NEW RIVER

CONVENIENCE & COMMUNITY

Full Year Results Presentation
12 Months to 31 March 2020

18 June 2020

Introduction

Allan Lockhart: Chief Executive

Reviewing FY20:

A year of strategic progress, with robust operational and financial performance

Impact of COVID-19:

Focus on cash reserves and liquidity, and the safety and wellbeing of stakeholders

Priorities for FY21:

Fully reopening, rebuilding revenues and adapting our strategies

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OVERVIEW OF FY20

Underlying Funds From Operations	UFFO ps	DPS	EPRA NAV ps	LTV
£52.1m (FY19: £55.1m)	17.0p (FY19: 18.1p)	16.2p 105% covered by UFFO (FY19: 21.6p)	201p (FY19: 261p)	47% (FY19: 37%)

Disposals	Acquisitions[1]	Retail occupancy	Average rent	Leasing deals
£48.4m NIY: 5.5% -1.5% discount to book value	£102.3m NIY: 9.5%	94.8% (March 2019: 95.2%)	£12.66 psf (March 2019: £12.52)	678k sq ft Long term deals +1.2% ahead of prev. passing

[1] NewRiver share of acquisitions

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IMPACT OF COVID-19 AND OUR RESPONSE

Cash flow and liquidity

Significant available liquidity of £177 million at 31 March 2020

Eligibility for CCFF, although not currently drawn

Suspension of all non-essential capex

Suspension of dividend payments

Retail portfolio

Almost 40% of occupiers open and trading throughout lockdown

75% of lockdown rents due either collected or moved to an alternative payment

Majority of rent outstanding relates to national retailers

Hawthorn Leisure

All pubs temporarily closed from 20 March, as required by UK Government

Rents deferred; good progress with at least 45% recovery expected, and insurance claim made for remainder

Well-advanced reopening plan to ensure business can be operational by 4 July

Supporting our stakeholders

Safety and wellbeing of staff, occupiers and customers our top priority

Additional support provided to our corporate charity partner, the Trussell Trust

Rent waived for charity occupiers and car parks made free for essential workers

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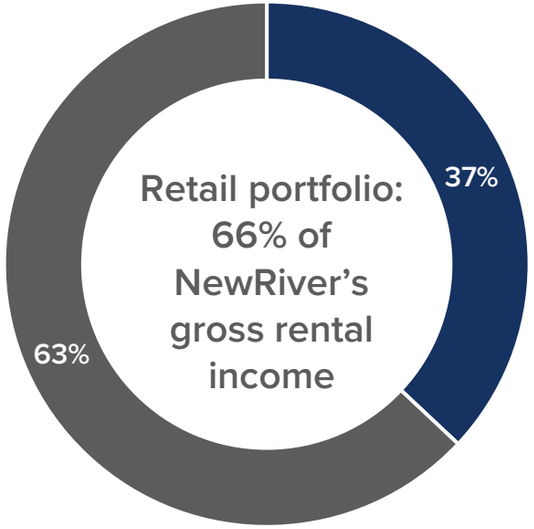
IMPACT OF COVID-19 IN RETAIL PORTFOLIO

Status of retail portfolio occupiers through lockdown

Closed
Mainly fashion, value leisure, home & electrical, books & stationery and independents



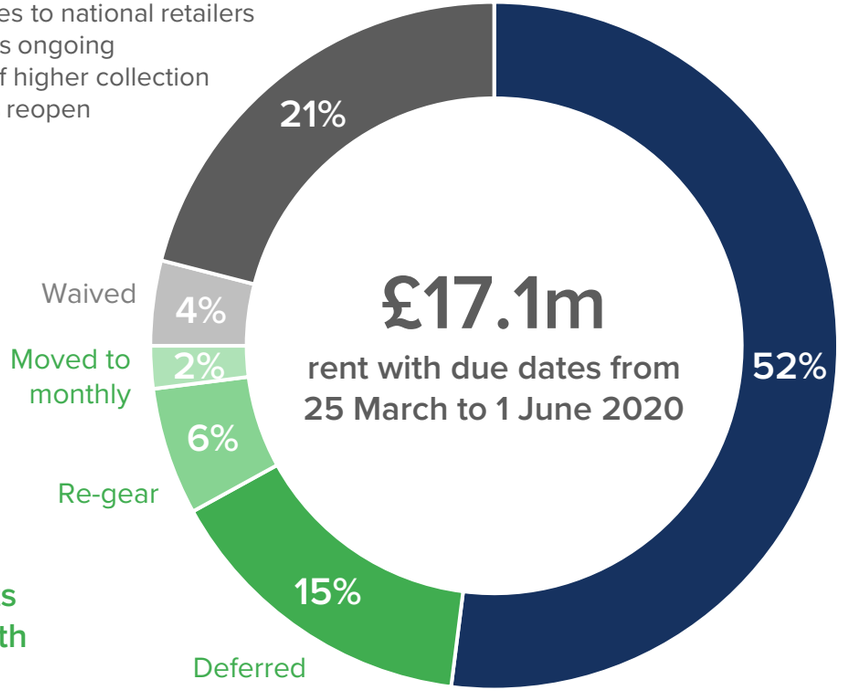
Open
Over half of stores open are in the discounter, food & grocery and health & beauty sub-sectors

Top 5 operators by gross income all open throughout lockdown:

Sainsbury's, B&M, Poundland, Superdrug, wilko

75% of rent with due dates from 25 March to 1 June 2020 has either been collected or moved to an alternative payment

Rent outstanding
- Mainly relates to national retailers
- Negotiations ongoing
- Confident of higher collection once stores reopen



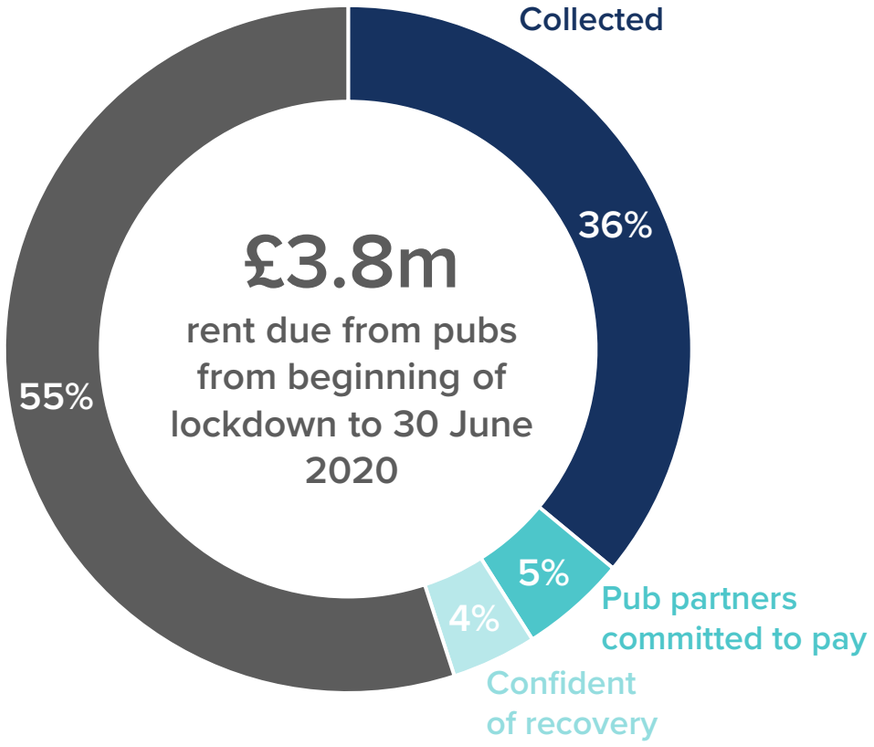
Agreements reached with retailers

IMPACT OF COVID-19 IN HAWTHORN LEISURE

Progress made on collecting rent due during lockdown

Rent outstanding

- Some may be waived as part of conditional support grant given to pub partners
- Remainder subject to insurance claim for loss of rent



Mitigating operational and administrative costs

UK Government support for leisure sector
Almost all our pub partners are eligible for grant funding

79% of head office staff furloughed
Salaries topped up to ensure no reduction in regular pay

Supply and distribution contracts paused

Limiting transformational capex in FY21

Concessions secured from key suppliers

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FINANCIAL IMPACT OF COVID-19

Scenario	FY21 Net Property Income compared to internal pre-COVID-19 forecast		
	Retail	Pubs	Group blended
1	In-line to -10%	-30% to -50%	-18%
2	-10% to -20%	-50% to -70%	-30%
3	-20% to -30%	-50% to -70%	-38%
4	-30% to -40%	-50% to -70%	-44%
5	-40% to -50%	-50% to -70%	-50%

Current FY21 forecast
Improved due to progress with rent collection and reopening preparation

FY21 forecast at the beginning of lockdown

All scenarios test a valuation decline significantly in excess of FY20

Even in Scenario 5, we would hold sufficient cash funds and meet all debt covenant requirements during FY21

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ASSETS WELL-POSITIONED FOR GRADUAL EASING OF LOCKDOWN

Retail	Two thirds of assets anchored by a food & grocery brand	Retail parks provide large, free car-parks and ample outside space for social distancing	Community shopping centres are located in town centres, accessible by foot, and over a third are open air
Pubs	Majority of pubs are in community and neighbourhood locations	Almost all our pubs are wet-led, so less exposed to food and casual dining	Over 70% of our pubs have outside spaces, enabling social distancing

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GOOD PROGRESS MADE ON OUR STRATEGIES IN FY20

Disposing of lower yielding assets	Completed £48.4m of disposals at a blended NIY of 5.5%; achieved over 75% of target but H2 impacted by election uncertainty and COVID-19
Capital recycling, primarily in joint ventures	Acquired £172.8m (NewRiver share: £102.3m) of assets at a blended NIY of 9.5%, including five retail parks in joint venture with BRAVO
Leveraging our asset management platform	Annualised asset management fees increased by 120%
Sharper asset management & operational efficiencies	Completed 678,100 sq ft of leasing activity and progress in reducing service charges
Growth from pubs	LFL EBITDA per pub of +5.9% during the year excluding March 2020, platform scale grew from 665 to 720 pubs due to net acquisitions

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ADAPTING OUR STRATEGIES FOR A CHANGED OPERATING ENVIRONMENT

Disposing of lower yielding assets

Targeting £80m to £100m of disposals in FY21

Exchanged, completed or under offer on £30.2 million in FY21 so far

Prioritising LTV improvement in the use of proceeds

Capital Partnerships

Significant opportunity to leverage our platform to work with private and public investors

Exploring opportunities from market dislocation through JVs

Supporting Local Authorities in transforming town and city centres

Growth from pubs

Successful execution of our pub reopening strategy

Targeted capex to deliver double digit returns

Extracting value and recycling capital from pub portfolio through asset management, development and selective disposals

Finance Review

Mark Davies: Chief Financial Officer

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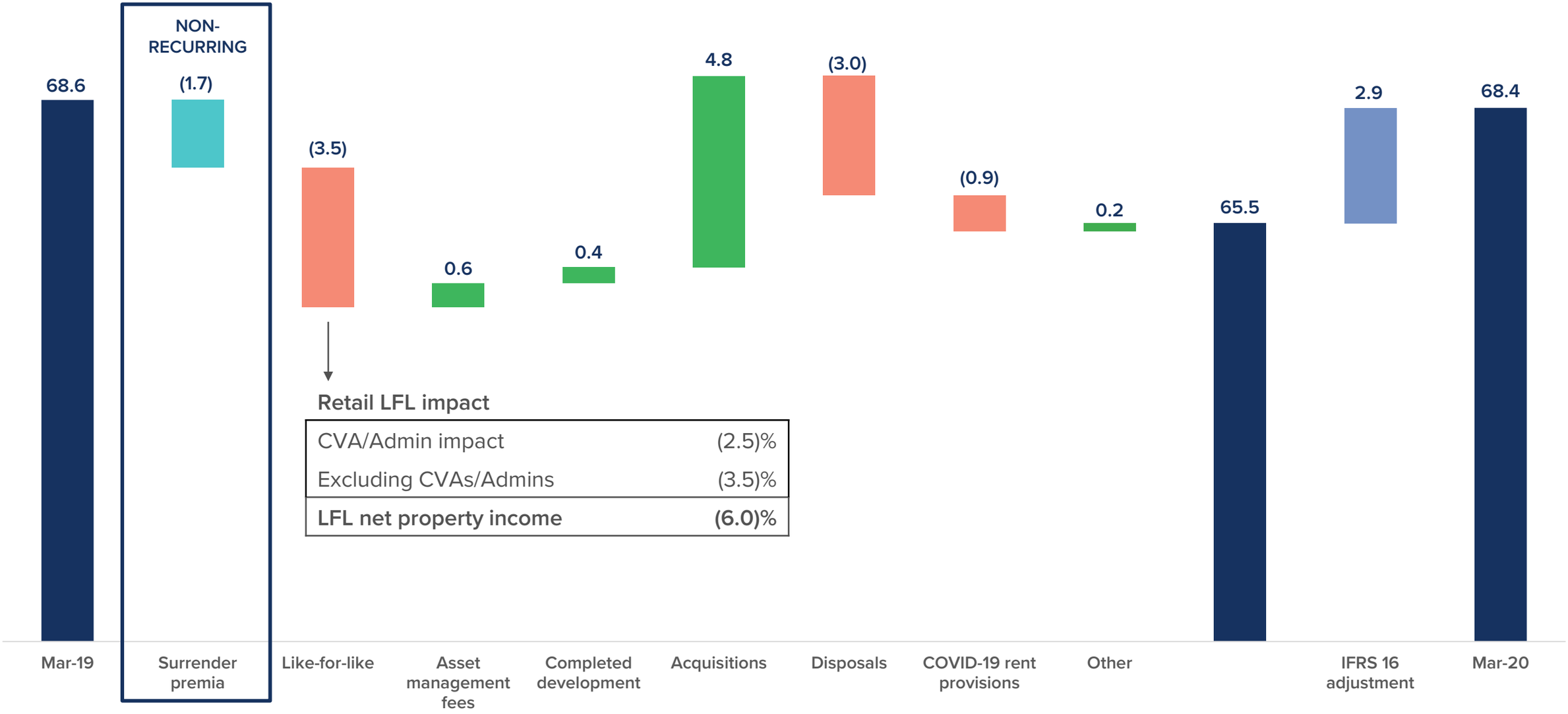
RESILIENT FINANCIAL PERFORMANCE

