# **TORTILLA**

Tortilla Mexican Grill plc 2023 Full Year Presentation

April 2024











# **Presenting team**



**Andy Naylor**Chief Executive Officer



Maria Denny Chief Financial Officer

# **Agenda**

Reflections
Andy Naylor

**Financial review**Maria Denny

The next chapter! Strategic and operational review Andy Naylor and Maria Denny

Q&A





# My first month as CEO

The Big Tortilla Tour highlighted our amazing business





High-quality franchise partners



Strong national footprint



A brilliant product that our customers love

I was so inspired by the energy of our staff that I decided to match that with a 28-mile run around our stores!





### What do I stand for?

High-energy style of working – I like getting things done!

Commercial mindset

Passionate about the brand and the burrito opportunity across UK and internationally

Customer-centric – providing the best damn Mexican food, in fun environments at a great price!

Building culture – focusing on developing our people, attracting and retaining talent



# Where we are today



**TRACK RECORD** Nearly 20 years strong, Europe's largest burrito provider



**SCALE ADVANTAGE** Years ahead of the rest thanks to significant size



**GROWTH** Strongest brand in Europe with scale up potential



**CHALLENGES SINCE IPO** Inflation, competition, and profit challenge from increased delivery



**NEXT CHAPTER** Opportunity to innovate and *reset now!* 



### Where we could be



TARGETED GRADE A LOCATIONS Review of the strategic mix of own store/ franchise roll out



**FRANCHISE GROWTH** Accelerate growth through new and existing partners



**FOOD INNOVATION** Launch exciting new authentic flavours and menu items



**MARKETING MOMENTUM** Using social media and loyalty for awareness and conversion



team and robust technology

# FY23 – a year of recovery



**Profitability** recovered

+16% **Adjusted EBITDA** 



**Franchising partnerships** performed strongly



+26%

Sales

**Progressed with UK** new store openings



+6 own +1 franchisee



**Fully integrated** Chilango

+£3.4m YoY revenue



Successfully launched major tech projects



**Strengthened the Board** and Exec team

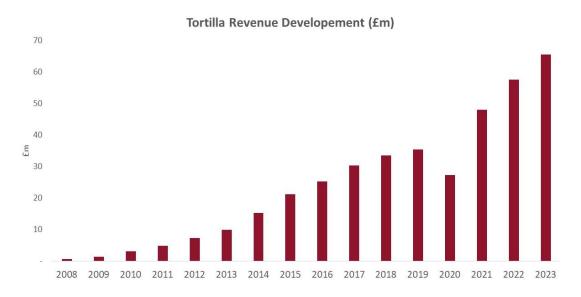
# Demand for Mexican cuisine is steadily increasing

- The popularity for Mexican cuisine has been steadily increasing for years, and is one of the key food trends for 2024<sup>1</sup>
  - Consumers want to enjoy novel flavours based on unique ingredients at reasonable prices
  - Fits consumer trends of wanting food that is healthy, fresh, customisable, and flavourful in a relaxed atmosphere
  - Burritos make up 5% of Deliveroo's global top trending dishes, higher than pizza (4%)<sup>2</sup>

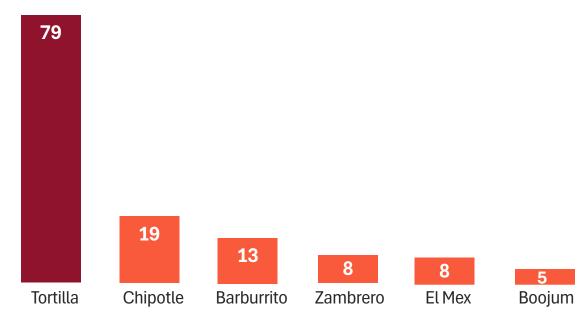
#### Research shows

- From low awareness in the early 2000s, most of the population is now familiar with burritos as a product<sup>3</sup>
- However, most consumers have still not tried Mexican cuisine out of home, despite an expressed desire to do so<sup>1</sup>
- Significant growth is expected in the cuisine, driven by those already converted as well as those new to it1

#### Significant revenue growth over the years...



#### ...gives us scale economies and positions us optimally for UK growth<sup>4</sup>





### Macroeconomic outlook

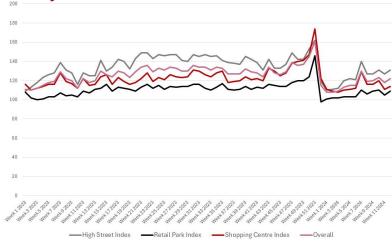
FY23 battled with high inflation and low consumer confidence, expected to turn in FY24

The hospitality industry endured an ongoing battle with inflation in FY23

Growing costs and reduced consumer spend have seen numerous restaurant closures early FY24<sup>1</sup>

