

GROWTH COMPANY INDEX 2019



The AlixPartners Growth Company Index, now in its eighth year, has become a beacon for the UK's very best restaurant, pub and bar companies, highlighting excellent financial performance.

This year's list highlights that both fledgling and established businesses can thrive, through offering a strong customer experience and an innovative approach, allied to operational discipline and robust management—despite the ongoing headwinds buffeting the eating and drinking out sector.

New entrant Sticks'n'Sushi, the Copenhagen-based restaurant group backed by Maj Invest Equity and specialising in premium sushi and yakitori sticks, topped this year's list, generating a compound annual growth rate (CAGR) of 129.2%. Its position at the summit follows an impressive recent performance from the company, founded in 1994 by the Danish-Japanese brothers Jens and Kim Rahbek Hansen. It joins previous distinguished winners of the 50-strong index such as Bill's, Côte, BrewDog and New World Trading Company.

Sticks'n'Sushi emerged ahead of its competitors in a period in which the group opened in Victoria and launched

its biggest site to date in Chelsea. The company also operates sites in its homeland Denmark and launched in Berlin last year, and has a further opening lined up in central London, in Beak Street. That would take its total estate to 22 sites, including nine in the UK. The company says this culture of what it calls 'measured expansion' allows them to fully focus on giving guests a great experience alongside a great product

A look at the 2019 index shows that all parts of the diverse eating and drinking out sector are represented; from the fast-growing trend of experiential and competitive socialising formats to traditional family brewers; from exciting new entrants to the long-established perennials of the list—Loungers, TGI Fridays and Pret A Manger. While the cost environment remains testing for all operators, the list serves as a roll call of leading companies, large and small, that tackle these challenges through a culture of innovation, creativity and commitment to excellence.

Collective sector profit growth dips

Given the (up to) nine-month lead time between a company's financial year end and accounts being posted at Companies House, the numbers analysed for this latest index broadly capture the three-year trading period from 2016 to 2018. This period has witnessed the so-called 'casual dining crunch' with market conditions deteriorating to become the toughest in many years, characterised by hundreds of outlet closures and several high-profile Company Voluntary Agreements (CVAs) across the sector. Given this state of affairs, how does growth compare to previous years?

Looking back, the 2017 index was a high-water mark for the level of growth required by companies to make the top 50: That year, D&D London, in 50th place, delivered CAGR of 10.6% and last year TGI Fridays took the final spot, with CAGR of 6.9%. In this year's list, new entrant Gusto recorded CAGR of just 2.7%, illustrating the challenges of delivering consistent growth.

Across the list, there is further evidence of growth being dampened by headwinds, with the licensed sector now in net outlet number decline—albeit a very modest one. Average Profit across the top 10 companies (£4.6 million) and the entire index (£11.9 million) has dipped slightly year-on-year, and significantly since 2017 levels when average Profit across the top 50 stood at £17.0 million.

What about the growth rate required to make the top 10? Smaller operators dominate this tranche, including three new entrants, reflective of the challenge to maintain the pace of growth as businesses expand. This year, the 10th placed company Flat Iron delivered CAGR of 38.1%, below the level in the majority of prior years, but a small uplift on last year's figure (35.9%).

New entrants reflect evolving market

Our top-ranked company Sticks'n'Sushi wasn't the only notable new entry to this year's index. Fresh, exciting concepts continue to feature prominently among the 12 new entrants (2018:13), illustrating the dynamic and evolving nature of the market, with Flat Iron joined by Arc Inspirations in 11th place (delivering CAGR of 36.7%), Honest Burgers in 22nd place (16.9%) and Hickory's in 38th place (8.3%) all making their debuts. Flat Iron secured funding from Piper Private Equity two years ago and has continued to grow its impressive steak-led concept across the capital. Hickory's, the north west and Midlands-based BBQ concept, also Piper-backed, has returned to the expansion

trail. Arc Inspirations is gearing up for the next stage of growth by appointing AlixPartners to advise on future funding options, following the opening of landmark sites in Leeds, Manchester and Newcastle. All have added to their estates over the index period following investment in key new sites—expect more of the same this year.

A word here on Oakman Inns, which debuted in this year's list in third spot with a very impressive CAGR of 95.8% and is rapidly adding to its estate of premium pubs across the south under the leadership of Peter Borg-Neal.

Wet-led resurgence and diverse ownership

A resurgent drinking out sector continues to dominate the top 50, spanning 60% of index constituents for the first time. This more positive outlook is demonstrated by the buoyant M&A activity in the sector with trade and private equity buyers turning their gaze to pub and bar assets. This reflects not only the saturation of certain parts of the restaurant market, but also the combination of reduced supply and the continued rise of quality wet-led pub and bar operators. Growing wet-led operators such as Fever Bars (acquired by Stonegate) and Redcomb Pubs (acquired by Young's) are likely to have debuted in this year's index, had they not completed successful sales in the lead up to the index closing date.

The highest climbers in this year's list were north west brewer and retailer Joseph Holt's, up 14 places to 30th and Palatine Private Equity-backed The Alchemist, up 13 places

to fifth. Holt's growth has been driven by a combination of concentrating on its core activities and developing the five pubs it acquired during the previous year. The Alchemist has been a key player in the bar sector's renaissance and evolution over the past 18 months, and the period saw the group increase its presence both regionally and in the capital.

The ownership of the list constituents remains as diverse as ever, with private equity-owned businesses featuring alongside family-owned and privately-owned companies. While PE's share of the index has increased significantly since the first edition, it dipped in percentage terms compared to last year (42% versus 48%) as many PE-backed businesses are having to re-trench following a rapid initial roll-out, with a greater number of privately-owned firms featuring.

Perennial performers

Beyond the new entrants, re-entries and highest climbers, it is the companies on the index that have become perennial constituents that never cease to impress. Loungers, which has just floated on London's AIM index, has been an ever present and remains rooted in the top 10; TGI Fridays and Pret have also made their homes on the list (alongside Amber Taverns, Glendola Leisure and St Austell Brewery, who have also featured in all eight editions). This is testament to the exceptionally high quality of these businesses, in regards to their consumer appeal, consistently high standards, financial management, and the fantastic guest experiences they deliver.

Also a note of recognition for McMullen and BrewDog who have both featured in the last seven editions of the index, having missed out on the inaugural index in 2012.

This perhaps serves as a lesson to all those new to the list and those companies aspiring to appear on it. A diverse group of relative newcomers such as Flight Club, Daisy Green, Urban Pubs and Bars, Island Poké and Swingers are all tipped to feature in future editions. The Growth Company Index demonstrates that, despite the well-documented industry challenges, the bar remains set at a very high level.



