

## MARKET ANNOUNCEMENT

14 September 2023, Vista Group International Ltd, Auckland, New Zealand

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### US Investor Day Presentation

Please find attached a copy of the presentation to be presented today to investors at Vista Group International Limited's Investor Day in California, USA.

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### About Vista Group

Vista Group International Limited is a global leader in providing technology solutions to the international film industry. With brands including Vista, Veezi, Movio, Numero, Maccs, Flicks and Powster, Vista Group's expertise covers cinema management software; loyalty, moviegoer engagement and marketing; film distribution software; box office reporting; creative studio solutions; and the Flicks movie, cinema and streaming website and app.



LA Investor Update  
13 September 2023

# Welcome to the Vista Group Investor Day

## Part A: From the Industry

- Shelli Taylor, Alamo Drafthouse
- George Eyles, Deluxe

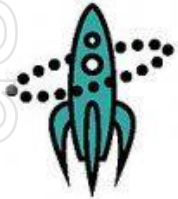
## Part B: From Vista Group

- Stuart Dickinson

# Why we are here today – Alamo

They live and breathe movies (film, food, and fun)

BOLDLY GO



GIVE A SHIT



DO THE  
RIGHT THING



FOSTER  
COMMUNITY



[https://youtu.be/MpFWQWjmHEQ?si=XxYK0mfopbAPX0X\\_](https://youtu.be/MpFWQWjmHEQ?si=XxYK0mfopbAPX0X_)



# Shelli Taylor

Chair, Alamo Drafthouse

- Joined Alamo Drafthouse as CEO in 2020 leading through the pandemic to August 2023 with Alamo's current industry-topping performance and renewed expansion
- Former President of United Planet Fitness Partners, the largest Planet Fitness franchise
- Former Starbucks executive for nearly two decades, playing a key role during Starbucks' expansion into China



ersonal use only



**“BEST  
THEATER  
EVER.”**

**TIME MAGAZINE**



## **CELEBRATING FILM.**

It is the simple reason Alamo Drafthouse exists.  
Our goal is to deliver the best cinema experience in  
the world, transforming a standard trip to the movies  
into a life long memory.

Through our creative programming, unique food and  
beverage offering, unconventional experiences and  
highly collectible consumer products, we are able to  
touch every corner of the film universe and support films  
with a passion and fervor unlike anyone else.

**This is what we do...**



**“COOLEST  
MOVIE THEATER  
IN THE WORLD.”**

WIRED MAGAZINE







## ALAMO DRAFTHOUSE CINEMAS

At Alamo Drafthouse, we position our theaters to serve as community cultural centers engaging all forms of fans and all genres of film. Our scope is deliberately wide and deep, as we believe in championing great cinema regardless of whether it's a studio's biggest blockbuster or the most obscure oddity.

For over two decades, these approaches have helped us build authentic relationships with filmmakers from all over the world and earn us accolades from our guests and the media alike.

Currently ranked as the #7 circuit with 39 locations in 23 markets, our commitment to film has never been deeper. It is this commitment that has seen us over-index and elevate our ranking on a broad span of content ranging from studio blockbusters to daring independent filmmaking.



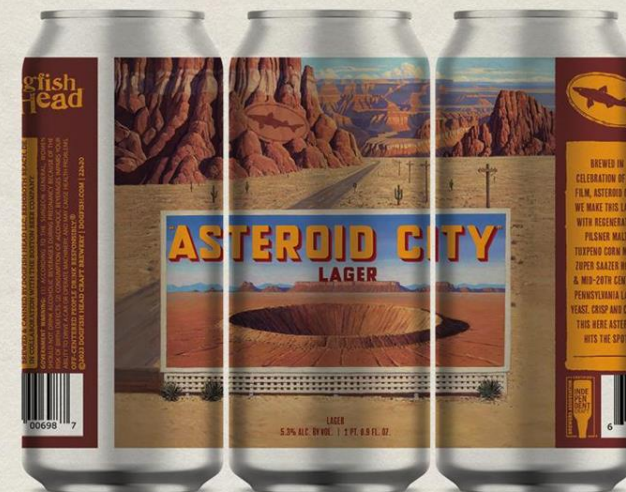




## FOOD & DRINKS

Acknowledged by BonAppetit.com as, "the pinnacle of the movie/food experience," our commitment to film is rivaled only by our commitment to the crafts of food and drink. We serve a full food and drink menu in all of our theaters and deliver directly to our customers' seats. Courtesy of a local chef in every market, all of our food is prepared in-house from scratch and focuses on a blend of film-inspired and classic American dishes. Every location also offers a minimum of 24 local beers on tap, special partnerships with local breweries, and a cocktail menu that can challenge the best bars in the market. Many venues also feature standalone bars on site, giving patrons a comfortable destination for post-movie conversation.

In addition, our menus are themed to movies to create fully immersive cinematic experiences and we have created completely new film-related beer products, most recently with Focus Features, Indian Paintbrush, and Dogfish Head Brewery for Wes Anderson's ASTEROID CITY Lager.





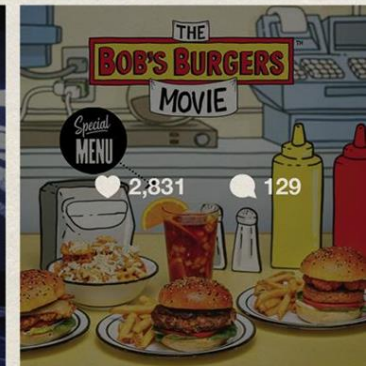
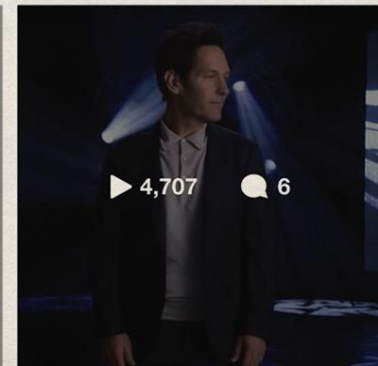
# NO TALKING

## CONTENT & EDITORIAL

As a brand that loves showing movies, it only makes sense that we love talking about movies with the widest audience possible.

Instead of featuring ads on screen, we curate a special show before every screening. This content includes our celebrated "Don't Talk" PSAs, featuring a talent roster that includes Samuel Jackson, Dwayne "The Rock" Johnson, Steve Carrell, and Amy Schumer. But it doesn't stop there. Our content ranges from film series recaps, Q&As with talent, exclusive sneak peeks, and so much more.

In addition to our theater screens, with more than 1.7M social followers and 2M email subscribers, Alamo fans engage with our content across all of our platforms.





## FILM MARKETING

Alamo Drafthouse takes a deliberate approach to marketing titles for maximum success at the box office. With over 25 years of customer insights, owned digital platforms, and a trusted voice in film, we're able to create bespoke, targeted campaigns that directly connect films we love with the most receptive audiences.

This careful approach allows us to build success for a full range of titles spanning Hollywood's biggest blockbusters to critically acclaimed indie darlings and everything in between. By speaking directly to fans of all film genres we have built the most trusted voice and loyal following of any exhibitor in the world.







## MEDIA OPPORTUNITIES

→ We believe that memorable guest experiences and effective film marketing can go hand in hand, and we have a track record to prove it. This is no better exemplified than with our themed takeovers and unique screening events, both inside and outside our theaters.

From building-sized murals of Optimus Prime for Paramount Pictures' TRANSFORMERS: RISE OF THE BEASTS, to a custom photo opportunity for A24's BEAU IS AFRAID from Ari Aster, to hosting esteemed guests like Nicolas Cage for a Q&A screening of Universal's RENFIELD, we're primed and ready to deliver impactful experiences for guests and studio partners.







## FANTASTIC FEST SEPTEMBER 21-28, 2023

Hailed as "the coolest film festival in the world" by IGN, Fantastic Fest is the largest genre film festival in the US, specializing in horror, fantasy, sci-fi, action, and just plain fantastic movies from all around the world. The festival is dedicated to championing challenging and thought-provoking cinema while celebrating new voices and new stories. Supporting film in its most provocative, ground-breaking, and underseen forms is our all-consuming passion, giving audiences a chance to find new favorites and future genre classics in the process.

Each year we bring together fans, guests, industry, press, and movie lovers of all stripes in an inclusive and fun environment for a weeklong celebration of film in all its forms through carefully curated screenings and events, including parties, live podcast recordings, boxing debates, and much more.

In years past, Fantastic Fest has been home to world premieres of genre-defining films, including SMILE, JOHN WICK, and THERE WILL BE BLOOD. We've also been honored to host innovating artists such as Rian Johnson, Bill Murray, Keanu Reeves, and many more.







**RANKED #4**  
**“THE WORLD’S MOST  
INNOVATIVE COMPANIES  
IN HOLLYWOOD”** .....► **FAST COMPANY**





## SEASON PASS SUBSCRIPTION

Along with delivering an exceptional cinema experience for our guests, Alamo Drafthouse is committed to providing unparalleled value for moviegoers through our Season Pass subscription. For one low monthly price, subscribers have the opportunity to attend one regularly-priced, non-event screening per day, every day of the year.

Since launching in 2020, Season Pass has seen overwhelming support from our guests, with over 45,000 active subscribers enjoying unlimited movies for one killer price. This offers both tremendous value to guests and allows us to champion smaller films that audiences might otherwise not see.

# UNLIMITED MOVIES

ONE **WILD** PRICE







## TOTAL EXPERIENCE

► At Alamo Drafthouse, we don't just deliver the best films, food and drink in our theaters. Whether it's intimate access to A-list talent, custom-themed installations, epic, multi-course film-feasts or producing the most outrageous stunts, we pride ourselves in creating the most awesome experiences for our guests.

But the fun doesn't stop in our theaters... For the past 25 years we have finely-honed the art of producing large-scale, immersive events all over the United States in all forms of locations—from classic movie palaces to underground caves to mountain retreats. We have even screened *JAWS* on the water. Simply put, there is no end that we won't go to celebrate film.





**"NOW THIS IS HOW  
JAWS WAS MEANT TO  
BE SEEN. EPIC. EVIL...  
AND ALSO GENIUS."**





ALAMO DRAFTHOUSE **BY THE NUMBERS**

LOCATIONS

**39**

NATIONAL  
MARKET SHARE

**7**

APP DOWNLOADS

**1.4M**

SCREENS

**324**

AVG MONTHLY  
THEATER GUESTS

**570K**

AVG MONTHLY WEB  
+ MOBILE VISITS

**1.3M**

**SOCIAL**

TOTAL FOLLOWERS

**1.7M**

AVG ANNUAL REACH

**5.5M**

AVG ENGAGEMENT RATE

**5%**

**EMAIL**

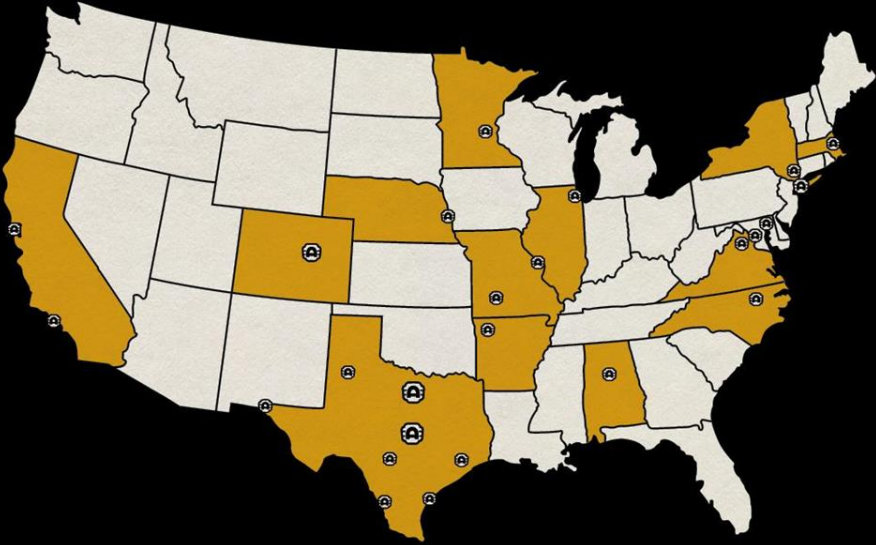
VICTORY LOYALTY MEMBERS

**3M**

EMAIL SUBSCRIBERS

**2M**

ALAMO DRAFTHOUSE **LOCATIONS**



ARLINGTON, VA  
ASHBURN, VA  
AUSTIN, TX  
BIRMINGHAM, AL\*  
BOSTON, MA\*  
BROOKLYN, NY  
CHARLOTTESVILLE, VA  
CHICAGO, IL  
CORPUS CHRISTI, TX  
DALLAS, TX  
DENTON, TX  
DENVER, CO  
EL PASO, TX