Supply-side disruption starting to ease but challenges remain<sup>1</sup>

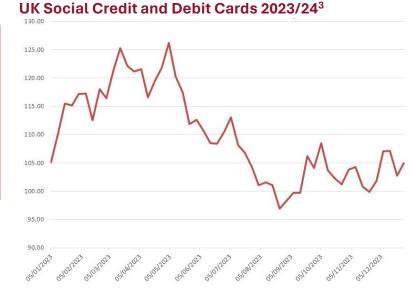
Weekly Footfall 2023/24<sup>2</sup>



Outlook for demand improves as consumer finances recover H2/24<sup>1</sup>

Q1/24 saw low footfall but it is starting to improve<sup>2</sup>

London recovery to continue with both more office workers and tourists<sup>1</sup>



# **Financial highlights**

Profitable growth with low leverage and strong liquidity













1 Adjusted EBITDA represents the Group's main Adjusted Performance Measure (APM) and is calculated as statutory operating profit/(loss) before interest, tax, depreciation and amortisation and is stated before application of IFRS 16 and exceptional costs

2 Six own and one SSP franchise store 3 Net Leverage Ratio = Net debt/ Adjusted EBITDA



### **Income statement**

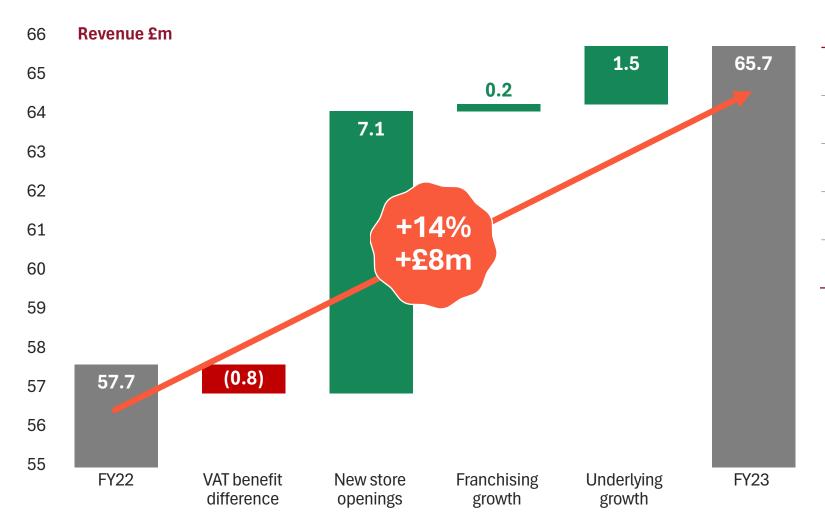
#### Revenue growth and profitability initiatives generated 16% increase in Adjusted EBITDA

	FY23 £m	FY22 £m
Revenue	65.7	57.7
Gross profit	50.8	44.1
% of revenue	77.3%	76.4%
Adjusted EBITDA (pre-IFRS 16)	4.6	4.0
EBITDA % of revenue	7.0%	6.9%
Profit from operations	0.7	0.5
Finance expense	(1.8)	(1.4)
(Loss)/Profit before tax	(1.1)	(0.9)
Taxation	_	0.3
(Loss)/Profit after tax	(1.1)	(0.6)

- Revenue up growth of £8m YoY +14%
  - LFL sales growth of existing estate of +3.6%
  - Seven new site openings
  - Strong franchise sales
- Gross profit margin improved by +90bps
- Recovery of adjusted EBITDA<sup>1</sup> (pre-IFRS 16), up 16%, with EBITDA % improving with +10bps
- Cash-generative with £3.8m of cash from operations
- Loss before tax totalled £1.1m

# Revenue growth – FY23 v FY22

### Strong growth from new store openings



New store openings	Stores	Revenue £m
FY22 openings FY impact	8	3.7
Chilango acquisition FY impact	8	3.4
FY23 openings	6	2.2
Cloud kitchen closures	(10)	(2.2)
Total		7.1

# Revenue: LFL growth and channel mix

#### Channel mix remains consistent YoY

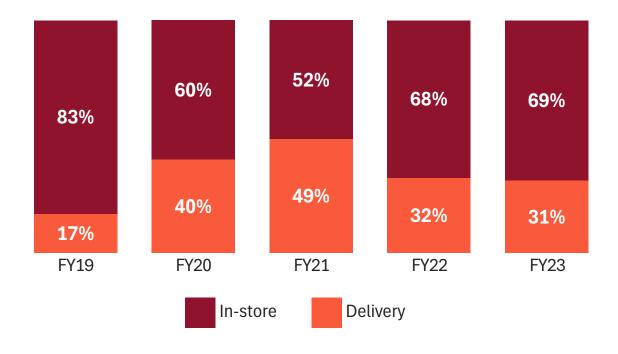
#### LFL growth

- LFL sales growth of 3.6% LFL (4.9% VAT adjusted<sup>1</sup>)
- Increased cost of living crisis made FY23 challenging
- Strong franchise sales total sales up 26% YoY