METHODOLOGY



PROFIT MEASURE

In the AlixPartners Growth Company Index—produced in partnership with leisure insight and business intelligence house MCA—Profits are defined as EBITDA (earnings before interest, taxes, depreciation and amortization), with directors’ remuneration added back in. The research for this year’s index largely involved identifying the correct parent trading company and then adding back depreciation and amortization to individual companies’ operating profit figures after removing exceptional items. Because not all companies report pre-opening costs separately, those costs are not treated as exceptional.

Profits are defined as EBITDA (earnings before interest, taxes, depreciation and amortization) with directors’ remuneration added back in.

The rationale behind adding back directors’ emoluments is that as much as 70% of company profits can be removed at private companies to reward directors. The Profit figure is also before any dividends have been paid to shareholders.

TIME FRAME

Profit growth is taken as the compound growth rate during the previous two years, covering three sets of annual accounts. Companies that filed their 2018 accounts will have Profit growth measured from 2016 to 2018; companies that did not file 2018 accounts will have Profit growth measured from 2015 to 2017. The cut-off point for inclusion in this year’s edition was submission of audited accounts by 20 February 2019.

QUALIFYING COMPANIES

Qualifying companies must show turnover of at least £3 million in their latest accounts, Profit of at least £300,000 in their last three sets of accounts and must have filed a more recent set of audited accounts since the previous edition of the AlixPartners Growth Company Index. Businesses must be registered in the UK and be independent, unquoted and ultimate holding companies.

Companies qualify if they have grown by acquisition but will not be included if their growth was the result of restating accounts after changes in accounting methods.

Any company that has gone through an insolvency process (e.g. CVA) since the start of the index period does not qualify.

TOP 50

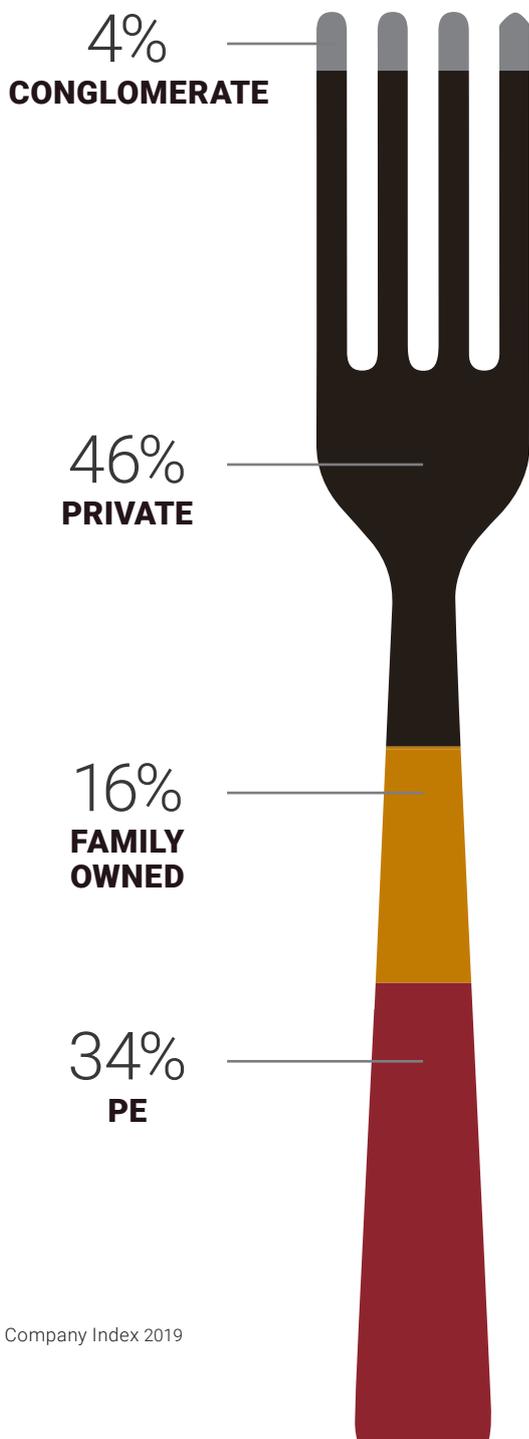
RANK	VERSUS 2018	COMPANY/BRAND	FY END	TURNOVER (£M)	PROFIT (£M)	2-YEAR PROFIT CAGR %
1	New	Sticks'n'Sushi	Jun-17	15.7	2.4	129.2%
2	-	MW Eat Group	Mar-18	27.0	3.9	111.0%
3	New	Oakman Inns	Mar-18	17.4	1.2	95.8%
4	▲1	Giggling Squid	Mar-18	23.7	2.5	65.1%
5	▲13	The Alchemist	Mar-18	34.5	5.0	54.2%
6	▼3	Rosa's Thai	Mar-18	11.8	1.8	48.2%
7	▲1	Loungers	Apr-18	121.1	14.4	42.3%
8	Re-entry	Ping Pong	Mar-18	16.5	1.9	39.7%
9	Re-entry	Caprice Holdings	Dec-17	76.8	12.0	39.3%
10	New	Flat Iron	Aug-17	11.7	1.2	38.1%
11	New	Arc Inspirations	Mar-18	24.2	2.9	36.7%
12	▼1	Coaching Inn Group	Mar-18	20.0	2.4	29.7%
13	▼12	The New World Trading Company	Mar-18	45.1	4.5	27.3%
14	Re-entry	Brasserie Bar Co	Jun-17	46.8	3.0	26.4%
15	Re-entry	ETM Group	Feb-18	27.0	3.0	25.7%
16	▲4	BrewDog	Dec-17	111.6	8.6	24.1%
17	Re-entry	Inception Group	Dec-17	17.4	2.3	23.3%
18	▼11	All Star Leisure	Dec-17	15.5	2.0	22.9%
19	▼5	Amber Taverns	Jan-18	74.2	15.6	18.5%
20	▲4	Leon	Dec-17	55.2	3.7	18.2%
21	▼8	Heartstone Inns	Dec-17	10.3	1.4	17.9%
22	New	Honest Burgers	Jan-18	22.3	2.5	16.9%
23	▲9	Beds and Bars	Mar-18	51.9	6.0	16.5%
24	Re-entry	Bill's	Jul-17	118.6	12.9	16.3%
25	▲4	Stonegate	Sep-17	697.5	91.7	15.9%
26	Re-entry	Bistrot Pierre	Jun-18	32.5	2.8	15.8%
27	New	Arkell's Brewery	Mar-18	23.1	5.1	13.4%
28	▼7	Glendola Leisure	Mar-18	34.1	6.8	12.0%
29	Re-entry	Soho House	Dec-17	206.2	19.5	11.7%
30	▲14	Holt's	Dec-17	65.5	8.0	10.9%
31	Re-entry	G1 Group	Mar-18	123.6	21.3	10.7%
32	▼5	Drake & Morgan	Mar-18	49.7	4.4	10.4%
33	▲14	McMullens	Sep-17	80.8	19.2	9.6%
34	New	Ottolenghi	Mar-18	16.4	2.2	9.6%
35	New	Caledonian Heritable	Oct-17	46.1	10.4	9.3%
36	▼10	Frederic Robinson	Dec-17	71.2	6.3	9.0%
37	Re-entry	Hall & Woodhouse	Jan-18	110.1	20.6	8.7%
38	New	Hickory's Smokehouse	Mar-18	21.4	1.8	8.3%
39	▲4	St Austell Brewery	Dec-17	169.3	20.6	7.3%
40	▼36	Turtle Bay	Feb-18	68.1	11.2	7.3%
41	New	Harvey & Son (Lewes)	Dec-17	21.7	3.6	6.8%
42	▼9	Pret A Manger	Dec-17	878.5	98.1	6.8%
43	▲2	Azzurri Restaurants	Jun-17	244.5	35.7	5.7%
44	▼5	D&D London	Mar-18	130.8	10.8	5.6%
45	▲5	TGI Fridays	Dec-17	216.0	33.1	5.3%
46	Re-entry	Wadworth	Sep-17	68.0	10.8	5.0%
47	▼7	Deltic	Feb-18	106.8	14.9	4.5%
48	New	Wear Inns	Mar-18	13.6	2.7	3.3%
49	▼15	Hydes	Mar-18	31.0	5.3	3.2%
50	New	Gusto	Mar-18	32.2	2.3	2.7%