FAYETTEVILLE, AR\*  
GLENDALE, CO\*  
GRAND PRAIRIE, TX\*  
IRVING, TX  
KATY, TX  
LAREDO, TX  
LA VISTA, NE  
LEAGUE CITY, TX\*  
LITTLETON, CO  
LOS ANGELES, CA  
LUBBOCK, TX  
NEW YORK, NY  
RALEIGH, NC

RICHARDSON, TX  
SAN ANTONIO, TX  
SAN FRANCISCO, CA  
SPRINGFIELD, MO  
ST. LOUIS, MO  
STATEN ISLAND, NY  
WASHINGTON, DC  
WINCHESTER, VA  
WOODBIDGE, VA  
WOODBURY, MN  
YONKERS, NY

\*COMING SOON

ersonal use only



CONTACT

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FOR A MEDIA KIT AND CUSTOM CAMPAIGN



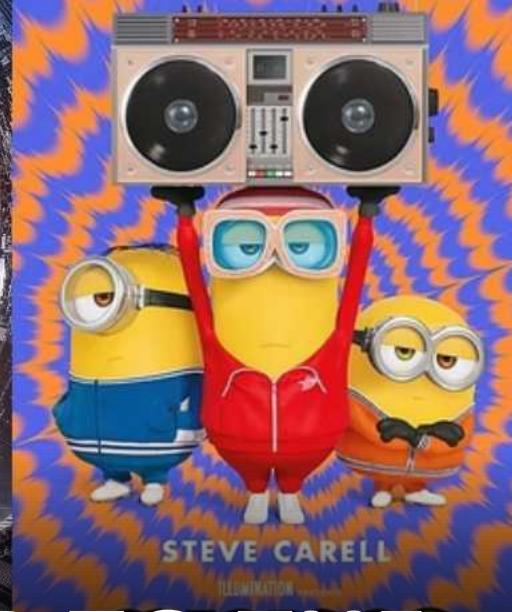
# George Eyles

EVP & GM, Cinema Worldwide, Deluxe

- Responsible for Deluxe's global Cinema strategy and operations.
- Previously CEO of Maccs and led Numero's box office reporting business. Launched cloud native system Mica and expanded box office reporting services globally.
- Worked at Arqiva, deployed a pan-European electronic delivery network for cinema and created live event services for cinemas around the world.







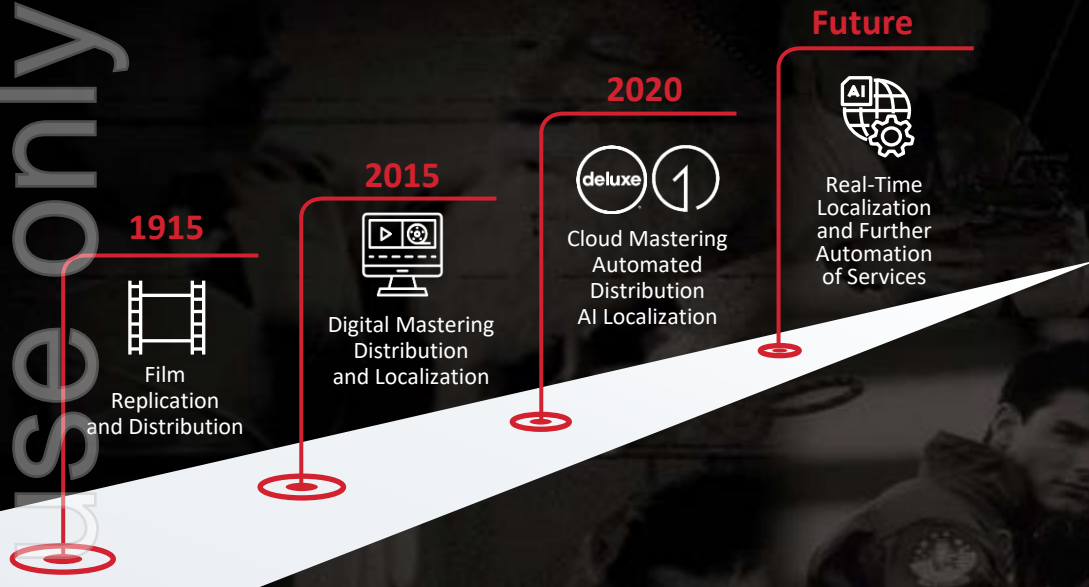
DELUXE HAS BEEN A TRUSTED PARTNER TO THE CINEMA INDUSTRY SINCE 1915





# FOR OVER 100 YEARS, DELUXE HAS BEEN THE GLOBAL LEADER IN CONTENT SERVICING AND DELIVERY

## DELUXE SETS THE STANDARD FOR QUALITY AND DISTRIBUTION AT SCALE



BRAND SYNONOMOUS WITH  
TRUST & DELIVERY

**deluxe**

UNMATCHED  
GLOBAL SCALE

**4,000+**  
Employees  
Globally

**13**  
Operating Countries

**36**  
Facilities  
Worldwide

**195**  
Countries Served

DEEP RELATIONSHIPS  
WITH MARQUEE  
CUSTOMERS



WARNER BROS.



Total Quality Program



SONY PICTURES



Preferred Partner



DELUXE FILM LAB OPENS AS PART OF FOX STUDIO



INTRODUCTION OF COLOR TO CINEMA



DELUXE BEGINS DVD MANUFACTURING



DELUXE AUTHORED ITS FIRST BLU-RAY

NETFLIX prime video

DELUXE BECOMES KEY PARTNER IN GLOBAL STREAMING PLATFORM LAUNCHES

LEADING MEDIA SERVICES  
PROVIDER ACROSS 13 COUNTRIES



UNMATCHED PRESENCE IN  
CINEMA, LOCALIZATION, AND  
DISTRIBUTION



Servicing the entertainment  
industry for over 105 years!

DELUXE HELPS FOX DEVELOP CINEMASCOPE WIDESCREEN PROCESS FOR THEATRES



DELUXE BEGINS VIDEO CASSETTE MANUFACTURING



DELUXE BEGINS OFFERING LOCALIZATION SERVICES



DELUXE PARTNERS WITH ECHOSTAR TO BUILD FIRST SATELLITE DISTRIBUTION NETWORK



DELUXE OFFERS ELECTRONIC DELIVERY FOR CINEMA DISTRIBUTION

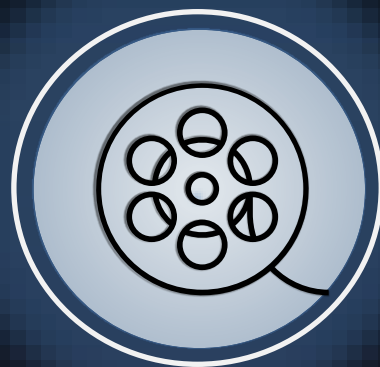


# SERVICING THE END-TO-END THEATRICAL WORKFLOW

FROM CREATING THE ORIGINAL MASTER TO DELIVERING TO THEATERS WORLDWIDE



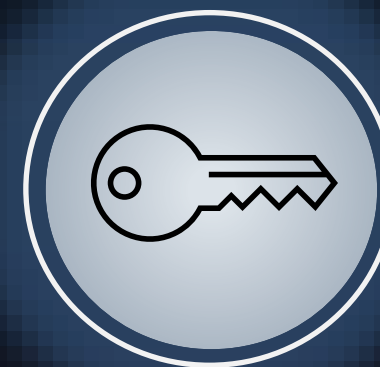
LOCALIZATION



MASTERING



DISTRIBUTION



KEYS





# UNMATCHED SCALE & REACH

SERVICING THE BIGGEST  
BLOCKBUSTERS REQUIRES GLOBAL  
SCALE COMBINED WITH LEADING  
TECHNOLOGY AND 24x7  
OPERATIONS

14

Facilities  
Worldwide

25

QC  
Theaters

26

Replication  
Facilities

7K+

Connected  
Cinemas

600+

Team Members

ersonal use only



ersonal use only



LOOKING FORWARD

UNMASK THE TRUTH





ersonal use only



**ACCELERATING THE NEW ERA OF ENTERTAINMENT**

## Questions



deluxe®



Thank you, Shelli and George



**deluxe**®

**5 minute break**



vista

numero

MOVIO

maccs

POWSTER



FLICKS

## Connected Future

Powering a vibrant industry with client-inspired innovation and high performing technology.

13 September 2023

# Important notice

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Unless otherwise stated, all information in this presentation is expressed at the date of this presentation and all currency amounts are in NZ dollars.

## Solving our client's business needs....

### The Vista Group Formula ...

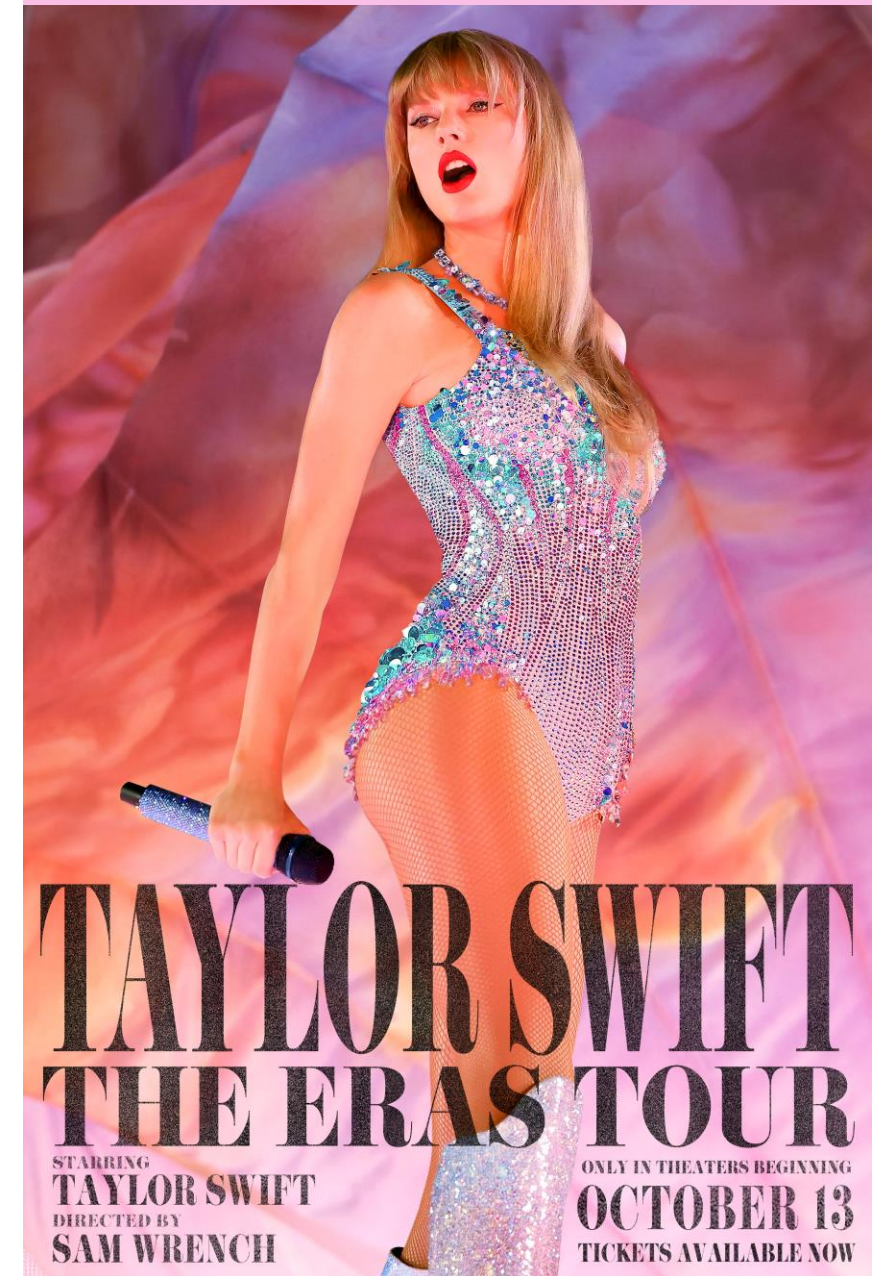
1. The Film industry is vibrant.
2. AI-enabled cloud technology will power stronger margins and performance.
3. An ecosystem approach enables client-inspired innovation and speed to market.