	FY23 LFL	FY23 Adj VAT LFL <sup>1</sup>
Full year	3.6%	4.9%
In-store	3.8%	5.0%
Delivery	-2.0%	-0.6%
CGA Coffer benchmark <sup>2</sup>	5.8%	

#### **Channel mix**

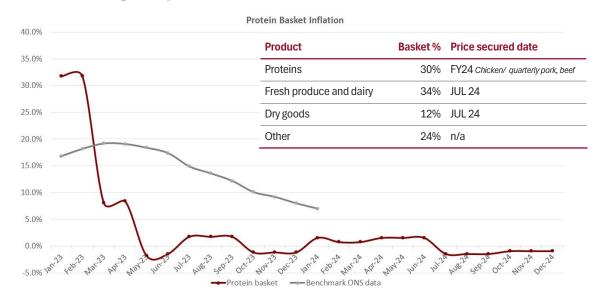
- 30% of our sales comes from our delivery channel
- Traded across multiple delivery platforms throughout the year
- Multi-delivery partnership, good for topline, but challenging margins



# **Inflationary impacts: food and utility**

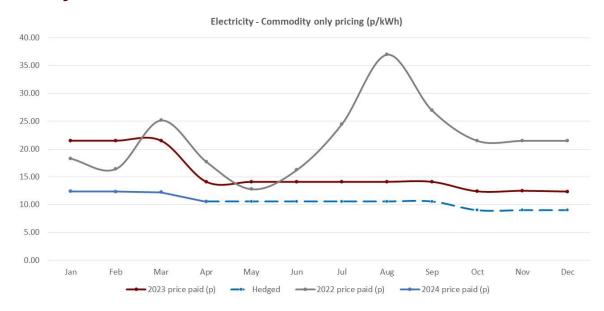
#### Costs are easing with medium term certainty on food and utilities prices

#### **Gross margin – protein inflation**<sup>1</sup>



- New contracts agreed with our main food suppliers securing favorable commercials on 76% of our basket to mid-24 (end of FY24 for chicken)
- The Group's hedging strategy means little risk to protein price increases to the Group in FY24

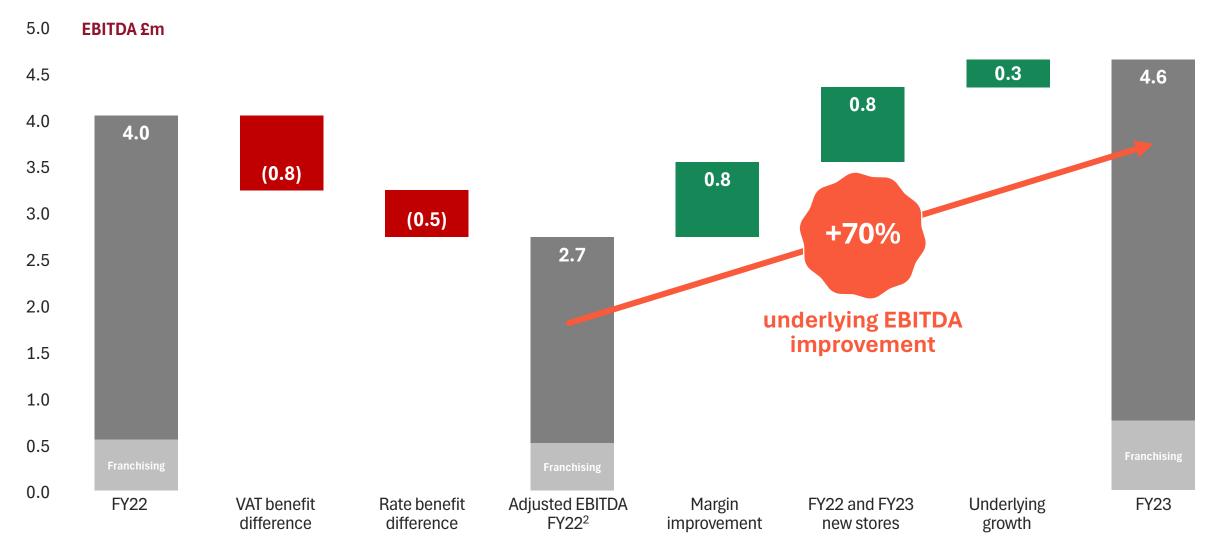
#### Utility costs<sup>2</sup>



- Moved energy provider during FY23, FY benefit to be realised in FY24
- To protect us from volatility in utility market prices, the Group's strategy is now to hedge a minimum of 60% of volume before the delivery period
- 50% already hedged the next delivery year (Oct 24 Sep 25)
- Internal KPIs are in place to monitor usage

