

# CAVA

## Q4 2024 EARNINGS SUPPLEMENTAL MATERIALS

February 25, 2025



## ***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, expectations concerning our market position, future operations, margins, profitability, capital expenditures, liquidity and capital resources, and other financial and operating information. These statements may include 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 to identify forward-looking statements in this presentation.

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: we operate in a highly competitive industry; our future growth depends on our ability to open new restaurants while managing our growth effectively and maintaining our culture, and our historical growth may not be indicative of our future growth; we may not be able to successfully identify appropriate locations and develop and expand our operations in existing and new markets; new restaurants may not be profitable, and may negatively impact sales at our existing locations; negative changes in guest perception of our brand could negatively impact our business; our efforts to market our restaurants and brand may not be successful; food safety issues, and food-borne illness concerns may harm our business; if we are unable to maintain or increase prices, our margins may decrease; the growth of our business depends on our ability to accurately predict guest trends and demand and successfully introduce new menu offerings and improve our existing menu offerings; we are subject to risks associated with leasing property; we may not be able to successfully expand our digital and delivery business, which is subject to risks outside of our control; our inability or failure to utilize, recognize, respond to, and effectively manage the immediacy of social media could have a material adverse effect on our business; we may not realize the anticipated benefits from past and potential future acquisitions, investments, or other strategic initiatives; we may not be able to manage our manufacturing and supply chain effectively, which may adversely affect our results of operations; our reliance on third parties could have an adverse effect on our business, financial condition, and results of operations; we may experience shortages, delays, or interruptions in the delivery of food items and other products; we may not successfully optimize, operate, and manage our production facilities; we may face increases in food, commodity, energy, and other costs; we may face increases in labor costs, labor shortages, and difficulties in our ability to identify, hire, train, motivate and retain the right team members; our success depends on our ability to attract, develop, and retain our management team and key team members; security breaches of our electronic processing of credit and debit card transactions, the CAVA app, or confidential guest or team member information (including personal information) may adversely affect our business; our business is subject to complex and evolving laws and regulations regarding privacy, data protection, and cybersecurity; we rely heavily on information technology systems and failures of, or interruptions in, or not effectively scaling and adapting, our information technology systems could harm our business; we are subject to evolving rules and regulations with respect to environmental, social and governance matters; climate change and volatile adverse weather conditions could adversely affect our restaurant sales or results of operations; and each of the other factors set forth in “Part I—Item 1A. Risk Factors” in our Annual Report on Form 10-K, 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 Net Income,” and “Free Cash Flow.” We present Adjusted EBITDA, Adjusted Net Income, 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 Net Income, 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 Net Income, 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.

# Q4 2024 RESULTS

CAVA Revenue

**\$225.1M**

+36.8% versus Q4 2023<sup>1</sup>

CAVA Same Restaurant Sales Growth (SRS%)

**21.2%**

CAVA Traffic of 15.6%

CAVA Restaurant Level Profit Margin

**22.4%**

\$50.4M CAVA Restaurant Level Profit

Total Company Adjusted EBITDA

**\$25.1M**

+60.0% versus Q4 2023

Total Company Adjusted Net Income

**\$6.5M**

+216.2% vs. Q4 2023  
GAAP Net Income of \$78.6M

Total Company Free Cash Flow

**\$2.1M**

+\$9.3M versus Q4 2023



\*Adjusted EBITDA, a non-GAAP measure, is defined as net income adjusted to exclude interest income, net, (benefit from) 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 Net Income, a non-GAAP measure, is defined as net income adjusted to exclude the net benefit associated with the release of a valuation allowance previously recorded against deferred tax assets. 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.  
<sup>1</sup>Excludes \$10.9M of revenue in the 53<sup>rd</sup> week of fiscal 2023.



