



# EVT Investor Day

9 November 2022

# 10:00am (AEST)

Wednesday 9 November 2022

## Webcast

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Access a webcast of the Investor Day at:  
<https://webcast.openbriefing.com/9167/>



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# Welcome

Jane Hastings, CEO

# EVT

Entertainment,  
Ventures, Travel

150+

Restaurants & Bars

Team of

~9000

140+

Cinema Experiences

1500+

Conferencing &  
Event Spaces

~\$2B

Property  
Portfolio

#ONE

Thredbo voted  
Australia's Best

70+ Hotels

ASX TOP

2000

~\$2B

Market  
Cap

4.5M+

Loyalty Members

~\$1B

Annual Turnover

# Entertainment

More experiential,  
immersive, and  
loved by locals.



+150

BARS &  
RESTAURANTS

# Ventures

---

Driven by a  
passion for new  
opportunities.

---

**EDGE**  
CONTENT + TECHNOLOGY

**EVT**  
Property  
development

**EVT**  
Media and  
sponsorship

**EVT**  
Partnerships

**EVT**  
Hotel  
management

# Travel

Luxury to budget experiences and the ultimate year-round destination Thredbo.

## OWNED BRANDS



LUXURY

HOTELS

BUDGET

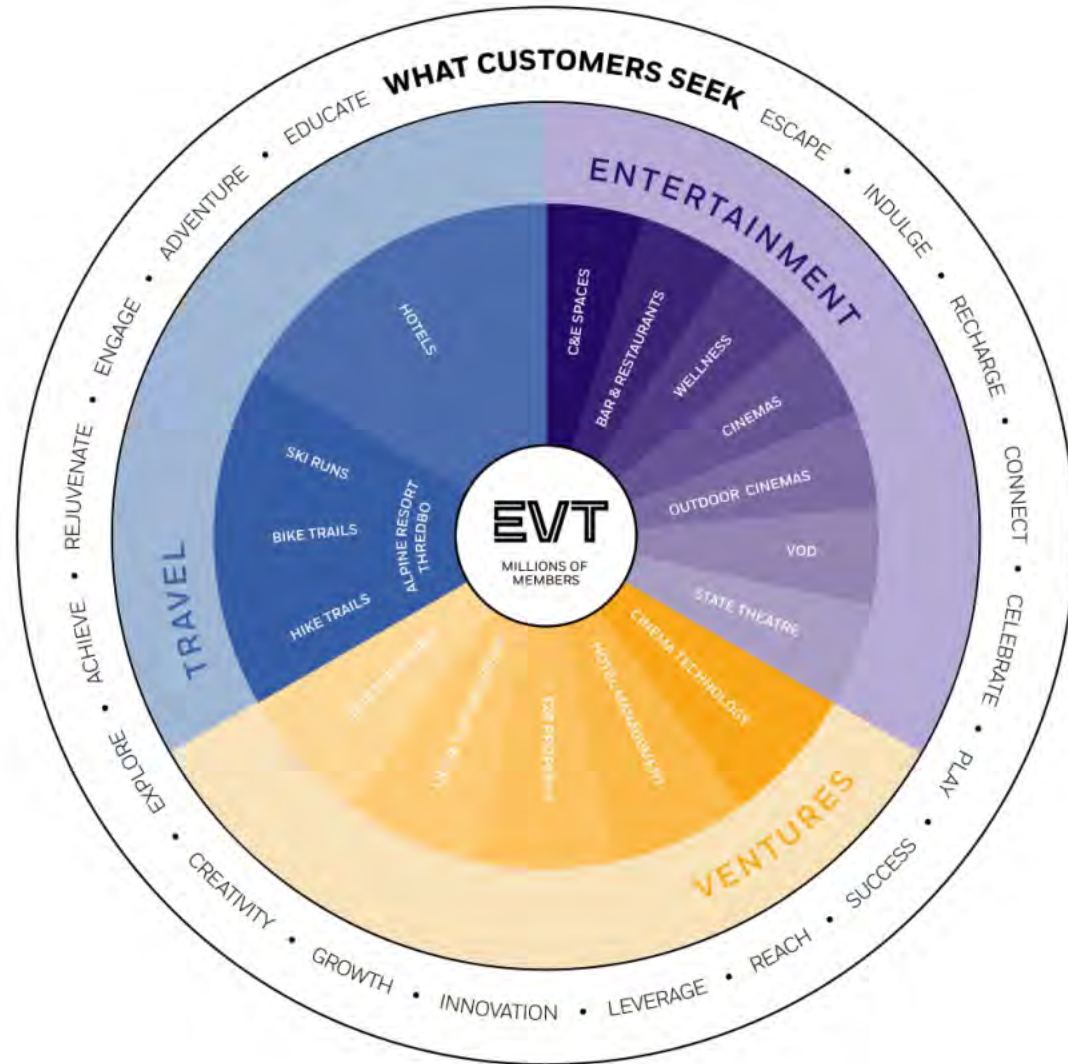


INDEPENDENT  
COLLECTION 

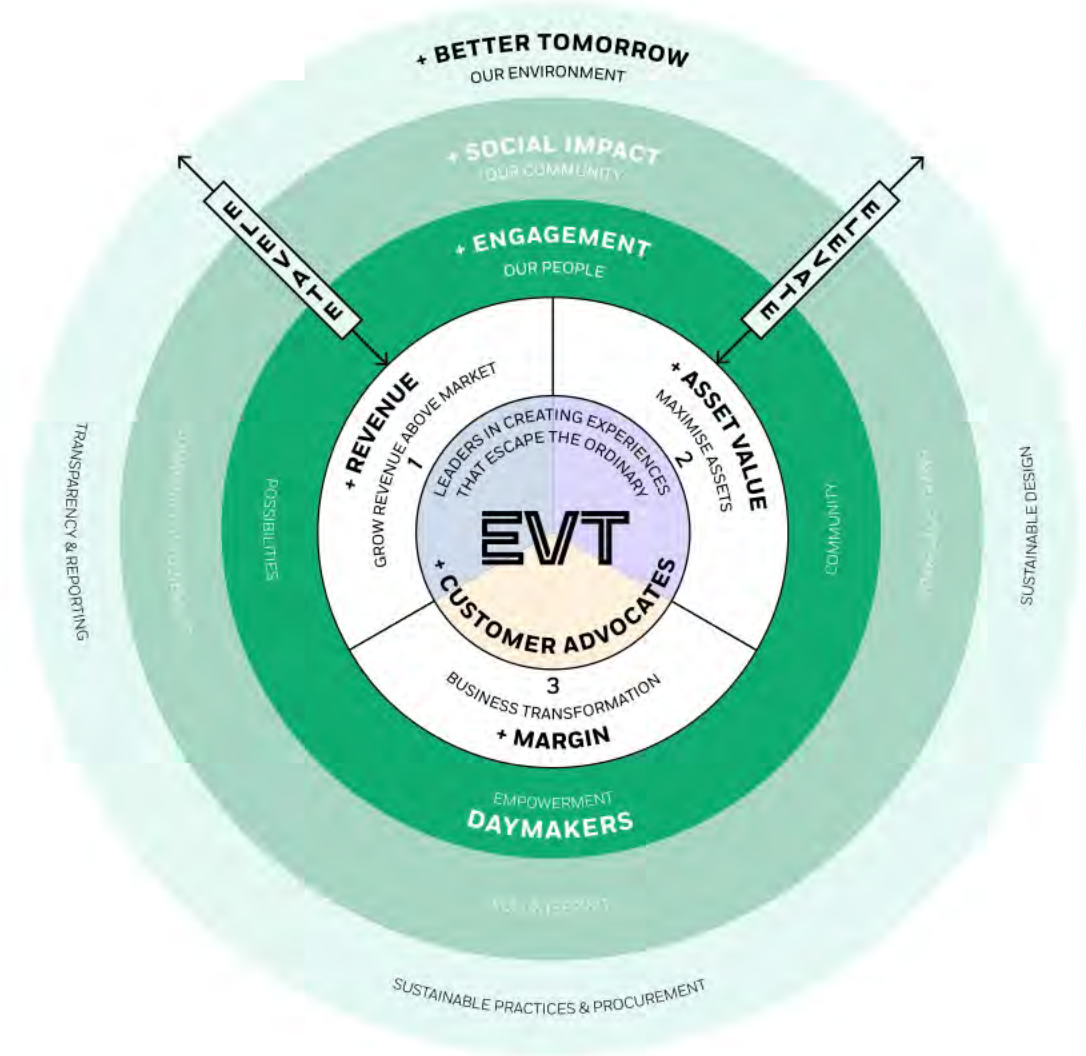




# WHAT we do



# HOW we do it

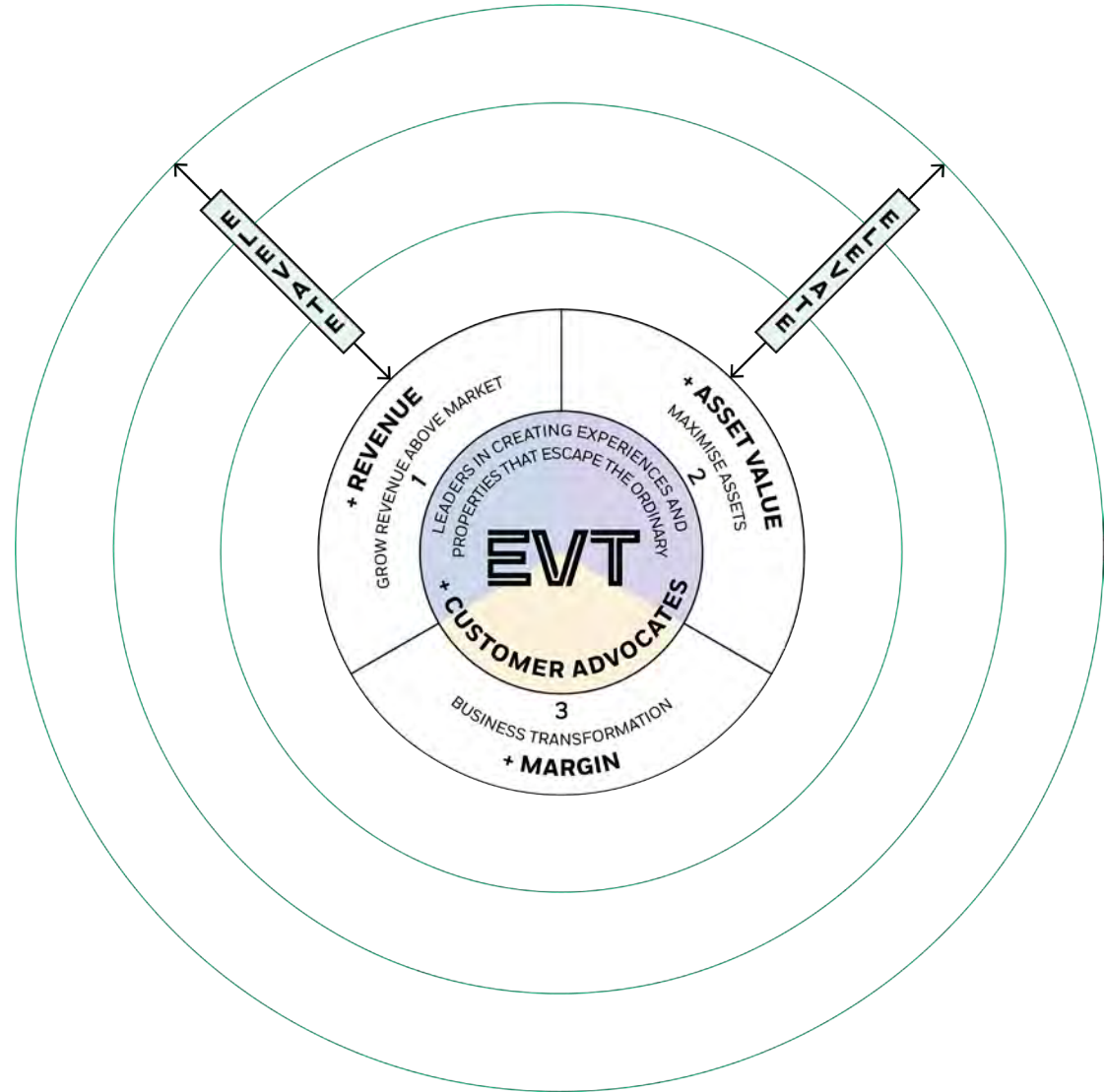


# HOW we do it

---

How we do it  
is what makes  
us unique

---

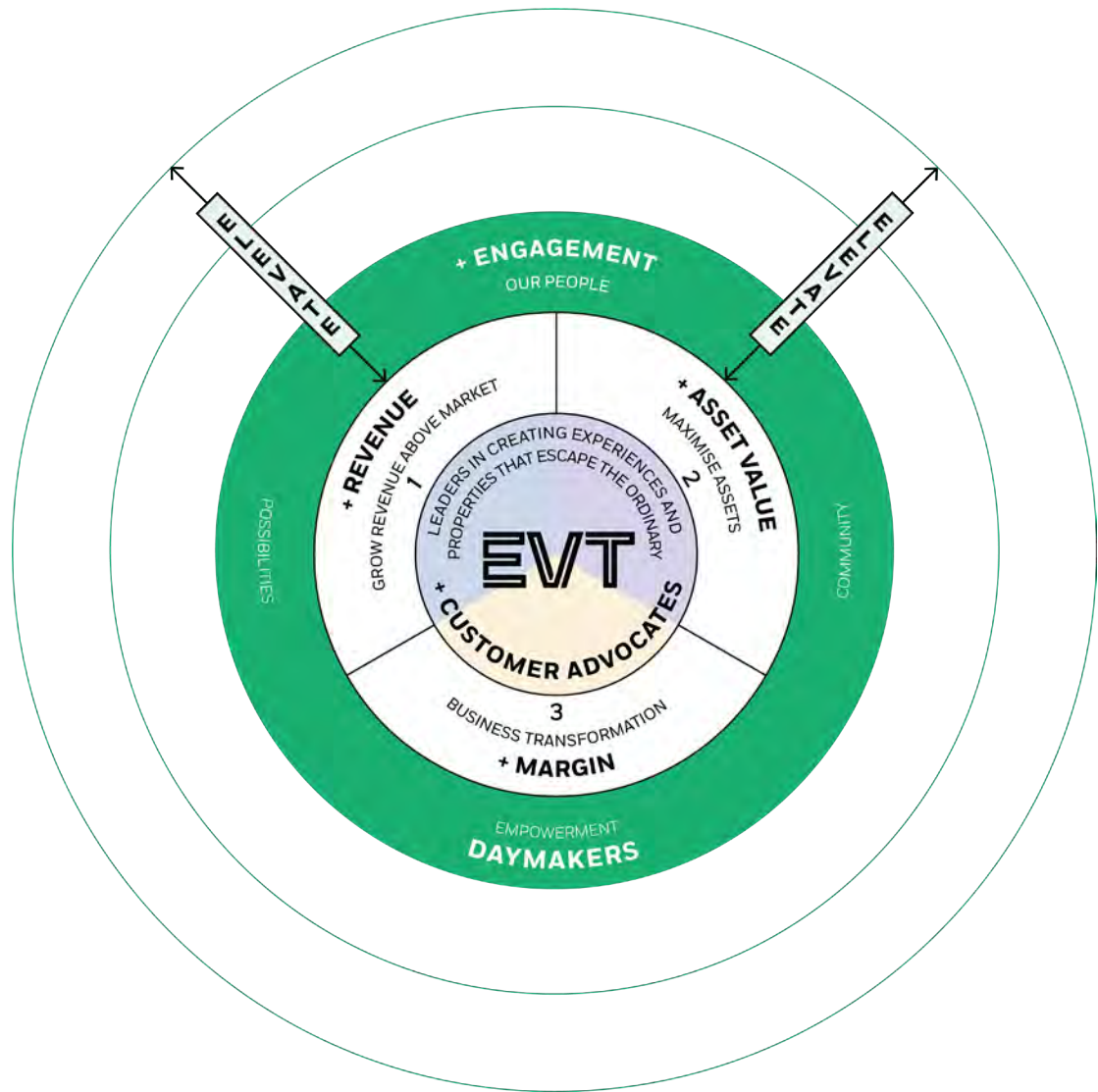


# HOW we do it

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How we do it  
is what makes  
us unique