Note: Figures annualised to reflect 52 week accounting periods

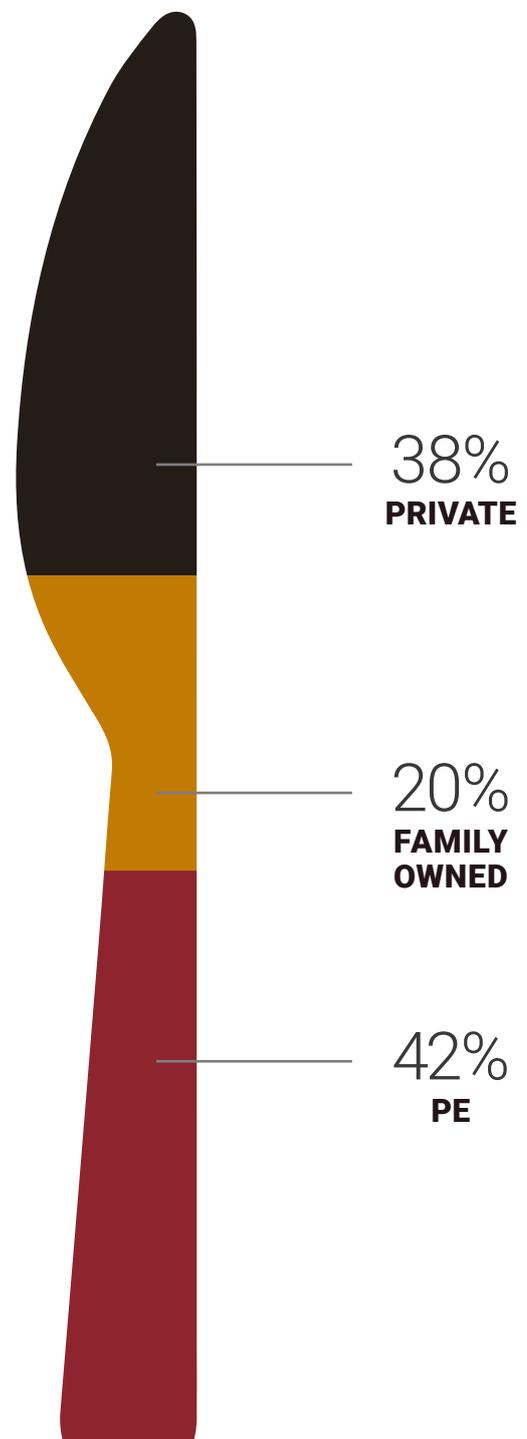
OWNERSHIP SPLIT

PE backed firms continue to dominate the top 50.