# FY 2024 RESULTS

CAVA Revenue  
**\$954.3M**  
+35.1% versus FY 2023<sup>1</sup>

CAVA Same Restaurant Sales Growth (SRS%)  
**13.4%**  
CAVA Traffic of 8.7%

CAVA Restaurant Level Profit Margin  
**25.0%**  
\$238.1M CAVA Restaurant Level Profit

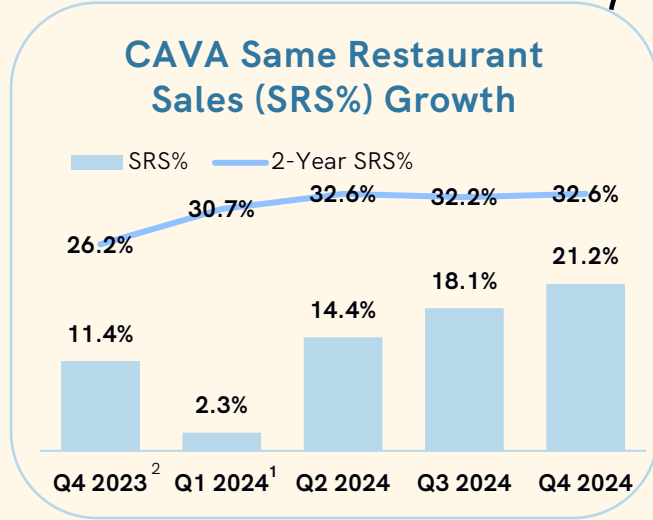
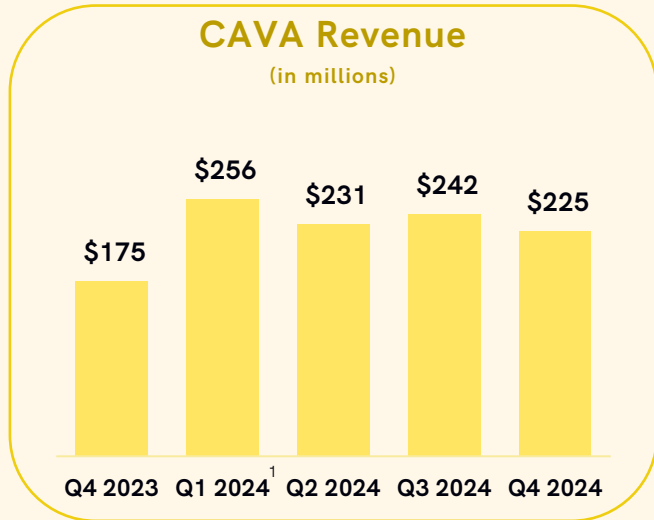
Total Company Adjusted EBITDA  
**\$126.2M**  
+71.0% versus FY 2023

Total Company Adjusted Net Income  
**\$50.2M**  
+278.2% versus FY 2023  
GAAP Net Income of \$130.3M

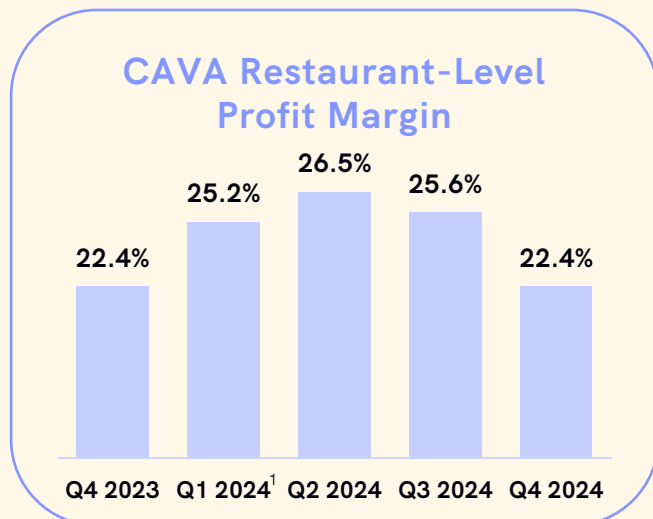
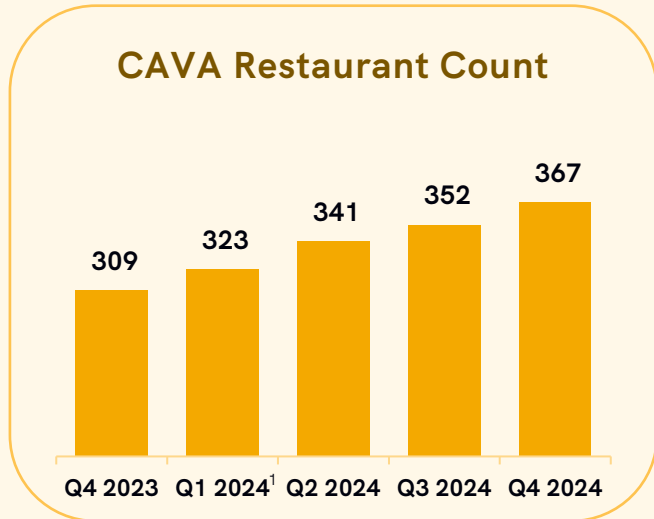
Total Company Free Cash Flow  
**\$52.9M**  
+\$94.6M versus FY 2023