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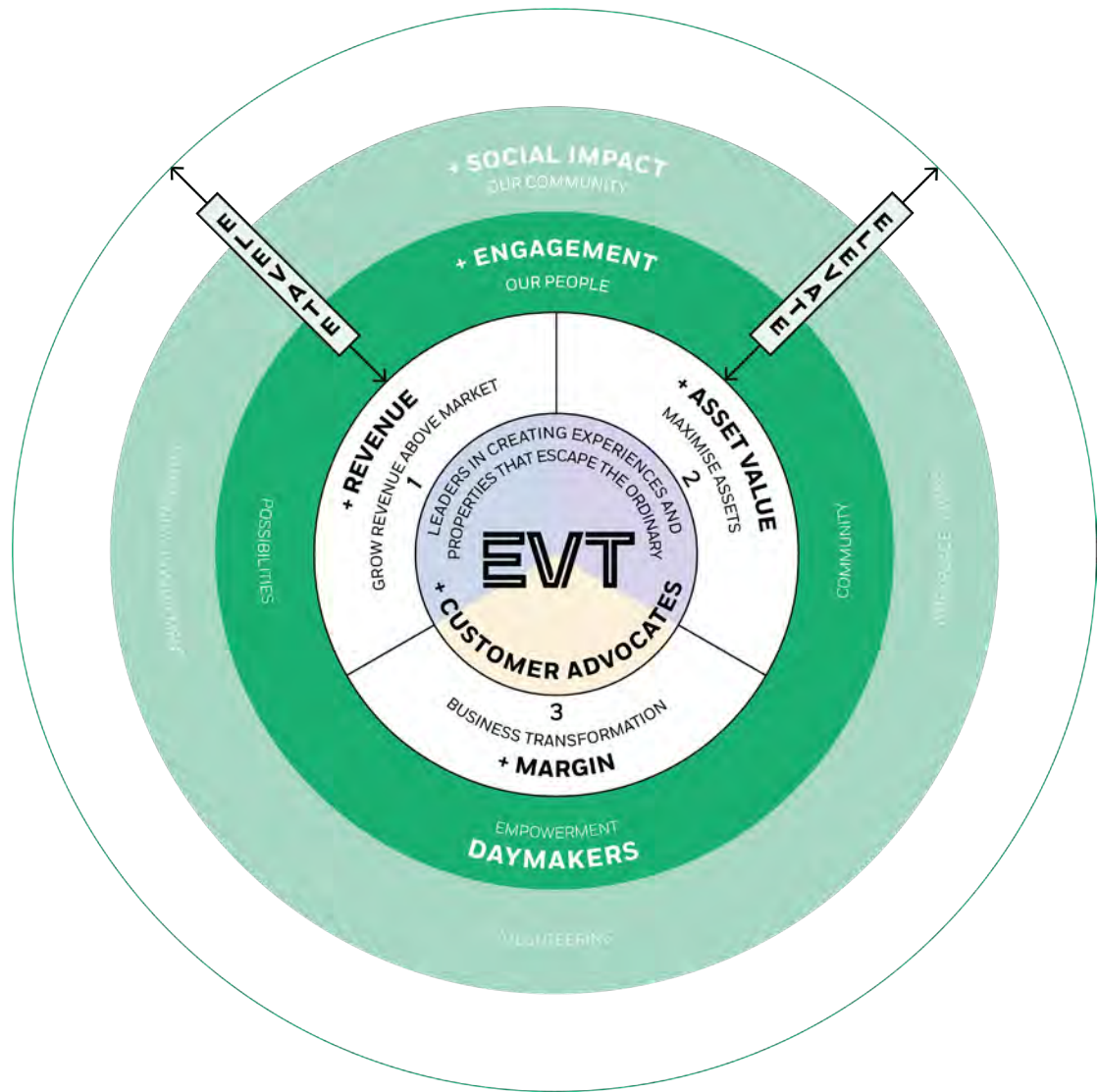