# The industry is vibrant

- **Summer box office exceeded \$4 billion for the first time since 2019**
  - 119% of 2022 box office
  - 96% of the average of 2017-19 summers with half the releases
  - Diversity drove admissions, with a balance of sequels and new content
- ***Barbenheimer* went off!**
  - July 2023 was the 4th largest domestic box office month of July ever at \$1.37b and 6% higher than July 2019
  - The *Barbie* and *Oppenheimer* combination shattered single day, weekend and week numbers for exhibitors around the world

## National Cinema Days boost attendance and excitement

- 8.5M moviegoers in the US, up 5% on 2022
- 1.6M moviegoers in the UK, up 6% on 2022
- **And Taylor Swift keeps the hits coming...**





# Streamers / new studios have powered up theatrical release and the box office



## Air

Exclusive theatrical release before streaming on Amazon Prime



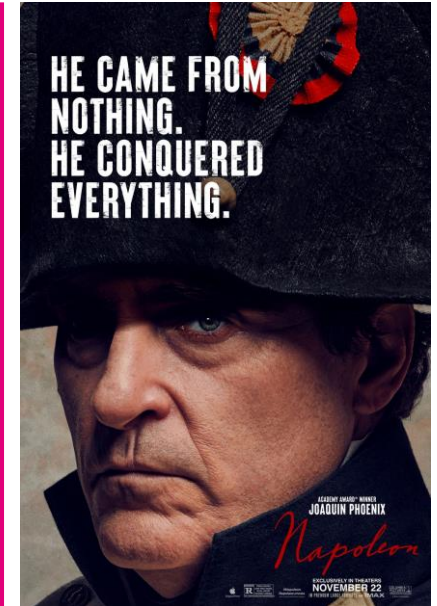
## Sound of Freedom

Angel Studios – new entrant, \$183m and counting in the domestic US



## Killers of the Flower Moon

Wide global theatrical release before streaming on Apple TV+



## Napoleon

Apple trend: exclusive theatrical release before streaming on Apple TV+

## What about the strikes?

- Vista Group less impacted by writers and actors strikes than other areas of the entertainment industry
- A diverse slate of films for the rest of the year and 2024 is also looking strong
- *Barbie* and *Oppenheimer* success carries over: August was the second month in a row with a monthly global box office on or above 2019 levels.
- Things can change quickly – for the better: *Sound of Freedom*, *Taylor Swift The Eras Tour*

Q4 2023



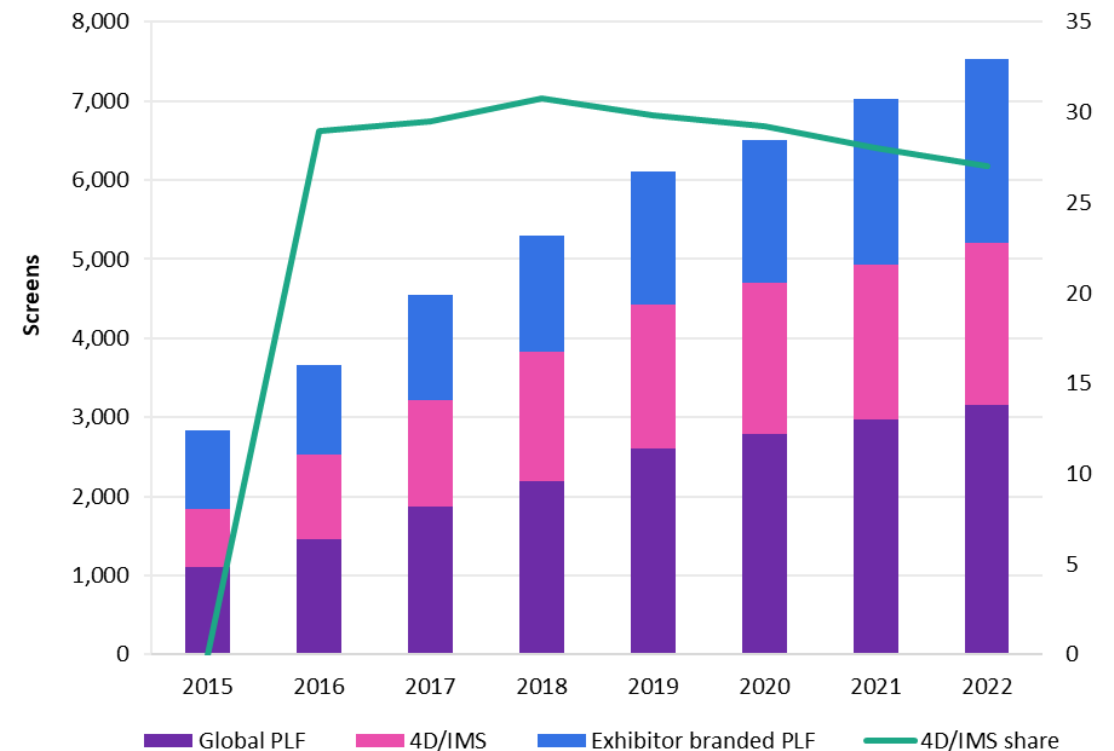
Q1 2024



# Premiumisation: a truly differentiated experience

- Premiumisation refers to luxury auditoriums and seating, extended dining and enhanced technology in addition to immersive sound and 3D screens.
- Omdia reports that between 2021-22, premium format screens (PLF, 4D, and motion seating) rose from 7,000 to 7,500 (+7.1%), driven by *Avatar: The Way of the Water*.
- *Oppenheimer*'s global success has been driven by its IMAX run. In North America, IMAX generated ~30% of its box office, despite only comprising about 1% of all theatres.

Evolution of premium formats by type of screen 2015–22



Notes: D-Box data as at March 2023.  
Source: Omdia

© 2023 Omdia



# Key trends are driving investment and momentum for exhibitors



# With great content and investment exhibitors see a strong future

 **CBC** | Business

**NEWS**

## 'Barbenheimer' made this July the best one ever at the box office for Cineplex

"Our record-breaking July box office demonstrates movie-lovers' strong desire for sharing the experience of a movie in a social setting, immersed with big screens and big sound that you can't replicate at home. It is a further testament to the strength of the exhibition industry."

- Ellis Jacob, Cineplex President & CEO

## Kinepolis: Record high revenue in the first half of 2023

"The first six months confirmed what we were already able to observe in 2022: visitor numbers are recovering in line with the increase of the number of international films on offer."

- Eddy Duquenne, Kinepolis Group CEO

## Everyman Media Group: Strong operational and financial performance

"Supported by an increasingly strong pipeline of new releases, commitment to the theatrical window from studios and new investment from streamers in films for theatrical release, we view our prospects with increasing confidence."

- Alex Scrimgeour, Everyman CEO

 **BUSINESS**

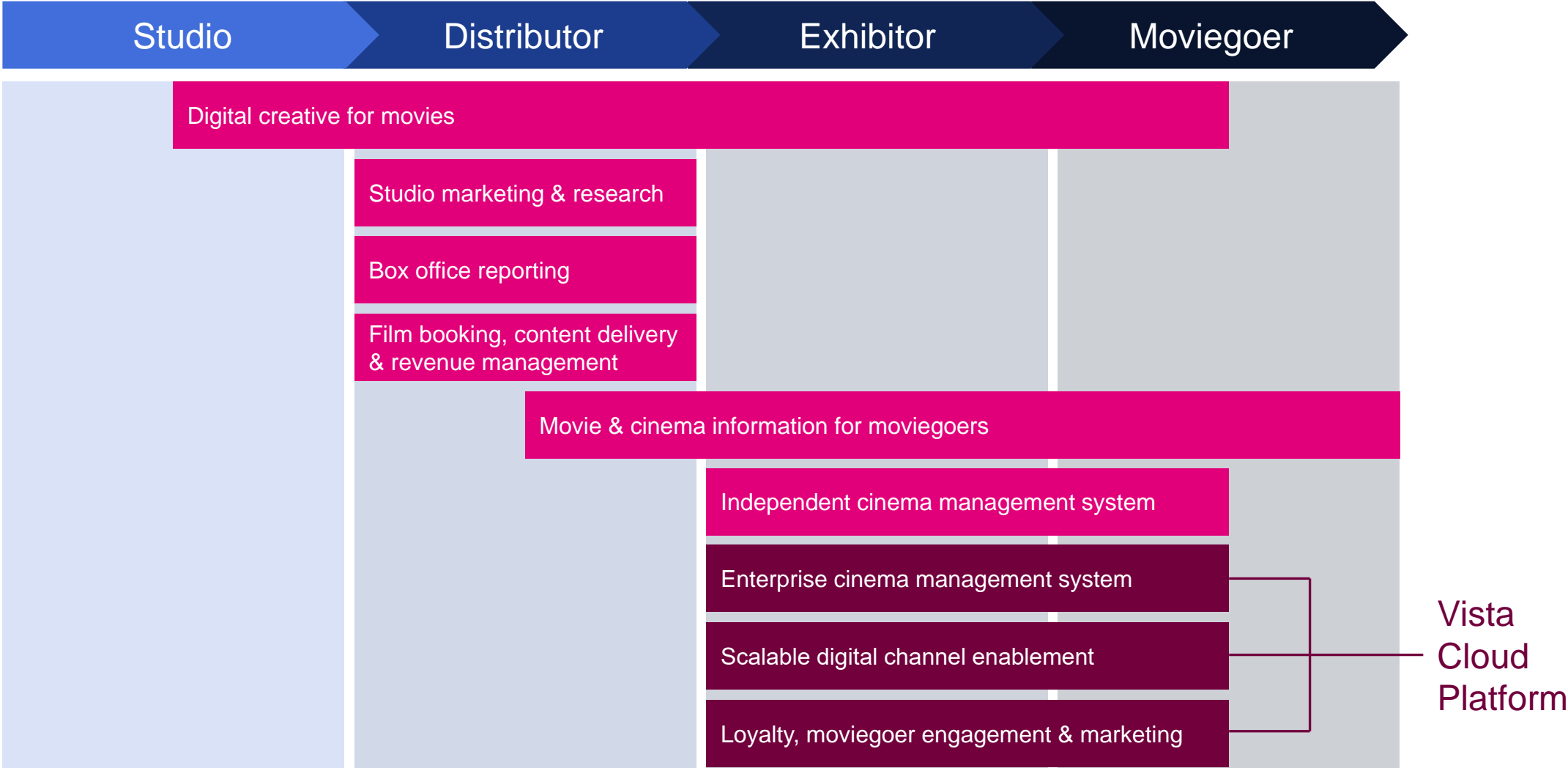
## AMC just had its best week in history, thanks to Barbie and Oppenheimer

"Achieving the most admissions revenue in a single week in AMC's storied 103-year history is a testament to the moviegoing audience, who has demonstrated once again that they are ready, willing, and eager to come out to movie theatres in huge numbers."

- Adam Aron, AMC Chairman and CEO

Delivering ~~Products~~ Solutions that fit ...

# Our digital ecosystem supports the entire industry value chain



# The future is the Vista Cloud Platform

Our next generation of moviegoer and enterprise cinema management platform.

Reassuringly familiar yet radically superior,  
Vista Cloud Platform propels exhibitors into the future.



