

**PROJECT ROCK – CONFIDENTIAL**  
**EMPLOYEE ANNOUNCEMENT FOLLOWING FIRM OFFER/2.7 ANNOUNCEMENT**

Hi all,

I wanted to share with you the details of an important announcement we have just made to the Stock Exchange. We have just announced to the financial market that the Board has reached agreement on the terms and conditions of a recommended cash acquisition of The Restaurant Group plc by Apollo Global Management, Inc.

Apollo is a high-growth, global alternative asset manager with a successful track record of investments in the consumer, retail and hospitality sectors.

Apollo recognises our teams have been and will continue to be key to our continued success and highly values our attractive portfolio of brands. In short, Apollo is highly supportive of our management strategy and the future prospects of our businesses. This transaction has the unanimous support of the Board and it is a testament to the incredible hard work each of you has contributed to the business that Apollo is excited to partner with us to support our business through the next phase of growth.

Due to disclosure regulations in these sort of situations, we are relatively restricted in terms of what more we can say until the transaction has been completed, which we expect to take place in early 2024. It is also worth stressing that there is no certainty that the deal will definitely complete until it has the necessary shareholder approval. We will of course keep you updated with future developments over the weeks ahead.

In the meantime, it is very much “business as usual”. I know I can rely on you all to do what we do best, namely continuing to provide brilliant customer service across all our brands.

As always if you have any further queries, please feel free to email me, Mark and Umer directly.

Look forward to catching up with you all soon.

All the very best,

Andy Hornby

Chief Executive Officer

**Availability of announcement**

A copy of the announcement and all other information, documents and announcements relating to the recommended cash acquisition of The Restaurant Group plc (the “**Company**”) by Rock BidCo Limited (a special purpose vehicle indirectly owned by certain of the affiliated funds of Apollo Global Management, Inc. and its subsidiaries, managed by affiliates of Apollo Global Management, Inc.) (the “**Offer**”) are, and will remain during the course of the Offer, available on our website at [www.trgplc.com/investors/](http://www.trgplc.com/investors/). This communication is not to be taken as a summary of the announcement and should not be regarded as a substitute for reading the announcement in full. For the avoidance of doubt, the content of our website is not incorporated into, and does not form part of, this communication.

**Right to have opinion appended to board circular**

It is expected that the Offer will be implemented by way of a scheme of arrangement under Part 26 of the Companies Act 2006. The Company’s employee representatives will have a right under Rule 25.9 of the City Code on Takeovers and Mergers (the “**Code**”) to have published a separate opinion on

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the effects of the offer on employment. Any such opinion will be appended to any circular on the offer that may be published by the Company in accordance with the requirements of Rule 25.9 of the Code. The Company will be responsible for the costs reasonably incurred by employee representatives in obtaining advice required for the verification of the information contained in that opinion in order to comply with the highest standards of care and accuracy that are required by Rule 19.1 of the Code.

**Information sharing**

Please be aware that addresses, electronic addresses and certain other information provided by you for the receipt of communications from the Company may be provided to Apollo during the offer period as required under Section 4 of Appendix 4 of the Code.

**Right to request hard copies**

You may request a copy of this communication and the announcement and any information incorporated into it by reference to another source in hard copy form by writing to the Company's registrars, Equiniti, at Aspect House, Spencer Road, Lancing, West Sussex BN99 6DA, or by calling +44 (0) 371 384 2426. Lines are open 8.30am to 5.30pm Monday to Friday (excluding public holidays in England and Wales). A hard copy of this communication and the announcement will not be sent to you unless you request it.

You may also request that all future documents, announcements and information sent to you in relation to the Offer should be sent to you in hard copy form, again by writing to the address set out above or by calling the telephone number above.

**Directors' responsibility statement**

The directors of the Company (the "Directors") accept responsibility for the information contained in this communication relating to the Company. To the best of the knowledge and belief of the Directors (who have taken all reasonable care to ensure that such is the case) the information contained in this communication (including any expressions of opinion) is in accordance with the facts and does not omit anything likely to affect the import of such information.

**Disclosure requirements of the Code**

Under Rule 8.3(a) of the Code, any person who is interested in 1% or more of any class of relevant securities of an offeree company or of any securities exchange offeror (being any offeror other than an offeror in respect of which it has been announced that its offer is, or is likely to be, solely in cash) must make an Opening Position Disclosure following the commencement of the offer period and, if later, following the announcement in which any securities exchange offeror is first identified. An Opening Position Disclosure must contain details of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of (i) the offeree company and (ii) any securities exchange offeror(s). An Opening Position Disclosure by a person to whom Rule 8.3(a) applies must be made by no later than 3.30 pm (London time) on the 10th business day following the commencement of the offer period and, if appropriate, by no later than 3.30 pm (London time) on the 10th business day following the announcement in which any securities exchange offeror is first identified. Relevant persons who deal in the relevant securities of the offeree company or of a securities exchange offeror prior to the deadline for making an Opening Position Disclosure must instead make a Dealing Disclosure.

Under Rule 8.3(b) of the Code, any person who is, or becomes, interested in 1% or more of any class of relevant securities of the offeree company or of any securities exchange offeror must make a Dealing Disclosure if the person deals in any relevant securities of the offeree company or of any securities exchange offeror. A Dealing Disclosure must contain details of the dealing concerned and of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each

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of (i) the offeree company and (ii) any securities exchange offeror(s), save to the extent that these details have previously been disclosed under Rule 8. A Dealing Disclosure by a person to whom Rule 8.3(b) applies must be made by no later than 3.30 pm (London time) on the business day following the date of the relevant dealing.

If two or more persons act together pursuant to an agreement or understanding, whether formal or informal, to acquire or control an interest in relevant securities of an offeree company or a securities exchange offeror, they will be deemed to be a single person for the purpose of Rule 8.3.

Opening Position Disclosures must also be made by the offeree company and by any offeror and Dealing Disclosures must also be made by the offeree company, by any offeror and by any persons acting in concert with any of them (see Rules 8.1, 8.2 and 8.4).

Details of the offeree and offeror companies in respect of whose relevant securities Opening Position Disclosures and Dealing Disclosures must be made can be found in the Disclosure Table on the Takeover Panel's website at [www.thetakeoverpanel.org.uk](http://www.thetakeoverpanel.org.uk), including details of the number of relevant securities in issue, when the offer period commenced and when any offeror was first identified. You should contact the Panel's Market Surveillance Unit on +44 (0)20 7638 0129 if you are in any doubt as to whether you are required to make an Opening Position Disclosure or a Dealing Disclosure.