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Quarter 3 Fiscal Year 2023 Results Presentation

May 2023

BOWLERO CORPORATION

Disclaimer

Forward-looking statements

Some of the statements contained in this presentation are forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements are generally identified by the use of words such as "anticipate," "believe," "could," "estimate," "expect," "intend," "may," "plan," "potential," "predict," "project," "should," "target," "will," "would" and, in each case, their negative or other various or comparable terminology and include preliminary results. These forward-looking statements reflect our views with respect to future events as of the date of this presentation and are based on our management's current expectations, estimates, forecasts, projections, assumptions, beliefs and information. Although management believes that the expectations reflected in these forward-looking statements are reasonable, it can give no assurance that these expectations will prove to have been correct. All such forward-looking statements are subject to risks and uncertainties, many of which are outside of our control, and could cause future events or results to be materially different from those stated or implied in this document. It is not possible to predict or identify all such risks. These risks include, but are not limited to: the impact of COVID-19 or other adverse public health developments on our business; our ability to grow and manage growth profitably, maintain relationships with customers, compete within our industry and retain our key employees; changes in consumer preferences and buying patterns; the possibility that we may be adversely affected by other economic, business, and/or competitive factors; the risk that the market for our entertainment offerings may not develop on the timeframe or in the manner that we currently anticipate; general economic conditions and uncertainties affecting markets in which we operate and economic volatility that could adversely impact our business, including the COVID-19 pandemic and other factors described under the section titled "Risk Factors" in the Company's Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission (the "SEC") by the Company on September 15, 2022, as well as other filings that the Company will make, or has made, with the SEC, such as Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in this press release and in other filings. We expressly disclaim any obligation to publicly update or review any forward-looking statements, whether as a result of new information, future developments or otherwise, except as required by applicable law.

Non-GAAP Financial Measures

To provide investors with information in addition to our results as determined under Generally Accepted Accounting Principles ("GAAP"), we disclose Adjusted Net Income, cash generated from Adjusted Operating Activities, net, Adjusted EBITDA, trailing twelve month Adjusted EBITDA, and Adjusted Center EBITDA as "non-GAAP measures" that management believes provide useful information to investors because each measure assists both investors and management in analyzing and benchmarking the performance and value of our business. Accordingly, management believes that these measurements are useful for comparing general operating performance from period to period, and management relies on these measures for planning and forecasting of future periods. Additionally, these measures allow management to compare our results with those of other companies that have different financing and capital structures. These measures are not financial measures calculated in accordance with GAAP and should not be considered as a substitute for revenue, net income, net cash provided (used) by operating activities or any other operating performance or liquidity measure calculated in accordance with GAAP, and may not be comparable to a similarly titled measure reported by other companies.

Adjusted Net Income represents Net income (loss) before non-cash expenses or income related to changes in the value of earnouts and warrants. Adjusted Cash from Operating Activities represents net cash provided by operating activities before cash interest expense. Adjusted EBITDA represents Net Income (Loss) before Interest, Income Taxes, Depreciation and Amortization, Share-based Compensation, EBITDA from Closed Centers, Foreign Currency Exchange Loss (Gain), Asset Disposition Loss (Gain), Transactional and other advisory costs, charges attributed to new initiatives, Extraordinary unusual non-recurring gains or losses and changes in the value of earnouts and warrants and settlement costs. Trailing twelve month Adjusted EBITDA represents Adjusted EBITDA over the most recent twelve month period. Adjusted Center EBITDA is calculated by (i) adding back to Adjusted EBITDA that portion of the selling, general and administrative expenses which does not directly relate to the operations of our bowling centers and (ii) removing from Adjusted EBITDA income or losses which do not directly relate to the operations of our bowling centers. In addition to the adjustments used to calculate Adjusted EBITDA, items excluded from Adjusted Center EBITDA include the impact of Media & Other Income, which represents income that does not directly relate to the operations of the bowling centers or the ability of our centers to earn income from bowling, food and beverage sales and amusement games, such as the results related to the Professional Bowlers Association. In addition, the portion of our SG&A that is added back consists primarily of expenses which do not directly relate to operations of our bowling centers such as compensation and benefits attributable to non-center employees, including multi-unit operations management and corporate employees. Management believes Adjusted Center EBITDA is meaningful for investors because it isolates the performance of the bowling centers from the influence of other sources of income and the expenses incurred to achieve such other income.

The Company considers Adjusted Net Income as an important financial measure because it provides an indicator of performance that is not affected by fluctuations in certain costs or other items. However, this measure has limitations as an analytical tool, and you should not consider it in isolation or as a substitute for analysis of our results as reported under GAAP. Some of these limitations are that it does not reflect every cash expenditure and is not adjusted for all non-cash income or expense items that are reflected in our statements of cash flows.

The Company considers Adjusted Cash from Operating Activities as an important financial measure because it provides an indicator of cash flow that is not affected by how the Company finances its operations. However, this measure has limitations as an analytical tool, and you should not consider it in isolation or as a substitute for analysis of cash generation as reported under GAAP.