- Underlying Funds From Operations ("UFFO") was £52.1 million, including lost income and provisions specifically relating to COVID-19 of £2.8 million, compared to £55.1 million in FY19
- Administrative expenses increase principally due to a full year of costs relating to Hawthorn Leisure, and the movement of pub management from a third-party platform to Hawthorn Leisure, which also decreased property operating expenses
- Increase in net finance costs mainly due to implementation of IFRS 16, which added £2.9 million
- Ordinary dividend per share of 16.2 pence (FY19: 21.6 pence), with cover[1] improved from 84% to 105%.

Proportionally consolidated	FY20 £m	FY19 £m
Revenue	148.2	141.9
Property operating expenses	(55.3)	(51.4)
Net property income	**92.9**	**90.5**
Administrative expenses	(19.8)	(16.2)
Net finance costs	(22.0)	(18.7)
Taxation	1.0	(0.5)
Underlying Funds From Operations	**52.1**	**55.1**
Underlying FFO per share	**17.0p**	**18.1p**
Ordinary dividend per share	**16.2p**	**21.6p**
Ordinary dividend cover[1]	**105%**	**84%**
Weighted average # shares	306m	304m

1. Calculated with reference to Underlying Funds From Operations.

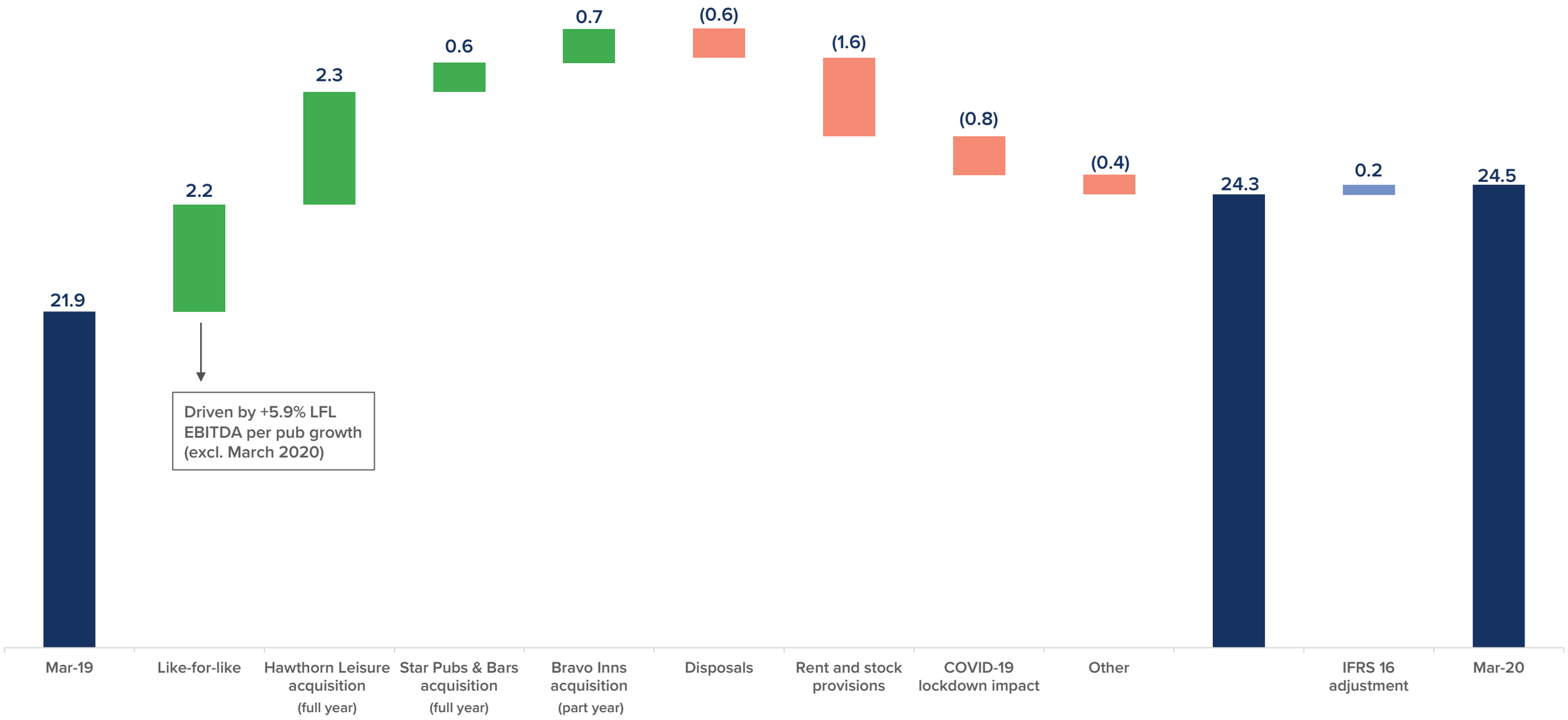
NET PROPERTY INCOME (£M): RETAIL PORTFOLIO



Retail LFL impact

CVA/Admin impact	(2.5)%
Excluding CVAs/Admins	(3.5)%
LFL net property income	**(6.0)%**

NET PROPERTY INCOME (£M): PUB PORTFOLIO



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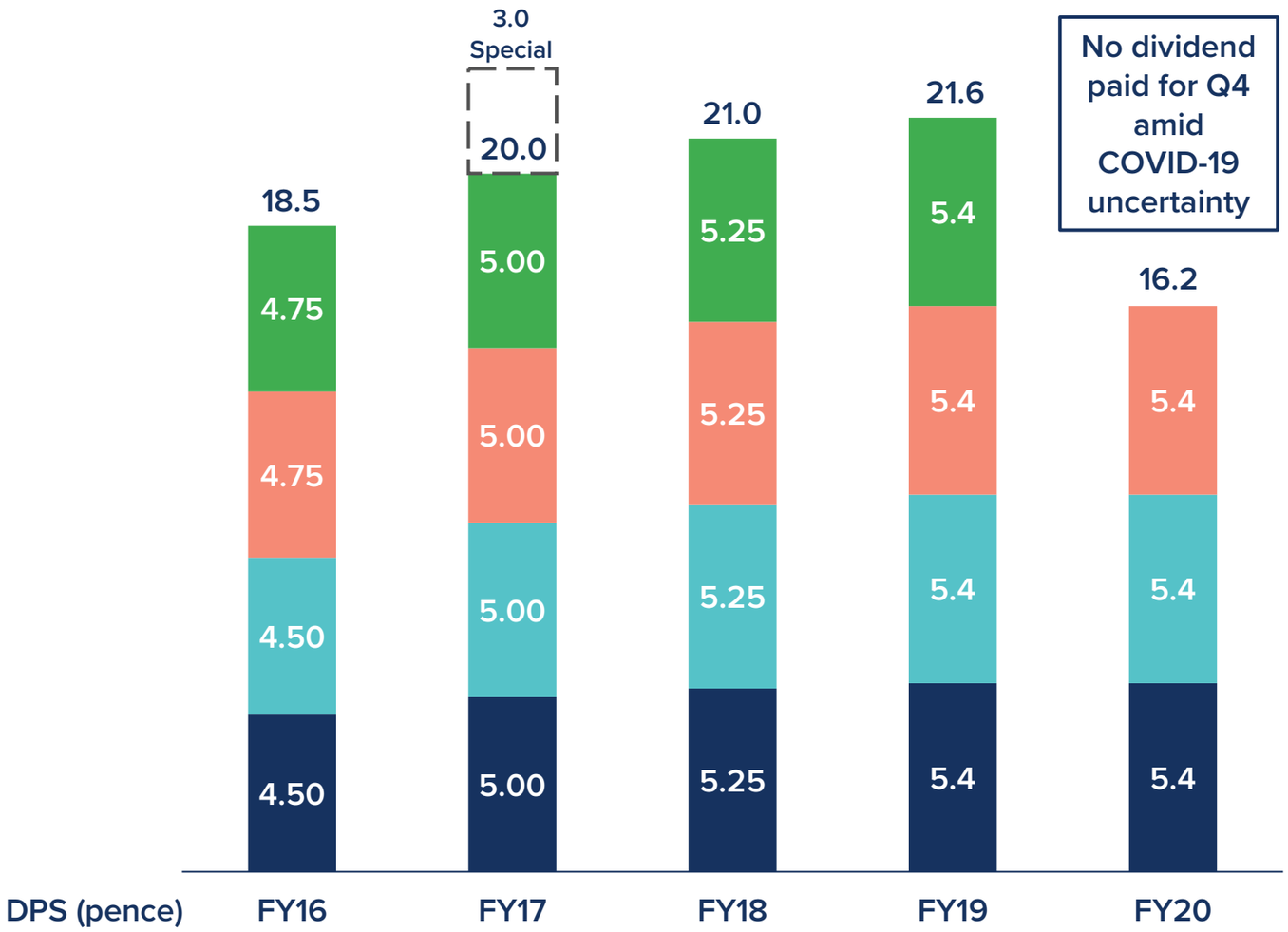
ORDINARY DIVIDEND POLICY

- Total ordinary dividend per share of 16.2p (FY19: 21.6p) following decision not to pay a Q4 dividend due to the impact of COVID-19
- Dividend 105% covered by UFFO (FY19: 84%)
- Decision taken not to pay a Q1 dividend for FY21 due to continuing uncertainty around the impact of COVID-19
- It is our firm intention to resume dividend payments as quickly as possible, when conditions allow



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UNENCUMBERED BALANCE SHEET

- Our balance sheet is fully unsecured and our assets are unencumbered
- Investment property was £1.20bn at 31 March 2020 (March 2019: £1.29bn)
- EPRA NAV per share of 201 pence, compared to 261 pence per share at 31 March 2019, 54p of the reduction related to portfolio valuation decline
- LTV at 47%, increased from 37% at 31 March 2019, within policy but above internal guidance; LTV improvement a key priority for FY21

Proportionally Consolidated	March 2020 £m	March 2019 £m
Properties at valuation	1,197.1	1,288.4
Other Assets	118.0	36.4
Cash	82.1	27.6
Borrowings	(645.7)	(502.7)
Other Liabilities	(140.9)	(53.6)
IFRS net assets	**610.6**	**796.1**
EPRA NAV per share	**201p**	**261p**
LTV	**47%**	**37%**

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LTV AND DEBT COVENANTS

- LTV of 47% is above internal guidance of 40% but below internal policy of 50%
- Good headroom still remains across our unsecured bank facilities and corporate bond
- Disposal programme in FY21 focused on improving LTV
- On 1 April 2020, Fitch Ratings affirmed NewRiver's Long-Term IDR at 'BBB' with a Stable Outlook and senior unsecured rating at 'BBB+'.