# HOW we do it

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How we do it  
is what makes  
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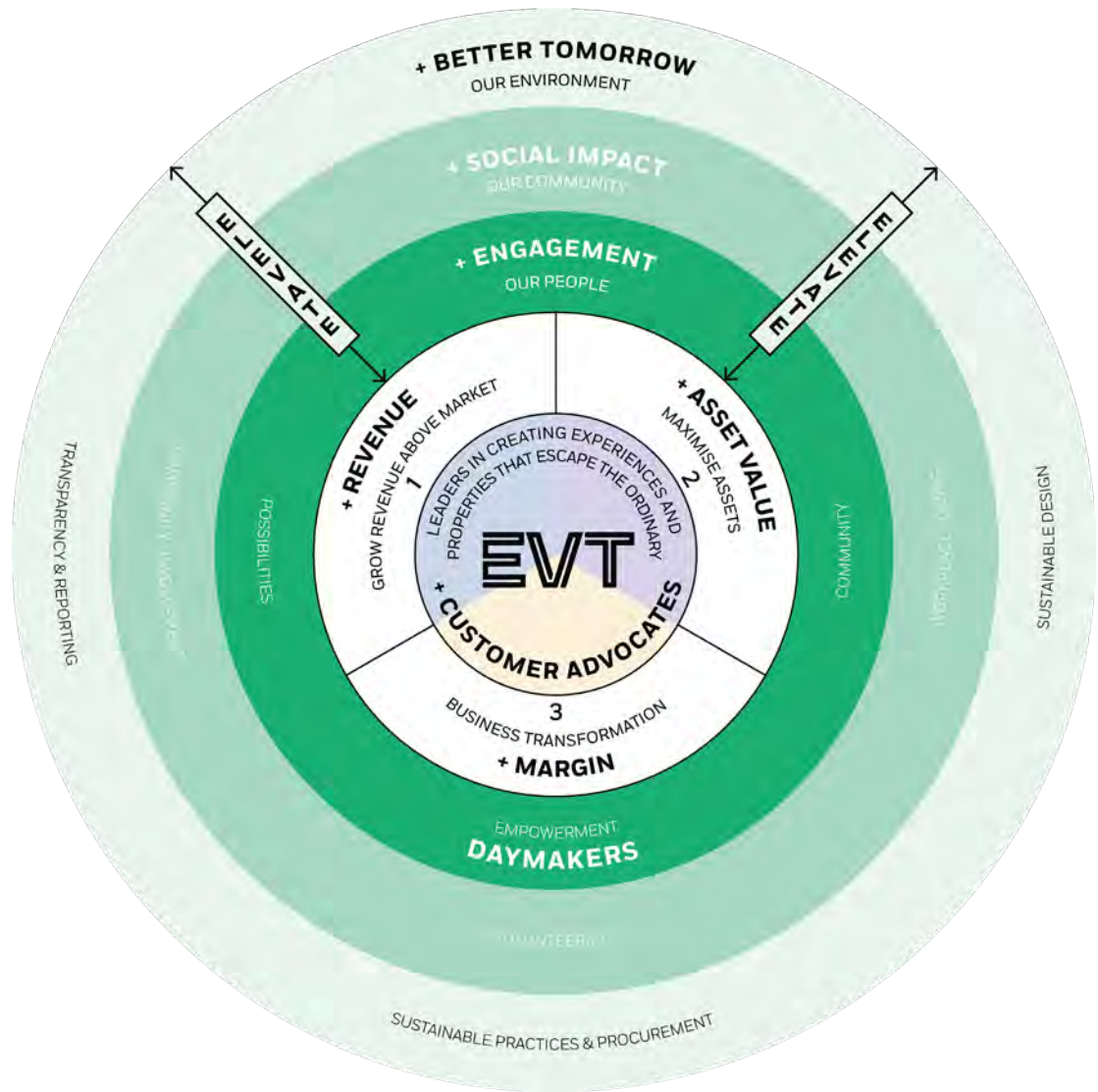


# HOW we do it

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How we do it  
is what makes  
us unique

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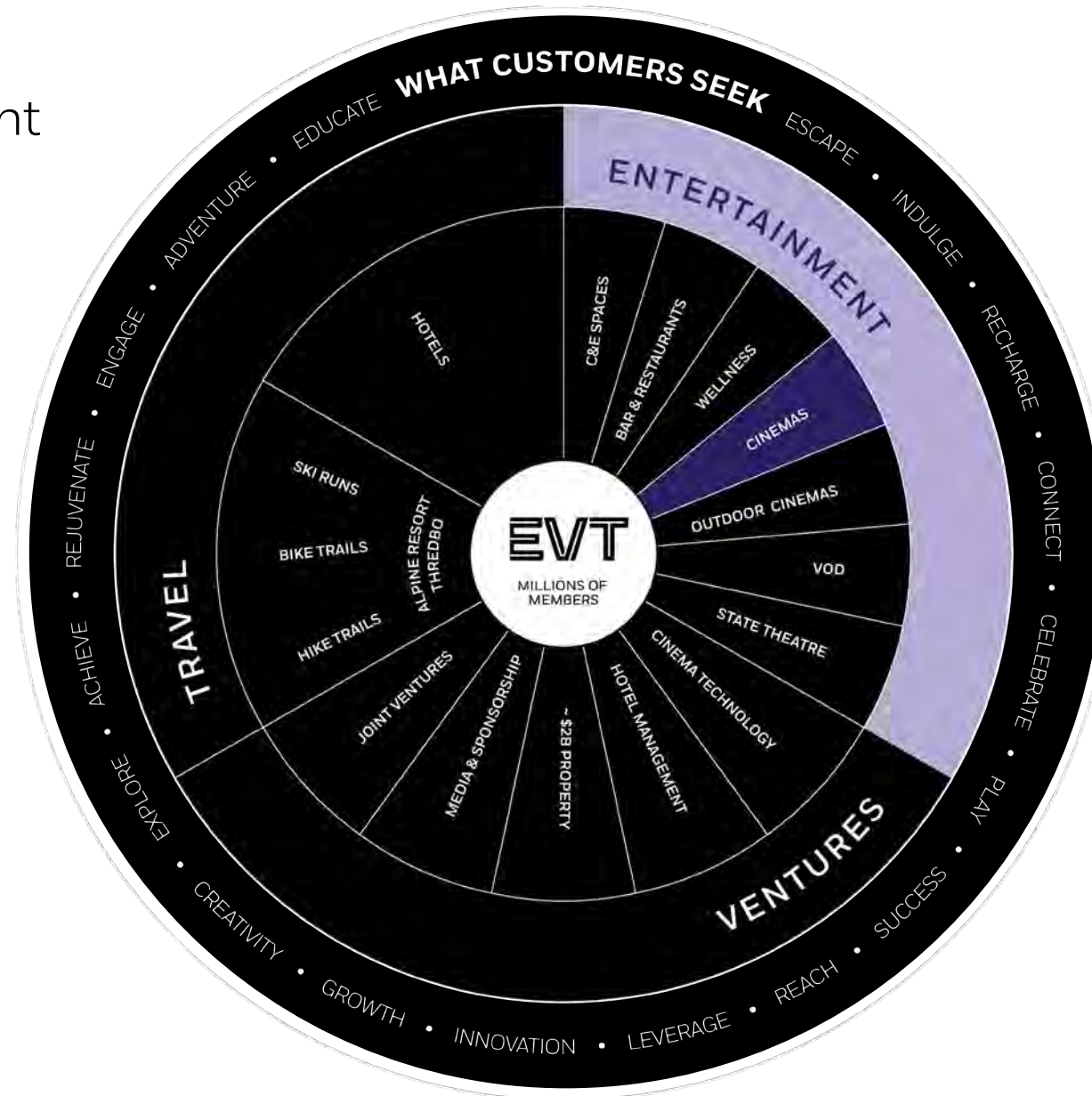