The Company considers Adjusted EBITDA as an important financial measure because it provides a financial measure of the quality of the Company's earnings. Other companies may calculate Adjusted EBITDA differently than we do, which might limit its usefulness as a comparative measure. Adjusted EBITDA is used by management in addition to and in conjunction with the results presented in accordance with GAAP. Additionally, we believe trailing twelve month Adjusted EBITDA provides the current run-rate for trending purposes, rather than annualizing the respective quarters, as the Company's business is seasonal, with the second and third fiscal quarters being higher than the first and last quarters. We have presented Adjusted EBITDA solely as a supplemental disclosure because we believe it allows for a more complete analysis of results of operations and assists 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 core operating performance. Adjusted EBITDA has limitations as an analytical tool, and you should not consider it in isolation or as a substitute for analysis of our results as reported under GAAP. Some of these limitations are that Adjusted EBITDA and trailing twelve month Adjusted EBITDA: do not reflect every expenditure, future requirements for capital expenditures or contractual commitments; do not reflect changes in our working capital needs; do not reflect the interest expense, or the amounts necessary to service interest or principal payments, on our outstanding debt; do not reflect income tax (benefit) expense, and because the payment of taxes is part of our operations, tax expense is a necessary element of our costs and ability to operate; do not reflect non-cash equity compensation, which will remain a key element of our overall equity based compensation package; and do not reflect the impact of earnings or charges resulting from matters we consider not to be indicative of our ongoing operations.

The Company also considers Adjusted Center EBITDA as an important financial measure because it allows management to gain a deeper understanding of our income generating capacity, particularly in light of our strategy of growing our business through the continued acquisition and build-outs of additional bowling centers. We have presented Adjusted Center EBITDA solely as a supplemental disclosure because we believe it allows for a more complete analysis of the results of operations of our bowling centers and assists investors in comparing our operating performance across reporting periods on a consistent basis by excluding items that are not indicative of the operating performance of our bowling centers. Adjusted Center EBITDA has limitations as an analytical tool and investors should not consider it in isolation or as a substitute for analysis of our results as reported under GAAP. Additionally, Adjusted Center EBITDA is not indicative of the overall results of Company because of the exclusion of corporate-level expenses and other items not directly related to the operations of the bowling centers.

Q3 FY2023 Results Set a New Performance Record

Continued track record of strong, consistent top-line growth.

- Revenue in the third quarter was a record-breaking $316 million.
- Revenue grew $58 million or 22% year-over-year and $111 million or 54% vs. pre-pandemic performance[1].
- Same-store revenue[2] was $43 million or 17% higher than prior year and $54 million or 30% higher than pre-pandemic.

High margin business model with industry leading operating metrics.

- Net loss for the quarter was $32 million. Adjusted for a non-cash expense related to the valuation of the earnout shares ($87 million), Adjusted Net Income[3] was $55 million.
- Adjusted EBITDA[3] was $128 million, growing 18% year-over-year and 89% relative to the corresponding pre-pandemic period.
- Adjusted EBITDA margin[3] in Q3 was 40.4%, representing a (162) basis points decrease vs. prior year (+756 basis points vs. pre-pandemic). Normalized for a one-time favorable rent adjustment in the prior year comparable period, margin increased 128 basis points.

[1] The pre-pandemic comparable period for current quarter is the quarter ended on March 31, 2019.
[2] Same-store sales are measured by comparing revenues for centers open for the entire duration of both the current and comparable measurement periods.
[3] See "Non-GAAP Financial Measures" above for more details. See the Appendix for reconciliation of non-GAAP items.

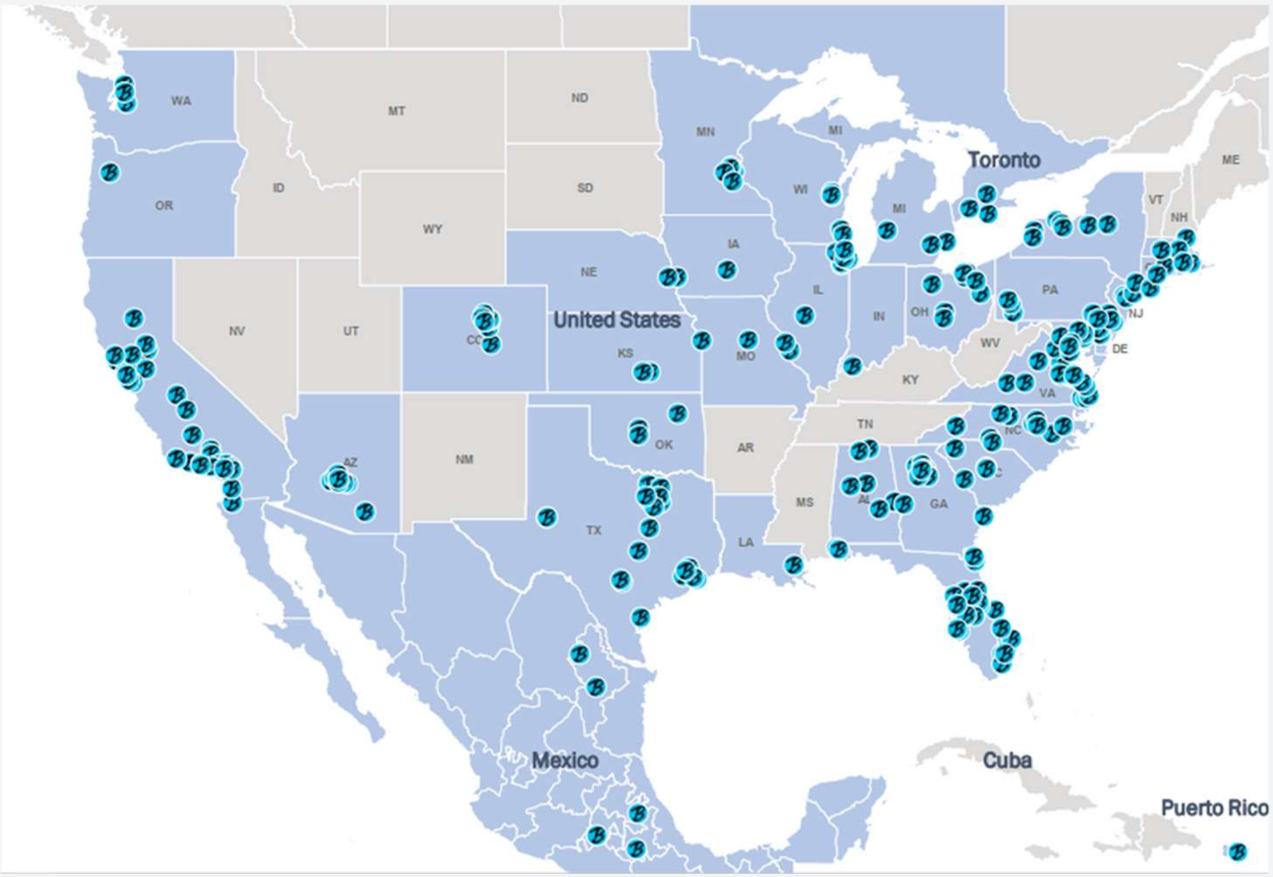
Q3 FY2023 Results Set a New Performance Record (cont'd)