# Adjusted EBITDA<sup>1</sup> – FY23 v FY22

Growth of +16% to £4.6m



<sup>1</sup> Adjusted EBITDA is a non-GAAP measure and is defined as statutory operating profit before interest, tax, depreciation and amortisation (before application of IFRS-16 and excluding exceptional costs) and reflects the underlying trade of the Group
2 Adjusted EBITDA FY22 excludes Government support

### **Cash flow**

FCF covered 60 % of new site capex and will return to fund capital expansion from operationally generated cash in FY24

- Cash-generative business with £3.8m generated from operations (pre-IFRS 16)
- Free cash flow of £1.6m
- After maintenance capex of £2.0m to enhance the quality of the core estate
- Free cash flow funds 60% of new site capex
- New site capex of £2.4m to secure high-quality additions to the business
- Improved economy in FY24, and strategic focus on driving profitable growth, will generate higher levels of cash in FY24
- Ensure future store expansion is funded from operationally generated cash

	FY23 £m
Adjusted EBITDA (pre-IFRS 16)	4.6
Pre-opening costs	(0.3)
Exceptional items	(0.4)
Changes in working capital	(0.1)
Cash generated from operations (pre-IFRS 16)	3.8
Maintenance capex	(2.0)
Interest paid (net)	(0.2)
Free cash flow	1.6
New site capex	(2.4)
Cash outflow	(8.0)
Cash b/f	2.4
Cash c/f	1.6

# Leverage and liquidity

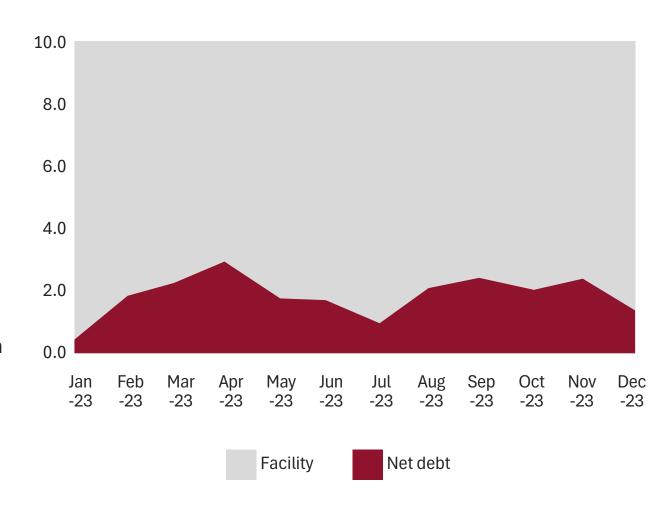
Healthy balance sheet with low net leverage and high liquidity

#### Low leverage of 0.3x (Net debt/EBITDA)

- Net debt of £1.3m at YE
- Debt of £2.9m drawn from a total available credit facility of £10m
- Significant EBITDA headroom in covenants

#### Strong liquidity

- Cash generative business (£3.8m generated from operations in FY23)
- Credit facility of £10m with Santander agreed until September 2026
- Overdraft facility gives flexibility to respond to unforeseen events if required





# Vital 5 strategic pillars

#### Driving profitable growth in 2024 and beyond



# Improve UK profitability

Leverage positive improvements from 2023 and recent delivery channel change to drive margins



# Invest in brand to drive growth

Invest in food, menu development and marketing to drive topline growth



# Invest in team and tech

Utilise digital kiosks and other recent tech projects to drive sales and efficiencies



# Double down on franchise

Leverage successful existing franchises relationships and explore further partnerships



# **Develop brand internationally**

Explore the unique opportunity to consolidate and own the cuisine across Europe



# **Improve UK profitability**

Improved purchasing power and supplier relationships

Hedging strategy on food and utilities

Revised delivery partner strategy

**Drive operational efficiencies** 

Benefit of sales growth impact on fixed costs



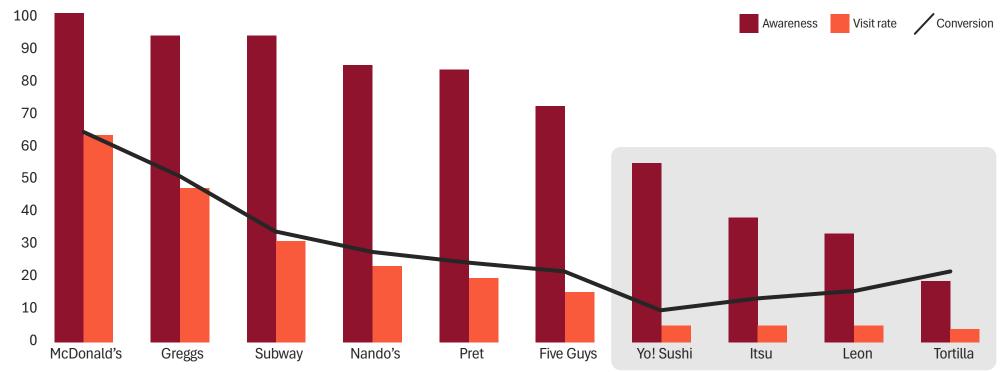


# **Invest in brand to drive growth**

### Defined multichannel marketing strategy to drive awareness, conversion and loyalty

- Low brand awareness coupled with reasonable conversion rate indicates significant opportunities to drive growth through marketing investment<sup>1</sup>
- Brand awareness outside of London is particularly low
- Brand satisfaction (28%) and net promoter score (+15) competitively strong, so customers happy when tried the product<sup>2</sup>