# Agenda

<b>10am</b>	<b>Welcome</b>	Jane Hastings, CEO
<b>10:10am</b>	<b>Entertainment</b>	
	Premiumisation of cinemas Experience AVATAR 3D trailer & 4DX introduction	Luke Mackey, Director of Entertainment AU
<b>10:50am</b>	Morning tea in cinema	
<b>11am</b>	<b>Ventures</b>	
	Hotel management – EVT key points of difference	Norman Arundel, Director of Hotels and Resorts
	Major developments - Focus on 525 George St	Mathew Duff, Group Commercial Director
<b>11:40am</b>	<b>Travel</b>	
	Introduction to LyLo – EVT lifestyle budget brand	Tim Alpe, Managing Director LyLo
	Thredbo experience	Stuart Diver, General Manager Thredbo
<b>12:15pm</b>	<b>Elevate</b>	
	Why people choose EVT	Kerry Westwood, Director of People & Culture
	Environment initiatives update	David Stone, Company Secretary
<b>12:30pm</b>	<b>Closing</b>	Jane Hastings, CEO
<b>12:45 – 1pm</b>	<b>End of session</b>	

# Luke Mackey

Director of Entertainment



# Entertainment Australia Brands

**EVENT**  
C I N E M A S

**BC**  
C I N E M A S



*Skyline*  
DRIVE IN

**STATE**  
THEATRE

**EDGE**  
CONTENT + TECHNOLOGY

**cinebuzz**  
ON DEMAND



# About Australian Cinemas

~ 2800  
Employees

73

Locations across  
Australia

663  
Screens

~ 20M Admits

~ \$451.1  
FY19 Revenue

~ \$89.5M  
EBITDA FY19

Financial data presented is accurate per the last normalised pre-covid financial period as reporting for FY19. Admissions includes the Group's share of admissions from joint operations