2012 FIRST EDITION



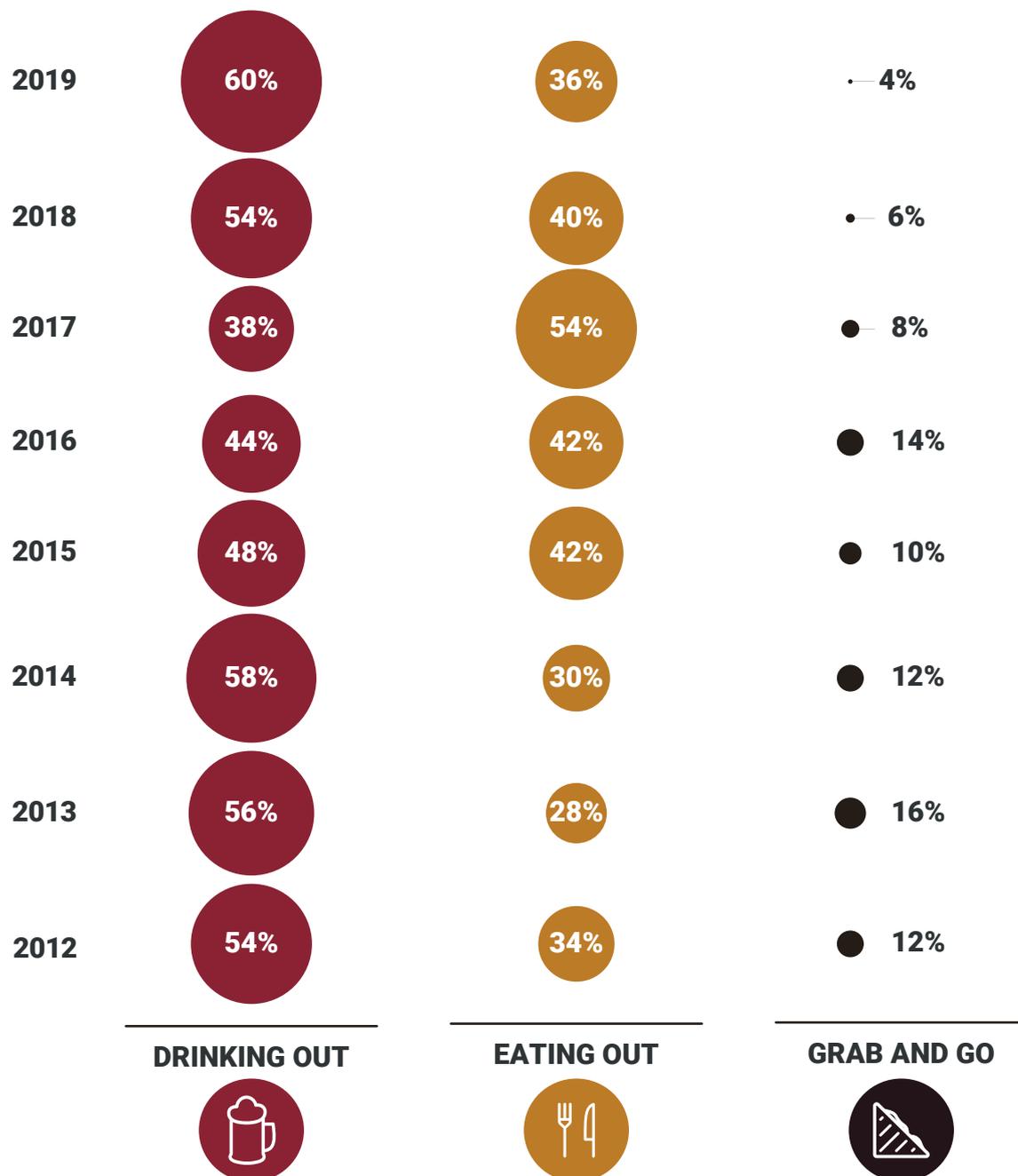
2019 CURRENT EDITION



SPLIT BY SUB-SECTOR

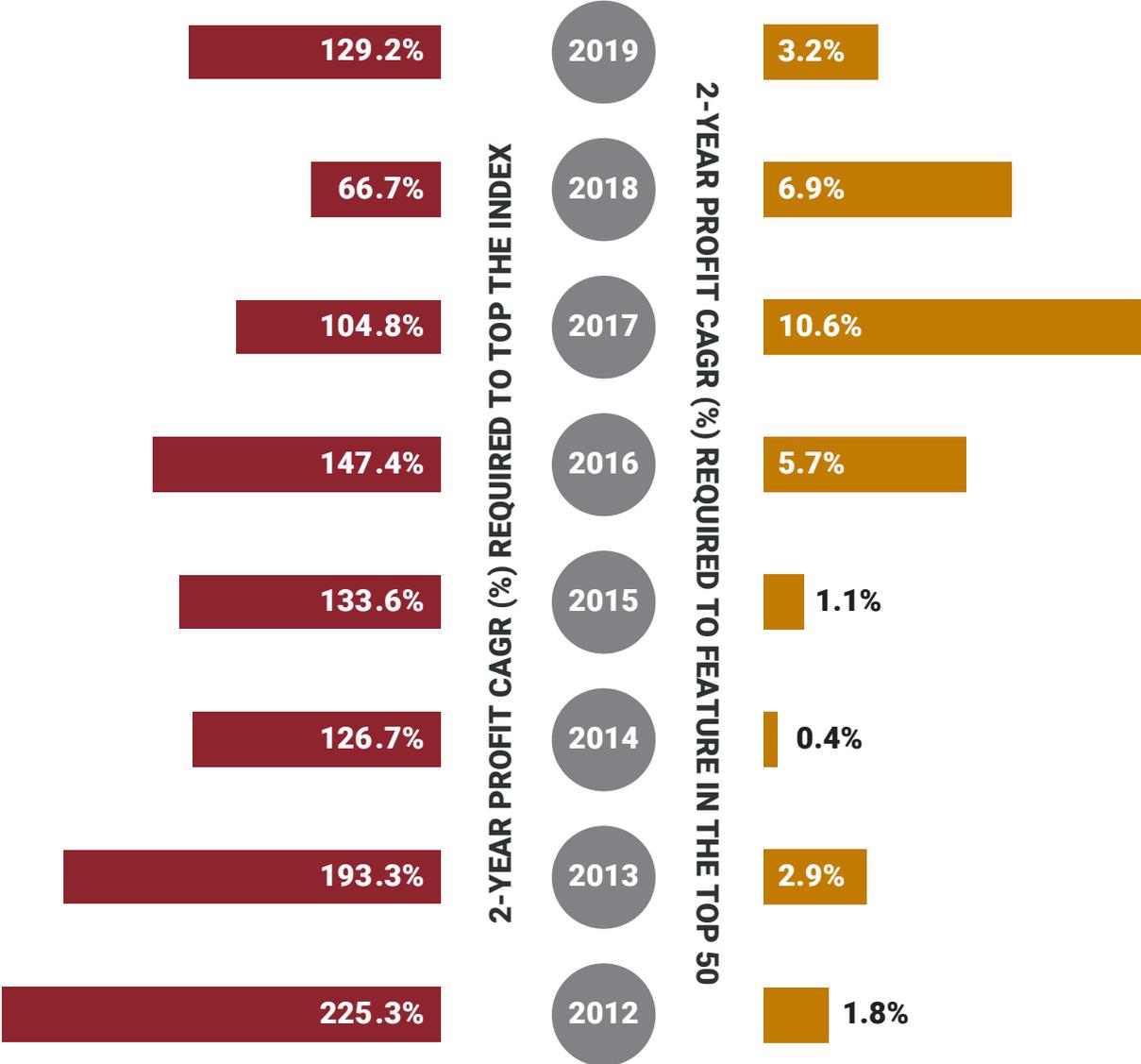
Drinks led businesses dominate the index, reaching 60% of the top 50 for the first time.

Restaurant operators have been squeezed over the past two editions, reflecting the challenging current climate.



PROFIT CAGR

The 3.2% profit CAGR required to feature in the index is the lowest since 2015, in part due to previous participants becoming ineligible due to M&A activity (Be At One, Wagamama). However, the benchmark to qualify remains high, as many smaller operators in the sector continue to grow at pace.



STAYING POWER

6

Operators have been ever-present in all eight editions of the index since 2012 (with two more making the cut over each of the last seven years)