#### Awareness and conversion rates<sup>1</sup>







# Invest in brand to drive growth

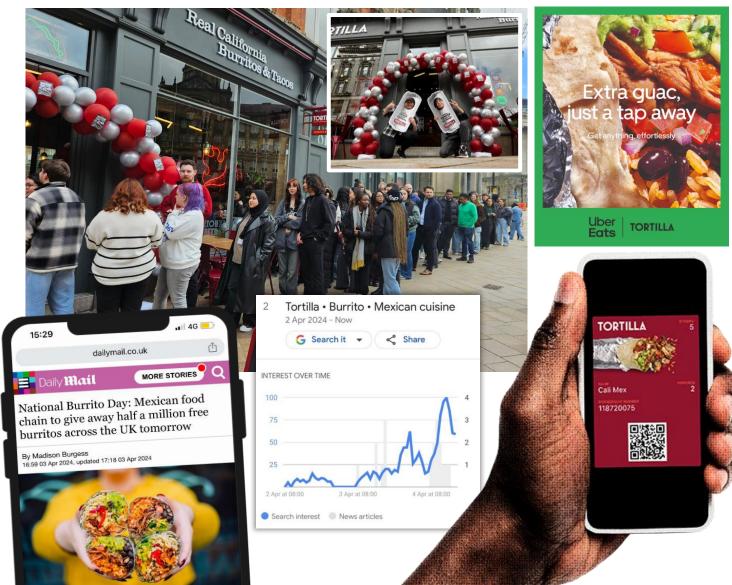
Defined multi-channel marketing strategy to drive awareness, conversion and loyalty

#### **Drive awareness**

- Activations and collaborations to boost visibility
  - National Burrito Day reached 14m+ audience, ranked second on Google, and drove 27k people into store
  - Uber Eats advertising reaching 7.5m+ audience, with digital ad spend driving 18x ROI
- Focus on social media has driven 30% increase in followers and 37% increase in engagement YoY
- Total brand awareness has increased to 20% (up 22% YoY)

#### **Loyalty boost**

- · Uplift of 116% in active users YoY
- More than 400,000 consumers end of 2023 (further 50,000 sign-ups Q1/24)
- Frequency up +16% YoY
- Spend 5% higher than Group average





### Invest in team and tech

Drive growth through investment in our people and technology

Strong board of directors

**Strengthening the management team** 

Bolstered the exec team with director-level appointments for all departments

Culture, People and DE&I at our heart

We will be investing in culture, DE&I and ways of working



Loyalty relaunch in July to new industry-leading platform



Improved data visibility by implementing a data warehouse and BI reporting platform



Open kiosks to significantly increase efficiency and spend – next in Bath in May (7min quicker customer journey; +14% AOV)



Driving operational efficiencies and accuracy through technology



# **Growth through new store openings**

Growth with seven new stores in FY23, with significant opportunities to gain further footfall

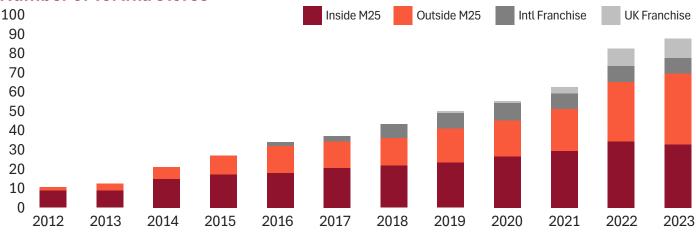
#### Finished FY23 with 87 stores, of which 18 are franchised

# **FY23 openings and closures** 6 UK Tortilla sites opened

1 franchise site (SSP) opened 2 planned delivery kitchen closures



#### **Number of Tortilla stores**



#### FY24 expansion plans

- At least 8 openings planned for FY24 between own stores and franchise (vs 7 in FY23)
- Halted negotiations in some secondary and tertiary towns due to cost-of living crisis
- Refocusing efforts on higher-traffic Grade A sites in major cities less impacted by the economic downturn, and increasing number of franchise opportunities
- Key focus on
  - Identifying Grade A locations in major cities
  - Building on successful relationships with SSP, Compass and Eathos to increase presence in transport hubs, universities and the Middle East
- Leveraging our strong franchise infrastructure to build out our franchise network
- Reinvesting in existing stores to maximise sales and ROCE