\*Adjusted EBITDA, a non-GAAP measure, is defined as net income adjusted to exclude interest income, net, (benefit from) 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 Net Income, a non-GAAP measure, is defined as net income adjusted to excluded the net benefit associated with the release of a valuation allowance previously recorded against deferred tax assets. 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.  
<sup>1</sup>Excludes \$10.9 million of revenue in the 53rd week of fiscal 2023

# Q4 2024 BUSINESS HIGHLIGHTS



- CAVA Revenue up 36.8%<sup>3</sup> YoY
- 21.2% CAVA SRS% growth
- 15.6% traffic growth



- 15 Net New CAVA Restaurant Openings
- 18.8% increase in total CAVA Restaurants YoY



- Restaurant-Level Profit Margin of 22.4%

<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  
<sup>3</sup>Excludes \$10.9 million of revenue in the 53<sup>rd</sup> week of fiscal 2023

# 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**



# ABUNDANCE NOT RESTRICTION

*Our recent partnership with Olympic gold medalist, Gabby Thomas*



**GABBY THOMAS**



**FALAFEL CRUNCH BOWL**  
(for a limited time only)

**A few guest feelings...**

*"The collab I needed.  
Name dropping  
everytime I go. 😂😂"*

*"This is so important  
to me 🥺"*

*"Favorite athlete +  
CAVA = 🏆❤️"*





# 2025 FISCAL YEAR OUTLOOK

## 2025 OUTLOOK

**Net New Restaurant Openings: 62 - 66**

**CAVA Same Restaurant Sales Growth: 6.0% - 8.0%**

**CAVA Restaurant Level Profit Margin: 24.8% - 25.2%**

**Pre-Opening Costs: \$14.0M - \$15.0M**

**Adjusted EBITDA: \$150.0M - \$157.0M**

Actual results may differ materially from CAVA Group's fiscal 2025 guidance as a result of, among other things, the factors described under "Cautionary Statement Regarding Forward-Looking Statements" in this presentation. A reconciliation of the forward-looking fiscal 2025 Adjusted EBITDA to net income cannot be provided without unreasonable effort because of the inherent difficulty of accurately forecasting the occurrence and financial impact of the various adjusting items necessary for such reconciliation that have not yet occurred, are out of our control, or cannot be reasonably predicted.