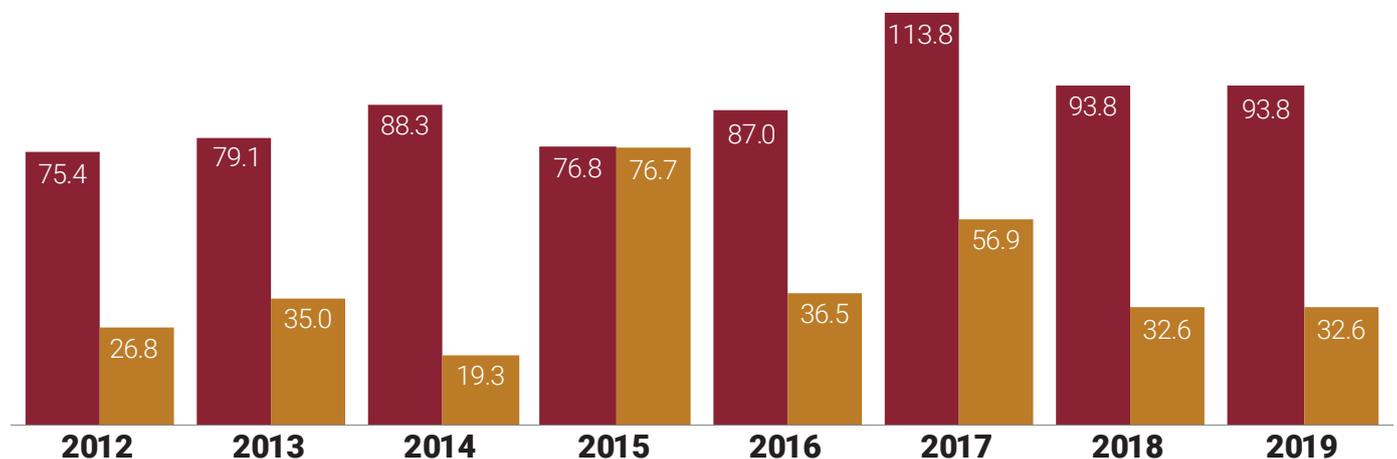
■ Ever-present ■ Present in the last seven years

SIZE AND PROFITABILITY OF INDEX PARTICIPANTS

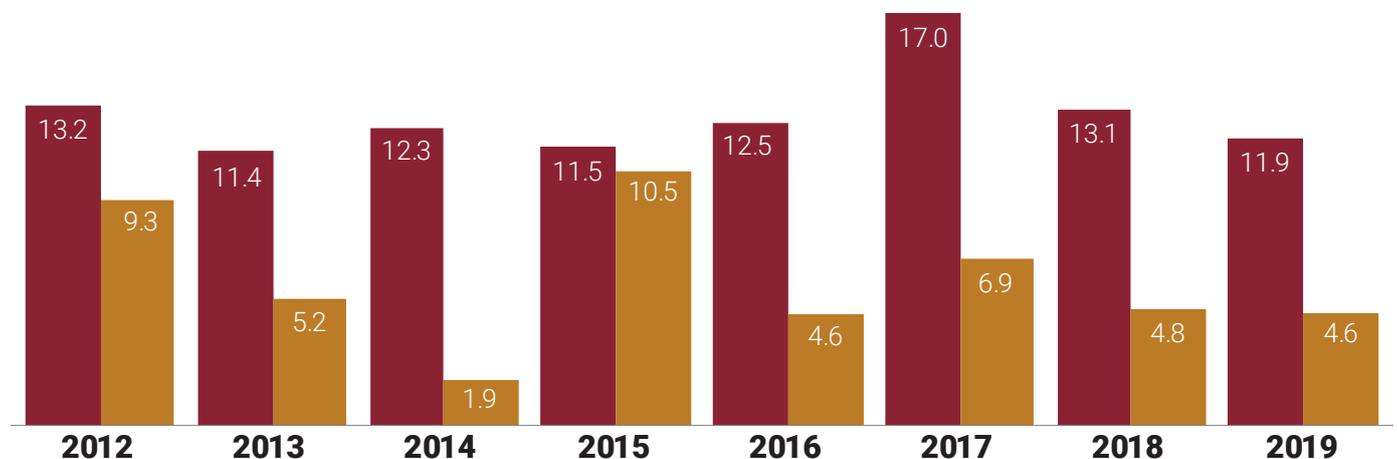
Consistent with previous editions, smaller operators dominate the top 10, as larger businesses face a challenge to maintain consistent growth momentum.

Average turnover and profit has remained relatively consistent across each edition.

AVERAGE TURNOVER PER YEAR (£M)



AVERAGE PROFIT PER YEAR (£M)



■ Top 50

■ Top 10

146

Index participants to date

£593.7m

Total annual profit generated by this year's index

HOLTS & MCMULLENS

Joint highest mover in this year's index (up 14 places)

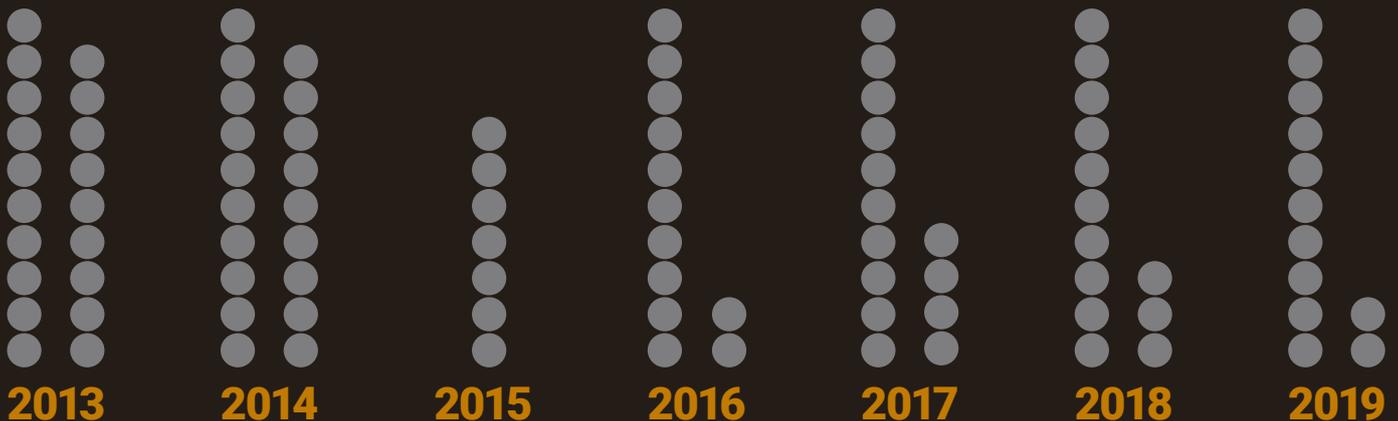
STICKS 'N'SUSHI

Highest new entry in this year's index (1st place)

BREWDOG

The only company to win the index twice

NEW ENTRANTS PER YEAR



This year's largest operator

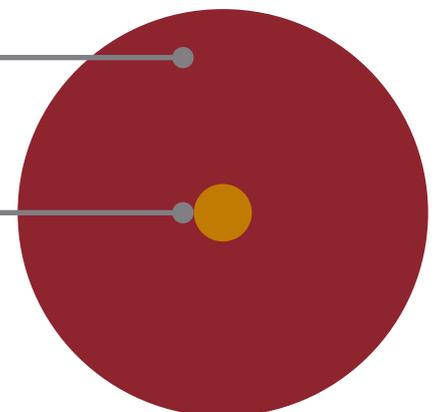
PRET A MANGER

This year's smallest operator

FLAT IRON

£878.5m
TURNOVER

£11.7m
TURNOVER



TOP 20 COMPANY PROFILES

1 STICKS'N'SUSHI

Sites:	8 UK sites, plus 13 internationally
Latest revenue:	£15.7 million
Profit growth:	129.2%
Key personnel:	International chief executive, Rod McKie; chief operating officer, Andreas Karlsson
Backer:	Maj Invest Equity

A new entry to the Index for this year, Sticks'n'Sushi has delivered 129.2% CAGR over the two-year period under review, to produce Profit of £2.4 million. Revenue grew from £7.8 million to £15.7 million during the index period.