# The future is the Vista Cloud Platform

Components	Business driver	Market bundle
● <b>Core Confidence</b>	Let me focus on delivering exceptional operations and guest experiences confident that I have world-class technology that don't drain my resources or let me down.	<b>All</b>
● <b>Data Empowerment</b>	Reveal how I'm performing, why, and recommend what I should do to seize every opportunity.	<b>Horizon, Oneview</b>
● <b>Digital Connectivity</b>	Allow me to scale to blockbuster moments and deliver amazing user experiences regardless of who builds my sales channels	<b>Vista Digital, Movio Cinema EQ</b>
● <b>Moviegoer Engagement</b>	Allow me to drive incremental returns and boost moviegoer retention with tailored interfaces, communications and offers.	<b>Vista Digital, Movio Cinema EQ</b>
● <b>Operational Excellence</b>	I want my teams to serve our guests and operate our theatres as efficiently and effectively as possible.	<b>Vista Cloud</b>

# Exhibitors determine their preferred path and pace to Vista Cloud

## Core

The foundation to succeed

## Capabilities

Aligning innovation to needs

## Journey

Multiple points of entry and adoption velocity





# ● A robust Core

**"Let me focus on delivering exceptional operations and guest experiences confident that I have world-class technology that don't drain my resources or let me down."**

## **Our Core delivers:**

- Exceptional reliability and performance
- Enterprise-grade security and compliance
- Rapid extensibility and scalability
- Continuous innovation, delivered seamlessly
- Best-in-class support

**On-premise**

**SaaS**

Software  
License

Subscription  
Fee

Implementation  
Maintenance  
Hardware  
Upgrades  
Security

Governance

## ● A robust Core

### USE CASE

With more frequent and severe cyberattacks, building cybersecurity resilience is critical but also complex, especially for cinemas.

Vista Cloud leverages its technological advantages and dedicated team to identify and manage any security issues that might arise.

**Vista Cloud Platform works to safeguard moviegoer data and provides exhibitors with a highly reliable and secure environment.**

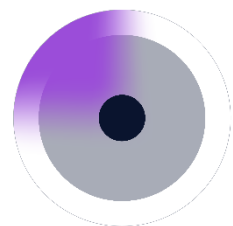
## Australia regulator tells Medibank to set aside \$167 million after data breach

By Renju Jose and Sameer Manekar

June 26, 2023 10:55 PM PDT · Updated 2 months ago





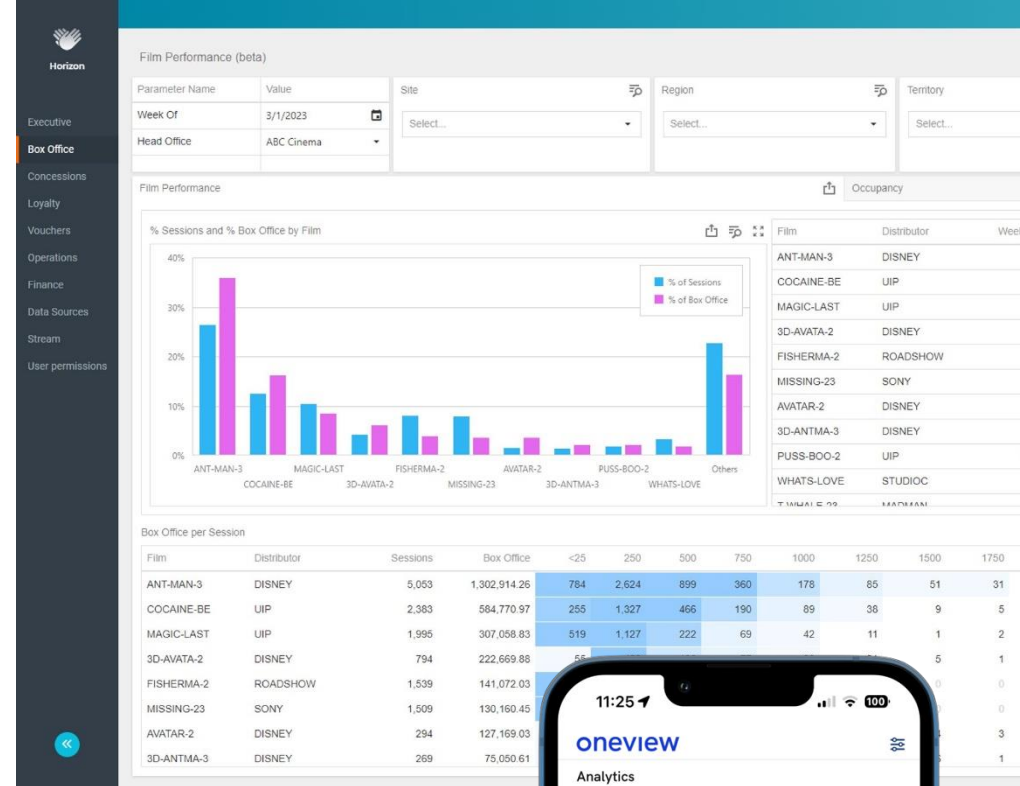


# Capabilities: Data empowerment

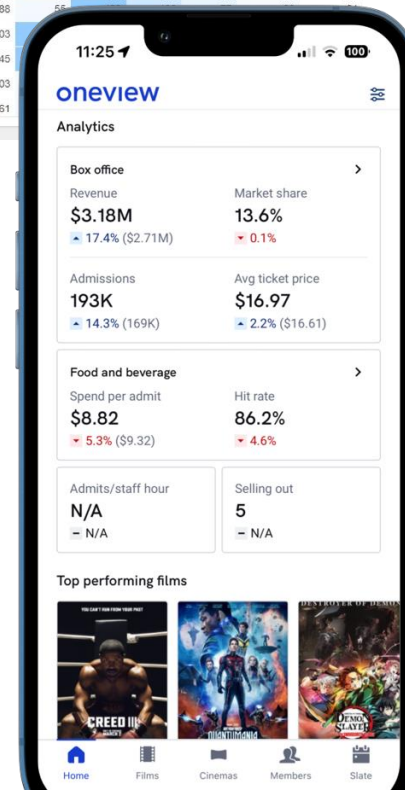
"Reveal how I'm performing, why, and recommend what I should do to seize every opportunity."

**Horizon:** circuit-wide, full-fidelity data warehouse, with quality data made available in seconds across Vista, Veezi and third-party products.

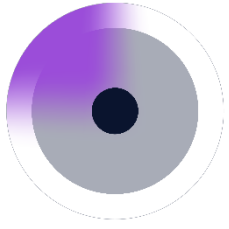
**Oneview:** Vista, Numero and Movio united in one 'digital assistant' providing exhibition leaders with real time movie, moviegoer, theatre and market insights.



Horizon



Oneview



# Capabilities:

## Data empowerment

### USE CASE

1 session is sold out, 1 session hasn't sold any tickets.

Real-time, circuit-wide insights and alerts let the Head Office know straight away, enabling the Film team to adjust the schedule.

Horizon and Oneview can create significant uplift opportunities.

### THE SCREEN







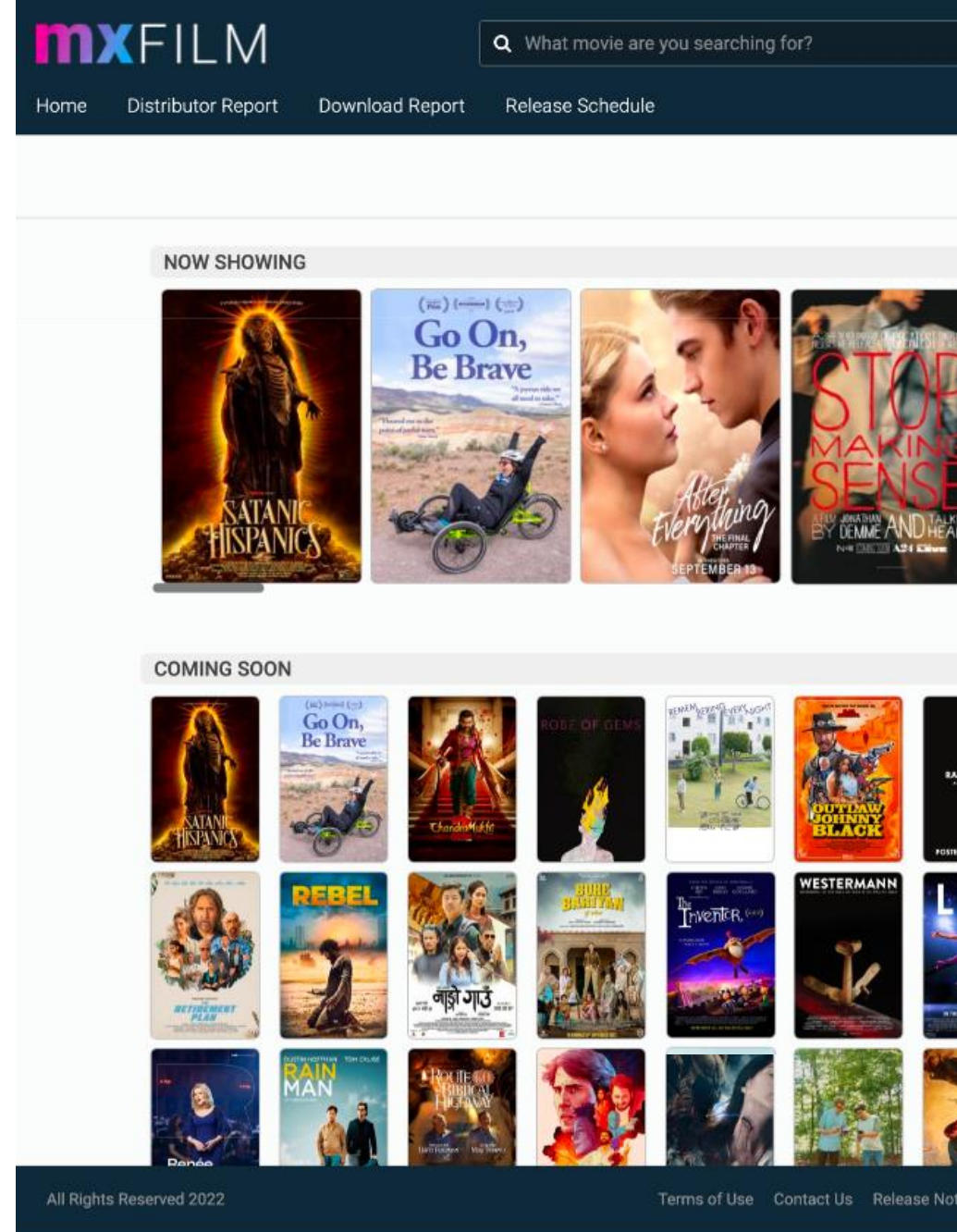
# Capabilities: Digital Connectivity

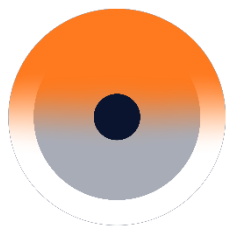
"Allow me to scale to blockbuster moments and deliver amazing user experiences regardless of who builds my sales channels"

**Connect:** Digital APIs and building blocks to deliver innovative ticketing and concession ordering service

**CXM:** guest experience engine to dynamically personalise pricing, deals, layout, advertising, and more

**MovieXchange Film:** studio-approved media + content delivery network to host your own material





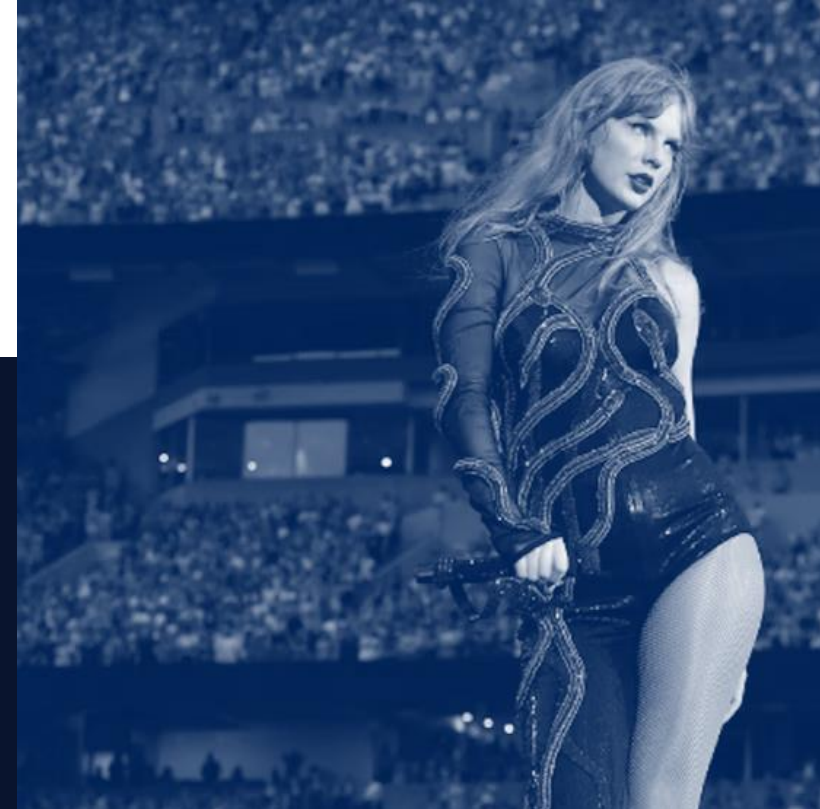
# Capabilities: Digital Connectivity

## USE CASE

Moviegoers are queuing online to get tickets to this highly anticipated release. They try their luck on other websites.

