

BEST FOR CUSTOMERS

We aim to be the best in the eyes of the customer, which means offering them industry-leading value, service and quality.

With our market place becoming even more dynamic and competitive, it is critical for us to deliver industry-leading value, service and quality in order to attract customers again and again to our pubs. We took the decision earlier in the year to invest an additional £10m in enhancing the customer offer, to improve the underlying trading in Pub Company and to help achieve our long-term goal of becoming the best pub and beer company in Britain.

The £10m investment was focused on three main areas: pricing, 'Acting Local' and labour redeployment. In terms of pricing, we made some key strategic investments in the value segment, focusing on known value items (KVIs) promotions at key trading occasions to drive footfall. To promote 'Acting Local' in our pubs, we gave our general managers more capacity to invest in in-pub events, such as high profile pay-per-view boxing and live music nights. Finally, we put an emphasis on improving the effectiveness of our labour deployment at key trading occasions, including adding 10% more weekend hours into our main brands.

We are pleased that this investment has shown early signs of success, reflected in the improvements in underlying LFL sales in the second half of the year as well as in our guest experience metrics.

Recent results:

- Improvements in guest metrics including TripAdvisor, guest satisfaction and mystery guest service scores.
- 96% of our managed pubs in England and Wales received a four or five-star rating in food standards.
- Farmhouse Inns rated highest of all major pub brands for Overall Experience, Food Quality and Taste (source: MCA Pub Brand Monitor).
- Chef & Brewer improved its customer score by 0.2pts to 8.4/10 for Friendly Service and 0.3pts to 8.1/10 in Overall Experience (source: MCA Pub Brand Monitor).



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**OUR OFFERING IS
DELIVERED BY THE BEST
PEOPLE AND IN HIGH
QUALITY, APPEALING PUBS
WITH CLEAR AND EXCITING
BRANDS AND FORMATS.**