	Facility	Drawn	Maturity[1]	Covenants	
	£m	£m		LTV	Interest Cover
RCF	215	170	4.3 yrs	<60%	>1.75x
Term Loan	165	165	4.3 yrs	<60%	>1.75x
Bond	300	300	7.9 yrs	<65%	>1.5x
NRR Reported	**680**	**635**	**5.9 yrs**	**47%**	**3.8x**

Sensitivity analysis – as at 31 March 2020

- **LTV Covenant:** Would require a c.22% reduction in portfolio valuation
- **ICR Covenant:** Would require a c.66% reduction in net property income

1. Assuming one-year extension options are bank approved

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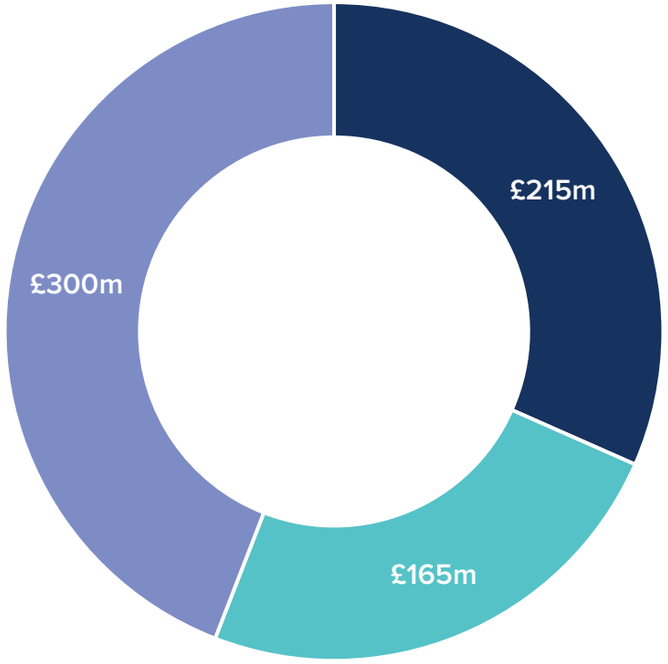
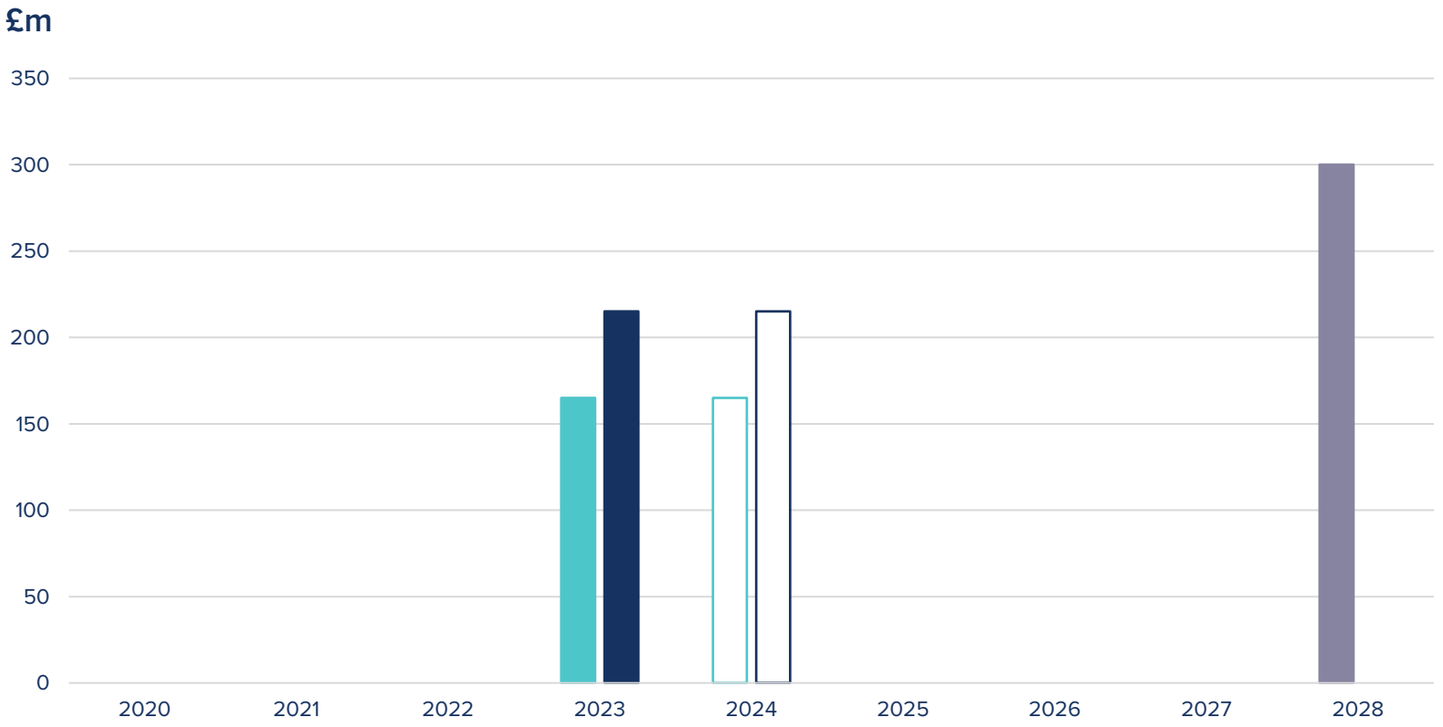
DEBT STRUCTURE & MATURITY

- No refinancing events required until 2023





Unsecured bond | Unsecured term loan | Unsecured RCF | Unsecured term loan (with extension option) | Unsecured RCF (with extension option)

Community Pub Review – Hawthorn Leisure

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HAWTHORN LEISURE PUB REOPENING PLAN

Team-based approach to building back revenues

People

Managing safe return of head office staff and field-based team

Risk and safety assessments

Personal protective equipment for pub partners and tenants

High levels of goodwill generated within business during lockdown

Property

Capex focused on smaller projects rather than transformations

Continue to see value-creating opportunities for residential and other uses on surplus land

Identify non-core pubs for disposal and those for conversion to operator managed

Proposition

Reopening guide for pub partners and tenants

Wet led and local community pubs set to bounce back quickest

Switch supply chain back on having maintained strong relationships with suppliers

Profitability

Pub partner conditional support grant

Enhanced financial modelling of pubs revenues

Credit control plans

Plan to return to pre-COVID19 trading levels within 12 months

Well-placed for reopening of estate on 4 July 2020

OVERVIEW OF HAWTHORN LEISURE IN FY20

Leveraging our platform / disciplined balance sheet

- 720 pubs across England, Scotland and Wales
- Vast majority are wet-led community pubs
- Valuation performance –8.2% (pubs decline entirely related to COVID-19)

Disciplined Stock Selection

- Acquisition of Bravo Inns for £17.9m, NIY of 14.0%
- Acquisition of 28 pub portfolio for £9.7m, NIY of 9.5%

Active asset management

- EBTIDA per pub excluding month of March 2020 was +5.9%; +2.3% (inc. COVID-19)
- High pub occupancy of 97.0%
- Completed 82 capital investment projects at a cost of £4.3m

Profitable capital recycling

- £23.7m of sale proceeds in FY20
- 30 pub and land sales; £8.2m of disposal proceeds, 11% premium to March 2019 valuation
- 14 c-store sales; £15.6m of disposal proceeds, at a NIY of 5.2%
- Investment market has remained liquid during lockdown, with continued investor appetite

Risk-controlled development

- Completed one c-store development, bringing total to date to 26
- Continuing to review portfolio for further opportunities for c-store and residential development
- Plenty of further value-creating opportunities

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DISCIPLINED STOCK SELECTION: ACQUISITION OF BRAVO INNS-£17.9M

- In December 2019, acquired Bravo Inns for £17.9m, representing an EBITDA multiple of 6.8x
- Bravo Inns owns 44 wet-led community pubs, predominantly located in North West England
- Portfolio is high-quality, well-managed and well-invested; highly complementary to existing portfolio
- Acquisition increases our exposure to the operator managed pub model
- Operator managed model provides opportunities to drive higher returns through accretive capex and asset management initiatives, whilst providing a higher degree of management control and oversight

Chapel House, Burtonwood

44
community pubs

Operator Managed model

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DISCIPLINED STOCK SELECTION: ACQUISITION OF 28 PUBS FROM MARSTON'S

- In January 2020, acquired a hand-picked portfolio of 28 pubs from Marston's in an off-market acquisition
- Acquisition price of £9.7 million, reflecting a net initial yield of 9.5%
- Opportunities to drive income returns from targeted capex projects
- Several sites include significant surplus land, providing development opportunities
- Current operating model provides flexibility in realising asset management and development opportunities at the assets

The Freemasons Arms, Droitwich

28
community pubs

Leased & Tenanted model

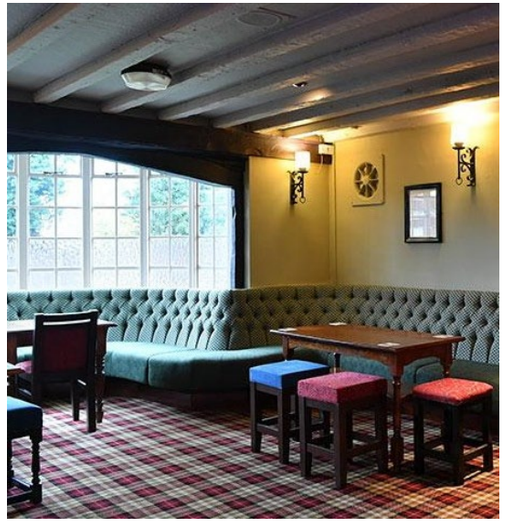
ACTIVE ASSET MANAGEMENT: TARGETED CAPITAL INVESTMENT

The Church Inn, Swinton, Greater Manchester

- Popular community wet-led pub operating under operator managed model
- £210,000 spent on refurbishment work, introducing new lighting and décor, pool tables and dart boards, and installing Sky and BT Sports
- On completion, a new highly-experienced operator was appointed, and the pub has since delivered a Return on Investment of 74%
- Plans well advanced for reopening at the beginning of July

The Goodrest Tavern, Worcester

- Local community pub dating from 1940s, adjacent to NewRiver-built c-store
- £100,000 spent on installing Sky and BT Sports, new widescreen TVs and a refurbished modern bar area, as well as a family games room
- Outside has benefited from a new children's play area and a heated outside seating area, which is open year-round
- Community hub, supporting local charities during lockdown



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RISK-CONTROLLED DEVELOPMENT IN HAWTHORN LEISURE: RESIDENTIAL DEVELOPMENT

- The Wheatsheaf pub benefited from a large plot of land to the rear that was used as a caravan park and campsite
- Following a change in tenant at the pub we were able to facilitate a surrender of the land back to Hawthorn Leisure at nil cost
- The land was sold for £342,500 to a local housing developer, upon securing planning permission for the construction of nine new homes
- Following the sale, we invested in a refurbishment of the pub to drive trade and enhance capital values
- Further 116,300 sq ft of residential development in pub portfolio development pipeline

Proposed development at The Wheatsheaf, Hatfield Peverel

Property Review - Retail

Allan Lockhart: Chief Executive

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DIVERSIFIED INCOME STREAMS: FOCUSED ON ESSENTIAL GOODS AND SERVICES

- 1,800 leases with >850 occupiers
- Focused on occupiers providing essential goods and services, providing some insulation from COVID-19 impact
- Deliberately limited exposure to structurally-challenges sub-sectors such as casual dining, department stores and mid-market fashion
- Top 10 retailers account for just 16% of total rental income, top 100 account for <50%
- Policy that no occupier >5% of total rent (Sainsbury's currently 2.3%)
- Affordable average retail rent of £12.66 per sq ft

	Retailer	% NRR total rental income	Number of stores
1	Sainsbury's	2.3%	3
2	b&m	2.1%	12
3	Poundland	1.7%	20
4	Superdrug	1.7%	16
5	wilko	1.6%	8
6	Boots	1.5%	17
7	PRIMARK	1.4%	4
8	T.K.maxx	1.3%	8
9	NEW LOOK	1.2%	14
10	M&S	1.2%	4
	Subtotal	16.0%	
11-25	e.g. Iceland, home bargains	12.4%	
26-100	e.g. TESCO, COSTA COFFEE, GREGGS	19.4%	
		47.8%	

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VALUATION PERFORMANCE

31 March 2020	Valuation NRR share	Valuation movement	NEY	NEY movement	ERV movement
	£m	%	%	bps	%
Shopping centres	620	(14.9)	8.4	78	(5.8)
Retail parks	224	(8.9)	7.4	27	(4.0)
High street	12	(17.0)	9.3	77	(4.5)
Pubs & c-stores	275	(8.2)	11.1	-	-
Development	66	(14.0)	-	-	-
Total portfolio	**1,197**	**(12.3)**	**8.9**	**68**	**(5.5)**

