautiful spaces to host your own event, or let our warm and welcoming atmosphere soothe you after a long hard day	Pub quizzes, learn-to-paint, life drawing, baby groups, dogs, creative writing... new events added and enjoyed regularly

\*27 bars at date of issue with 3 Revolution bars due to close November 2024

# APPENDIX 2

## Reconciliation of Adjusted\*\* EBITDA to (Loss)/Profit Before Tax

### Reconciliation of Adjusted\*\* EBITDA to (Loss)/Profit Before Tax

	IFRS 16*		IAS 17	
	FY24 £m	FY23 £m	FY24 £m	FY23 £m
<b>Adjusted** EBITDA</b>	<b>13.4</b>	<b>17.0</b>	<b>3.0</b>	<b>6.6</b>
Depreciation	(10.7)	(12.1)	(5.9)	(6.0)
Exceptional items	(31.1)	(20.2)	(16.9)	(7.7)
Credit arising from LTIP	0.1	0.1	0.1	0.1
<b>Operating Loss</b>	<b>(28.3)</b>	<b>(15.2)</b>	<b>(19.7)</b>	<b>(7.0)</b>
Finance expense	(8.4)	(7.1)	(2.8)	(2.1)
<b>LBT</b>	<b>(36.7)</b>	<b>(22.3)</b>	<b>(22.5)</b>	<b>(9.1)</b>
<b>Adjusted** LBT</b>	<b>(5.7)</b>	<b>(2.1)</b>	<b>(5.7)</b>	<b>(1.5)</b>

- IFRS 16 includes **depreciation** of right-of-use assets
- **Exceptional items** – detailed in Appendix 4
- IFRS 16 includes **financing** element of lease liabilities

\* The Group adopted IFRS 16 in FY20 which changes the accounting treatment of leases

\*\* Adjusted measures exclude exceptional items, share-based charges/(credits) and bar opening costs

# APPENDIX 3

## Exceptional Items

### Exceptional Items

	IFRS 16*		IAS 17	
	FY24 £m	FY23 £m	FY24 £m	FY23 £m
Impairment of right-of-use assets	16.6	12.6	-	-
Impairment of property, plant and equipment	9.0	6.1	8.3	6.1
Impairment of goodwill	9.2	-	9.2	-
Lease modification	(0.8)	(0.1)	-	-
Gain on Disposal	(5.6)	-	(0.9)	-
Movement on Onerous Lease Provision	-	-	(2.4)	-
<b>Exceptional Items - Non-Cash</b>	<b>28.4</b>	<b>18.6</b>	<b>14.2</b>	<b>6.1</b>
Business restructure	2.7	0.1	2.7	0.1
Acquisition costs	-	1.5	-	1.5
<b>Exceptional Items - Cash</b>	<b>2.7</b>	<b>1.6</b>	<b>2.7</b>	<b>1.6</b>
<b>Total Exceptional Charge</b>	<b>31.1</b>	<b>20.2</b>	<b>16.9</b>	<b>7.7</b>

- **Impairment** reviews are conducted annually at year-end
- Exceptional **lease modifications** occur under IFRS 16 where an asset is fully impaired, so the re-gear credit is taken to the P&L
- **Gain on disposal** arises where leases and PPE are disposed of
- Under IAS 17 only, movements against **onerous lease provision** are still recognised
- **Business restructure** costs of £1.9m relate to costs, including redundancy, associated with the Restructuring Plan and closure of bars
- **Peach acquisition costs** related to legal and professional costs incurred during the acquisition of Peach

\* The Group adopted IFRS 16 in FY20 which changes the accounting treatment of leases