### **Double down on franchise**

Well-established, adaptable business model ideal for franchise growth

- Tortilla has a perfect operating model for franchising
  - Site format and location flexibility with no requirement for kitchen-extraction
  - Central kitchen food model delivers consistent food quality and enables a simpler employee model, with no reliance on chefs
  - Established business, with supplier purchasing power, and investment in marketing and food development



**High Street**Guildford



**Shopping Centre** Westfield



Transport Hub Gatwick (SSP)



University
Middlesex (Compass)



Cloud Kitchen Croydon (Chilango)



Kiosk Store London Wall



International Middle East (Eathos)

#### Continuing to strengthen relationships with our high-calibre existing franchise partners

- SSP focused on expansion in travel hubs and generating LFL growth of >30% in FY23, with expansion plans confirmed for FY24
- Compass Group focused on higher education UK campuses
- Eathos, our Middle East franchise business, generated LFL sales growth of c15%
- NED Francesca Tiritiello brings 20+ years of franchising experience as the Group evolves its franchising capabilities

Looking ahead, the Board see the strategic merit in accelerating our growth through existing and new franchising partnerships in the UK and abroad



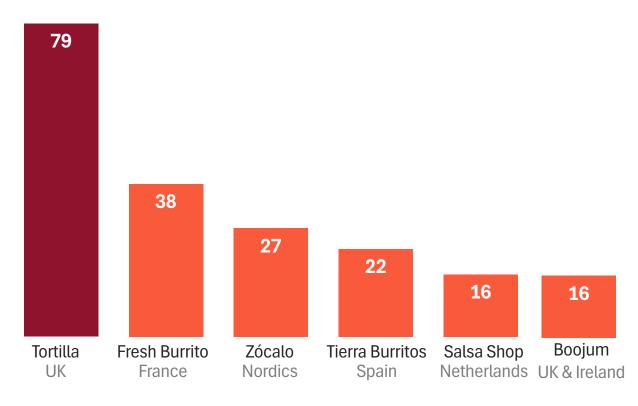
# **Develop brand internationally**

Explore the unique opportunity to consolidate and own the cuisine across Europe

We are more than twice the size of the nearest competitor so have a unique position to own the growing European Mexican food segment

- The Mexican food market is expected to growth by 6.65% (\$114bn) between 2022 and 2026 with 42% of growth from outside of North America, mainly in developed countries in Europe<sup>1</sup>
- The European QSR market is estimated to grow with 3.7% CAGR (+\$45bn) during 2023-2030 to \$192bn, of which the Mexican food segment is growing considerably<sup>2</sup>
- The European QSR market is highly competitive with major pizza and burger players but no large burrito food chains yet
- Mexican food has gained popularity in Europe over the last decade with 67% of Europeans having tried Mexican food and enjoyed it, and 82% having a desire to try more Mexican food in the future<sup>3</sup>

#### Number of stores<sup>4</sup>



# **Current trading and outlook**

# Current trading in line with management expectations

Q1/24 LFL 4.7% adverse, in line with expectations and reflecting impact of previously flagged change in delivery strategy

Delivery strategy and cost saving initiatives resulting in improved profit conversion

Changed to a dual delivery model in February 2024

Early indications are encouraging

Expect favourable upside in margin to continue throughout FY24 as we leverage on initiatives implemented in FY23 and launch new ones

Good progress on targeted expansion plans with Manchester Arndale site expected to open in May

Franchise partners expected to exceed previous store opening plans, with at least five new stores now expected to open in FY24 The Board remains confident and excited about Tortilla's long-term and sizeable growth opportunities both in the UK and internationally



# **Summary**

A new chapter with strategic focus to invest to drive sustainable, profitable sales growth in FY24 and beyond

# Improve margins



Leverage on FY23 improvements whilst driving further end-to-end excellence

# Invest in the brand



Drive LFL sales growth by investing in food development and marketing

# Invest in technology



Drive sales growth through efficiencies

# Own-store rollout



UK own-store rollout in Grade A locations

# **Develop** franchising



Accelerate the speed of growth in UK and internationally





# **Strengthened board of directors**



Emma Woods Non-Executive Chair



**Andy Naylor**Chief Executive Officer



Maria Denny Chief Financial Officer



**Brandon Stephens**Founder
Non-executive Director



**Loeïz Lagadec**Non-executive Director



Francesca Tiritiello
Non-executive Director



**Keith Down**Non-executive Director

### About us: a reminder

The UK's largest and most successful fast-casual Mexican restaurant business



#### Founded in 2007

Brandon Stephens' mission was to bring authentic burritos to London from San Francisco Listed on AIM in October 2021



