



ARDENT LEISURE GROUP LIMITED ANNUAL GENERAL MEETING

9 November 2022





DR GARY WEISS AM – CHAIRMAN

AGENDA

- Chairman's Address
- Presentation by Greg Yong, Theme Parks & Attractions
- Formal Business of the Meeting
- Closing



FY22 KEY HIGHLIGHTS

Strong trading performance despite ongoing disruption from COVID

- FY22 Group operating results significantly outperformed prior year and FY19 pre-COVID levels despite the ongoing pandemic
- Main Event revenue of US\$426.2 million and EBITDA excluding Specific Items of US\$106.5 million, were up 59.7% and 174.7% on prior year, respectively
 - Constant centre revenue was up 41.0% on prior year (23.5% on pre-COVID levels¹)
 - Four new Main Event centres were opened in the year, and three Summit centres were acquired in March 2022
 - Sale of Main Event business to Dave & Buster's for US\$835 million on a cash-free debt-free basis
- Theme Parks & Attractions revenue of \$49.5 million was up 37.3% and EBITDA loss excluding Specific Items of \$15.0 million increased 45.1% on prior year
 - Total visitation was 18.4% higher than prior year
 - Ticket sales value² up approximately 61% on prior year due to increase in volumes and yield improvements
 - \$2.0 million government subsidies and grants were received compared to \$10.5 million³ net benefit in the prior year. Excluding these, FY22 EBITDA margin improved significantly
 - Successful launch of Steel Taipan in December 2021 well received by guests
- Net loss after tax for the Group was \$97.4 million compared to \$86.9 million in FY21, due to current year EBITDA being impacted by several significant one-off expenses including costs associated with the sale of Main Event, which completed in early FY23
- Following the Main Event sale, all debt facilities extinguished and \$455.7 million distributed to shareholders

¹ Constant centre revenue is benchmarked against the pre-COVID period, defined being between March 2019 and February 2020

² Sales value of tickets represents the upfront value of tickets sold. For annual/multi day passes, this differs from revenue reported under accounting standards which is recognised on a straight-line basis over the period of the passes

³ Comprises \$15.3 million government subsidies and grants received, offset by \$4.8 million incremental "top-up" payments to employees where earnings were less than the JobKeeper subsidy. The JobKeeper subsidy ended in March 2021

ARDENT MOVING FORWARD

Solid financial position post sale of Main Event

The sale of Main Event completed on 30 June 2022 for US\$835 million on a cash-free debt-free basis. Ardent now has a strengthened financial position moving forward:

A\$m	As reported 28 June 2022	Adjustments ¹	Pro Forma 28 June 2022
Cash & cash equivalents	40.8 ²	122.7	163.5
PP&E and intangibles			
Dreamworld	106.9 ³	-	106.9
SkyPoint	10.6 ³	-	10.6
Deferred tax assets	13.4 ⁴	-	13.4
Other assets	5.4	-	5.4
Assets held for sale (Main Event)	956.8	(956.8)	-
Assets	1,133.9	(834.1)	299.8
Payables and other liabilities	(26.8)	-	(26.8)
Derivative financial instruments	(32.9)	32.9	-
Bank debt	(45.3)	45.3	-
Tax liabilities	(11.0)	11.0	-
Liabilities held for sale (Main Event)	(954.2)	954.2	-
Liabilities	(1,070.2)	1,043.4	(26.8)
Net Assets	63.7	209.3	273.0
DTAs not recognised	51.7⁴	-	51.7

Key points to note:

- Adjustments reflect the impact of the Main Event sale, as well as the subsequent extinguishment of debt and distribution to shareholders
- \$40.8 million cash reported at 28 June 2022 includes receipt of a US\$20.4 million pre-sale dividend, net of 15% withholding tax (WHT)
- PP&E and intangibles for Dreamworld and SkyPoint are carried at historic cost, net of accumulated depreciation and impairments. Prior to the Dreamworld incident and COVID-19, the carrying value of these assets was \$240.7 million for Dreamworld and \$34.3 million for SkyPoint
- The value of deferred tax assets on the balance sheet excludes \$122.8 million of Australian tax losses and \$49.7 million of deductible temporary differences with a combined potential tax benefit of \$51.7 million. Although a DTA was not recognised for these items at 28 June 2022, they remain available for use by the Group in future periods
- The Pro Forma balance sheet does not include a receivable for Ardent's share of further deferred and contingent consideration on the Main Event sale of up to US\$14.5 million. This amount relates to the reimbursement for US tax losses which may be utilised by Dave and Buster's in the future, the timing and extent of which cannot be determined at this time