COVID-19 Impact

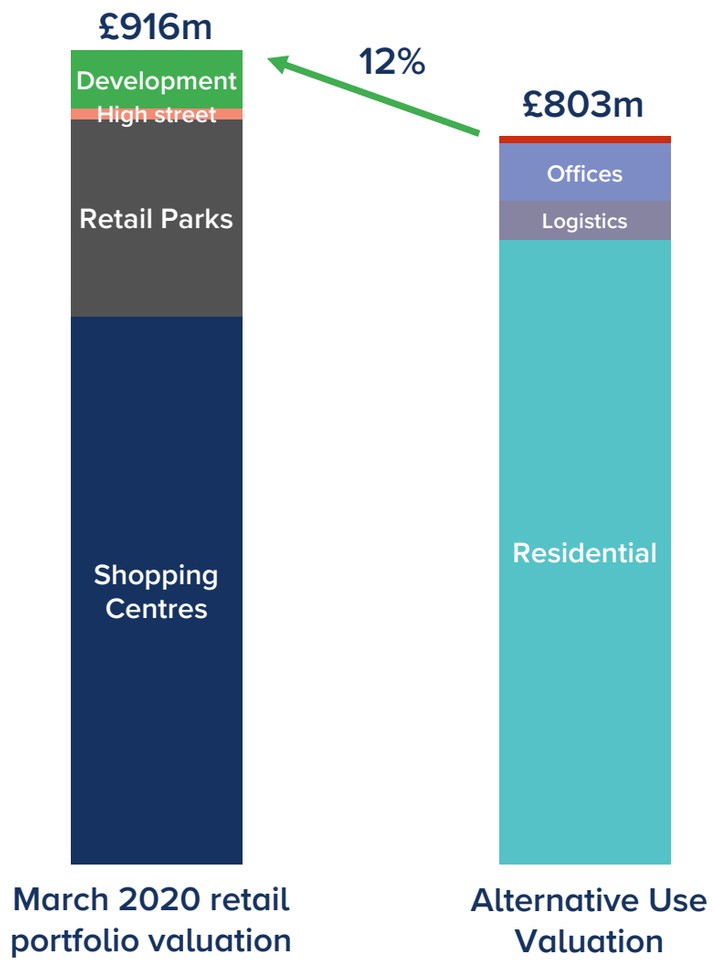
- **Across total portfolio 31% of -12.3% valuation movement attributable to COVID-19 lockdown:**
  - Shopping centres: accounted for 20% of valuation decline
  - Retail parks: accounted for 26% of valuation decline
  - Pubs: accounted for all of the decline

Portfolio outperformed the MSCI-IPD Index across all key performance measures:

- Total return: +480 bps outperformance, with result of –5.4%
- Income return: +230 bps outperformance, with result of +7.8%
- Capital growth: +240 bps outperformance, with result of –12.4%:

ALTERNATIVE USE VALUATION

Retail valuations underpinned by alternative uses[1]



Shopping centres	Retail parks
AUV	AUV
8% below	**21% below**
March 2020 valuation	March 2020 valuation
Residential	**Logistics**
Most common alternative use	Most common alternative use

1. Alternative use valuation calculated internally by NewRiver

DISCIPLINED STOCK SELECTION: SPRUCEFIELD RETAIL PARK, LISBURN

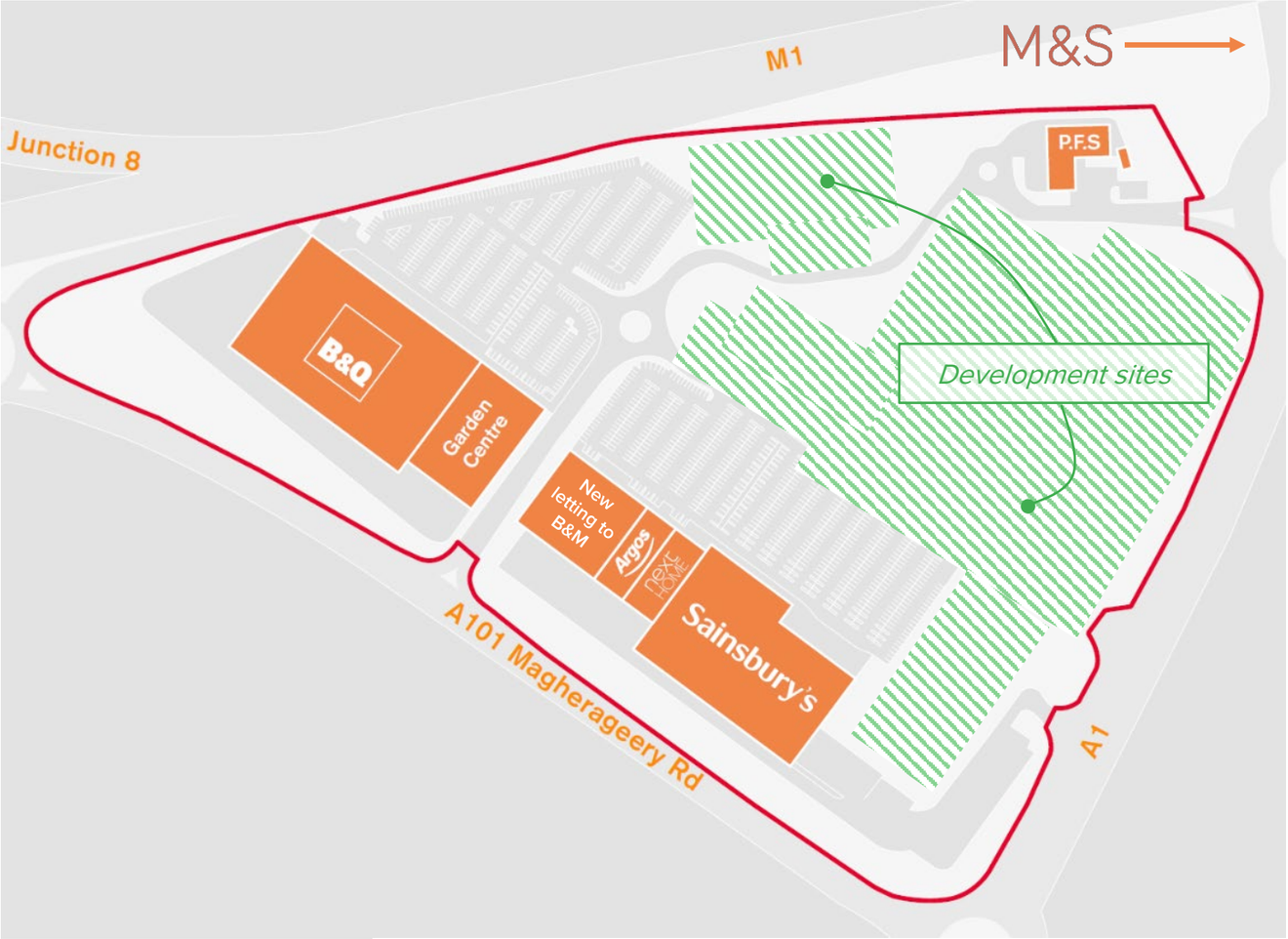
- In December 2019, acquired Sprucefield Retail Park in Lisburn for £40.0 million, representing a NIY of 8.7%

Acquisition rationale

- One of Northern Ireland's leading out-of-town retail destinations, adjacent to the main junction of the M1 motorway and A1 road, connecting to the Irish Republic
- Anchored by Sainsbury's and B&Q, with an average rent of £16.11 per sq ft with a WAULT of 7.5 yrs
- Site includes 18 acres of development land, which can be sold in parcels
- Average capital value of £19 per sq ft across entire site

Progress since acquisition

- Signed a 10-year lease with B&M on vacant unit; currently on-site with fit-out works
- Retail park has performed strongly during lockdown
- Strong interest from logistics operators for surplus land



Site plan of Sprucefield Retail Park, Lisburn

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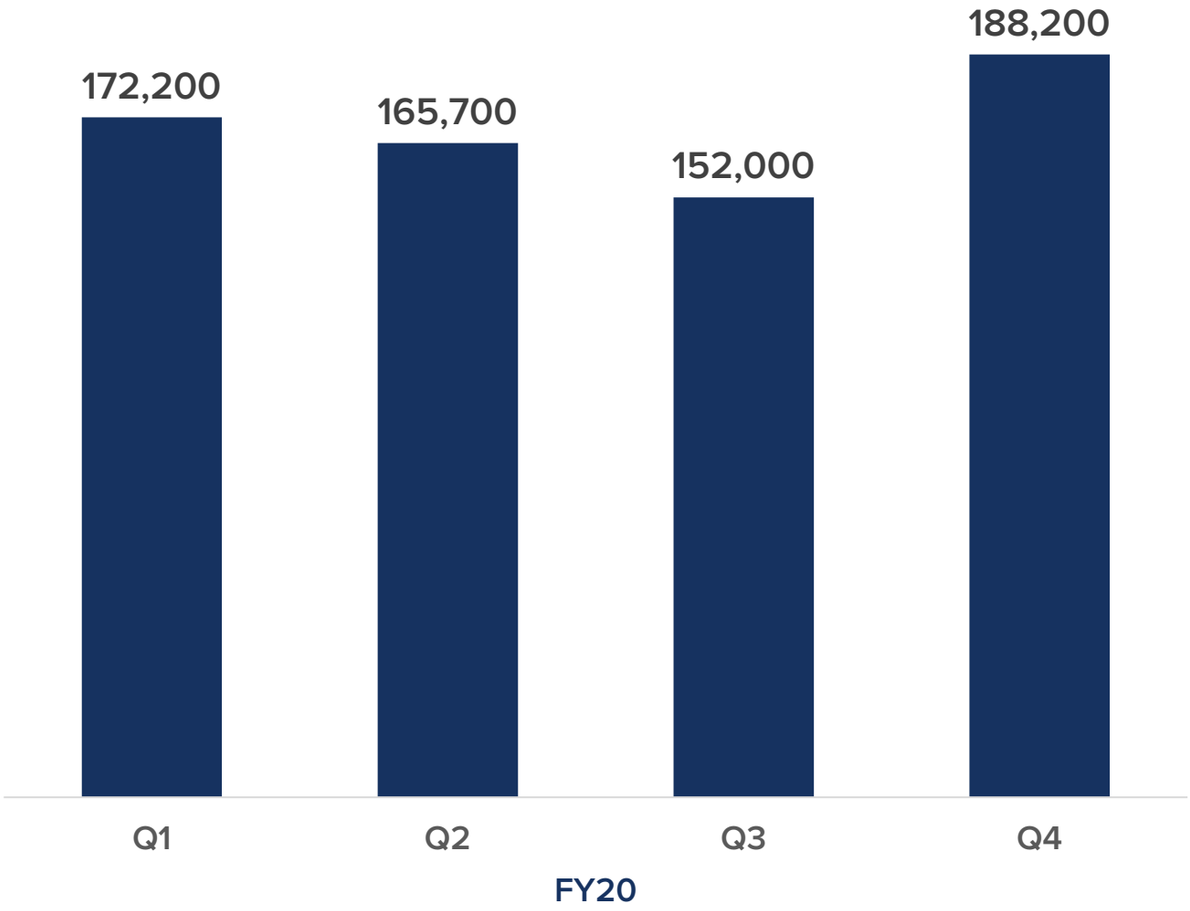
ACTIVE ASSET MANAGEMENT

- Completed 678,100 sq ft of new lettings and renewals across retail portfolio in FY20, securing £5.7 million of annualised rent
- On average, long-term deals were signed 1.2% ahead of previous passing rent and 0.8% ahead March 2019 ERV
- Long-term deals had an average lease length of 8.6 years
- Retail occupancy remained high at 94.8% (31 March 2019: 95.2%)
- Reduced service charge budgets by 5% on average compared to the prior year; further reductions identified in response to COVID-19

Leasing activity consistent throughout the year (sq ft)



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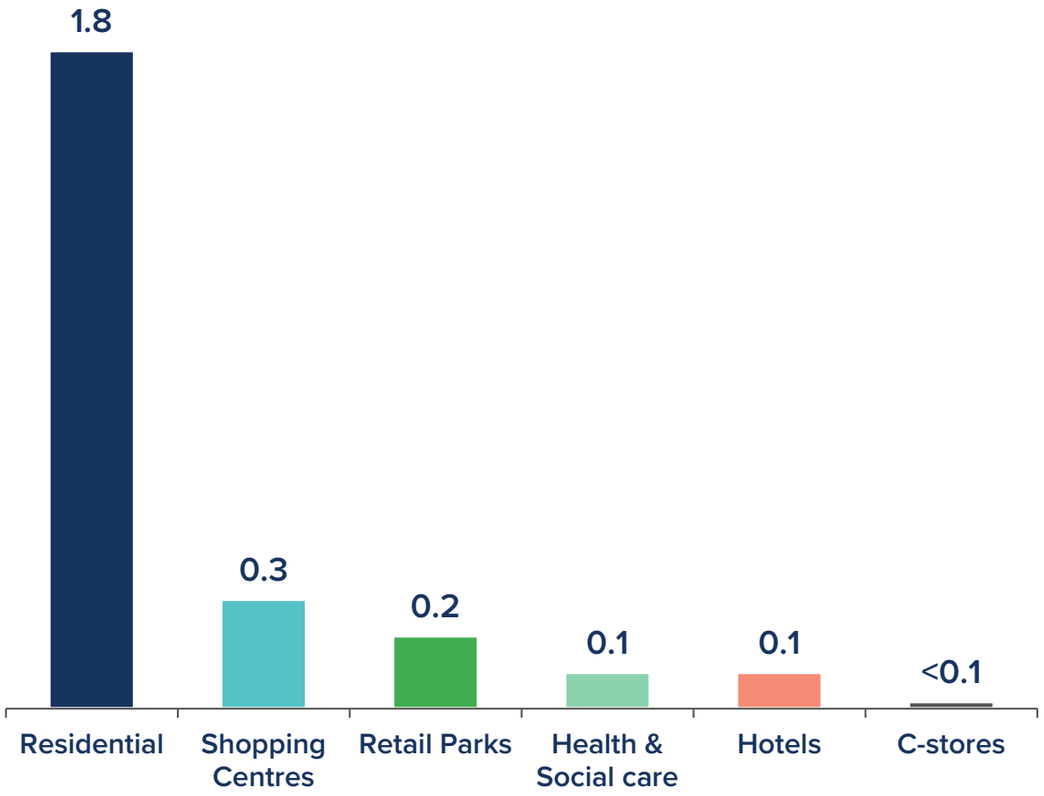
RISK-CONTROLLED DEVELOPMENT

