

# CAVA

## Q2 2024 EARNINGS SUPPLEMENTAL MATERIALS

August 22, 2024



## ***Cautionary Statement Regarding Forward-Looking Statements***

This presentation contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995, that reflect our current views with respect to, among other things, our operations and financial performance. Forward-looking statements include all statements that are not historical facts. These forward-looking statements relate to matters such as our industry, business strategy, goals, and expectations concerning our market position, future operations, margins, profitability, capital expenditures, liquidity and capital resources, and other financial and operating information. These statements generally can be identified by the use of words such as “anticipate,” “assume,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “potential,” “predict,” “project,” “future,” “will,” “seek,” “foreseeable,” “outlook,” the negative version of these words or similar terms and phrases.

The forward-looking statements contained in this presentation are based on management’s current expectations and are not guarantees of future performance. The forward-looking statements are subject to various risks, uncertainties, assumptions, or changes in circumstances that are difficult to predict or quantify. Our expectations, beliefs, and projections are expressed in good faith, and we believe there is a reasonable basis for them. However, there can be no assurance that management’s expectations, beliefs, and projections will result or be achieved. Actual results may differ materially from these expectations due to changes in global, regional, or local economic, business, competitive, market, regulatory, and other factors, many of which are beyond our control. We believe that these factors include but are not limited to the following: our operation in a highly competitive industry; our ability to open new restaurants while managing our growth effectively and maintaining our culture; our ability to successfully identify appropriate locations and develop and expand our operations in existing and new markets; the profitability of new restaurants, and any impact to sales at our existing locations; the impact of changes in guest perception of our brand; our ability to successfully market our restaurants and brand; the impact of food safety, health department regulations, and food-borne illness concerns together with our ability to adequately address such concerns and meet regulatory obligations, including at our manufacturing facilities; our ability to maintain or increase prices; our ability to accurately predict guest trends and demand and successfully introduce new menu offerings and improve our existing menu offerings; the risks associated with leasing property; our ability to successfully expand our digital and delivery business; our ability to utilize, recognize, respond to, and effectively manage the immediacy of social media; our ability to achieve or maintain profitability in the future, especially if we continue to grow at an accelerated rate; our ability to realize the anticipated benefits from past and potential future acquisitions, investments or other strategic initiatives; our ability to manage our manufacturing and supply chain effectively; the impact of shortages, delays, or interruptions in the delivery of food items and other products; our ability to successfully optimize, operate, and manage our production facilities; the risks associated with our reliance on third parties; the impact of increases in food, commodity, energy, and other costs; the impact of increases in labor costs, labor shortages, and our ability to identify, hire, train, motivate and retain the right team members; our ability to attract, develop, and retain our management team and key team members; the impact of any cybersecurity breaches and our ability to respond effectively to technology threats or events; the impact of failures, or interruptions in, or our inability to effectively scale and adapt, our information technology systems; our ability to comply with, or changes in, the extensive laws or regulations requirements to which we are subject, including those related to privacy; the impact of economic factors and guest behavior trends; the impact of evolving rules and regulations with respect to environmental, social and governance matters; risks associated with our ability to secure, and protect our intellectual property; risks associated with civil unrest, acts of terrorism, threats to national security, the conflicts in Eastern Europe and the Middle East and other geopolitical events, including potential discriminatory perspectives towards certain cuisines; the impact of climate change and volatile adverse weather conditions; and each of the other factors set forth in Part I—Item 1A. Risk Factors in our Annual Report on Form 10-K for the fiscal year ended December 31, 2023, and in other reports filed with the United States Securities and Exchange Commission, all of which are available on the investor relations page of our website at investor.cava.com

The forward-looking statements included in this presentation are made only as of the date hereof. Any forward-looking statement made by us in this presentation speaks only as of the date of this presentation and are expressly qualified in their entirety by the cautionary statements included in this presentation. Factors or events that could cause our actual results to differ may emerge from time to time, and it is not possible for us to predict all of them.

## ***Non-GAAP Financial Measures***

This presentation contains “non-GAAP financial measures” that are financial measures that either exclude or include amounts that are not excluded or included in the most directly comparable measures calculated and presented in accordance with accounting principles generally accepted in the United States (“GAAP”). Specifically, we make use of the non-GAAP financial measures “Adjusted EBITDA”, “Adjusted EBITDA Margin”, and “Free Cash Flow.” We present Adjusted EBITDA, Adjusted EBITDA Margin, and Free Cash Flow in this presentation as supplemental measures of financial performance that are not required by, or presented in accordance with, GAAP. We believe these non-GAAP financial measures assist investors and analysts in comparing our operating performance across reporting periods on a consistent basis by excluding items that we do not believe are indicative of our operating performance. Management believes Adjusted EBITDA, Adjusted EBITDA Margin, and Free Cash Flow are useful in highlighting trends in our operating performance, while other measures can differ significantly depending on long-term strategic decisions regarding capital structure, the tax jurisdictions in which we operate, and capital investments. Management uses Adjusted EBITDA, Adjusted EBITDA Margin, and Free Cash Flow to supplement GAAP measures of performance in the evaluation of the effectiveness of our business strategies, to make budgeting decisions, and to compare our performance against that of other peer companies using similar measures. Management supplements GAAP results with non-GAAP financial measures to provide a more complete understanding of the factors and trends affecting the business than GAAP results alone provide. Please refer to Appendix of this presentation for a reconciliation of non-GAAP measures to the most directly comparable financial measure prepared in accordance with GAAP.