- **For trailing twelve months ended April 2, 2023, Total Company Revenue was $1.1 billion and TTM Adjusted EBITDA[1] was $372 million with a 34.2% Adjusted EBITDA margin[1].**
- **Generated $118 million in Adjusted Cash from Operating Activities[1] in the third quarter.**
- **As of May 15th, the Company has reduced the fully diluted share count by 7.6 million shares or 4% versus Q2.**
  - Repurchased 2.4 million shares of Class A Common Stock for $34 million at average price of $14.19[2].
  - Retired 32% of the convertible preferred stock for $81 million.
- **MoneyBowl™, the Company's proprietary skill-based gamification app, is active in 64 centers as of May 17, 2023 and total downloads have exceeded 60,000.**

[1] See "Non-GAAP Financial Measures" above for more details. See the Appendix for reconciliation of non-GAAP items.
[2] Through May 15, 2023.

BOWLERO CORPORATION

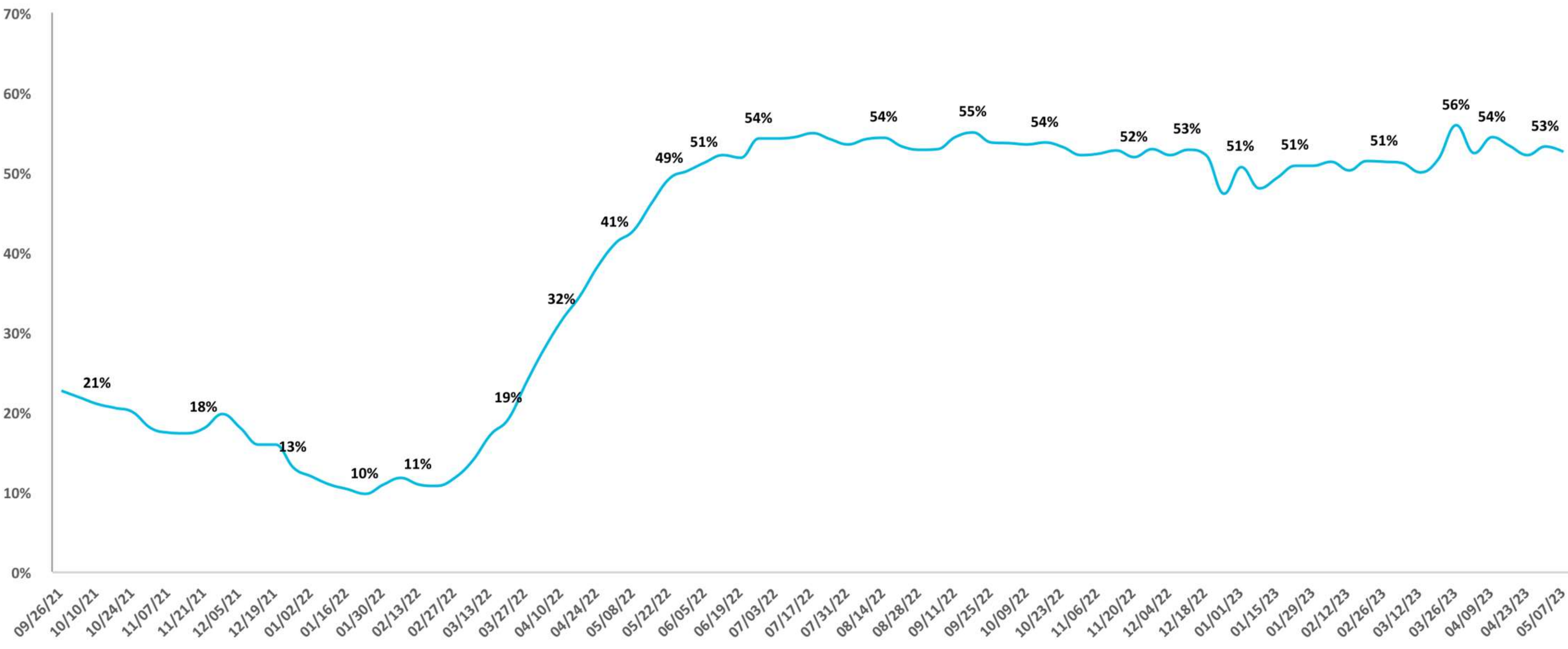
Growing Portfolio of Assets in Diversified and Attractive Markets