- 2.5 million sq ft risk-controlled projects, including 0.9 million sq ft of planning consents
- 72% of pipeline relates to residential development
- Most projects will be developed in capital partnerships or sold with the benefit of planning
- For smaller projects with a lead time of less than 12 months, we can deliver ourselves through experienced in-house development scheme
- Very limited committed capex across the development pipeline

2.5m sq ft

risk-controlled development pipeline by end purpose



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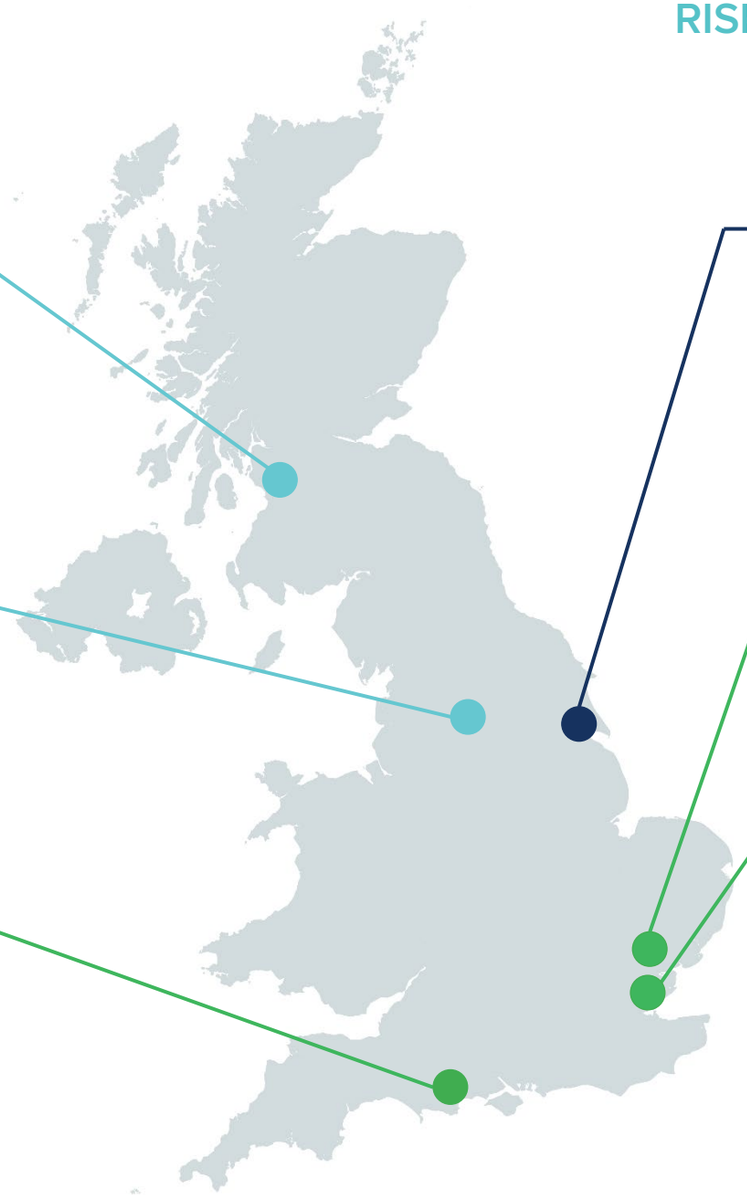
RISK-CONTROLLED DEVELOPMENT PIPELINE: PROGRESS DURING FY20



The Avenue Shopping Centre, Newton Mearns

- Progressed planning application for 36 residential units, to be built adjacent to the centre; under offer to a local developer

Railway Street Retail Park, Dewsbury

- Signed an agreement for lease with Aldi to occupy a 19,000 sq ft space created by the expansion of a unit currently occupied by Next

Poole Retail Park

- Agreed terms with a national retailer to occupy a new 80,000 sq ft unit

Prospect Shopping Centre, Hull

- Planning approval for 58 residential units in vacant office space adjacent to the centre, to be sold to local housing developer

Newlands Shopping Centre, Witham

- Producing a masterplan for the centre including 129 new residential units
- Pre-application to be submitted in summer 2020

Grays Shopping Centre

- First community planning engagement attended by hundreds of local residents
- Development would significantly reduce retail provision at the site, and deliver in excess of 800 new residential units
- Feedback formed basis of pre-application submitted to Thurrock Council in May 2020

Pre-planning | In planning | Planning granted

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COMMITTED TO OUR COMMUNITIES

Corporate charity partnership with the Trussell Trust

The Trussell Trust supports over 1,200 food banks across the UK, and campaigns to ensure everyone can afford their own food

NewRiver's contribution:

- Collection points across centres
- Staff volunteering programme
- Use of assets for storage and recruitment
- Corporate donations
- Board 30% and ExCo 10% salary waiver

GRESB

- 13% improvement from prior year, and 94% improvement from first submission
- GRESB Green Star received for second consecutive year

GRESB 2019

BREEAM

- Very Good certification achieved for Canvey Island Retail Park
- Included a pedestrian and cyclist friendly site design and exceeding regulatory energy performance

BREEAM® Very Good

Supporting employment and opportunities

- We support over 15,500 jobs across the UK
- Participate in the UK Government's Apprenticeships scheme at head office and asset-level

Apprenticeships

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SUMMARY

- FY20 a year of robust financial and operational performance
- Strong cash and liquidity position
- Portfolio positioning has insulated us from some COVID-19 headwinds
- Well advanced in rent collections and plans to rebuild retail and pub revenues in FY21
- Progress already made towards disposal target for FY21, enabling us to improve LTV in-line with guidance
- Opportunities to continue growth through capital partnerships, leveraging market-leading platform

Appendices

APPENDICES INDEX

Allan Lockhart – Chief Executive, NewRiver

- Co-founded NewRiver in 2009 as Property Director. Appointed CEO effective 1 May 2018
- Started his career with Strutt & Parker in 1988 advising major property companies and institutions on retail investment and development
- In 2002, Allan was appointed as Retail Director of Halladale plc and was responsible for the acquisition and management of over 20 shopping centres and several profitable retail developments
- Responsible for NewRiver's property strategy including acquisitions, disposals, asset management and risk-controlled development

Mark Davies – Chief Financial Officer, NewRiver and Chief Executive, Hawthorn Leisure

- Joined NewRiver as CFO at its inception in 2009. Assumed operational responsibility for the pub portfolio from 1 May 2018 and appointed Chief Executive of Hawthorn Leisure effective 1 October 2019
- Mark is a Chartered Accountant and started his property finance career with Grant Thornton before joining PKF (now BDO LLP) as a partner and Head of Real Estate
- Prior to joining NewRiver as Finance Director in 2009, Mark was CFO of Exemplar Properties and Finance Director of Omega Land, a £500m property JV with Morgan Stanley
- Responsible for the capitalisation of the NewRiver balance sheet, including the raising of >£800m of equity and the move to an unencumbered balance sheet

NEW RIVER

MANAGEMENT TRACK RECORD

1991
Halladale plc established

2001
Halladale plc lists on London Stock Exchange

January 2007
Halladale plc sold to listed Australian group for significant premium

September 2009
NewRiver REIT established and initial public offering on London Stock Exchange

Newly established vehicle with no legacy issues

March 2010
Established a JV with Morgan Stanley

June 2011
£42.5m equity raise to finance acquisitions

December 2012
Established first JV with BRAVO, who also took an 8.7% equity stake in the company

June 2013
£67m equity raise to finance acquisitions cornerstoned by Invesco

November 2013
First pub portfolio transaction with Marston's

January 2014
£85m equity raise supported by a number of new institutions including: Standard Life and Deutsche

December 2014
£75m equity raise to acquire BRAVOs stake in first JV

June 2015
£150m equity raise to fund acquisitions

December 2015
£150m equity raise to fund acquisitions

August 2016
Obtained premium listing on Main Market of London Stock Exchange

July 2017
£225m equity raise

August 2017
£430m unsecured refinancing of bank facilities

March 2018
£300m debut unsecured bond issued

BBB+ issue rating from Fitch

May 2018
Acquisition of Hawthorn Leisure for enterprise value of £106.8m

Sep 2018
First 3rd party asset management mandate signed

May 2019
New Joint Venture partnership with BRAVO

NEW RIVER

PERFORMANCE TRACK RECORD

	FY20	FY19	FY18	FY17	FY16
Annualised rent roll	£117.9m	£114.6m	£100.1m	£96.5m	£85.1m
Underlying FFO ('UFFO')	£52.1m	£55.1m	£55.5m	£47.1m	£37.9m
Underlying FFO ('UFFO') per share	17.0p	18.1p	19.5p	20.1p	21.4p
Ordinary dividend per share	16.2p	21.6p	21.0p	20.0p	18.5p
Total dividend per share	16.2p	21.6p	21.0p	23.0p	18.5p
Total dividend cover (based on UFFO)	105%	84%	93%	101%	116%
EPRA Net asset value per share	201p	261p	292p	292p	295p
Total accounting return	-14.7%	-3.3%	+8.1%	+5.7%	+18.1%
Portfolio (NRR share)	£1,197m	£1,288m	£1,239m	£1,131m	£970m
Net debt	£563.6m	£475.1m	£344.7m	£417.9m	£261.7m
LTV	47%	37%	28%	37%	27%
Cost of debt[1]	3.4%	3.2%	3.1%	3.5%	3.7%
Interest cover ratio	3.8x	4.0x	4.7x	4.5x	4.3x
Debt maturity[2]	5.9 years	6.9 years	7.9 years	2.5 years	3.5 years
Retail occupancy	94.8%	95.2%	96.5%	97%	96%
Like-for-like retail net property income	-6.0%	-2.0%	+0.9%	+1.2%	+2.4%
Average retail rent per sq ft	£12.66	£12.52	£12.36	£12.45	£12.14

1. Assumes revolving credit facility is fully drawn
2. Assumes extension periods are exercised and approved

OUR PROVEN BUSINESS MODEL

Leveraging out platform / disciplined balance sheet

We leverage the scale and expertise of our platform, underpinned by a conservative and unencumbered balance sheet, to drive further returns. This includes using our platform to manage assets owned by third parties or which we own through joint ventures with third parties.

Disciplined Stock Selection

We target high yielding assets with low risk characteristics in our key sectors of community shopping centres, conveniently-located retail parks and community pubs. We acquire these assets either directly or through joint ventures. Our significant market experience and in-depth analysis enable us to price risk appropriately and buy assets at the right prices.

Active asset management

We enhance and protect income returns through our asset management initiatives, which range from the deployment of targeted capex to improve asset environments to measures to reduce occupational costs for occupiers. We draw on our in-house expertise, a deep understanding of our market and strong relationships with our occupiers to achieve this.

Profitable capital recycling

We regularly assess potential upside opportunities in disposing of assets and recycling capital into new opportunities, and we have a track record of doing this profitably. These disposals are typically of mature assets where our estimates of forward looking returns are below target levels, assets where we believe the risk profile has changed, or assets sold to special purchasers.

Risk-controlled development

We create income and capital growth through our risk-controlled development pipeline. Our in-house development team works with stakeholders to obtain valuable planning consents, which we can develop ourselves or sell to crystallise a profit. Our risk controlled approach means that we will not commit to developments without securing significant pre-lets or pre-sales.