Sticks'n'Sushi was launched in Copenhagen in 1994 by Danish-Japanese brothers Jens and Kim Rahbek Hansen, who saw an opportunity to specialise in sushi and yakitori sticks. Since then the brand has grown to 12 sites in its homeland. It launched its first UK site—in Wimbledon—in 2012 and has since grown to eight sites in the country. A further opening in Soho is on the cards for this summer. In January 2017 the first restaurant opened in Berlin. Last year the group appointed Rod McKie, who spent 15 years leading Welcome Break, as its international chief executive.

The brand is headed up in the UK by global chief operating officer Andreas Karlsson, who said that despite the group's rapid growth, at its heart was a culture of measured expansion. He said: "We have always taken the approach that you open one restaurant at a time and you concentrate completely on giving the guests a great experience and a great product. That is an attitude that has come from our founders. Everyone in Sticks'n'Sushi shares the vision that we are building a business for the future."

He added: "We celebrated 25 years in business this year and in that time have opened 21 restaurants. By other people's standards, that's pretty measured growth. But of those 21 restaurants we haven't closed a single one, and that's important."

2 MW EAT GROUP

Sites:	10
Latest revenue:	£27.0 million
Profit growth:	111.0%
Key personnel:	Masala Zone managing director, Tim Selby
Backer:	Privately funded

Founded in 1989 by Ranjit Mathrani, MW Eat is predominantly known as the operator of the Masala Zone brand, which currently has seven sites in London, including a tie-up with Selfridges. It also owns three fine-dining restaurants—Amaya, Chutney Mary and Veeraswamy—all in London. In 2017 the company appointed Tim Selby, the former chief operating officer of London Union, to lead the Masala Zone brand. The group has said its ongoing strategy is to maintain its position at the exclusive end of the Indian dining market. MW Eat is the only company to maintain its position from last year, after generating an impressive 111% two-year Profit CAGR—a significant improvement on the 63.2% CAGR that achieved second place in last year's index. Revenue increased from £23.3 million to £27.0 million during the index period, and Profit increased from £0.9 million to £3.9 million.

3 OAKMAN INNS

Sites:	25
Latest revenue:	£17.4 million (note: this relates to the principal trading company with other sites operated under separate vehicles)
Profit growth:	59.8%
Key personnel:	Chief executive and founder Peter Borg-Neal and chief operating officer, Dermot King
Backer:	Privately funded

Founded by entrepreneur Peter Borg-Neal in 2007, Oakman has rapidly grown its estate of premium pubs across the south east and has a strong pipeline for the rest of 2019. Last year saw the group open its £10 million pub—The Royal Foresters in Ascot. During the year, the company became the first of Ei Group's Managed Experts to exit their joint venture, after buying back EiG's 51% stake in the partnership, which operated The Beech House in Solihull and

Note: Information correct as at May 2019. Since the Index period, participants may have filed updated sets of accounts, which are not reflected in the company profiles

The Four Alls in Welford-on-Avon, near Stratford-upon-Avon. The business also acquired seven of its sites back from Downing earlier this year as part of its ongoing strategy to bring its managed houses under company ownership. At the start of this year, Oakman was once again named as one of the Best Companies to Work For in the UK in the Sunday Times' annual rankings. The appointment of former Butlin's managing director, Dermot King, comes as the company gears up to review its options at some point over the next year. A new entry to the index, during the period under review, the group generated a 95% CAGR within its main trading company to produce Profit growth from £0.3 to £1.2 million during the index period. During the index period, revenue increased from £12.3 to £17.4 million.

4 GIGGLING SQUID

Sites:	30
Latest revenue:	£23.7 million
Profit growth:	65.1%
Key personnel:	Co-founders Andy and Pranee Laurillard
Backer:	BGF

Gigglings Squid has been a consistently strong performer over the past few years and kept up a steady pace of growth during the index period. In 2019 it has moved up one place in the index, having generated a CAGR of 65.1%, with Profit growing from £0.9 to £2.5 million and revenue from £11.8 to £23.7 million. Earlier this year, the company confirmed it had appointed advisors to look at its growth options going forward, which could see a private equity sale or even an IPO. Andy Laurillard has said he has a property prospectus with a target list of some 50 sites, with a third in the south, a third in London suburbs, and a third in the Midlands. Targets include Fulham, Kensington and Clapham; Cambridge, Winchester and Exeter; and Shrewsbury, Solihull and Leicester. The group is also in the process of refurbishing its estate—moving away from its original 'shabby chic' look to something lighter and brighter. Laurillard has put the company's success down to a differentiated offer which does not revolve around pizzas and burgers.

5 THE ALCHEMIST

Sites:	14
Latest revenue:	£34.5 million
Profit growth:	54.2%
Key personnel:	Managing director, Simon Potts
Backer:	Palatine

Emerging from the Living Ventures stable in 2010, the Alchemist was picked up by Palatine Private Equity in 2015,

at which point Potts was elevated to managing director. Under his leadership the brand, which carries the tagline 'Theatre Served', has grown from four to 14 sites. Over the past year it has doubled the size of its London estate, with more openings planned in 2019, as well as a second site in Birmingham and its first in Portsmouth. It has invested in its food and drink proposition as well as in customer-friendly initiatives such as its augmented reality cocktail menu. Making its third consecutive appearance in the index, the Alchemist has risen 13 places this year. The flurry of openings over the past few years, as well as the work done to strengthen the offer in the existing estate, has seen the business deliver Profit CAGR of 54.2% with Profit growth from £2.1 to £5.0 million and revenue growing from £13.4 to £34.5 million during the index period.

6 ROSA'S THAI

Sites:	16
Latest revenue:	£11.8 million
Profit growth:	48.2%
Key personnel:	Managing director, Gavin Adair; chairman, Robin Rowland
Backer:	TriSpan

In June of last year, Rosa's became the first investment from TriSpan's European arm. The group was founded by husband-and-wife team Alex and Saiphin Moore and began life in 2006 as a market stall on London's Brick Lane, and the pair remain as advisors to the business. They began to take a more back seat role following the appointment of Gavin Adair, ex-Wahaca, as managing director in 2017. Following the acquisition, TriSpan partner Robin Rowland joined as chairman. The group made its regional debut last year in Liverpool and will open in Trinity Leeds in May. However, the brand is also understood to see plenty more scope for growth in the capital. Falling three places in the index during the period, the group generated a 48.2% CAGR with Profit up from £0.8 to £1.8 million. Revenue grew from £5.5 to £11.8 million.