Horizontal scaling improves performance during peak load, removing or reducing the need for digital queuing systems.

**Channels powered by Vista Digital keep ticketing at all times.**



You Are Now in The Queue ⓘ

**2000+**

PEOPLE AHEAD OF YOU







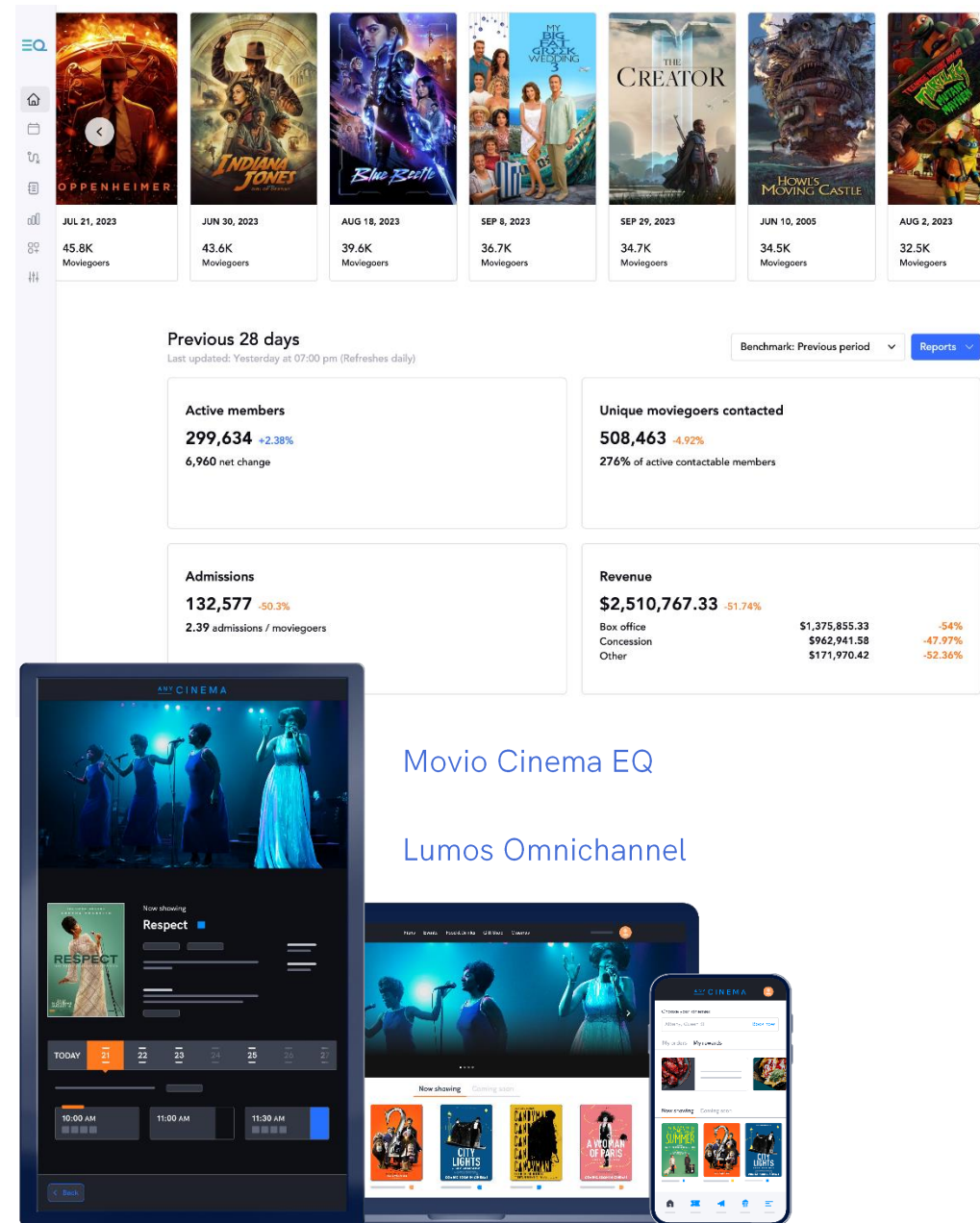
# Capabilities: Moviegoer engagement

"Allow me to drive incremental returns and boost moviegoer retention with tailored interfaces, communications and offers."

**EQ:** a faster, simpler, smarter data analytics and campaign management solution

**Lumos:** sleek out-of-the-box websites, mobile apps, kiosks

**Living Ticket:** digital tickets that evolve over the course of the moviegoer's experience, presenting contextual prompts and unique content



Movio Cinema EQ

Lumos Omnichannel



# Capabilities: Moviegoer engagement

## USE CASE

Cinemas need easy-to-set-up yet impactful marketing campaigns to increase visitation.

Through machine learning, dynamic content, and customisable omnichannel journeys, Movio Cinema EQ powers campaigns that include a perfect combination of data, automation, and personalisation for greater results.

**Movio Cinema EQ enables faster, simpler, and smarter marketing campaigns.**

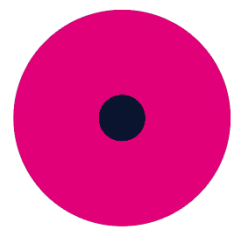


“With EQ, the process to achieve [a premium moviegoing experience] has been significantly streamlined, as has our ability to understand who is visiting and why.

We’re looking forward to many more successful campaigns with EQ, reaching more moviegoers and connecting them with their ideal movies.”

Christof Papousek, Managing Partner, Cineplexx International





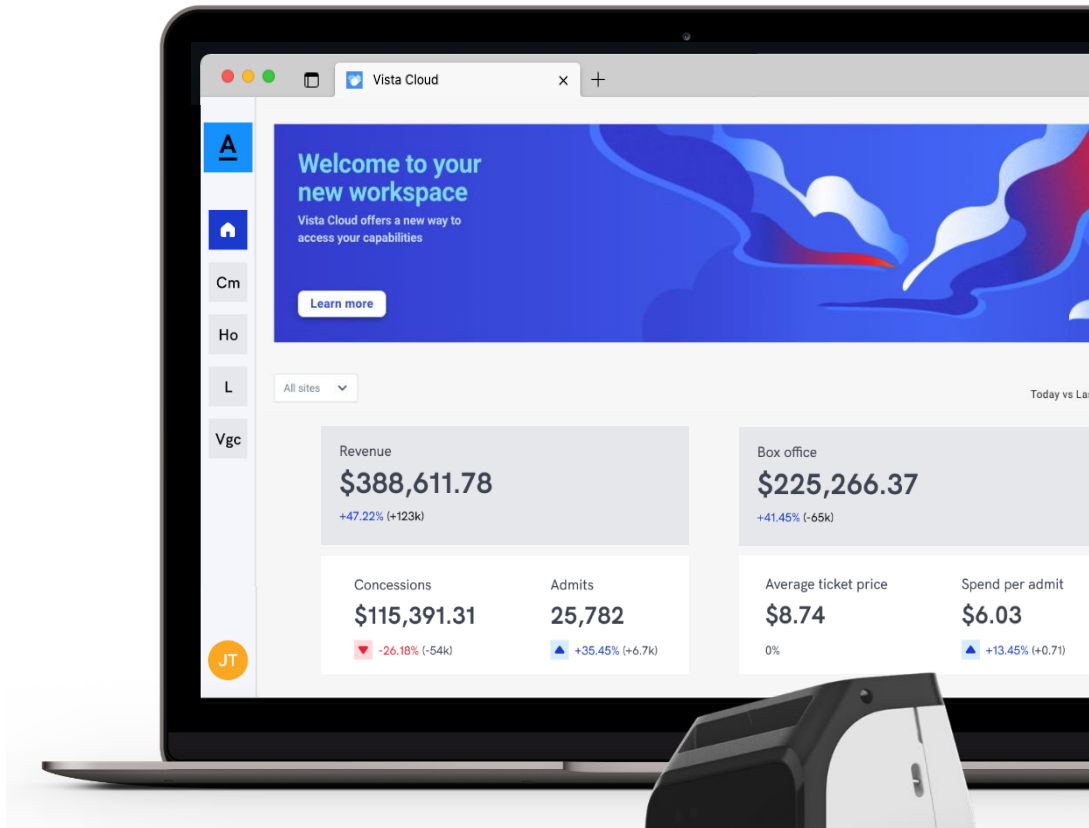
# Capabilities: Operational excellence

"I want my teams to serve our guests and operate our theatres as efficiently and effectively as possible."

**New user experience:** simple, seamless, and centralised UX to boost productivity with secure single sign on and centralised navigation

**Serve:** mobile app dedicated to advanced in-seat F&B ordering

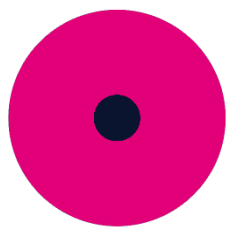
**Rove:** mobile POS designed to maximise sales opportunities



Vista Cloud homepage

Rove





# Capabilities: Operational excellence

## USE CASE

Exhibitors wish to reduce transactional labour and pivot to an experiential service delivery model whilst generating savings.

Self check-in gates facilitate moviegoers' flow at peak times, reduce staff assigned to supervising entry, and let remaining staff assist rather than control.

**With Vista Cloud, cinemas deliver leaner operations and an improved moviegoer experience all at once.**



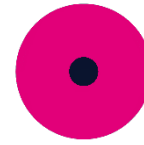


# Embedding the power of AI



## Capabilities: Moviegoer engagement

- Greater moviegoer self-service
- Dynamic pricing and offers
- Actionable guest feedback
- Personalised guest comms and recommendations



## Capabilities: Operational excellence

### Film Programming

- Optimised scheduling and 'like' movie prediction per movie / per site
- Admissions forecasting

### Operations

- Rostering / labour management
- Inventory management
- Natural language BI
- Energy management
- Fraud detection