# OUR MISSION

To bring heart, health, and humanity to food.

## **WE BELIEVE IN:**

Serving delicious food that helps more people eat well and live well.

Taking care of the people and things that feed us: the earth, farmers, purveyors, and team members.

Food as a unifier, for a more diverse yet inclusive world where all are welcome.

# Q2 2024 RESULTS

CAVA Revenue  
**\$231.4M**  
+35.2% versus 2023

CAVA Same Restaurant Sales Growth (SRS%)

**14.4%**

CAVA Traffic Growth of 9.5%

CAVA Restaurant Level Profit Margin

**26.5%**

\$61.3M CAVA Restaurant Level Profit

Total Company Adjusted EBITDA\*

**\$34.3M**

14.7% of Total Company Revenue

Total Company Net Income

**\$19.7M**

8.5% of Total Company Revenue

Total Company Free Cash Flow\*

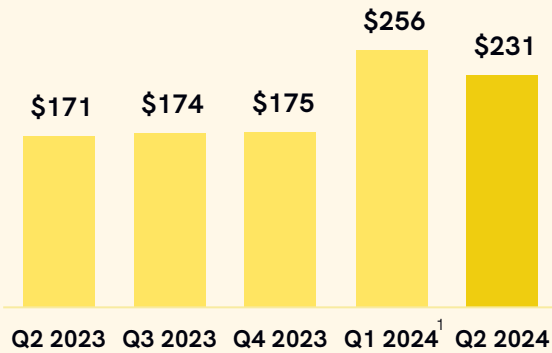
**\$22.7M**



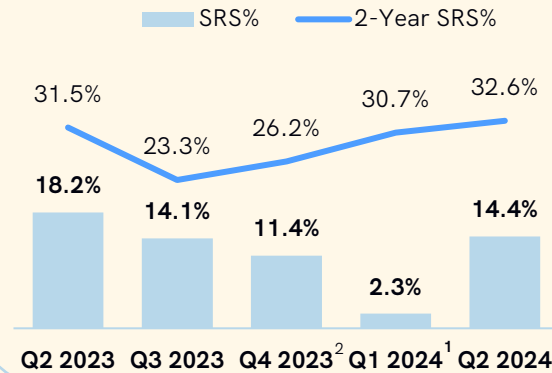
\*Adjusted EBITDA, a non-GAAP measure, is defined as net income adjusted to exclude interest income, net, provision for income taxes, and depreciation and amortization, further adjusted to exclude equity-based compensation, other income, net, impairment and asset disposal costs, restructuring and other costs and certain non-recurring public company costs. Adjusted EBITDA Margin is defined as Adjusted EBITDA as a percentage of revenue. Free Cash Flow, a non-GAAP measure, is defined as net cash provided by operating activities less purchases of property and equipment. Reconciliations for these non-GAAP measures to the most directly comparable financial measures presented in accordance with GAAP are set forth in the tables at the end of this presentation.

# Q2 2024 BUSINESS HIGHLIGHTS

**CAVA Revenue**  
(in millions)

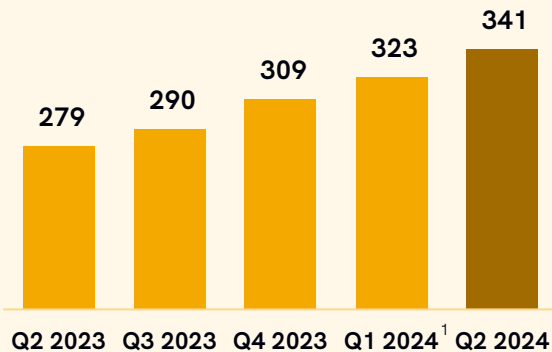


**CAVA Same Restaurant Sales (SRS%) Growth**

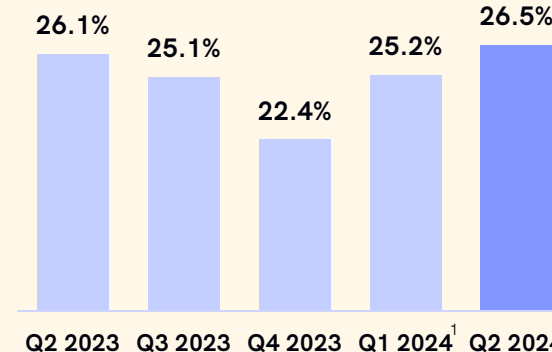


- CAVA Revenue up 35.2% YoY
- 14.4% CAVA SRS% growth
- 9.5% traffic growth

**CAVA Restaurant Count**



**CAVA Restaurant-Level Profit Margin**



- 18 Net New CAVA Restaurant Openings
- 22.2% increase in total CAVA Restaurants YoY