# Leading fast-casual Mexican restaurant group in Europe

87 sites worldwide1



#### Value-for-money proposition

Freshly-prepared, customisable, tasty products Loyal and broad customer base



# Track record of consistent, strong financial performance

Profitability was impacted in FY22–23, with recovery gaining strength



# Robust central kitchen infrastructure and experienced head office

Ensures product consistency and capacity to cover medium term growth plans



#### Significant growth prospects

Rollout of new UK sites Franchising and other strategic partnerships

Future international expansion



1 Number of European stores (burrito-led businesses) at 18 April 2024

# **Investing in teams**

### Drive growth by investing in people to exceed their expectations

#### A new chapter for Tortilla with a strong board of directors

- Andy Naylor took over as CEO, with seven years at Tortilla
- Maria Denny joined as CFO in February 2024, bringing food and retail experience
- Keith Down joined as NED in August 2023, bringing broad consumer-facing experience

#### Strengthening the wider management team

- Appointing new Tech Director in FY23 to bolster technological expansion
- Director of Food joins in June 2024 to drive food quality, brand collaboration and innovation
- Marketing team boosted in early FY24 to increase focus on brand awareness and loyalty
- Evolving our franchising capabilities further

#### Embracing and encouraging DE&I with respect, passion and authenticity

- Workforce is now 54% non-British national
- Women occupy 49% of our management roles
- Under-25s account for 57% of our workforce
- We continue to fill at least half of our management roles with internal candidates

#### Aspiring to become the employer of choice within the fast-casual sector

- Innovative people strategy to recruit, retain and develop exceptional teams
- Building on 93% employee satisfaction throughout the Tortilla Group



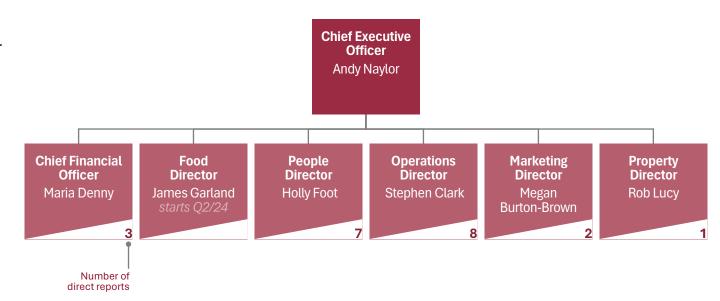
# Scalable growth with centralised production and expert leadership

#### **Centralised Production Unit (CPU)**

- Tortilla's 5,500 sq ft CPU in Tottenham Hale provides the production infrastructure to double the size of the estate
- The CPU supplies all of the menu items sold in the restaurants aside from those toppings whose flavour profiles benefit from freshness (eg, guacamole, pico de gallo salsa)
- Key CPU benefits include
  - Consistent, higher-quality product
  - Longer shelf life
  - Margin benefits from increased scale
  - Centrally managed by Tortilla employees, not outsourced
  - Cost-neutral operation (costs covered by restaurants)
  - Capacity for estate growth with additional space available next door
  - Safeguarding of recipe IP
  - Opportunity to supply proprietary products to franchise/strategic partners

#### **Head office structure**

 Tortilla has an established and experienced senior management team to support a business of scale



# Fresh, customisable product proposition

**Freshness** Our toppings and guacamole are freshly made in-house every day

Innovation Menu regularly reviewed and refreshed to add trending fillings (eg, chili no carne), popular add-ons (eg, churros) and seasonal specials, often through brand collaborations

Flavour Meat is marinated and cooked for over 24 hours in the central kitchen, providing an authentic and distinctive taste

**Customisability** Dishes are made to order with a multitude of flavour combinations, allowing the customer to tailor to their specific preferences or dietary needs



**Burritos** 

**Drinks + Sides** 



Tacos + Salads



**Evening Sharers** 

# Numerous awards for food, value and profitability



Third most-loved fast-casual chain in the UK



Best Mexican Restaurant in London Best Buy List



**Best Cheap Eats** 



Top 10 Highest Growth UK Hospitality Businesses

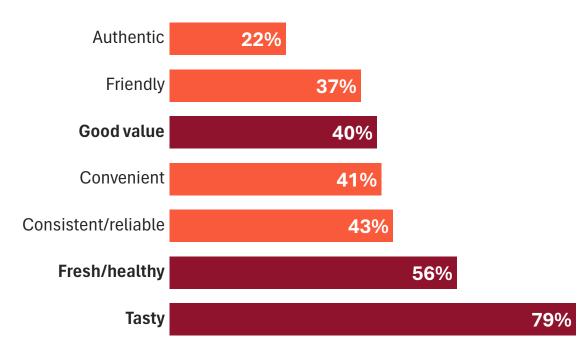


Best Value Restaurant Chain Over 20 Sites

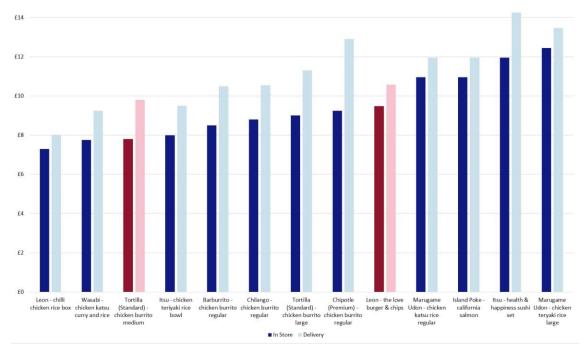
# Fresh, customisable product proposition