Our ESG objectives

- Minimising our environmental impact
- Engaging our staff and occupiers
- Supporting our communities
- Leading on governance and disclosure

NEW RIVER

OUR PORTFOLIO

33 Shopping Centres

Disposals in FY20:
- Central Square, Erdington

25 Retail Parks

Acquisitions in FY20:
- Kittybrewster Retail Park, Aberdeen (50%)
- Telford Retail Park, Inverness (50%)
- Units at Kingsway East Retail Park, Dundee (50%)
- Wakes Retail Park, Newport, Isle of Wight (50%)
- Poole Retail Park (10%)
- Sprucefield Retail Park, Lisburn

Disposals in FY20:
- Daventry Retail Park

4 Asset Management Mandates

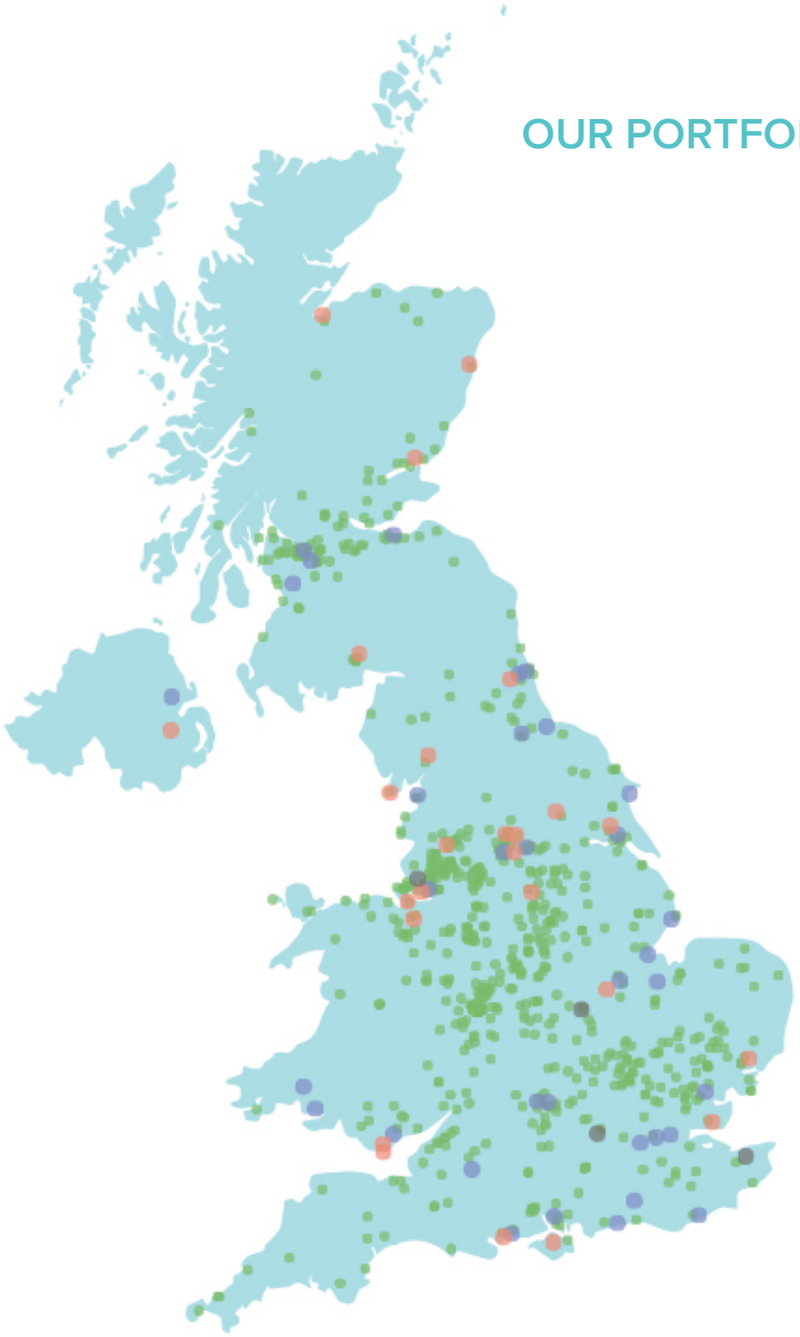
New in FY20:
- Nicholsons Centre, Maidenhead (Owner: Areli Real Estate)
- Kirkby Town Centre (Owner: Knowsley Council)

720 pubs

Acquisitions in FY20:
- Bravo Inns (44 pubs)
- 28 pubs acquired from Marston's

Completed developments in FY20
- One c-store, at the Sea View Inn, Poole

Disposals
- 30 pub and land disposals
- 14 c-stores



NEW RIVER

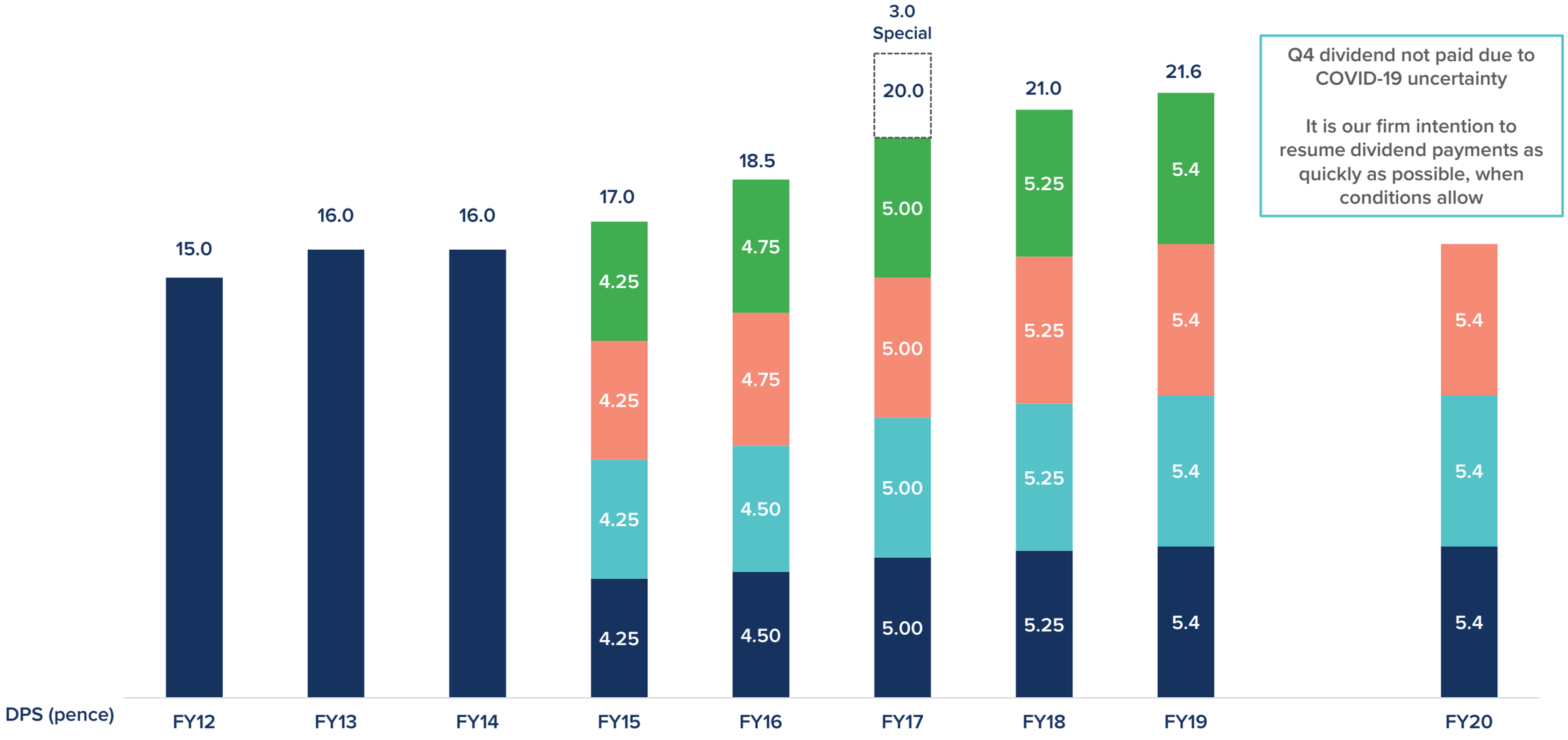
TOP 10 ASSETS BY VALUE

Name	Floor area '000 sq ft	Gross rent	Occupancy	Key occupiers
Broadway Shopping Centre & Broadway Square Retail Park, Bexleyheath	531,000	£10.9m	99%	Sainsbury's, M&S, Boots Wilko
Abbey Centre, Newtownabbey	320,000	£5.9m	95%	Primark, Poundland, Next
Priory Meadow Shopping Centre, Hastings	286,000	£5.0m	100%	Primark, M&S, Poundland, Boots
Sprucefield Retail Park, Lisburn	231,000	£3.7m	100%	Sainsbury's, B&M, B&Q, Argos
Templars Square Shopping Centre, Cowley, Oxford	264,000	£3.2m	95%	Wilko, Co-op, Iceland, Poundland
Hillstreet Shopping Centre, Middlesbrough	240,000	£4.1m	96%	Primark, Superdrug, Home Bargains
Cornmill Shopping Centre, Darlington	245,000	£3.4m	95%	Primark, Next, JD Sports, Waterstones
Grays Shopping Centre, Grays	228,000	£2.0m	97%	Poundland, Wilko, Iceland
The Avenue, Newton Mearns	199,000	£2.4m	98%	Asda, M&S Simply Food, Boots, Superdrug
Capitol Shopping Centre, Cardiff	170,000	£2.3m	91%	Boots, Tesco, The Gym

Aggregate value of top 10 assets: £460 million, 38% of total portfolio

NEW RIVER

DIVIDEND TRACK RECORD



Q4 dividend not paid due to COVID-19 uncertainty

It is our firm intention to resume dividend payments as quickly as possible, when conditions allow

NEW RIVER

REVENUE

Accounting basis £m	12 months to 31 March 2020			Annualised as at 31 March 2020		
	Group	JVs & Funds	Total	Group	JVs & Funds	Total
Shopping Centres	59.5	0.6	**60.1**	59.2	0.6	**59.8**
Retail Parks	11.4	2.7	**14.1**	14.0	3.6	**17.6**
High Street	1.7	-	**1.7**	1.6	-	**1.6**
Pubs & Convenience Stores	51.2	-	**51.2**	58.4	-	**58.4**
Development	2.8	-	**2.8**	2.7	-	**2.7**
	126.6	**3.3**	**129.9**	**135.9**	**4.2**	**140.1**
Service charge income	16.9	-	**16.9**			
Amortisation of letting and legal	(1.5)	-	**(1.5)**			
Surrender premia	1.0	-	**1.0**			
Asset management fees	0.9	-	**0.9**			
Other sundry income	0.9	0.1	**1.0**			
Gross rental income	**144.8**	**3.4**	**148.2**			

NEW RIVER

NET RENTAL INCOME

Accounting basis £m	12 months to 31 March 2020			Annualised as at 31 March 2020		
	Group	JVs & Funds	Total	Group	JVs & Funds	Total
Shopping Centres	47.7	0.4	**48.1**	47.5	0.4	47.9
Retail Parks	10.4	2.6	**13.0**	13.0	3.6	16.6
High Street	1.4	-	**1.4**	1.3	-	1.3
Pubs & Convenience Stores	24.4	-	**24.4**	25.5	-	25.5
Development	1.1	-	**1.1**	1.1	-	1.1
Net rental income	**85.0**	**3.0**	**88.0**	**88.4**	**4.0**	**92.4**
Surrender premia	1.0	-	**1.0**			
Asset management fees	0.9	-	**0.9**			
Other sundry income	0.9	0.1	**1.0**			
IFRS 16	3.1	-	**3.1**			
IFRS 9	(1.1)	-	**(1.1)**			
Net property income	**89.8**	**3.1**	**92.9**			

NEW RIVER

RETAIL LEASE PROFILE

	Passing rent of leases expiring £m	ERV of leases expiring £m	Passing rent subject to review £m	ERV of leases subject to review £m
FY20	7.1	8.5	6.4	6.0
FY21	7.1	10.0	4.1	4.1
FY22-23	16.0	17.4	10.1	9.7
Total	**30.2**	**35.9**	**20.6**	**19.8**

NEW RIVER

RECONCILIATION OF IFRS LOSS AFTER TAXATION TO UFFO

	FY20 £m	FY19 £m
Loss for the year after taxation	**(121.1)**	**(36.9)**
Adjustments		
Revaluation of investment properties	162.6	88.2
Revaluation of joint ventures' investment properties	4.3	1.3
Revaluation of derivatives	2.8	3.2
(Profit) / loss on disposal of investment properties	1.8	(1.3)
Gain on bargain purchase	-	(7.0)
Deferred tax	0.5	-
Exceptional cost in relation to Hawthorn Leisure and Bravo Inns	0.4	3.0
EPRA earnings	**51.3**	**50.5**
Share-based payment charge	-	2.5
Depreciation of properties	**0.8**	**0.8**
Integration costs	-	1.3
Underlying Funds From Operations	**52.1**	**55.1**

NEW RIVER

ADJUSTED FUNDS FROM OPERATIONS (AFFO)