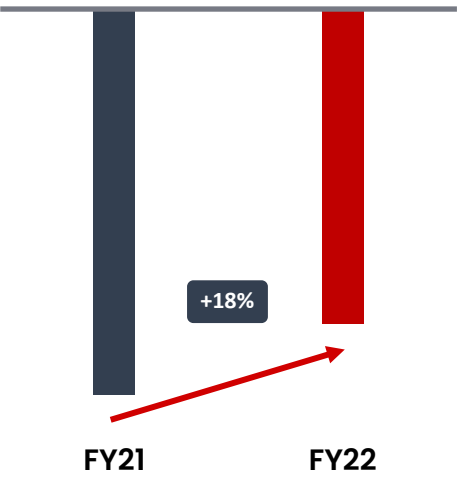
THEME PARKS & ATTRACTIONS

FY22 FINANCIAL HIGHLIGHTS

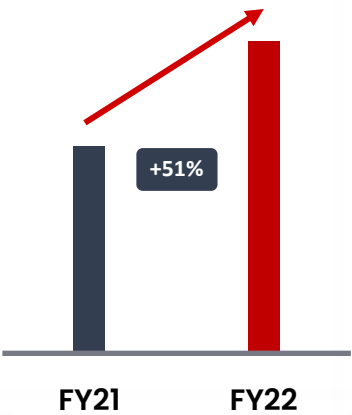
Results Overview

The impact of government grants including JobKeeper does not reflect performance of the business on a YOY basis. Underlying performance excluding these impacts is a more accurate reflection of trading activity.

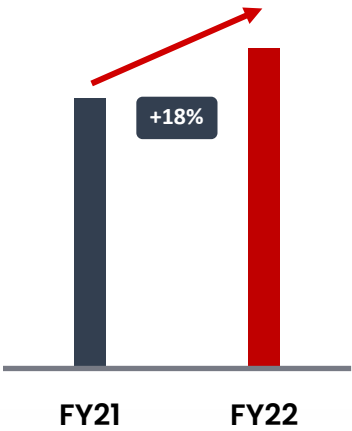
EBITDA² Loss (excl Specific Items)