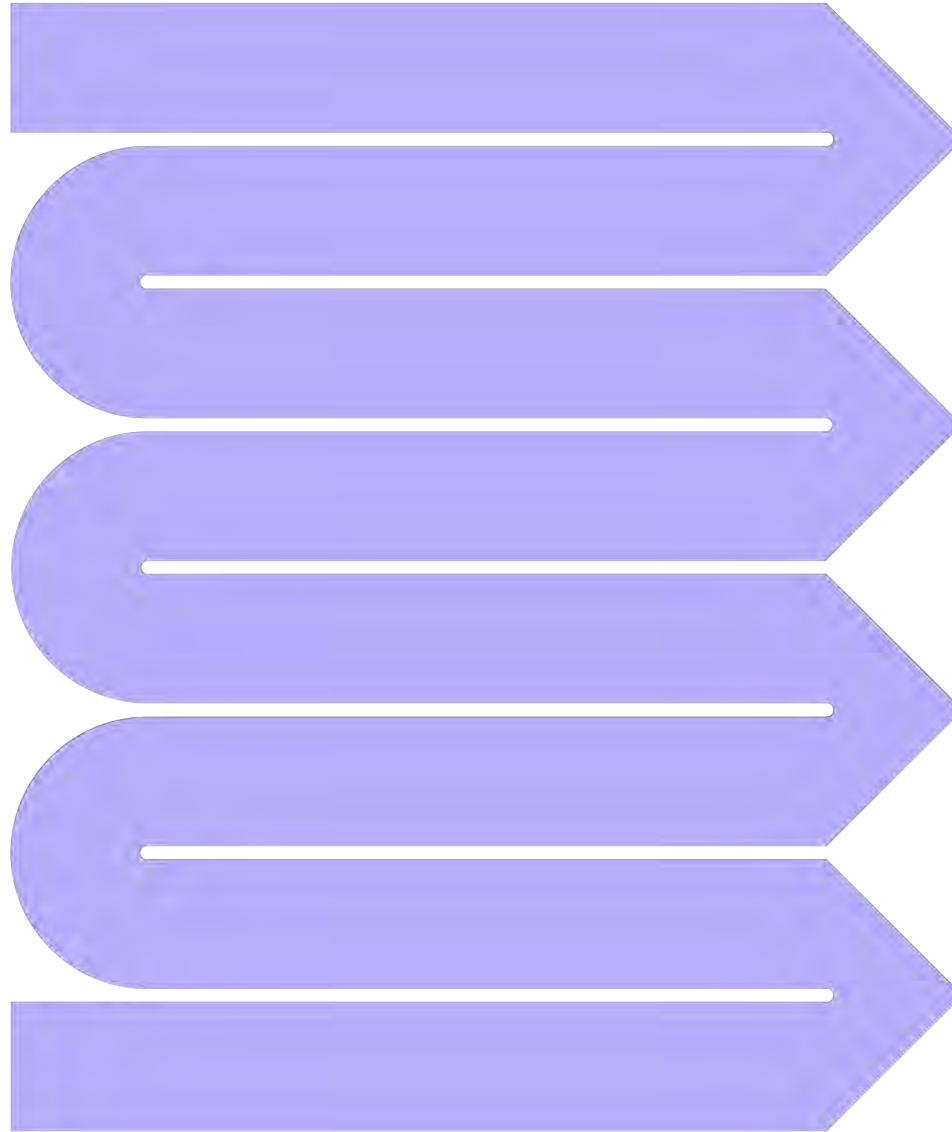
# Evolution

Premiumisation

1

Selling Movies

---



1

Selling Seats & Experiences

---

# Evolution

Premiumisation

1  
Selling Movies

---

2  
Experience

---

1  
Selling Seats & Experiences

---

2  
Experiences + Data Informed

---

# Evolution

Premiumisation

1  
Selling Movies

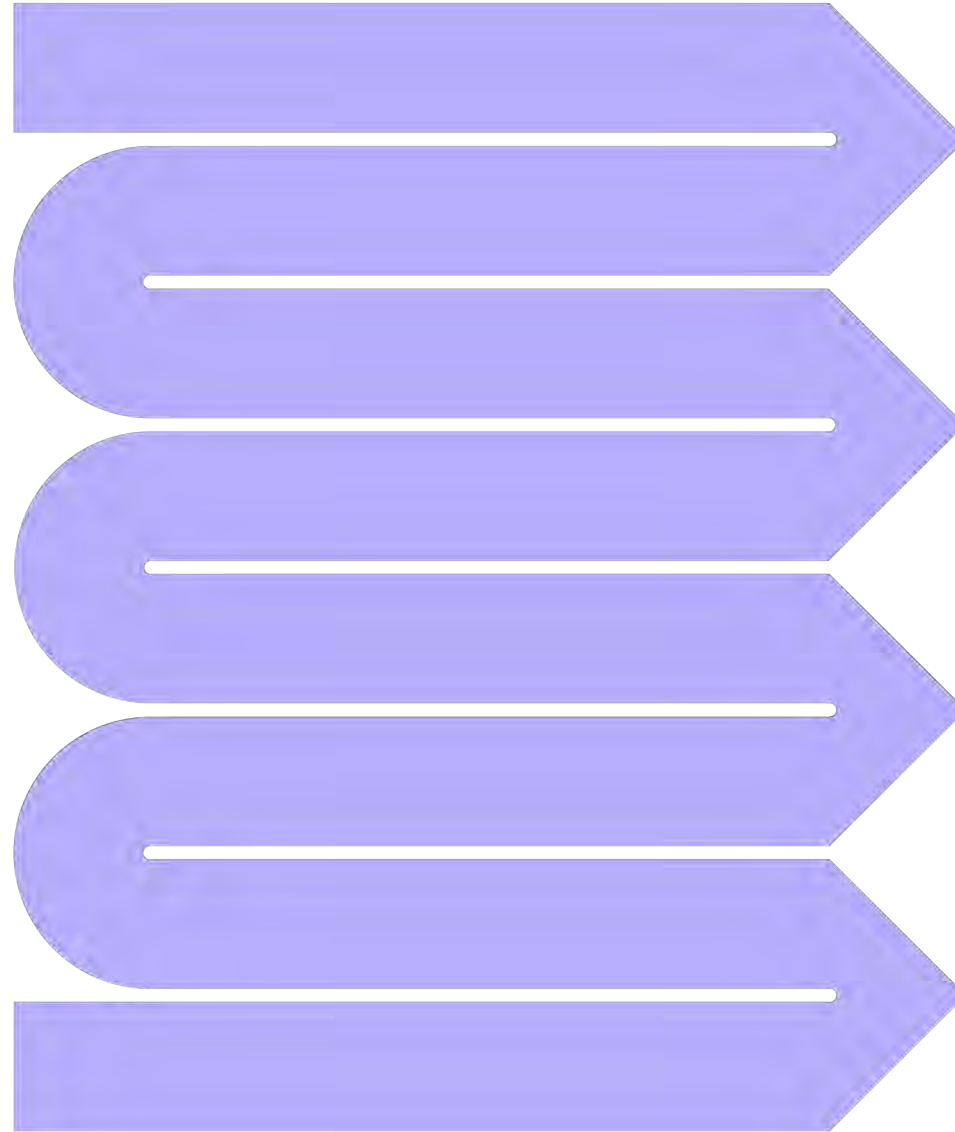
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2  
Experience