- ▲ Well positioned in **highly attractive markets** across North America
  - **~75% of revenue** generated in or adjacent to **top 25 MSAs**.
- ▲ **Robust acquisition pipeline** leading to footprint growth.
- ▲ **329** centers currently operating
  - Since start of fiscal 2022, the Company has **added 44 new centers** with **15 centers acquired** in fiscal 2023.
    - Added **1 new center** in Q3 and **2 new centers** in May.
    - Signed definitive single-site **purchase agreements** to acquire 2 properties in the fourth quarter.
    - Signed **6** leases to **build new centers**, with **2 properties** under construction.

Note: As of May 15, 2023.

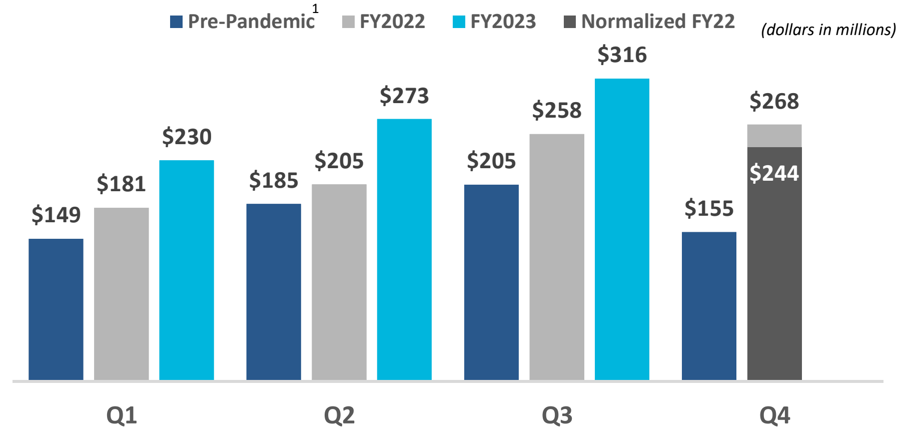
Bowling Center Trailing 13-Week Revenue Growth Trend[1]



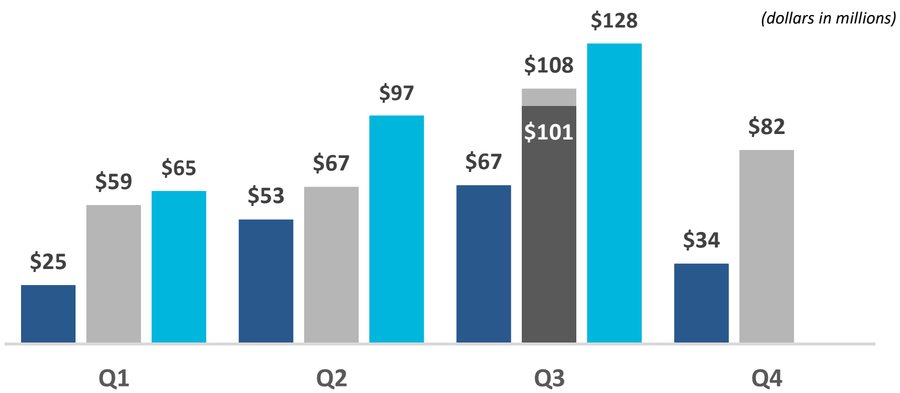
Notes:
[1] Revenue growth is calculated as the growth in Bowling Center Revenue compared to the comparable week during the pre-pandemic 52-week period beginning March 2019 and ending February 2020. Total Bowling Center Revenue (i) excludes media-related revenue and (ii) closed bowling centers from both current period and pre-pandemic and prior year periods and (iii) includes new bowling centers that have opened since March 2020. For weeks ending between (i) September 26, 2021 - December 26, 2021, (ii) March 6, 2022 - January 1, 2023, and (iii) March 12, 2023 - April 30, 2023, the percentages above are calculated by comparing each week to the comparable week in 2019. For weeks ending between (i) January 2, 2022 - February 27, 2022 and (ii) January 8, 2023 and March 5, 2023, the percentages above are calculated by comparing each week to the comparable week in 2020. Total Bowling Center Revenue for each date is the 13-week rolling average of weekly Total Bowling Center Revenue. We use the 13-week rolling average because the revenue performance in individual weeks can be positively or negatively impacted by timing shift of holiday/sporting events, holidays moving to weekends, and extreme weather events. Data for all weeks following the close of the quarter ended on April 2, 2023 are preliminary and have not been audited or reviewed and are forward-looking statements based solely on information available to us as of the date of this announcement.

Calibrating Revenue and Adjusted EBITDA Performance vs. Prior Years

Total Company Revenue



Adjusted EBITDA[2]



Record-Setting Revenue & Adjusted EBITDA[2] performance

Revenue increased to the **largest Quarter** ever in Company History.

TTM Revenue[3] is **$1.1 billion.**

TTM Adjusted EBITDA is **$372 million.**

Historically, **fourth quarter** Revenue and Adjusted EBITDA mirrors the performance of the **first quarter** with **~20% of TTM Revenue** and **~15% of TTM Adjusted EBITDA** earned during these periods.