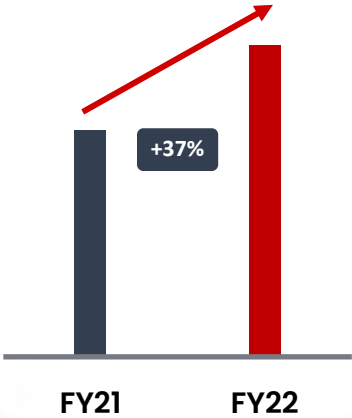
Ticket Sales¹



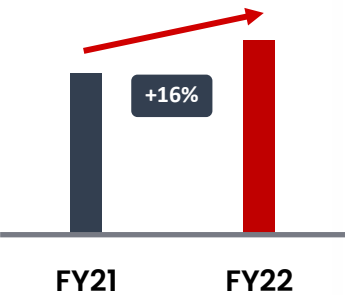
Attendance



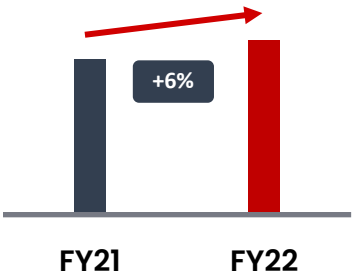
Revenue²



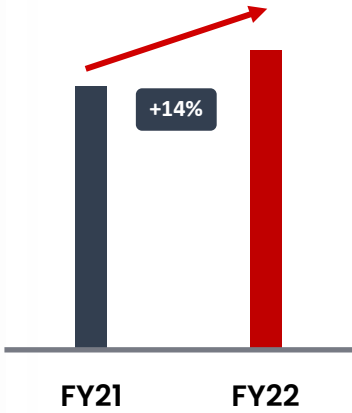
Total Per Cap²



Admissions Per Cap



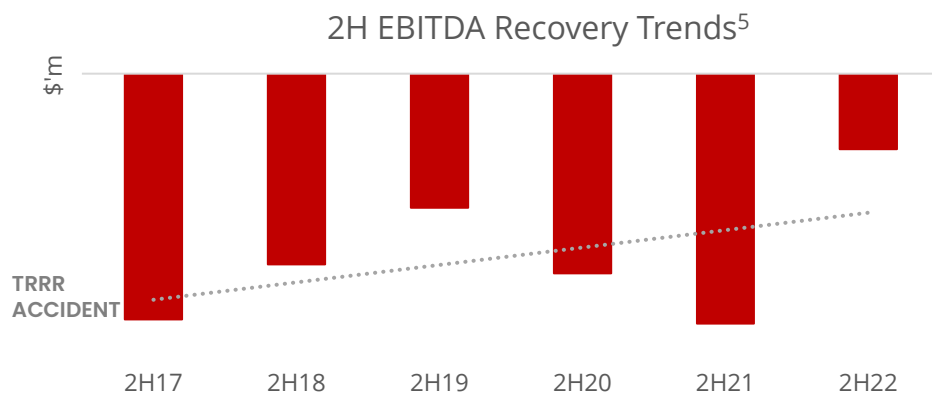
In Park Per Cap



¹ Dreamworld and WhiteWater World ticket sales
² Excluding Specific Items and Government Grants/Subsidies

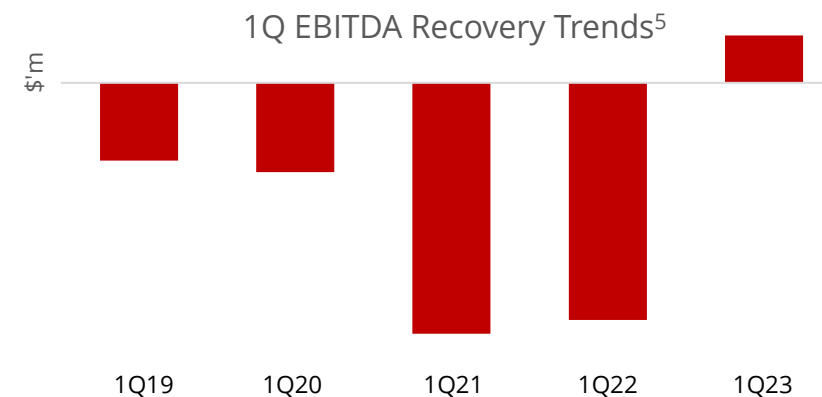
ONGOING POSITIVE MOMENTUM

Significant change in trajectory in 2H22 continuing into FY23



2H22 PERFORMANCE

- Ticket Sales value¹ **up 62%** on pcp, highest since FY17²
- Revenue³ **up 35%** on pcp
- Dreamworld/WhiteWater World revenue highest since FY17
- Lowest expenses⁴ since FY17
- Lowest 2H EBITDA⁵ loss since FY17



1Q23 *UNAUDITED

- Recovery trend continuing - **positive EBITDA**, highest since 1Q17
- Revenue³ **up 154%** on pcp, which was 182% up on year prior
- Highest first quarter revenue achieved since 1Q17
- SkyPoint EBITDA⁵ close to pre-COVID levels, despite low international visitors
- Ongoing focus on efficiencies with expenditure in % terms lower than prior quarters despite increased volume
- Guest service scores again highest on the Gold Coast

1. Dreamworld and WhiteWater World ticket sales. Sales value of tickets represents the upfront value of tickets sold. For annual/multi day passes, this differs from revenue reported under accounting standards which is recognised on a straight-line basis over the period of the passes

2. TRRR accident occurred in 1HFY17

3. Revenue for Dreamworld, Whitewater World and SkyPoint

4. Excluding COVID closure impacts

5. Excluding Specific Items and Government Grants/Subsidies

POSITIVE START TO FY23

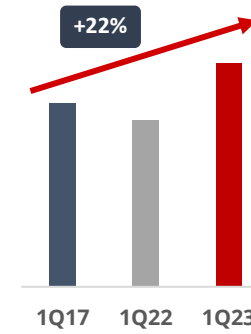
Attendance and yield improvement continuing