	FY20 £m	Restated FY19 £m
Gross rental income (GRI)	129.9	127.1
FFO before void costs for repairs	53.4	56
Net contribution to R&M through service charge attributable to vacant units (A)	(1.3)	(0.9)
Underlying Funds From Operations (UFFO)	52.1	55.1
Essential capital expenditure undertaken outside service charge (B)	(0.9)	(1.0)
Total maintenance capex incurred by NewRiver (A + B)	(2.2)	-1.9
Other adjustments (Rent free, Tenant incentives, L&L & Depreciation)	(0.2)	(2.4)
Adjusted Funds From Operations (AFFO)	49.7	50.8
Maintenance capex as percentage of UFFO	4.2%	3.4%
Maintenance capex as percentage of GRI	1.7%	1.5%
Maintenance capex as a percentage of GAV	0.3%	0.2%

Analysis of capital expenditure	FY20 £m	Restated FY19 £m	Criteria	Capitalised	Recoverable from tenants
Essential	0.9	1.0	Works required to maintain physical environment in state of good repair	✔	⊘
Asset management	12.0	8.6	Works planned, committed and undertaken linked to a future income stream	✔	⊘
Development capex	3.4	11.3	Capital expenditure linked to properties disclosed in the risk-controlled development pipeline	✔	⊘
Total	16.3	20.9			

NEW RIVER

CONSERVATIVE FINANCIAL POLICIES

	Financial Policies	Proportionally consolidated	
		31 March 2020	31 March 2019
Net debt		£563.6m	£475.1m
Principal value of gross debt		£652.4m	£510.0m
Weighted average cost of drawn debt[1]		3.4%	3.2%
Weighted average debt maturity of drawn debt[1,2]		5.9 yrs	6.9 yrs
LTV	Guidance <40% Policy <50%	47%	37%
		FY20	FY19
Net debt: EBITDA	<10x	7.9x	6.3x
Interest cover	>2.0x	3.8x	4.0x
Dividend cover[3]	>100%	105%	84%
		Group	
		31 March 2020	31 Mar 2019
Balance sheet gearing	<100%	90%	60%

1. Cost of debt assuming £215 million revolving credit facility is fully drawn
2. Average debt maturity assuming 1-year extension options are bank approved
3. Calculated with reference to UFFO

NEW RIVER

FINANCIAL POLICIES AND GUIDELINES

Financial Policies	Policy	Reported
LTV	Guidance <40% Policy < 50%	47%
Balance sheet gearing	<100%	90%
Net debt: EBITDA	<10x	7.9x
Interest Cover	>2.0x	3.8x
Dividend Cover[1]	>100%	105%

Additional Guidelines	Guideline	Reported
Single tenant concentration	<5%	2.3% (Sainsbury's)
Development expenditure	<10% of GAV	<1%
Risk-controlled development	>70% pre-let or pre-sold on committed	100%
Pub weighting[2]	<30% of GAV	23%

1. Calculated with reference to UFFO
2. Excluding c-stores

NEW RIVER

LOAN TO VALUE

	31 March 2020 £m	31 March 2019 £m
Borrowings	628.6	502.7
Cash and cash equivalents	(80.8)	(27.1)
Net debt	**547.8**	**475.6**
Equity attributable to equity holders of the parent	610.6	796.1
Net debt to equity ratio ('Balance sheet gearing')	**90%**	**60%**
Share of joint ventures' and associates' borrowings	17.1	-
Share of joint ventures' and associates' cash and cash equivalents	(1.3)	(0.5)
Group's share of net debt	**563.6**	**475.1**
Carrying value of investment property and public houses	1,102.3	1,254.1
Carrying value of managed houses	55.0	26.9
Share of joint ventures' and associates carrying value of investment properties	39.8	7.4
Group's share of carrying value of investment properties	**1,197.1**	**1,288.4**
Net debt to property value ratio ('Loan to value')	**47%**	**37%**

NEW RIVER

NUMBER OF SHARES

Number of shares (m)	31 March 2020	31 March 2019
Weighted average – basic[1]	305.9	304.0
Weighted average – diluted[2]	306.2	304.5
Year end – basic[3]	306.2	304.8
Year end – diluted[4]	306.5	306.0

(1) For the purposes of Basic EPS, FFO and EPRA

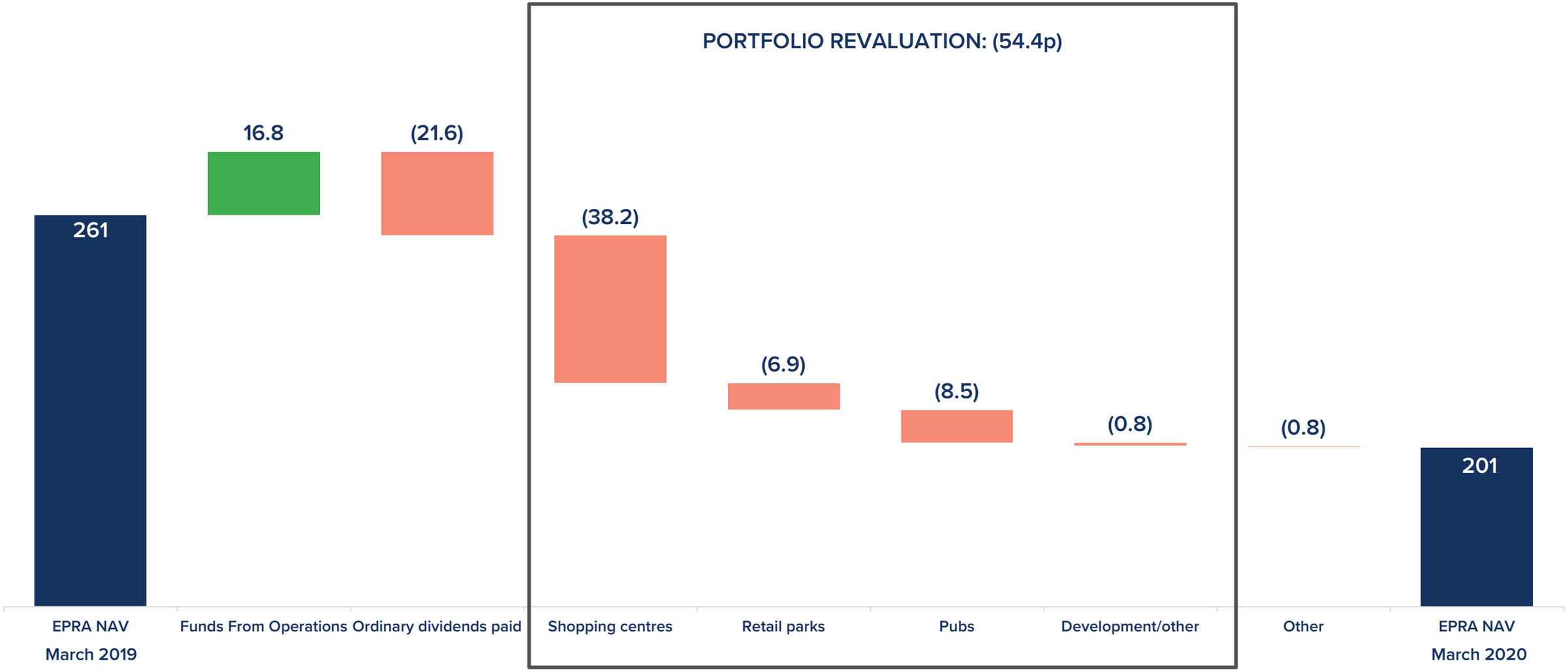
(2) For the purposes of Diluted EPS and EPRA

(3) For the purposes of Basic Net Assets per share and EPRA NAV per share

(4) For the purposes of Diluted Net Assets per share and EPRA NAV per share

NEW RIVER

EPRA NAV PER SHARE (PENCE)



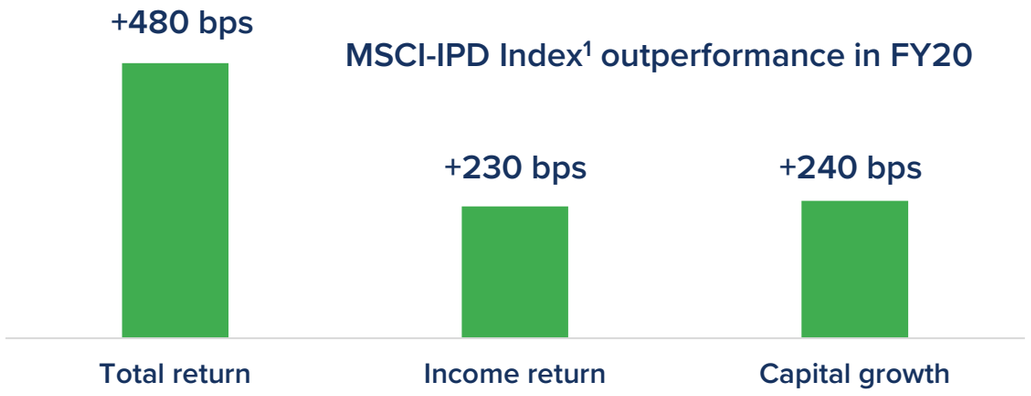
NEW RIVER

VALUATION PERFORMANCE

As at 31 March 2020	Valuation NRR share	Weighting NRR share	Valuation surplus/(deficit)	Topped-up NIY	NEY	LFL NEY movement	LFL ERV movement
	£m	%	%	%	%	Bps	%
Regional shopping centres	*472*	*39*	*(17.6)*	*8.1*	*9.2*	*103*	*(6.7)*
London shopping centres	*148*	*12*	*(5.3)*	*5.8*	*5.9*	*22*	*(1.8)*
Shopping centres	**620**	**51**	**(14.9)**	**7.6**	**8.4**	78	**(5.8)**
Retail parks	224	19	(8.9)	7.5	7.4	27	(4.0)
High street	12	1	(17.0)	10.1	9.3	77	(4.5)
Pubs & c-stores	275	23	(8.2)	11.1	11.1	-	-
Development	66	6	(14.0)	-	-	-	-
Total	**1,197**	**100**	**(12.3)**	**8.4**	**8.9**	**68**	**(5.5)**

Outperformed the MSCI-IPD Index across all key return measures:

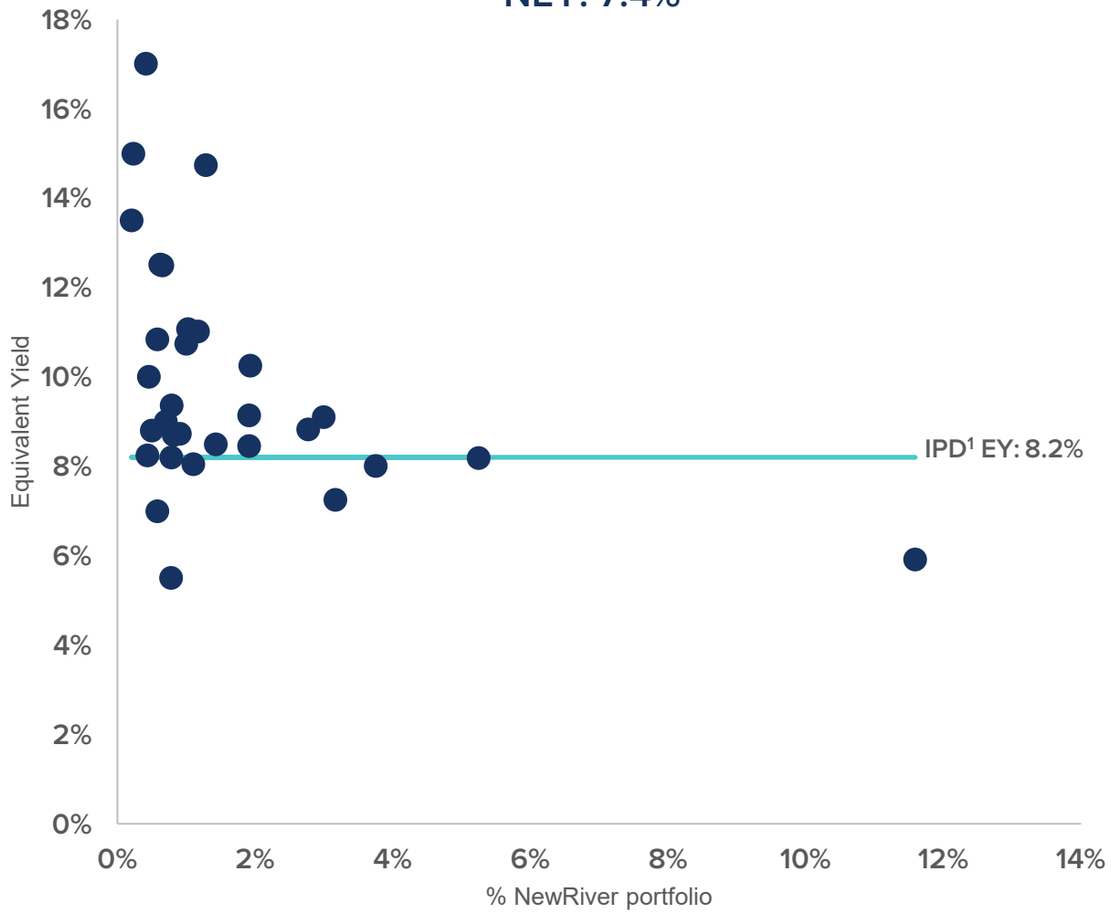
- Total return -5.4%: +480 bps outperformance
- Income return +7.8%: +230 bps outperformance
- Capital growth –12.4%: +240 bps outperformance