- Restaurant-Level Profit Margin of 26.5%

<sup>1</sup>Q1 includes 4, 4-week periods within our 13 period fiscal year calendar; Q2 - Q4 each contain 3, 4-week periods

<sup>2</sup>CAVA Same Restaurant Sales Growth for Q4 2023 is presented excluding the impact of the 53<sup>rd</sup> week of fiscal year 2023

# OUR 2024 STRATEGIC PILLARS



**Expand Our Mediterranean Way in  
Communities Across The Country**



**Develop Personal Relationships with Guests,  
Even As We Scale**



**Run Great Restaurants,  
Every Location, Every Shift**



**Operate as a High-Performing Team**



# A SIZZLING SUMMER LAUNCH

Nationally launched on June 3<sup>rd</sup> our new Grilled Steak protein option - now available at all CAVA locations

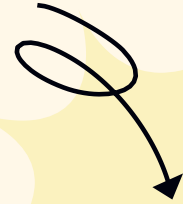


STEAK + FETA PITA



STEAK MEZZE SALAD

## A few guest feelings...



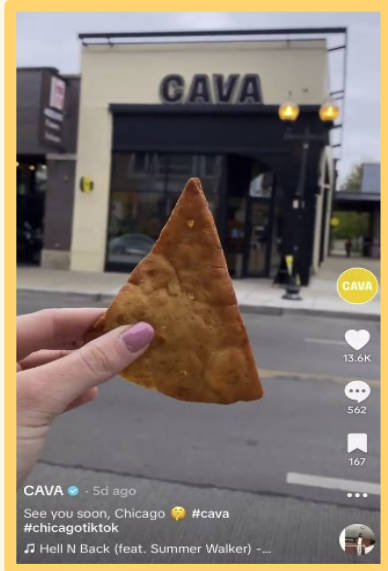
*"The steak was so good. Worth the hype imo"*

*"My faaaav cava protein 🤩🤩  
thank yall!!!"*

*"OMG NEED IMMEDIATELY"*

# A WARM WELCOME TO THE WINDY CITY!

*Celebrating our latest new market entry in Chicago with our guests and team members*



🌟 WE LOVE CHICAGO! 🌟



# 2024 FISCAL YEAR OUTLOOK

## PRIOR GUIDANCE

Net New Restaurant Openings: 50 - 54

CAVA Same Restaurant Sales Growth: 4.5% - 6.5%

CAVA Restaurant Level Profit Margin: 23.7% - 24.3%

Pre-Opening Costs: \$12.0M - \$13.0M

Adjusted EBITDA: \$100.0M - \$105.0M

## REVISED GUIDANCE

Net New Restaurant Openings: 54 - 57

CAVA Same Restaurant Sales Growth: 8.5% - 9.5%

CAVA Restaurant Level Profit Margin: 24.2% - 24.7%

Pre-Opening Costs: \$12.0M - \$13.0M

Adjusted EBITDA: \$109.0M - \$114.0M

# ADJUSTED EBITDA & FREE CASH FLOW RECONCILIATION

<i>Adjusted EBITDA Reconciliation, \$000s</i>	<b>Q2 2024</b>	<b>Q1 2024</b>	<b>FY 2023</b>	<b>Q4 2023</b>	<b>Q3 2023</b>	<b>Q2 2023</b>
<b>Net income</b>	<b>\$19,741</b>	<b>\$13,993</b>	<b>\$13,280</b>	<b>\$2,049</b>	<b>\$6,833</b>	<b>\$6,539</b>
Interest income, net	(3,824)	(4,914)	(8,852)	(4,222)	(3,956)	(699)
Provision for income taxes	287	252	768	652	38	40
Depreciation and amortization	13,733	17,322	47,433	12,337	11,528	10,709
Equity-based compensation	3,571	5,170	9,575	3,409	3,183	1,778
Other income, net	(60)	(78)	(471)	(59)	(120)	(118)
Impairment and asset disposal costs	830	1,290	4,899	604	1,190	386
Restructuring and other costs	70	282	6,080	920	1,092	1,853
Certain non-recurring public company costs	-	-	1,113	-	-	1,113
<b>Adjusted EBITDA</b>	<b>\$34,348</b>	<b>\$33,317</b>	<b>\$73,825</b>	<b>\$15,690</b>	<b>\$19,788</b>	<b>\$21,601</b>

<i>Free Cash Flow Reconciliation, \$000s</i>	<b>Q2 2024</b>	<b>Q2 2023</b>
<b>Net cash provided by operating activities</b>	<b>\$48,909</b>	<b>\$21,431</b>
Purchases of property and equipment	(26,195)	(33,381)
<b>Free Cash Flow</b>	<b>\$22,714</b>	<b>(\$11,950)</b>



**THANK YOU!**

**CAVA**