Revenue in **Q4 FY22** benefited heavily by several factors:

1) Strong retail demand following an Omicron-related pullback

2) Extra week due to our fiscal calendar (**$15 million**)

3) Accounting change related to FY22 Service Fee Revenue[4]. The Q4 impact was **$9 million**.

[1] The pre-pandemic comparable period for the current fiscal year are the trailing twelve months ended on December 29, 2019.
[2] See "Non-GAAP Financial Measures" above for more details. See the Appendix for reconciliation of non-GAAP items.
[3] TTM stands for Trailing Twelve Months ended April 2, 2023.
[4] Service Fee revenue is a mandatory 18% gratuity charged to all Retail Food & Beverage transaction. This is 100% pass-through to employees and does not impact Net Income or Adj. EBITDA. Per GAAP revenue recognition, we recognized all Service Fee as Revenue in Q4.

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Bowling Center-level Economics Continue to Out-perform Pre-Pandemic and Prior Year

($MM)	THIRD QUARTER '23A	'22A[1]	Pre-Pandemic[2]
Walk in Retail	$217	$186	$137
Group Events	$60	$40	$33
League & Tournaments	$34	$28	$29
Total Bowling Center Revenue[3]	**$311**	**$254**	**$199**
Adjusted Center Gross Profit[4]	**$213**	**$176**	**$136**
% Adj. Gross Profit Margin	*68%*	*70%*	*69%*
Adjusted Center EBITDA[4]	**$149**	**$118**	**$86**
% Adj. Center EBITDA Margin	*48%*	*47%*	*43%*

Bowling Center Revenue increased **$57 million** or **23%** year-over-year and grew **$112 million or 57%** compared to pre-pandemic period.

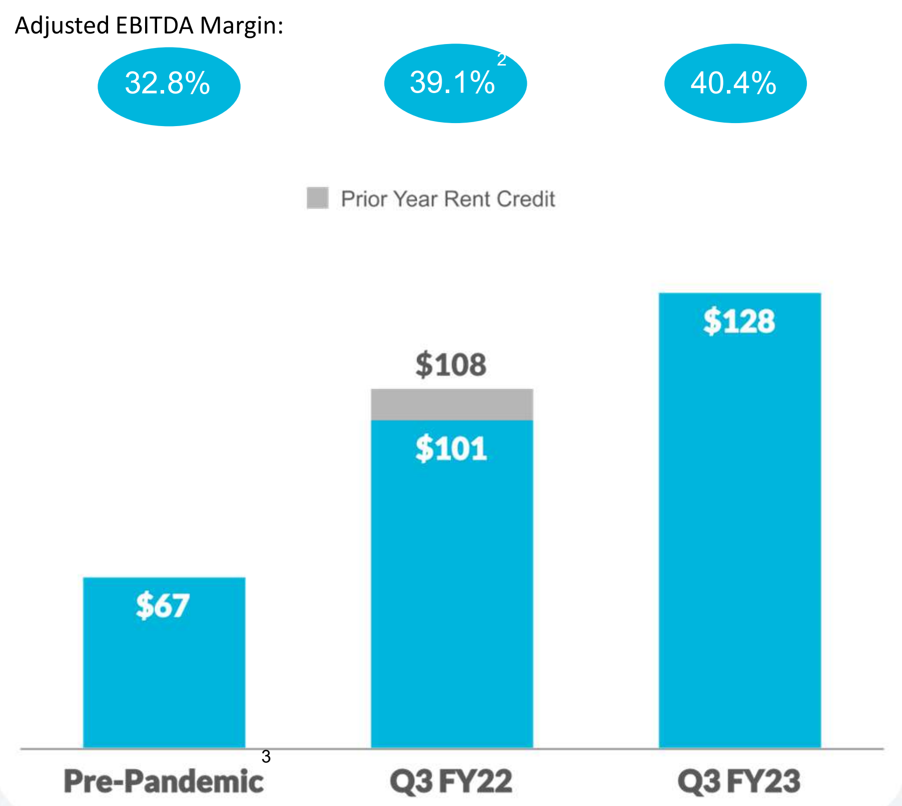
Bowling Centers generated **$149 million** in **Adjusted Center EBITDA**, which increased **$30 million** or **25%** year-over-year and **surged $62 million** or **73%** compared to pre-pandemic.

Normalized for PY rent credit, **Adjusted Center EBITDA margin rose 103 bps** compared to prior year and **444 bps** compared to Pre-Pandemic, highlighting the benefits of **continuous improvement** in operations as well as **operating leverage** inherent in the business.

Notes:
[1] Q3 FY22 results have been normalized for the prior year rent credit. The rent credit was $7.5 million with $6 million allocated to Adjusted Bowling Center EBITDA.
[2] Pre-Pandemic period represents the quarter ended on March 31, 2019.
[3] Total Bowling Center Revenue excludes closed bowling center activity and media revenue, which is also a component of our bowling operations.
[4] See "Non-GAAP Financial Measures" above for more details. See the Appendix for reconciliation of non-GAAP items.

BOWLERO CORPORATION 3Q Adjusted EBITDA Grew Materially vs. Prior Year and Pre-Pandemic

Adjusted EBITDA[1] ($mm)



Adjusted EBITDA in the Second Quarter grew **$19 million or 18%** year-over-year and **exceeded** pre-pandemic[3] levels by **$60 million or 89%**.