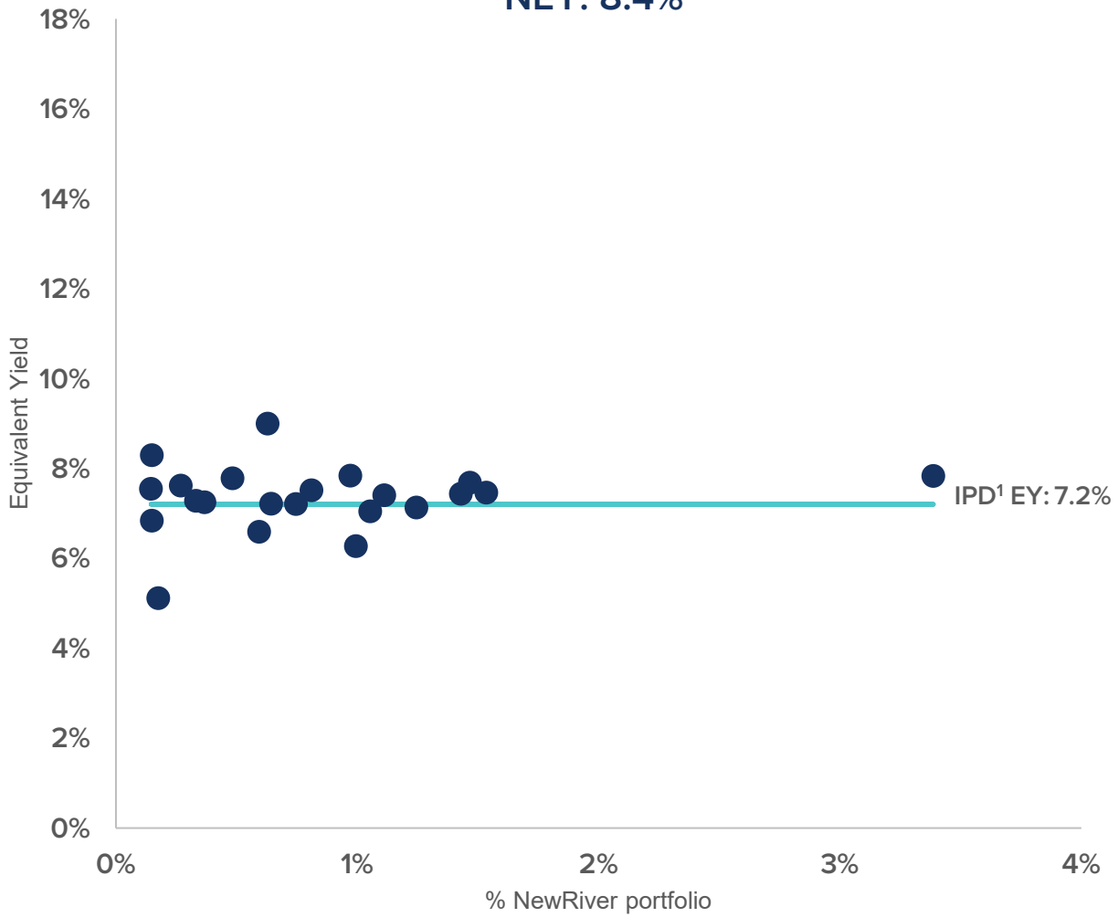
1. Index includes monthly and quarterly valued retail

VALUATION ANALYSIS: HIGH CASH YIELD, LOW AVERAGE LOT SIZE

NewRiver Shopping Centres
Average lot size: £20.2m
NEY: 7.4%



NewRiver Retail Parks
Average lot size: £13.3m
NEY: 8.4%



1. MSCI-IPD Quarterly Index, March 2020

NEW RIVER

ALTERNATIVE USE VALUATION: METHODOLOGY AND KEY ASSUMPTIONS

- Valuation based on total site ownership rather than current building / massing
- Redevelopment assumes approximately 60% site coverage, with massing appropriate to site location
- Residential, industrial, office, hotel, miscellaneous/storage all reviewed, with use selected according to viability
- Assumes vacant possession (i.e. shopping centre not viable) and that planning has been achieved
- Demolition costs of redevelopment works are estimated at £10 per sq ft
- Costs allowance for external works assumed at 10% of construction cost, with an additional 5% contingency
- Construction costs are based on Building Cost Information Service ('BCIS') All-In Tender Price Index
- Residual Land Value is based on 15% profit on cost for redevelopment
- Residential sales prices use Land Registry price indices

NEW RIVER

RISK-CONTROLLED DEVELOPMENT PIPELINE: CONSOLIDATED

	Shopping Centre	Retail Warehouse	Health & Social Care	Hotel	C-stores	Residential	Total	Retail & Leisure Pre-let	Residential Pre-sold
	sq ft	sq ft	sq ft	sq ft	sq ft	sq ft	sq ft	%	%
Completed in year/ Under construction	-	3,600	-	37,900	3,600	8,100	**53,200**	100	0
Planning granted	266,300	12,000	-	49,800	10,700	549,100	**887,900**	57	29
In planning	-	-	-	-	3,500	25,400	**28,900**	100	0
Pre-planning	-	160,000	54,200	-	3,500	872,500	**1,090,200**	52	0
Near-term pipeline	**266,300**	**175,600**	**54,200**	**87,700**	**21,300**	**1,455,100**	**2,060,200**		
Early feasibility stages	-	-	-	50,000	-	378,000	**428,000**		
Total	**266,300**	**175,600**	**54,200**	**137,700**	**21,300**	**1,833,100**	**2,488,200**		
Additional residential potential	-	-		-	-	451,200			
Basingstoke Leisure Park	700,000	-		-	-	-			

NEW RIVER

RISK-CONTROLLED DEVELOPMENT PIPELINE: PLANNING GRANTED – BURGESS HILL

- Earlier in the year, we submitted a revised planning application for the mixed-use regeneration of Burgess Hill town centre to Mid Sussex District Council.
- Working closely with local stakeholders, we adjusted the design of the scheme to increase its residential provision, from 142 units to 172, and reduce space designated for retail, reflecting the changing nature of the retail market and needs of town centres.
- The revised scheme will include a 16-lane bowling alley, a 10-screen multiplex cinema, and an 85-bed hotel with a new public café bar.
- In addition, the development will provide a significantly improved public realm which would provide functional space for managed outdoor events.
- COVID-19 has had an impact on planning committee schedules but we understand that the scheme remans a priority for Council to bring to committee over the summer.

NEW RIVER

RISK-CONTROLLED DEVELOPMENT PIPELINE: PLANNING GRANTED – COWLEY, OXFORD

- Acquired Templars Square Shopping Centre in Cowley, Oxford for £24.6m in December 2012
- In July 2017, Oxford City Council approved plans for our major 236,000 sq ft mixed-use development to regenerate Templars Square Shopping Centre
- The scheme will include 226 new residential apartments, a 71-bed hotel, two new restaurant units, a modernised car park and major improvements to the public realm. The hotel and leisure element of the scheme is 82% pre-let
- We are about to complete the Section 106 and Section 278 Agreements at the site and are now identifying a delivery partner to advance the technical design and deliver the scheme
- We are also exploring additional phases of development to unlock further mixed-use potential from the asset

NEW RIVER

RISK-CONTROLLED DEVELOPMENT PIPELINE: PRE-PLANNING – GRAYS

- We acquired Grays Shopping Centre in June 2018, as we recognised a significant value-creating opportunity for redevelopment at the site, which is located just 35 minutes from Central London by train.
- We are currently working closely with Thurrock Council to bring forward a redevelopment plan that would reduce and repurpose existing retail floorspace, increase public open areas and facilitate an improved pedestrian flow through Grays town centre, as well as providing over 800 new homes.
- In February 2020, we held a Community Planning Weekend at the site, attended by hundreds of local residents and businesses who shared thoughts for the vision of a regenerated town centre.
- The community input was collated and produced into a feedback report and conceptual layout which was presented to the public in the town theatre. The feedback vision document was then adapted to comprise a pre-application presentation which was submitted to Thurrock Council in May 2020. The outcome of the pre-app discussions will evolve the vision document further, which will then be presented back to the community prior to a formal planning application being prepared.

NEW RIVER

OUR PUB BUSINESS TRACK RECORD

NEWRIVER

December 2013
Acquired 202 pubs from Marston's PLC (the 'Trent' portfolio) under a four-year leaseback agreement yield of 12.5% for £90M

April 2014
Deal signed with The Co-op to build c-stores on excess pub land

September 2015
Acquired 158 pubs from Punch Taverns plc (the 'Mantle' portfolio) yield of 13.6%-£52.5M

January 2018
15th c-store handed over to The Co-op triggering performance receipts of £2.3m

May 2018
NewRiver acquires Hawthorn Leisure including 298 pubs, high quality platform for £106.8M yield of 13.1%

October 2019
Management team changes and formation of new Pub ExCo

December 2019
Acquisition of Bravo Inns, including 44 pubs, for £17.9m, a yield of 14%

HAWTHORN LEISURE

February 2014
Hawthorn Leisure established

June 2014
Acquired:
275 pubs from Greene King
88 pubs from R&L Properties

October 2014
Acquired 25 pubs from Nectar Taverns

January 2016
Management of estate transferred onto newly created platform based in Birmingham

May 2016
Acquired 11 pubs from JD Wetherspoon

Dec 2018
76 community pubs acquired from Star Pubs and Bars yield of 17%

Jan 2019
Completed integration of Hawthorn Leisure platform

Jan 2020
Acquisition of 29 pubs from Marston's off-market for £9.7m, yield of 12%

NEW RIVER

PUB OPERATING MODELS: OVERVIEW

	Leased & Tenanted	Operator Managed	Fully Managed
Number of NRR pubs	• 589	• 126	• 5
Property Interest	• Occupational lease with Tenant	• No landlord and tenant relationship established	• No landlord and tenant relationship established
Employees and pub management	• Tenant is self-employed and employs all pub employees • Tenant incurs all operating costs of running the pub	• Operator employs all pub employees • NRR incurs all operating costs of running the pub, except for payroll which is borne by the Operator	• NRR fully manages the pub and directly employs all pub employees • NRR incurs all operating costs of running the pub
Supply arrangements	• Tied Tenants are required to purchase drinks from NRR and lease machines from NRR approved suppliers	• NRR sells all products for sale to the Operator • NRR retains ownership of products until sale to a customer	• NRR supplies all drinks and food for sale at the pub. • NRR retains ownership of products until sale to a customer
Components of NRR income	• NRR receives: 1. Rental income 2. Margin between wholesale and sale price of drinks (if tied) 3. A share of machine profits	• NRR receives gross turnover generated by pub on a daily basis. NRR then pays a management fee to Operator (on average c.20% of net revenue)	• NRR retains all turnover generated by the pub business

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PUB OPERATING MODELS: LEASED & TENANTED

- 589 NRR pubs are leased & tenanted
- Occupational lease in place with tenant, typically live above pub
- Tenant is self-employed and employs all pub employees
- Tenant incurs all operating costs of running the pub
- Tied tenants are required to purchase drinks from NRR and lease machines from NRR approved suppliers
- NRR receives rental income, a margin between wholesale price and sale price and, a share of machine profits

Example tenant P&L	£'000
Wet income (Beer, wine, spirits)	280
Wet cost of sales	(140)
Net food income	40
Total operating income	**180**
Machine income	15
Machine income – share to NRR	(7)
Gross Profit	**188**
Rent	(25)
Direct operating costs	(110)
Publican site profit	**53**
Notional benefit of free accommodation above pub	**12**

Example NRR P&L	£'000
Wet income to NRR	140
Wet cost of sales (from brewer)	(90)
Net wet income	**50**
Machine income (NRR share)	**7**
Rental income	**25**
Outlet EBITDA	**82**

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PUB OPERATING MODELS: OPERATOR MANAGED

- 126 NRR pubs are operator managed
- NRR incurs all operating costs of running the pub, except for staff costs which are borne by the Operator
- NRR supplies all products for sale to the Operator
- NRR retains ownership of products until sale to a customer
- NRR receives gross turnover generated by pub on a daily basis. NRR then pays a management fee to Operator (on average c.20% of net revenue)

Example NRR P&L	£'000
Wet income (Beer, wine, spirits)	477
Wet cost of sales	(180)
Net food income	-
Total operating income	**297**
Machine income	20
Gross Profit	**317**
Management fee	(70)
Direct operating & maintenance costs	(117)
Outlet EBITDA	**130**

Example operator P&L	£'000
Management fee from NRR	70
Staff costs	(29)
Operator profit	**41**

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