7 LOUNGERS

Sites:	146
Latest revenue:	£121.1 million
Profit growth:	42.3%
Key personnel:	Chief executive, Nick Collins; executive chairman, Alex Reilly and chief financial officer, Gregor Grant
Backer:	Lion Capital

Having featured in every edition of the index to date, Loungers returned to the top 10 last year and has moved up one place this year, with a CAGR of 42.3%. This is, however, the last year

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it will feature, having successfully floated on AIM at the end of April. The float caps a remarkable success story over the past 17 years, since the first Lounge was launched by Reilley, Jake Bishop and Dave Reid. Now the business has grown to close to 150 sites, made up of 122 Lounges and 24 Cosy Clubs. In its Intention to Float paper, the group described itself as the “only growing all-day operator of scale in the UK with a strong reputation for value for money”. It said its dual-brand growth strategy offered significant scale potential, with the ability to open Lounges in a broad range of smaller, secondary locations in suburban high streets and market towns, as well as opening Cosy Clubs in larger market towns and city centres. During the index period Profit increased from £7.1 to £14.4 million, and revenue increased from £68.5 to £121.1 million.

8 PING PONG

Sites:	8
Latest revenue:	£16.5 million
Profit growth:	39.7%
Key personnel:	Chief executive, Art Sagiryan and chairman, James Horler
Backer:	Privately funded

A re-entry into this year’s index following previous appearances in 2016 and 2017, the brand was founded by Kurt Zdesar and Igor Sagiryan in 2004 in Soho. The latter continues to back the company but stepped down from the board in 2017. Since Art Sagiryan took the reins in 2013, he has consolidated the estate and simplified the offer. During the index period, revenue increased from £15.3 to £16.5 million and Profit grew from £1.0 to £1.9 million.

9 CAPRICE HOLDINGS

Sites:	45
Latest revenue:	£76.8 million
Profit growth:	39.3%
Key personnel:	Founder, Richard Caring; Ivy Collection chief executive, David Campbell
Backer:	Privately funded

Serial sector entrepreneur Richard Caring appears to have lost none of his appetite for investment in the sector over the past few years, since he backed the £31.5 million management buyout of Caprice Holdings back in 2005. His Ivy Collection brand has grown at a phenomenal pace, to reach its current level of 34 sites. Another re-entry to the index, further launches are planned for June in Glasgow and September in Oxford. While Caring has said he will then pause expansion in

2019 until the gloom and uncertainty is lifted from the wider economy, it is unlikely the company will remain quiet for long. During the index period, revenue increased from £55.5 million to £76.8 million and Profit grew from £6.2 to £12.0 million.

10 FLAT IRON

Sites:	7
Latest revenue:	£11.7 million
Profit growth:	38.1%
Key personnel:	Piper
Backer:	Founder, Charlie Carroll; managing director, Jo Fleet

One of three new entrants in this year’s top 10, Flat Iron, named after the cut of meat, was launched by Charlie Carroll as a pop-up operation before securing the first site in Beak Street in 2012. Earlier this year the group secured a £5 million funding package from alternative lender, ThinCats. The deal came a year after private equity firm, Piper, invested in the concept, with Fleet joining in June 2017 from Wahaca. Carroll has set out his desire to grow at a sustainable rate and maintain the brand’s reputation for value combined with food quality. During the index period, revenue increased from £3.9 to £11.7 million and Profit increased from £0.6 to £1.2 million.

11 ARC INSPIRATIONS

Sites:	19
Latest revenue:	£24.2 million
Profit growth:	36.7%
Key personnel:	Founder Martin Wolstencroft, managing director Anni Opong
Backer:	Privately funded

A new entry to this year’s index, North of England bar and restaurant operator Arc Inspirations opened its first site The Arc (now Manahatta—a high-quality bar concept) in Headingley, Leeds in 2000, one of three core brands operated by the business. As well as four Manahatta sites, it also operates all-day dining concept Banyan Bar & Kitchen in a number of locations, including its most recent opening in Newcastle. Arc has also developed an award-winning experiential sports bar format The Box, currently at two sites, with further openings planned. The business is gearing up for the next stage of growth and last year appointed new Parkdean Resorts chief executive Steve Richards to the board. During the index period, revenue increased from £18.9 to £24.2 million and Profit increased from £1.6 to £2.9 million.

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12 COACHING INN GROUP

Sites:	15
Latest revenue:	£20.0 million
Profit growth:	29.7%
Key personnel:	Chief executive Kevin Charity
Backer:	BGF

The Coaching Inn Group operates across 15 traditional market towns across England and has doubled in size since it first received backing from BGF in 2015. During that time, it has put a lot of focus on its food and beverage offer, rolling out the Eatery & Coffee House brand, and last year introducing afternoon teas. The group appointed advisors at the end of last year as it seeks to fund the next stage of its growth strategy with plans to add four sites this year. It has fallen one place on this year's index, with Profit up from £1.4 to £2.4 million and revenue rising from £13.0 to £20.0 million.

13 THE NEW WORLD TRADING COMPANY

Sites:	25
Latest revenue:	£45.1 million
Profit growth:	27.3%
Key personnel:	Chief executive Chris Hill
Backer:	Graphite

The New World Trading Company operates across the UK under seven brands, dominated by now 18-strong The Botanist. The company grew out of the Living Ventures stable, with Graphite backing a management buyout in 2016 in a deal valued at over £50 million. Since then it has won multiple awards, including topping the Growth Company Index last year and being ranked fifth in the Sunday Times 100 Best Companies to Work For this year. Over the past 12 months, the group has introduced the Florist brand to its estate and also launched the Beneath cocktail bar concept in the basement of the new Bath Botanist. During the index period Profit rose from £2.8 to £4.5 million and revenue grew from £30.1 to £45.1 million.

14 BRASSERIE BAR CO

Sites:	36
Latest revenue:	£46.8 million
Profit growth:	26.4%
Key personnel:	Executive chairman Mark Derry, chief commercial officer Richard Ferrier
Backer:	Privately funded

Brasserie Bar Co runs 19 restaurants under the Raymond Blanc-developed concept Brasserie Blanc, as well as 17

pubs as part of the White Brasserie Company pubco—each alehouse serves French brasserie food with an English twist. In recent years the group has begun focusing on opportunities within hotels, after collaborating with Marriott Hotels UK on restaurants in Bournemouth and Manchester. It is also understood to be acquisitive for group deals, having come close to taking on the Peach Pubs estate at the start of the year. Brasserie Bar Co is a re-entry to the index, having previously featured on two occasions. During the index period, revenue increased from £16.3 to £27.0 million and Profit rose from £1.9 to £3.0 million.