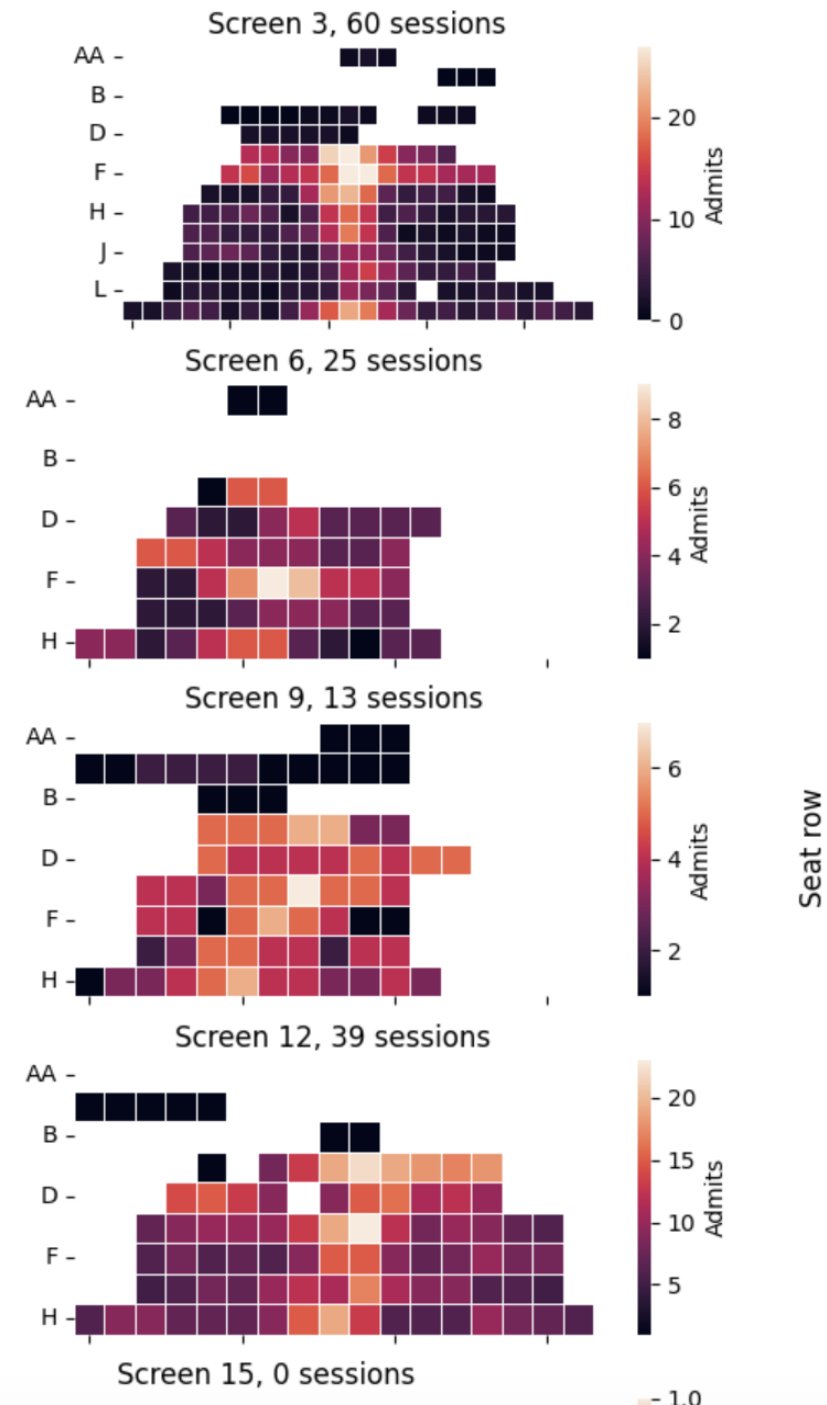
# Embedding the power of AI

## USE CASE

Cinemas can do zone-based pricing for seats. However, demand fluctuates based the movie's popularity and how long it's been out, while supply depends on overall seating capacity and types (e.g. recliners).

AI-driven data science allows us to see heat map utilisation by seat / theatre / movie type to recommend dynamic zonal pricing, or whether it's better to install additional recliners.

**With Vista Cloud, exhibitors can dynamically maximise box office per session.**

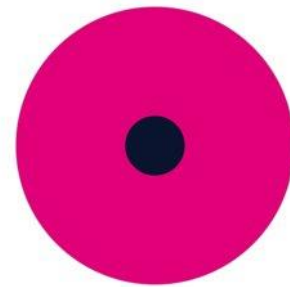
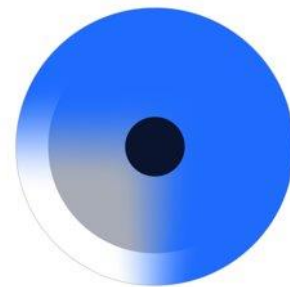




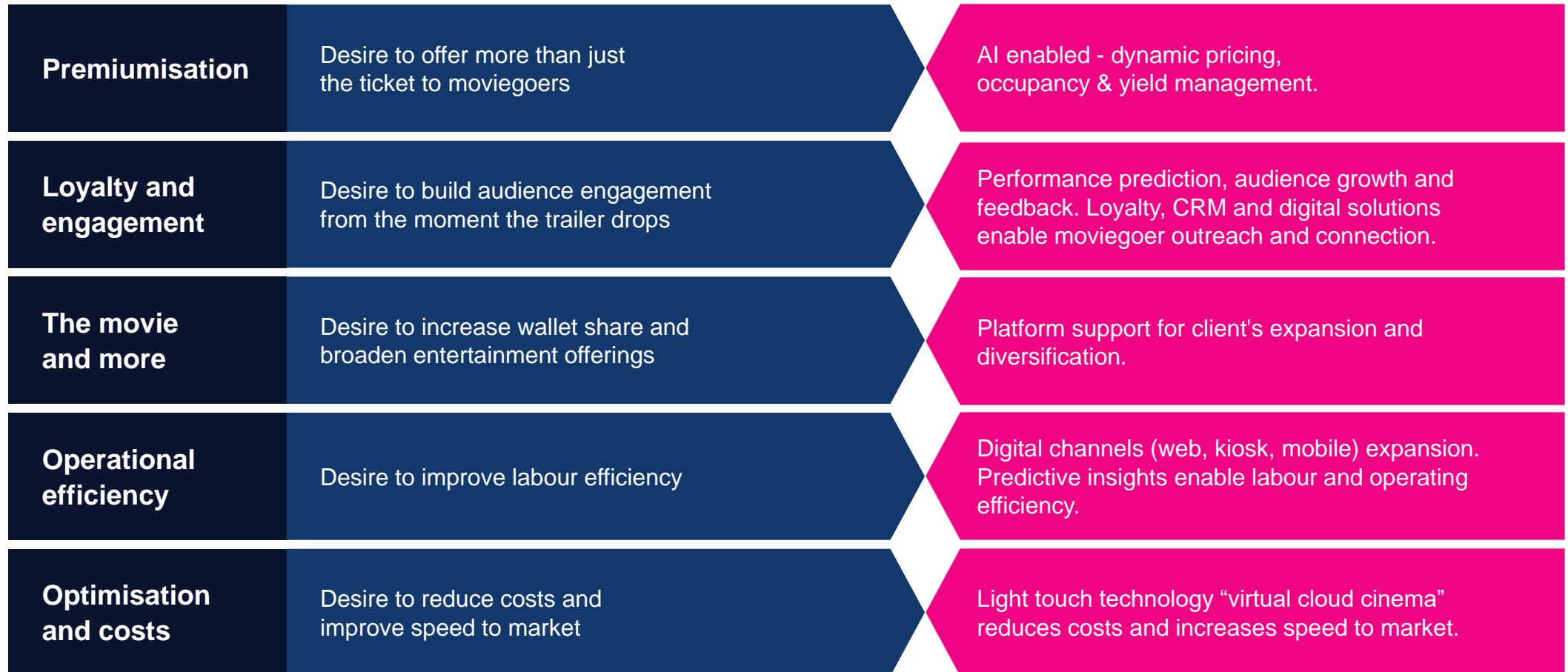
# Vista Cloud Platform is the destination, no matter the journey

**Implementation and adoption are progressive and tailored to exhibitors' preferred path and pace.**

- To address their priorities in a timely manner, exhibitors can start their journey where their business needs are.
- To make the most of our innovation, exhibitors have access to all features from previous segment(s).



# Vista Cloud Platform propels clients into the future





# The power is in our suite

## The Vista Group Formula ...

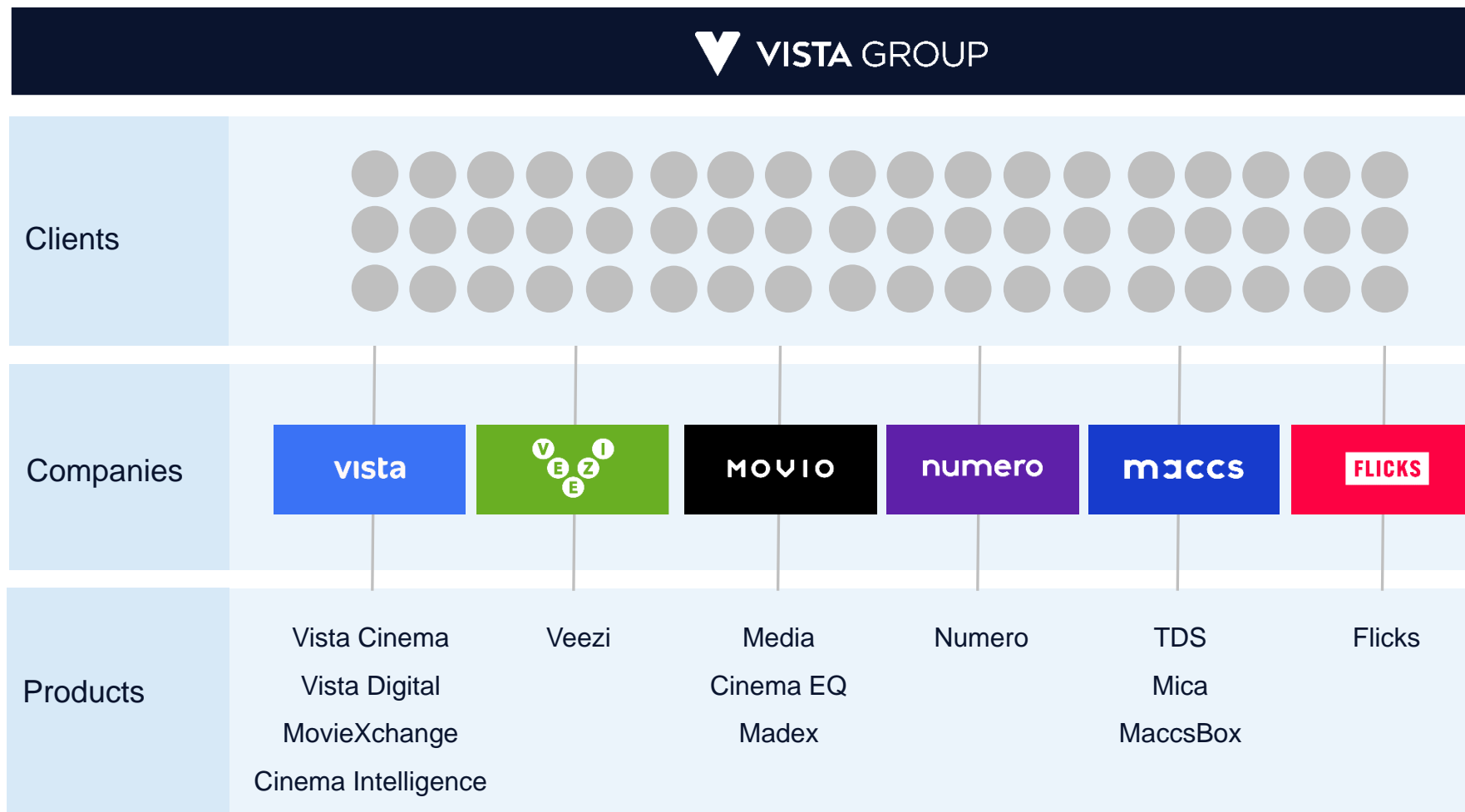
1. The Film industry is vibrant.
2. AI-enabled cloud technology will power stronger margins and performance.
3. An ecosystem “suite” approach enables client-inspired innovation and speed to market.