- Investing in food and menu increases customer engagement and purchase frequency, strengthening our value proposition
- Despite raising prices by 7% in FY23 and 6% in Apr 2024 to cover food and wage inflation we remain competitively priced
- Investment in food and menu development is critical to maintain our leading position, and consumer engagement
- FY23 saw the launch of a new chicken pibil along with new rice and salsa recipes
- FY24 appointing a Food Director from Honest Burger, a business recognised for high food quality
- Will drive food quality, collaboration and innovation

#### Price and food quality matter to our customers<sup>1</sup>...



#### ...and we are well priced compared to peers<sup>2</sup>



# Well-defined, proven and flexible property strategy

#### Uncompromising site selection criteria

- **Size** 60–200 sqm
- CAPEX circa £375–450k depending on size, site condition and store front requirements
- ROCE 30% minimum investment hurdle
- Use Class 'E'
- Locations High street, shopping centres/leisure schemes, transport hubs, motorway service stations, delivery kitchens
- Extraction Optional
- **High value** High footfall, corner locations, lunch and dinner, seven-day trade, close to transport hubs



**High Street** Guildford 181 sqm



**Shopping Centre** Westfield 100 sqm



**Transport Hub**Victoria 116 sqm



**Baby Tortilla** Putney 79 sqm



**Delivery Kitchen** Bermondsey 18 sqm



**Chilango** Islington

# **ESG** highlights



#### Our people

People are the heart of our business and we're proud to champion diversity, inclusion and mental wellbeing. Our entire crew has access to Diversity Equality & Inclusion (DE&I) training



#### **Our customers**

We encourage our customers to make good food choices that are also great value for money. More than 70% of our menu is plantbased, with no artificial colours or preservatives



#### **Our partners**

For full transparency in our supply chain, we only work with a close network of like-minded, accredited partners who can assure our products are sustainably and ethically sourced. We've signed the Better Chicken Commitment and only serve higher welfare meats



#### **Our impact**

Aiming for Net Zero by 2045, we maintain zero landfill waste, use only renewable electricity, and ensure all packaging is recycled/recyclable. Partnering with Too Good To Go, we've saved nearly 58,000 meals in a year. Our CPU solar initiative will cut carbon emissions by 13 tonnes annually





# **Central production unit solar project**

Largest energy efficiency project ever undertaken by the Group

- Preferred supplier is proposing to fit a 60.7 kWp array utilising 148 panels
- This has been calculated to produced 57 MWh per annum considering the building orientation, shading and several other variables (equates to about one month's usage)
- The array will provide 93.1% of generated electricity to site and will export the remaining electricity to the grid generating revenue
- Such an array should lead to a reduction of 13 tonnes of carbon a year
- The process should take approximately 6-7 months assuming no lead time delays on materials and subject to a feasibility study to confirm the integrity of the roof
- Timeframe will ensure the array is in place for H1/24 which is the start of the key 8-month period where maximum coverage of energy needs are covered by array
- The total cost of installation is expected to be £61k with a ROCE of 30%, subject to moving wholesale prices



Illustrative purposes only

### **Balance sheet YE23**

#### Healthy balance sheet with low net leverage

- Strong overall balance sheet and funding position
- High quality asset base
- Low leverage of 0.3 (Net debt/EBITDA)
  - Net debt of £1.3m
  - Debt of £2.9m drawn from a total available credit facility of £10m, agreed until Sep 2026
  - Significant EBITDA headroom in covenants
- Strong liquidity
  - Low current ratio of 0.3 no concern as payments collected from consumers immediately at POS, and inventory used before supplier payment is due
  - Cash-generative business before capex investments
  - Line of credit with agreed overdraft facility, gives flexibility to respond to unforeseen events if required

	At 31 Dec 2023	At 1 Jan 2023
	£m	£m
Non-current assets		
Intangible assets	2.6	2.6
Right of use assets	29.5	31.0
Property, plant and equipment	14.1	13.7
<b>Current assets</b>		
Inventories	0.4	0.4
Trade and other receivables	3.1	2.2
Cash and cash equivalents	1.6	2.4
Total assets	51.4	52.3
<b>Current liabilities</b>		
Trade and other payables	9.7	9.1
Lease liabilities	5.7	5.6
Loans and borrowings	<del>_</del>	_
Non-current liabilities		
Lease liabilities	29.5	31.1
Loans and borrowings	2.9	2.9
Deferred taxation	0.6	_
Total liabilities	48.4	48.7
Net assets / (liabilities)	2.9	3.6
Equity	2.9	3.6

# TORTILLA

#### **Tortilla Mexican Grill PLC**