15 ETM GROUP

Sites:	14
Latest revenue:	£27.0 million
Profit growth:	25.7%
Key personnel:	Founders Ed and Tom Martin
Backer:	Privately funded

The London-based pub and restaurant operator has not been afraid to evolve since it launched 19 years ago. Back then the group owned a selection of 'fantastic' pubs but co-founder and CEO Ed Martin knew the business had to change direction, resulting in the opening of the Botanist Broadgate, a premium drinking and dining destination. This heralded a move into large wet-led volume businesses with a Millennial-friendly experiential nature, featuring shuffleboards, wellness activities and food masterclasses. In 2017 the group significantly strengthened its management team, bringing in the likes of Graham Turner as non-executive chairman. ETM is a re-entry this year, following three previous appearances in the index. During the index period, revenue increased from £16.3 to £27.0 million and Profit rose from £1.9 to £3.0 million.

16 BREWDOG

Sites:	80 bars worldwide
Latest revenue:	£111.6 million
Profit growth:	24.1%
Key personnel:	Co-founders James Watt and Martin Dickie
Backer:	TSG Consumer Partners

BrewDog's mission to make people passionate about great craft beer began in 2007 but it was 2010 when co-founders James Watt and Martin Dickie shook up the business world with the launch of pioneering crowdfunding initiative Equity for Punks—a move that saw the company raise £67 million over five rounds. Fast forward to 2019 and the company has 47 bars in the UK (80 bars globally), exports to 60 countries, and has a brewery in Ohio. The business also recently launched a sixth round of crowdfunding and has pledged

Note: Information correct as at May 2019. Since the Index period, participants may have filed updated sets of accounts, which are not reflected in the company profiles

to give away £1 million of shares to one new Equity Punk investor. Having previously topped the index on two separate occasions, BrewDog rose four places this year to 16th place. During the index period, BrewDog grew Profit from £5.6 to £8.6 million and revenue from £44.7 to £111.6 million.

17 INCEPTION GROUP

Sites:	12
Latest revenue:	£17.4 million
Profit growth:	23.3%
Key personnel:	Founders Charlie Gilkes and Duncan Stirling
Backer:	Privately funded

Inception Group announced its arrival in 2009 with Barts, London's first 'speakeasy' inside a Chelsea apartment block. The following year a 1980s-themed club, Maggie's—named after Margaret Thatcher—was born. Then the group's foray into food began with the launch of 'Englishman's Italian' Bunga Bunga, which has since spun out to incorporate the more all-day friendly Bungatini. Its growth brand has been Mr Fogg's, which now incorporates six spin-off versions all based around aspects of the fictional explorer's life. The group is a re-entry to the index following its only previous appearance in 2016. During the index period, revenue grew from £10.6 to £17.4 million and Profit grew from £1.5 to £2.3 million.

18 ALL STAR LEISURE

Sites:	5
Latest revenue:	£15.5 million
Profit growth:	22.9%
Key personnel:	Managing director, Graham Cook
Backer:	Privately funded

All Star Lanes, the boutique bowling concept themed on American eats and cocktails, was one of the pioneers in fusing a high-quality food and beverage offer with an experiential offer. The brand recently appointed a new management team, headed by Graham Cook, which followed the departure of former MD, Christian Rose, last year after a five-year programme of transforming the business. The group had been assessing its options but after selling its Bayswater site for a rumoured £18 million the company decided to continue in its current guise for the time being. During the index period, All Star Leisure grew Profit from £1.3 to £2.0 million and revenue from £14.5 to £15.5 million.

19 AMBER TAVERNS

Sites:	140
Latest revenue:	£74.2 million
Profit growth:	18.5%
Key personnel:	Managing director James Baer
Backer:	Ares Capital Management

The wet-led community pub operator has built itself into a powerhouse of the sector since its incorporation in 2005. The group was also one of the pioneers of the operator agreement model, which has now become a mainstay within the wider tenanted and leased pub sector. Typically operating an unbranded estate, Amber also operates an established Hogarths gin palace brand as well as the fledgling Northern Way concept. Profit grew from £11.1 to £15.6 million during the period with revenue rising from £52.6 to £74.2 million.

20 LEON

Sites:	56 (UK)
Latest revenue:	£55.2 million
Profit growth:	18.2%
Key personnel:	Chief executive John Vincent
Backer:	Active Private Equity/ Spice Private Equity

Leon, the healthy fast food chain, made its debut in 2004 and was launched by John Vincent, Henry Dibleby and chef Allegra McEvedy. The first store opened in London's Carnaby Street and by July 2017 the business operated over 50 sites. In the same year Leon made its US debut and signed a franchise deal with Roadchef to open its first service station sites. Last September, it became the only food-to-go market brand to achieve the Sustainable Restaurant Association's top mark of three stars for its sustainable practices. Profit grew from £2.6 to £3.7 million, with revenue up from £26.6 to £55.2 million, as the business rose four places in this year's index.

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ALIXPARTNERS EATING AND DRINKING OUT ADVISORY CREDENTIALS

UK	UK	UK	UK	UK
			CONFIDENTIAL	
Managed pub group	Wine bar group	Restaurant and managed pub group	Major UK PubCo	Restaurant group
£55M EV	£UNDISCLOSED	£25M CAPITAL RAISED	£UNDISCLOSED	300 SITES
SELL SIDE M&A	FUNDRAISING	DEBT ADVISORY	SG&A OPTIMISATION	RESTRUCTURING ADVISORY

ALIXPARTNERS IN HOSPITALITY AND LEISURE

AlixPartners' hospitality and leisure practice has a track record of working alongside leading national and international operators, helping them transform their businesses through M&A or fundraising transactions, operational improvement or digital transformation. Our transactions team have successfully executed many business disposals, acquisitions, fund raisings and debt advisory mandates in the sector. In addition, our operational specialists have consistently delivered outstanding results for our clients on projects, including cost optimisation, sales growth, lean operations, strategic advisory and international expansion.

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ABOUT US

For nearly forty years, AlixPartners has helped businesses around the world respond quickly and decisively to their most critical challenges – circumstances as diverse as urgent performance improvement, accelerated transformation, complex restructuring and risk mitigation.

These are the moments when everything is on the line – a sudden shift in the market, an unexpected performance decline, a time-sensitive deal, a fork-in-the-road decision. But it's not what we do that makes a difference, it's how we do it.

Tackling situations when time is of the essence is part of our DNA – so we adopt an action-oriented approach at all times. We work in small, highly qualified teams with specific industry and functional expertise, and we operate at pace, moving quickly from analysis to implementation. We stand shoulder to shoulder with our clients until the job is done, and only measure our success in terms of the results we deliver.

Our approach enables us to help our clients confront and overcome truly future-defining challenges. We partner with you to make the right decisions and take the right actions. And we are right by your side. When it really matters.

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