## One Organisation ...

1. Clear strategy.
2. Aligned client-centric business model and operating structure.
3. Relentless execution.

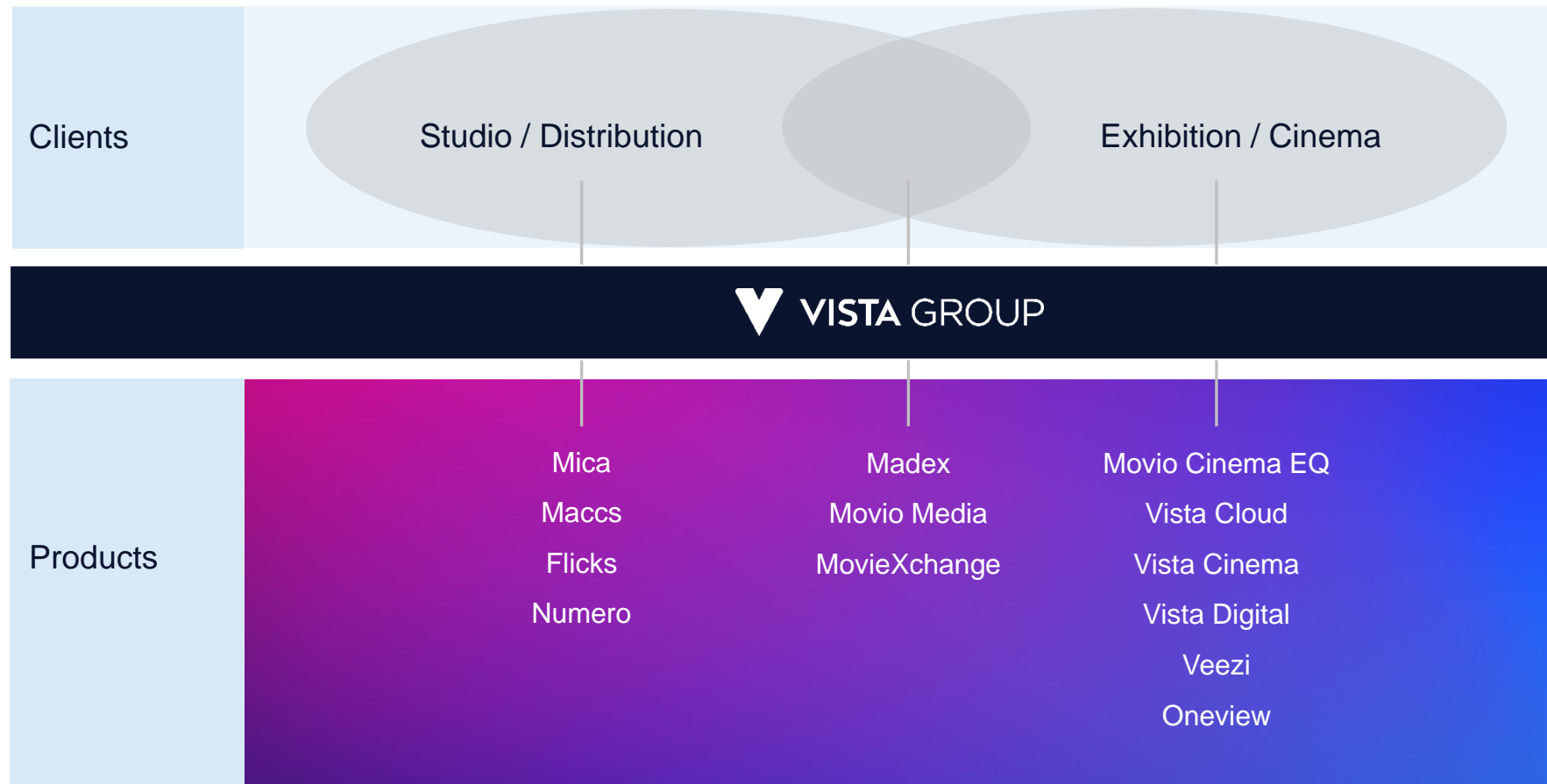
# Unifying and globalising our business structure –

From a company / product centric approach ...





# Unifying and globalising our business structure – ... to a client aligned business model



# Growing our success with our people

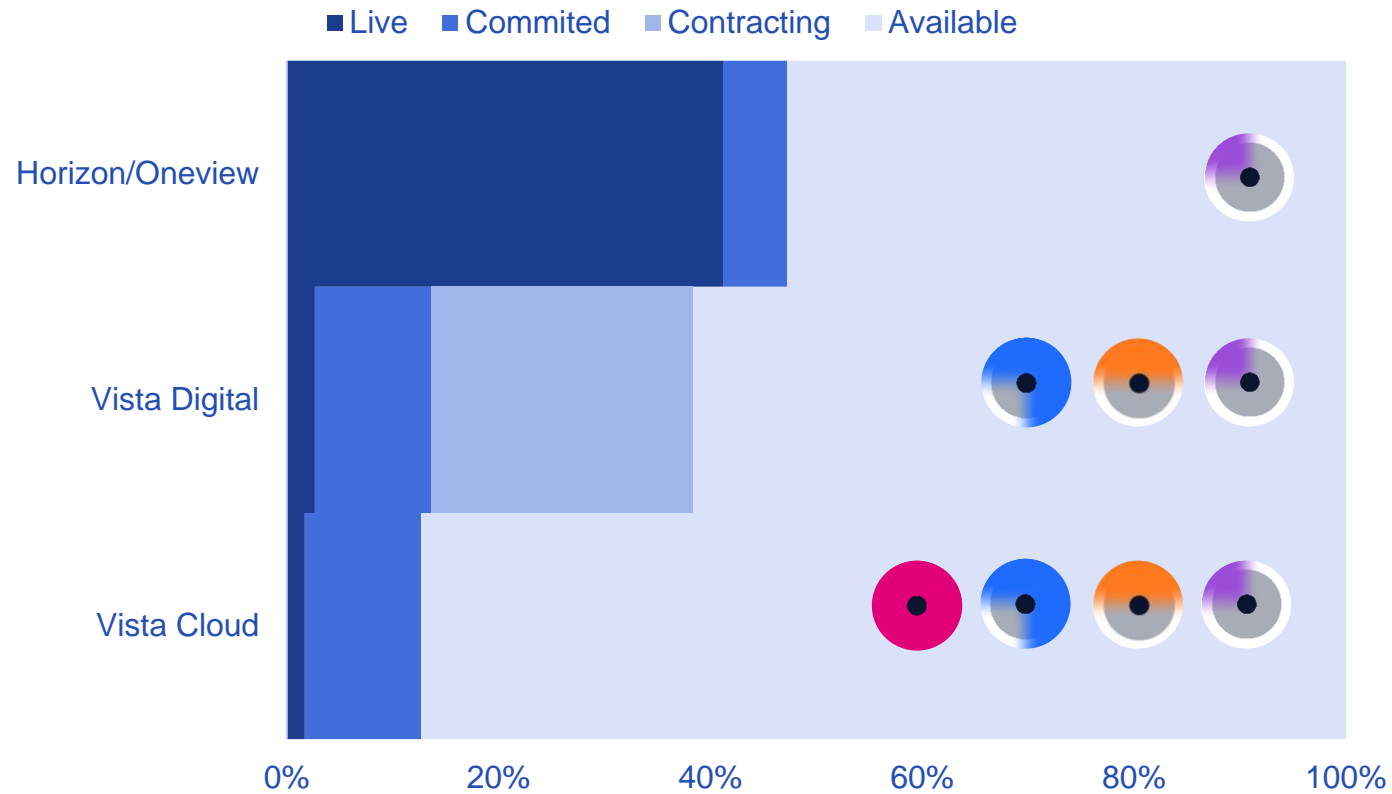
- Our new global structure allows for diverse experience from our global teams to drive innovation and deepen client engagement
- Creating opportunities for our people to work across our suite of products and services
- Uniting our teams' expertise for a more connected organisation, broadening the horizon and providing opportunities for growth and development
- Building on our reputation as an employer of choice



**Keeping track of progress ...**



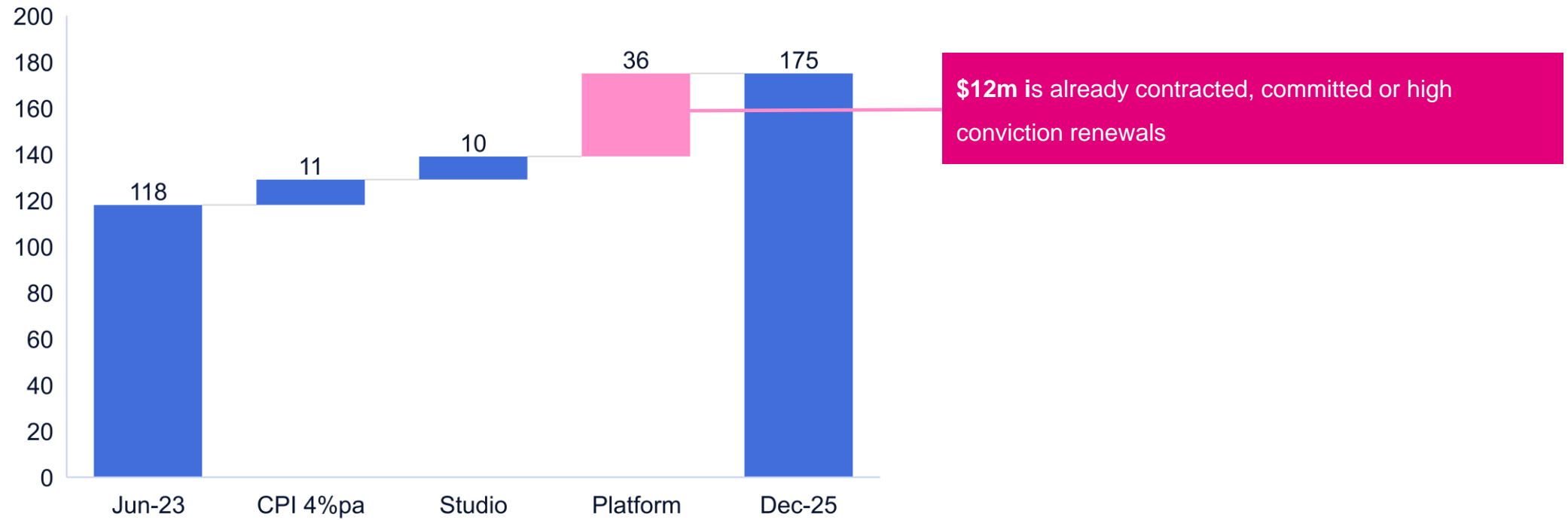
## Strong momentum against our 2025 aspirations



~40% of 2025 targets are live, committed, or in the contracting stage to Vista Digital