The prior year benefited from a $7.5 million rent credit related to a COVID-19 Lease Amendment. Normalized for the rent credit, Adjusted EBITDA increased **$27 million** or **26.5%**

Adjusted EBITDA Margin **expanded 128 bps** vs. Normalized Prior Year results and **756 bps** compared to Pre-Pandemic driven by increased **operating leverage** and proprietary technology focused on **optimizing performance** with disciplined **cost control**.

[1] See "Non-GAAP Financial Measures" above for more details. See the Appendix for reconciliation of non-GAAP items.
[2] Adjusted EBITDA Margin has been normalized for the $7.5 million rent credit in Q3 FY22.
[3] Pre-Pandemic period represents the quarter ended on March 31, 2019.

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Significant Cash Generated from Operations in Q3 FY2023

Operating cash flow provides support for capital investments in center acquisitions, new builds, upgrades to existing centers, and share buybacks.

(dollars in thousands)	Three months ended April 2, 2023	Three months ended March 27, 2022
Cash balances, beginning of period	**$89,809**	**$115,659**
Adjusted Cash from Operating Activities[1]	118,065	103,052
Investing activities, net	(24,944)	(17,896)
Financing activities, net	2,838	(8,461)
Cash Paid for Interest	(25,142)	(19,476)
Effect of exchange rates on cash	418	99
Cash balance	**$161,044**	**$172,977**

[1] See "Non-GAAP Financial Measures" above for more details. See the Appendix for reconciliation of non-GAAP items.

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Capital Structure and Related Market Updates

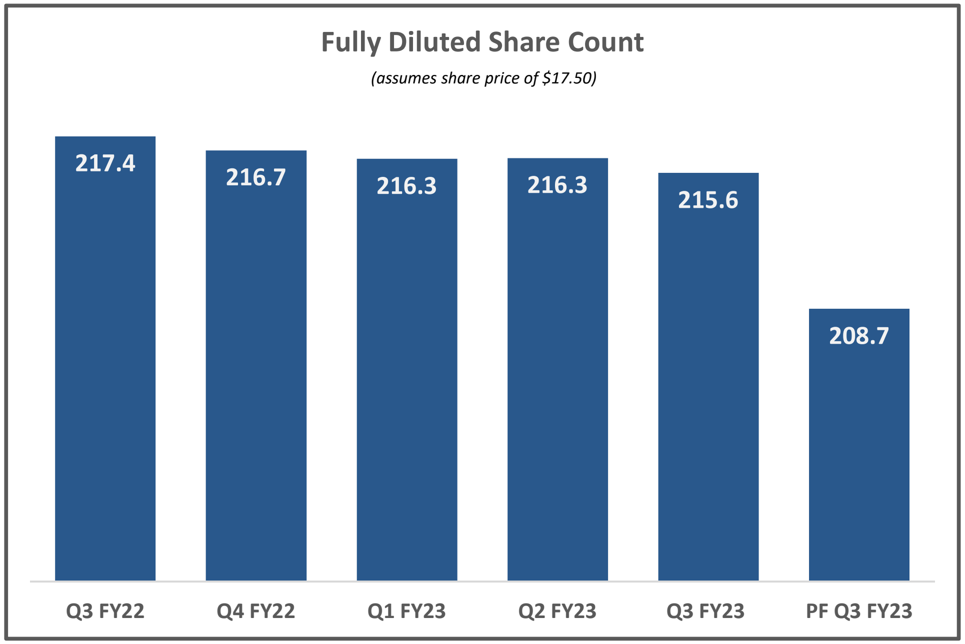
- **Successfully hedged Term Loan B floating rate exposure with zero upfront premium.**
  - 1-month Term SOFR locked into a defined band of ~94bps - 550bps through March 31, 2026.
  - $800 million (~89%) of notional principal hedged.
- **Retired ~32% of notional principal of convertible preferred stock for $80.8 million.**
- **Repurchased 2.4 million shares for $34 million ($14.19 per share)[1] under our newly increased share buyback plan.**
  - Since inception of the plan, repurchased $82 million worth of stock or 7 million shares for an average price of $11.85 per share.
  - On May 16, 2023, the Company's Board of Directors increased the authorization under the share repurchase program to $200 million of available funds.
- **Earnout tranche struck at $15.00 has vested; $17.50 tranche remains unvested.**

[1] Through May 15, 2023.

Bowlero Fully Diluted Share Count

BOWLERO CORPORATION

Since going public, the fully diluted share count has been reduced by 8.7 million shares or 4% while retiring all warrants and 32% of the preferred shares.



(shares in thousands)	Q2 FY22	ADJ.	*PF as May 15, 2023* PF Q3 FY23
Presumed Share Price	*$17.50*		*$17.50*
Class A & B Shares Issued & Outstanding	162,407	8,823	171,230
Earnout Shares[1]	22,837	(11,419)	11,418
Options & RSUs[2]	14,792	190	14,982
Convertible Preferred Stock[3]	16,282	(5,180)	11,102
Fully Diluted Shares Outstanding	**216,318**	**(7,586)**	**208,732**

[1] Earnout Shares vest during the period from and after December 15, 2021 (the closing date of the SPAC transaction, or the "Closing Date") until the fifth anniversary of the Closing Date. The shares vest in two tranches:
(i) roughly half vest if the closing share price of Bowlero's Class A common stock equals or exceeds $15.00 per share for any 10 trading days within any consecutive 20 trading day period that occurs after the Closing Date and before the 5th anniversary of the Closing Date and
(ii) roughly half vest if the closing share price of Bowlero's Class A common stock equals or exceeds $17.50 per share for any 10 trading days within any consecutive 20-trading day period that occurs after the Closing Date and before the 5th anniversary of the Closing Date.
[2] Based on the Treasury Stock Method ("TSM"). Assumes weighted average strike prices of $7.18 and $13.72 for options granted under the 2017 Plan and 2021 Plan, respectively.
[3] Reflects equivalent number of Bowlero Class A common shares on an as-converted basis.