- Ticket Sales value¹ **up 101%** on pcp, highest since 1Q17²
- Attendances **up 88%** on pcp, despite low international visitation
- Yield improvement continues:
 - Admissions Per Capita **up 35%** on pcp, **up 22%** on 1Q17
 - In Park Per Capita **up 28%** on pcp, **up 61%** on 1Q17
 - Total revenue per capita **up 35%** on pcp, **up 39%** on 1Q17
- Key initiatives include:
 - Stratified pricing, new 2-day, 2-parks pass introduced
 - Increased range and quality, F&B innovation
 - Strong Events program, creating more reasons to visit
 - Growth in experiential revenues such as Ride and Slide Express
 - Online Lego store and 'Moonlight' market businesses
- Headwinds may impact recovery momentum, eg inflation, rising interest rates and adverse weather (La Niña)

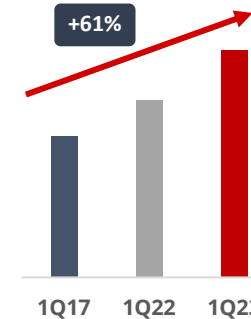
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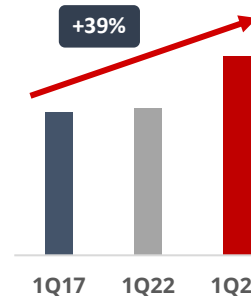
Admissions Per Cap



In Park Per Cap



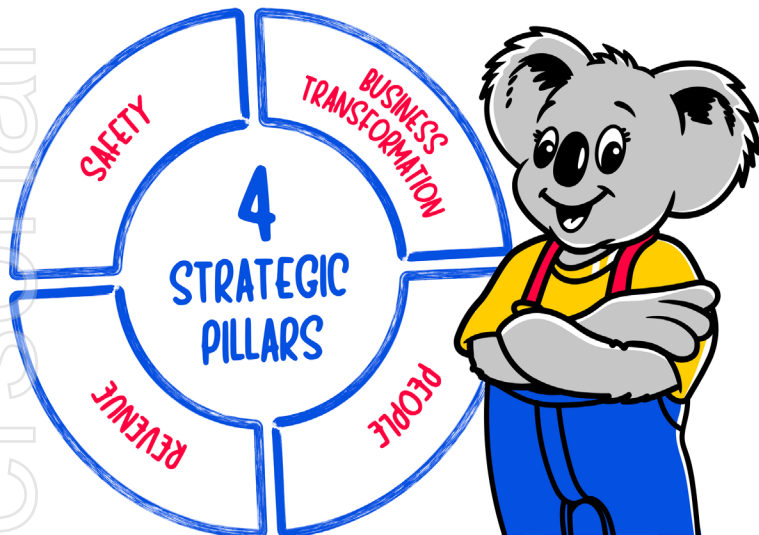
Total Per Cap



STRATEGIC INITIATIVES

WORK ON PILLARS FOR SUCCESS CONTINUING

The business continues to focus on the four strategic pillars designed to drive recovery. In addition to ongoing initiatives, a major announcement will take place before the end of the year, outlining plans for investments valued at over \$50 million.



SAFETY

- Transformative safety culture
- Major Amusement Park Licenses granted in August 2022
- Continuous improvement on current strong Safety Case
- Attractions fleet modernisation
- Pervasive approach to safety flowing through rest of the organisation, not just rides

BUSINESS TRANSFORMATION

- Safety consideration always overrides cost pressures
- A right sized cost base and a cultural aversion to waste
- Data driven approach to decision making
- Driving efficiency via labour variability model and increased leveraging of technology

REVENUE

- Improved guest experience
 - *Attraction availability & reliability*
 - *Improved F&B offering*
 - *Park presentation*
- Agile sales & marketing
 - *Increased digital media*
 - *Stratified pricing & mobile first initiatives*
- Product master plan
 - *New attractions and major events*
 - *Complementary development*

PEOPLE

- World class team and high performance culture
- Three-year diversity, equality and inclusion strategy
- Corporate social responsibility initiatives renewed
- Employee net promoter score substantially above pre-COVID