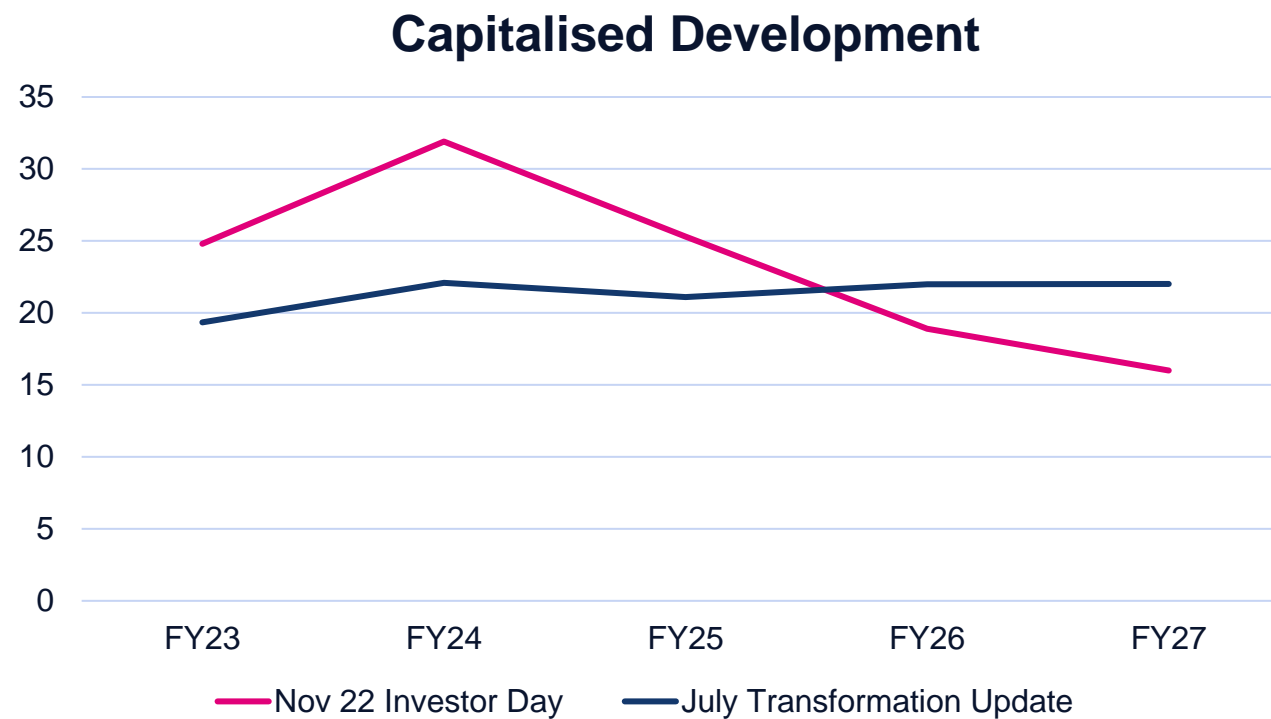
~30% more are in the sales pipeline

## Path clear to our 2025 ARR baseline aspiration



# Optimising our operating and capex cost base –

## Smoothing of capex run rate



Rephased capex profile

Lower cash out in 2023-2025

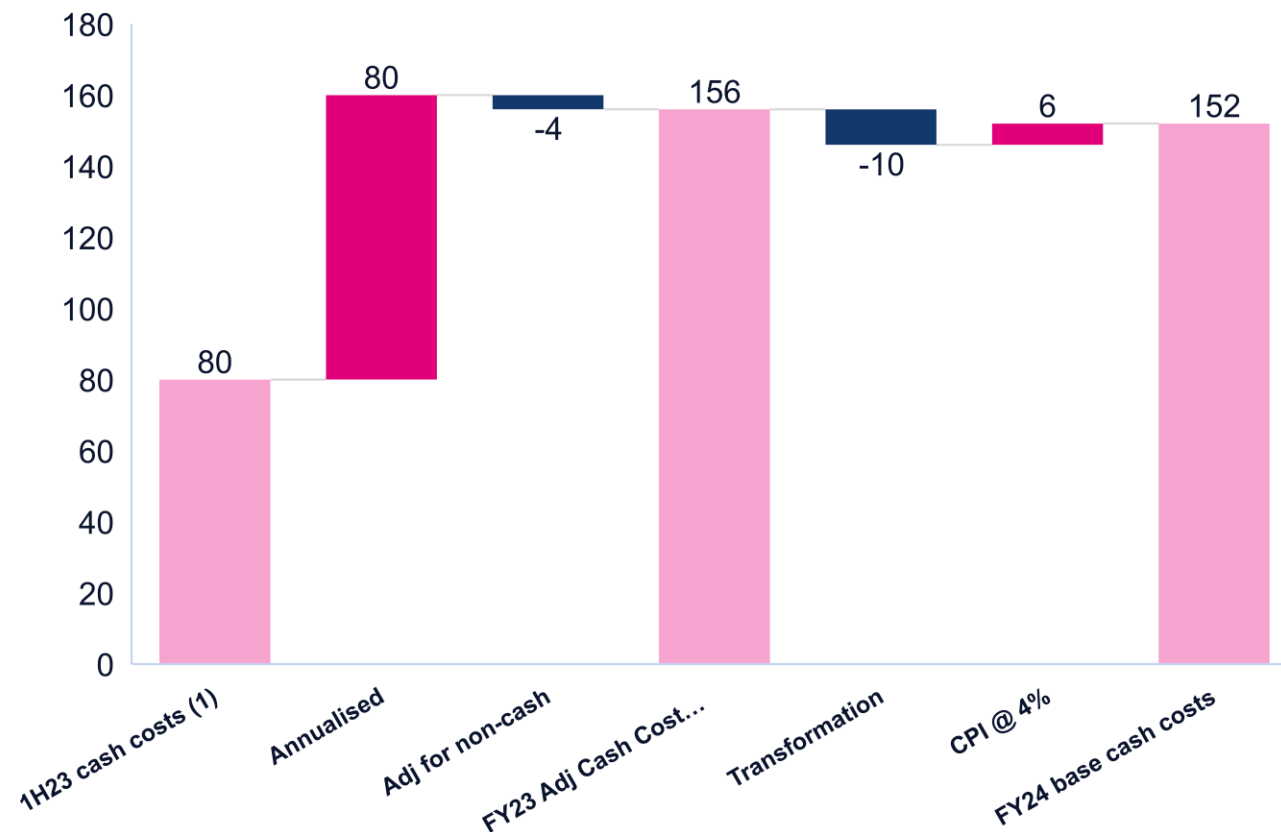
Higher cash out in 2026-2027

Impact of AI likely to reduce some aspects of technology transition in medium term



# Optimising our operating and capex cost base –

Cost base sized for focused growth (and 4Q24 positive Free Cash Flow)



Expected 1H24 and 2H24 underlying cash costs = \$76m (per half)

(1) 1H23 cash costs = \$67m in EBITDA + \$3m Leases/Financing + \$10m Capitalised Development

## Transition aspirations from November 2022 remain the same

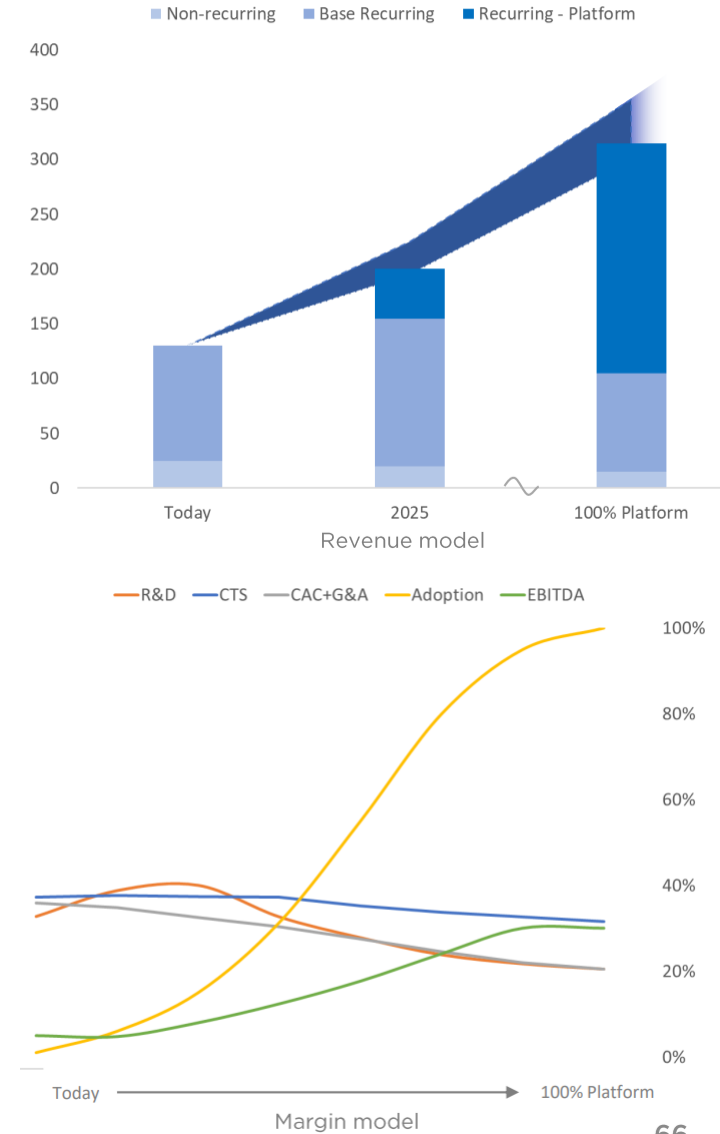
	June 2023	4Q 2024	December 2025	100% Platform
Sites	5,000		1,600-2,400 (Digital or Cloud)	6,000+
ARR	\$118m		\$175-205m	\$300m+
EBITDA margin			15%+	25-30%+
Free cash flow		Positive		
Box office influence	5-7%			50%+ (60-70% in cinema)

# In enterprise SaaS language ... \$US50B+ of seriousness

Significant portion of the \$50B goes through Vista today<sup>1</sup>

Benchmarked enterprise software SaaS take rates can be between 0.7 – 3%

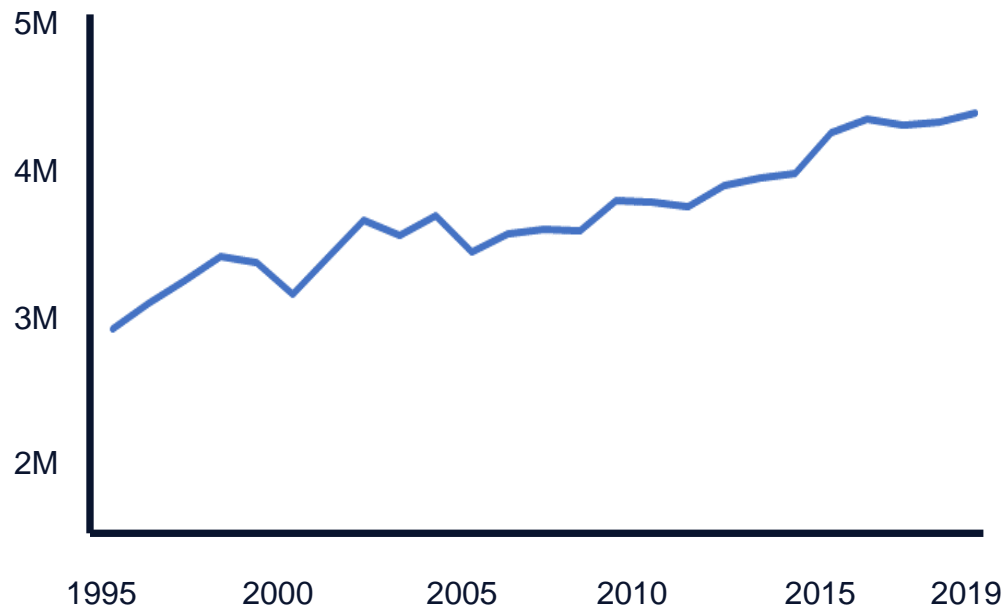
<sup>1</sup> Management estimates 2023 box office estimate (\$34.5B from Gower) plus 50% non box office uplift.





## Aligning for shared success

Admits in Vista Direct Market



- The box office in direct markets **grew consistently for 25 years** up to 2019 (source: Omdia)
- Growing at **1.7% per year**
- **Non-box office spend growing faster** than box office spend
- **Enterprise market is ~70-80% of box office**
- **Vista Cinema enterprise market share of 50%**
- We expect **box office to return** to similar levels of 2019, including returning to growth in Asia, Latam, the Middle East, and Africa
- Geo-political impacts negative in Europe

# If that was our only window, the business case for investing in Vista Group is strong

## A world leader in film and cinema technology



Competitive advantage through **50% global market share** in the enterprise cinema market<sup>1</sup>



**Growing free cashflow (FCF) and EBITDA** during Q4 2024



**Strong annualized recurring revenue (ARR)**, forecast to grow by 15%+ per annum from 2025



**Increasing total addressable market** as cloud transition brings a greater share of client technology spend



**Increasing industry demand for technology solutions** to drive growth and operating efficiency

<sup>1</sup> The enterprise cinema market includes cinema circuits with 20+ sites, excluding cinema circuits in India and China.

## Focus on executing on our two core strategies ...

01

---

Support our  
clients to thrive

02

---

Expand our platform  
and deliver value

03

---

Create and invest  
in new  
opportunities



## We are not blind to the opportunities beyond Strategy 1 and 2

01

---

Support our  
clients to thrive

02

---

Expand our platform  
and deliver value

03

---

Create and invest  
in new  
opportunities

## At our core...

**We offer technology capable of transacting at extraordinary high volume, to a staggering number of countries, at both local and enterprise scale.**

**We are unique:**

- **Market Leadership** – Unrivaled market share within the fragmented cinema market, with technology solutions and relationships throughout the film industry vertical.
- **Global Presence** – We transact in over 100 countries, noteworthy due to the complex landscape of regulatory customs and tax compliance.
- **Functional Capability** – Breadth of functionality is incredible. Example, restaurant systems are common; but we are unique in being capable of high-volume ticketing.

# Bigger than blockbusters

The combination of our formula and our people brings exciting opportunities for expansion











**BEYOND FILM**

Leverage our core competencies outside the film vertical, partnering with clients doing the same

Film Distribution Family Entertainment Live Events Topgolf Media & Advertising	Restaurants Hotels Live Theatre Ski Resorts Golf Courses	Theme Parks Film Distribution Topgolf	Live Music Film Distribution Alternative Content Dist.	QSR Restaurants Sports Teams & Venues Car Dealerships
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Today, most are covered by non-Vista Group technology, representing significant potential growth in TAM  
Selecting Vista provides a single view of data, reduces tech overhead

**WITHIN FILM / STUDIO**

Expand opportunities within the Studio vertical, leveraging our strength in the Cinema / Exhibition segment.



# The business case for investing in Vista Group

A world leader in film and cinema technology



Competitive advantage through **50% global market share** in the enterprise cinema market<sup>1</sup>



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**Increasing industry demand for technology solutions** to drive growth and operating efficiency



**Expansion opportunities** within the film industry and adjacent entertainment industry

<sup>1</sup> The enterprise cinema market includes cinema circuits with 20+ sites, excluding cinema circuits in India and China.

ersonal use only



VISTA  
GROUP

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numero

MOVIO

maccs

POWSTER



FLICKS