Appendix

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Non-GAAP reconciliations

	Adjusted EBITDA Reconciliation		
	Three Months Ended		
(in thousands)	**April 2, 2023**	**March 27, 2022**	**March 31, 2019**
Consolidated			
Revenue	$315,725	$257,820	$205,023
Net (loss) income	**(32,073)**	**(17,987)**	**27,432**
Adjustments:			
Interest expense	29,117	22,293	15,468
Income tax (benefit) expense	(668)	(207)	(291)
Depreciation, amortization and impairment charges	29,933	29,986	20,490
Share-based compensation	4,207	3,020	847
Closed center EBITDA (1)	480	611	588
Foreign currency exchange (gain) loss	328	(90)	5
Asset disposition (gain) loss	(192)	(1,601)	2,045
Transactional and other advisory costs (2)	8,726	4,757	127
Charges attributed to new initiatives (3)	40	43	270
Extraordinary unusual non-recurring (gains) losses (4)	468	929	369
Changes in the value of earnouts and warrants (5)	87,222	66,617	—
Adjusted EBITDA	**127,588**	**108,371**	**67,350**
Adjusted EBITDA Margin	*40.4%*	*42.0%*	*32.8%*
Non-Bowling Center SG&A Expense	26,366	20,340	20,720
Media & Other Income	(5,323)	(4,396)	(2,110)
Adjusted Center EBITDA (6)	**$148,631**	**$124,315**	**$85,960**

[1] The closed center adjustment is to remove EBITDA for closed centers. Closed centers are those centers that are closed for a variety of reasons, including permanent closure, newly acquired or built centers prior to opening, centers closed for renovation or rebranding and conversion. Closed centers do not include centers closed in compliance with local, state and federal government restrictions due to COVID-19. If a center is not open on the last day of the reporting period, it will be considered closed for that reporting period. If the center is closed on the first day of the reporting period for permanent closure, the center will be considered closed for that reporting period. [2] The adjustment for transaction costs and other advisory costs is to remove charges incurred in connection with any transaction, including mergers, acquisitions, refinancing, amendment or modification to indebtedness, dispositions and costs in connection with an initial public offering, in each case, regardless of whether consummated. [3] The adjustment for charges is to remove charges attributed to new initiatives include charges with the undertaking and/or implementation of new initiatives, business optimization activities, cost savings initiatives, cost rationalization programs, operating expense reductions and/or synergies and/or similar initiatives and/or programs (including in connection with any integration, restructuring or transition, any reconstruction, decommissioning, recommissioning or reconfiguration of fixed assets for alternative uses, any office or facility opening and/or pre-opening), including any inventory optimization program and/or any curtailment, any business optimization charge, any restructuring charge (including any charges relating to any tax restructuring), any charge relating to the closure or consolidation of any office or facility (including but not limited to rent termination costs, moving costs and legal costs), any systems implementation charge, any severance charge, any one time compensation charge, any charge relating to entry into a new market, any charge relating to any strategic initiative or contract, any charge relating to any entry into new markets and contracts, any lease run-off charge, any charge associated with improvements to information technology (IT) or accounting functions, losses related to temporary decreases in work volume and expenses related to maintaining underutilized personnel, any charge relating to a new contract, any consulting charge and/or any corporate development charge; provided, that, in the case of any such charge, the results of any such action relating to such charge are projected by in good faith to be achieved within 24 months of the undertaking. [4] The adjustment for extraordinary unusual non-recurring gains or losses is to remove extraordinary gains and losses, which include any gain or charge from any extraordinary item as determined in good faith by the Company and/or any non-recurring or unusual item as determined in good faith by the Company and/or any charge associated with and/or payment of any legal settlement, fine, judgment or order

[5] The adjustment for changes in the value of earnouts and warrants is to remove the impact of the revaluation of the earnouts and warrants. As a result of the Company's de-SPAC transaction, the Company recorded liabilities for earnouts and warrants. Changes in the fair value of the earnout and warrant liabilities are recognized in the statement of operations. Decreases in the liability will have a favorable impact on the income statement and increases in the liability will have an unfavorable impact.

[6] Adjusted Center EBITDA, which is a Non-GAAP measure, represents Adjusted EBITDA excluding SG&A Expense and Media & Other Income.

Non-GAAP reconciliations (cont'd)