GROWING REVENUE

Strategic Initiatives

New attractions

- 🕒 Attraction refurbishment program in place to revitalise iconic product
- 🌀 Steel Taipan successfully opened in Dec-21
- 📋 Robust procurement methodology
- 🏰 Cadence gives new 'news' in FY23, FY24 and FY25
- ⚙️ Project pipeline well advanced with \$50-60 million development capex planned over next 3-4 years
- 📢 Announcements planned for end of calendar 2022

FY23 EVENTS & ACTIVATIONS TO DATE



25 June – 17 July 2022

Dreamworld transformed into a winter wonderland for June school holidays

Included ice skating, ice slide, snow in Main Street, VIP Igloo rental, Belinda's Artic Adventure and themed entertainment



17 September – 9 October 2022

Spring County Fair returned during the September school holidays

Included petting zoo, live music, American-style eats, Scarecrow Lane, showbags and themed entertainment

Shannon Noll performance and Gold Coast's Biggest Nutbush dance



7 August 2022

Substantial growth in participants compared to prior year

\$10,000 raised for charity

Overwhelming positive participant and volunteer feedback



15 October – 31 October 2022

This popular annual event returned in October, with most nights sold out

Included Trick or Treat, costume competition, Vintage Scares, Count Kenny's Mystery Mansion, VIP Pumpkin Pass and themed entertainment and shows

SOLID BALANCE SHEET



OWNED LAND



ICONIC ASSETS



WORLD CLASS TEAM



RECOVERY MOMENTUM CONTINUING

**Positive Q1 EBITDA,
best since 1Q17**



TICKET SALES GROWTH

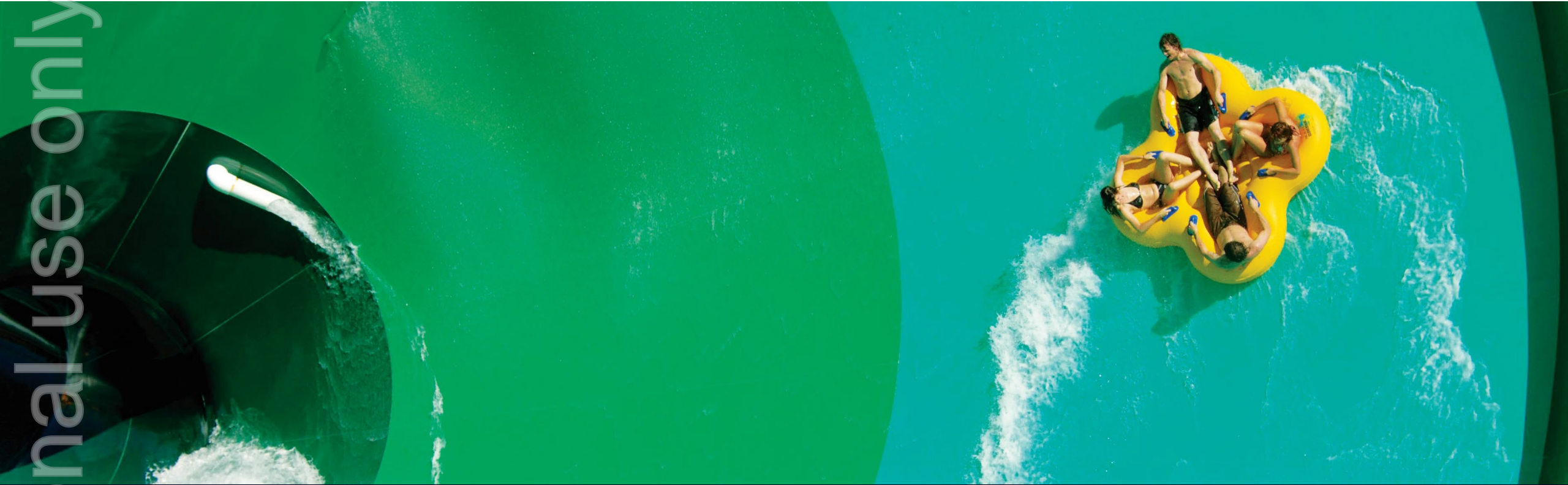
Best Q1 ticket sales value since 1Q17

SOLID YIELD GROWTH

Q1 total per capita revenue up 39% vs 1Q17

POSITIVE OUTLOOK

New attractions announcement prior to Christmas



Thank You