# UPDATED UNIT ECONOMICS

|                            | PREVIOUS                 |   | UPDATED                  |
|----------------------------|--------------------------|---|--------------------------|
| Y1/Y2 Average Unit Value   | Y1: \$2.1M<br>Y2: \$2.3M | → | Y1: \$2.3M<br>Y2: \$2.5M |
| Y1/Y2 Growth Rate          | Y1: 10%<br>Y2: 8%        | → | Y1: 10%<br>Y2: 8%        |
| Y2 Restaurant Level Profit | 20%                      | → | 22%                      |
| Net Capital Expenditures   | \$1.3M                   | → | \$1.375M                 |
| Y2 Cash-on-Cash Returns    | At least 35%             | → | At least 40%             |

# ADJUSTED EBITDA, ADJUSTED NET INCOME & FREE CASH FLOW RECONCILIATION

| <i>Adjusted EBITDA Reconciliation, \$000s</i>                                     | FY<br>2024       | Q4<br>2024       | Q3<br>2024       | Q2<br>2024        | Q1<br>2024      | FY<br>2023      | Q4<br>2023      |
|---|------------------|------------------|------------------|-------------------|-----------------|-----------------|-----------------|
| <b>Net income</b>   | <b>\$130,319</b> | <b>\$78,619</b>  | <b>\$17,966</b>  | <b>\$19,741</b>   | <b>\$13,993</b> | <b>\$13,280</b> | <b>\$2,049</b>  |
| Interest income, net  | (16,474)         | (3,645)          | (4,091)          | (3,824)           | (4,914)         | (8,852)         | (4,222)         |
| (Benefit from) provision for income taxes   | (70,409)         | (70,891)         | (57)             | 287               | 252             | 768             | 652             |
| Depreciation and amortization   | 60,355           | 14,975           | 14,325           | 13,733            | 17,322          | 47,433          | 12,337          |
| Equity-based compensation   | 17,140           | 4,918            | 3,481            | 3,571             | 5,170           | 9,575           | 3,409           |
| Other income, net   | (318)            | (130)            | (50)             | (60)              | (78)            | (471)           | (59)            |
| Impairment and asset disposal costs   | 5,055            | 1,260            | 1,675            | 830               | 1,290           | 4,899           | 604             |
| Restructuring and other costs   | 580              | (2)              | 230              | 70                | 282             | 6,080           | 920             |
| Certain non-recurring public company costs  | -                | -                | -                | -                 | -               | 1,113           | -               |
| <b>Adjusted EBITDA</b>  | <b>\$126,248</b> | <b>\$25,104</b>  | <b>\$33,479</b>  | <b>\$34,348</b>   | <b>\$33,317</b> | <b>\$73,825</b> | <b>\$15,690</b> |
| <i>Adjusted Net Income Reconciliation, \$000s</i>                                 | FY<br>2024       | Q4<br>2024       | Q3<br>2024       | Q2<br>2024        | Q1<br>2024      | FY<br>2023      | Q4<br>2023      |
| <b>Net income</b>   | <b>\$130,319</b> | <b>\$78,619</b>  | <b>\$17,966</b>  | <b>\$19,741</b>   | <b>\$13,993</b> | <b>\$13,280</b> | <b>\$2,049</b>  |
| Tax benefit from valuation allowance release                                      | (80,100)         | (80,100)         | -                | -                 | -               | -               | -               |
| Quarterly allocation of income tax expense, excluding valuation allowance release | -                | 7,959            | (2,954)          | (2,953)           | (2,052)         | -               | -               |
| <b>Adjusted Net Income</b>  | <b>\$50,219</b>  | <b>\$6,478</b>   | <b>\$15,012</b>  | <b>\$16,788</b>   | <b>\$11,941</b> | <b>\$13,280</b> | <b>\$2,049</b>  |
| <i>Free Cash Flow Reconciliation, \$000s</i>                                      | Q4<br>2024       | FY<br>2024       | Q4<br>2023       | FY<br>2023        |                 |                 |                 |
| <b>Net cash provided by operating activities</b>                                  | <b>\$29,853</b>  | <b>\$161,027</b> | <b>\$24,013</b>  | <b>\$97,101</b>   |                 |                 |                 |
| Purchases of property and equipment   | (27,742)         | (108,131)        | (31,242)         | (138,806)         |                 |                 |                 |
| <b>Free Cash Flow</b>   | <b>\$2,111</b>   | <b>\$52,896</b>  | <b>\$(7,229)</b> | <b>\$(41,705)</b> |                 |                 |                 |



**THANK YOU!**

**CAVA**