Trailing twelve month Adjusted EBITDA Reconciliation							
(in thousands)	September 26, 2021	December 26, 2021	March 27, 2022	July 3, 2022	October 2, 2022	January 1, 2023	April 2, 2023
Consolidated							
TTM Revenue	$526,281	$657,483	$803,091	$911,705	$960,987	$1,029,182	$1,087,087
TTM Net loss	$(70,125)	$(55,442)	$(50,338)	$(29,934)	$(79,032)	$(43,143)	$(57,229)
Net Loss Margin	*(13.3)%*	*(8.4)%*	*(6.3)%*	*(3.3)%*	*(8.2)%*	*(4.2)%*	*(5.3)%*
Adjustments:							
Interest expense	90,612	92,239	92,229	94,460	95,102	98,601	105,425
Income tax (benefit) expense	(7,403)	(7,147)	(7,457)	(690)	5,983	7,145	6,684
Depreciation, amortization and impairment charges	92,241	95,363	102,359	108,505	112,015	115,658	115,605
Share-based compensation	3,116	44,975	47,169	50,236	53,083	14,564	15,751
Closed center EBITDA (1)	3,880	3,374	3,179	1,480	1,439	1,809	1,678
Foreign currency exchange (gain) loss	(155)	126	(68)	5	(101)	(369)	49
Asset disposition (gain) loss	(77)	(58)	(1,723)	(4,109)	(4,234)	(5,934)	(4,525)
Transactional and other advisory costs (2)	12,056	40,474	43,379	38,140	37,537	14,268	18,237
Charges attributed to new initiatives (3)	540	489	396	362	266	241	238
Extraordinary unusual non-recurring losses (4)	65	3,374	3,009	5,131	7,233	3,390	2,929
Changes in the value of earnouts and warrants and settlement costs (5)	—	(22,472)	44,145	52,789	93,549	146,797	167,402
TTM Adjusted EBITDA	$124,750	$195,295	$276,279	$316,375	$322,840	$353,027	$372,244
Adjusted EBITDA Margin	*23.7%*	*29.7%*	*34.4%*	*34.7%*	*33.6%*	*34.3%*	*34.2%*

[1] The closed center adjustment is to remove EBITDA for closed centers. Closed centers are those centers that are closed for a variety of reasons, including permanent closure, newly acquired or built centers prior to opening, centers closed for renovation or rebranding and conversion. Closed centers do not include centers closed in compliance with local, state and federal government restrictions due to COVID-19. If a center is not open on the last day of the reporting period, it will be considered closed for that reporting period. If the center is closed on the first day of the reporting period for permanent closure, the center will be considered closed for that reporting period. [2] The adjustment for transaction costs and other advisory costs is to remove charges incurred in connection with any transaction, including mergers, acquisitions, refinancing, amendment or modification to indebtedness, dispositions and costs in connection with an initial public offering, in each case, regardless of whether consummated. [3] The adjustment for charges is to remove charges attributed to new initiatives include charges with the undertaking and/or implementation of new initiatives, business optimization activities, cost savings initiatives, cost rationalization programs, operating expense reductions and/or synergies and/or similar initiatives and/or programs (including in connection with any integration, restructuring or transition, any reconstruction, decommissioning, recommissioning or reconfiguration of fixed assets for alternative uses, any office or facility opening and/or pre-opening), including any inventory optimization program and/or any curtailment, any business optimization charge, any restructuring charge (including any charges relating to any tax restructuring), any charge relating to the closure or consolidation of any office or facility (including but not limited to rent termination costs, moving costs and legal costs), any systems implementation charge, any severance charge, any one time compensation charge, any charge relating to entry into a new market, any charge relating to any strategic initiative or contract, any charge relating to any entry into new markets and contracts, any lease run-off charge, any charge associated with improvements to information technology (IT) or accounting functions, losses related to temporary decreases in work volume and expenses related to maintaining underutilized personnel, any charge relating to a new contract, any consulting charge and/or any corporate development charge; provided, that, in the case of any such charge, the results of any such action relating to such charge are projected by in good faith to be achieved within 24 months of the undertaking. [4] The adjustment for extraordinary unusual non-recurring gains or losses is to remove extraordinary gains and losses, which include any gain or charge from any extraordinary item as determined in good faith by the Company and/or any non-recurring or unusual item as determined in good faith by the Company and/or any charge associated with and/or payment of any legal settlement, fine, judgment or order [5] The adjustment for changes in the value of earnouts and warrants is to remove the impact of the revaluation of the earnouts and warrants. As a result of the Company's de-SPAC transaction, the Company recorded liabilities for earnouts and warrants. Changes in the fair value of the earnout and warrant liabilities are recognized in the statement of operations. Decreases in the liability will have a favorable impact on the income statement and increases in the liability will have an unfavorable impact. The adjustment also includes realized costs associated with the settlement of warrants during past reporting periods.

BOWLERO CORPORATION

Non-GAAP reconciliations (cont'd)

Adjusted Net Income Reconciliation

	Three Months Ended	
(in thousands)	April 2, 2023	March 27, 2022
Net Loss	**$(32,073)**	**$(17,987)**
Change in fair value of earnouts and warrants	87,222	66,617
Share-based compensation	—	—
Transactional and other advisory costs	—	3,353
Adjusted Net Income	**$55,149**	**$51,983**

Net Operating Activities Reconciliation

	Three Months Ended	
(in thousands)	April 2, 2023	March 27, 2022
Net Cash Provided by Operating Activities	**$92,923**	**$83,576**
Cash Paid for Interest	25,142	19,476
Adjusted Cash from Operating Activities	**$118,065**	**$103,052**

BOWLERO CORPORATION

Non-GAAP reconciliations (cont'd)

Adjusted Center Gross Profit

(in thousands)	Three Months Ended April 2, 2023	Three Months Ended March 27, 2022	Three Months Ended March 31, 2019
Gross profit	**$126,421**	**$101,329**	**$66,072**
Depreciation attributable to Centers	27,424	26,076	20,751
Indirect Cost of Sales attributable to Centers	58,231	46,598	49,830
Gross Loss (Profit) attributable to Closed Centers, Media & Other Income	613	1,293	(488)
Adjusted Center Gross Profit	**$212,689**	**$175,296**	**$136,165**


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