---

3  
One Size Fits All

---



1  
Selling Seats & Experiences

---

2  
Experiences + Data Informed

---

3  
Variable

---

# Evolution

Premiumisation

1  
Selling Movies

---

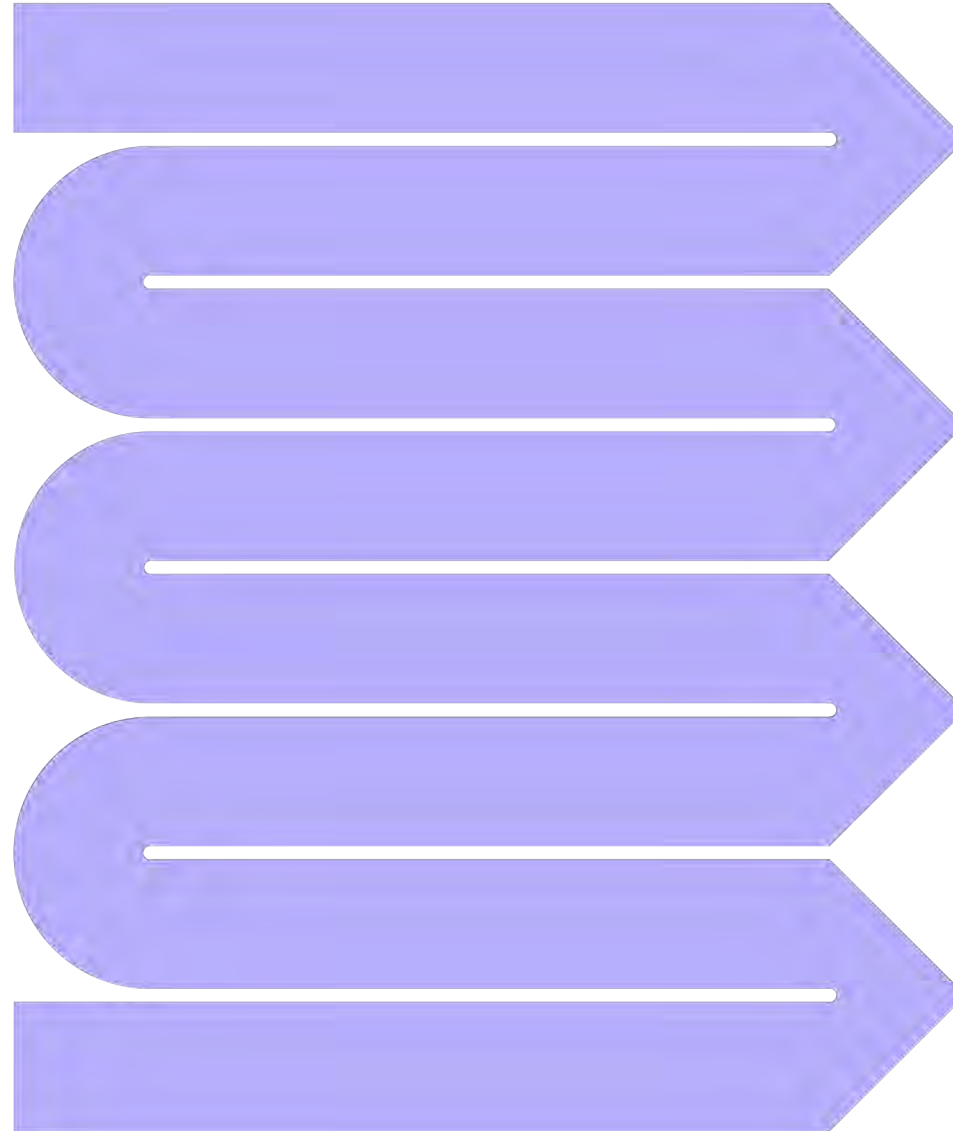
2  
Experience

---

3  
One Size Fits All

---

4  
Scale



1  
Selling Seats & Experiences

---

2  
Experiences + Data Informed

---

3  
Variable

---

4  
Fewer, Best

# Premiumisation

## 1. Selling seats + experiences



**EVENT | ORIGINAL**



**EVENT | V-MAX**



**EVENT | GOLD CLASS**

# Premiumisation

## 1. Selling seats + premium experiences



**EVENT** | ORIGINAL



**YOUR CINEMA** | YOUR WAY

# Premiumisation

1. Selling seats + large screen format experiences



**EVENT | V-MAX**



**YOUR CINEMA | YOUR WAY**

**SCREEN X**



**IMAX**

**EVENT | 4DX**



# Premiumisation

## 1. Selling seats + premium experiences

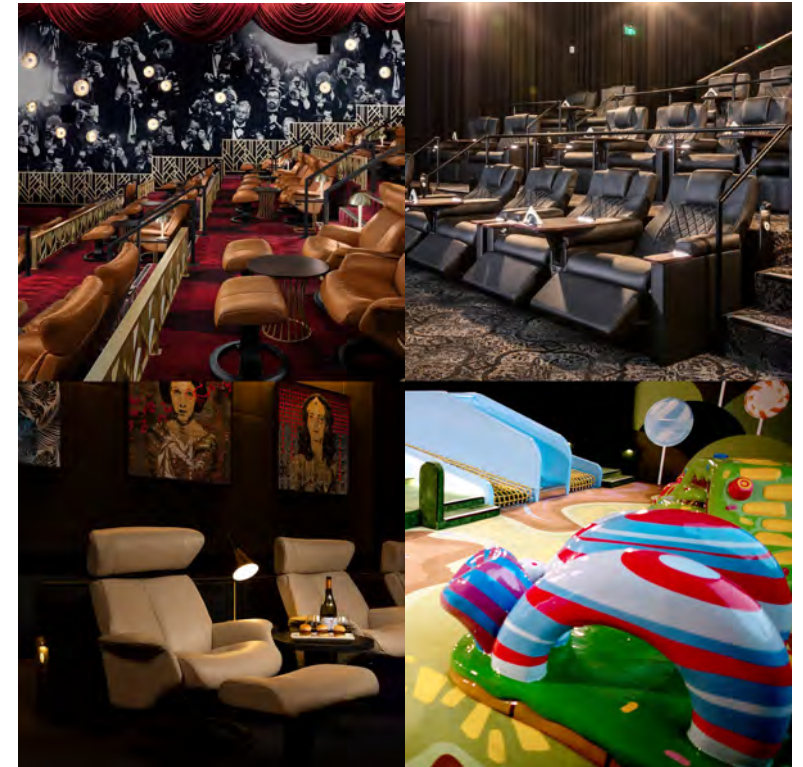


ENTERTAINMENT | VENUES | TRAVEL

**EVENT** | GOLD CLASS



2  
6

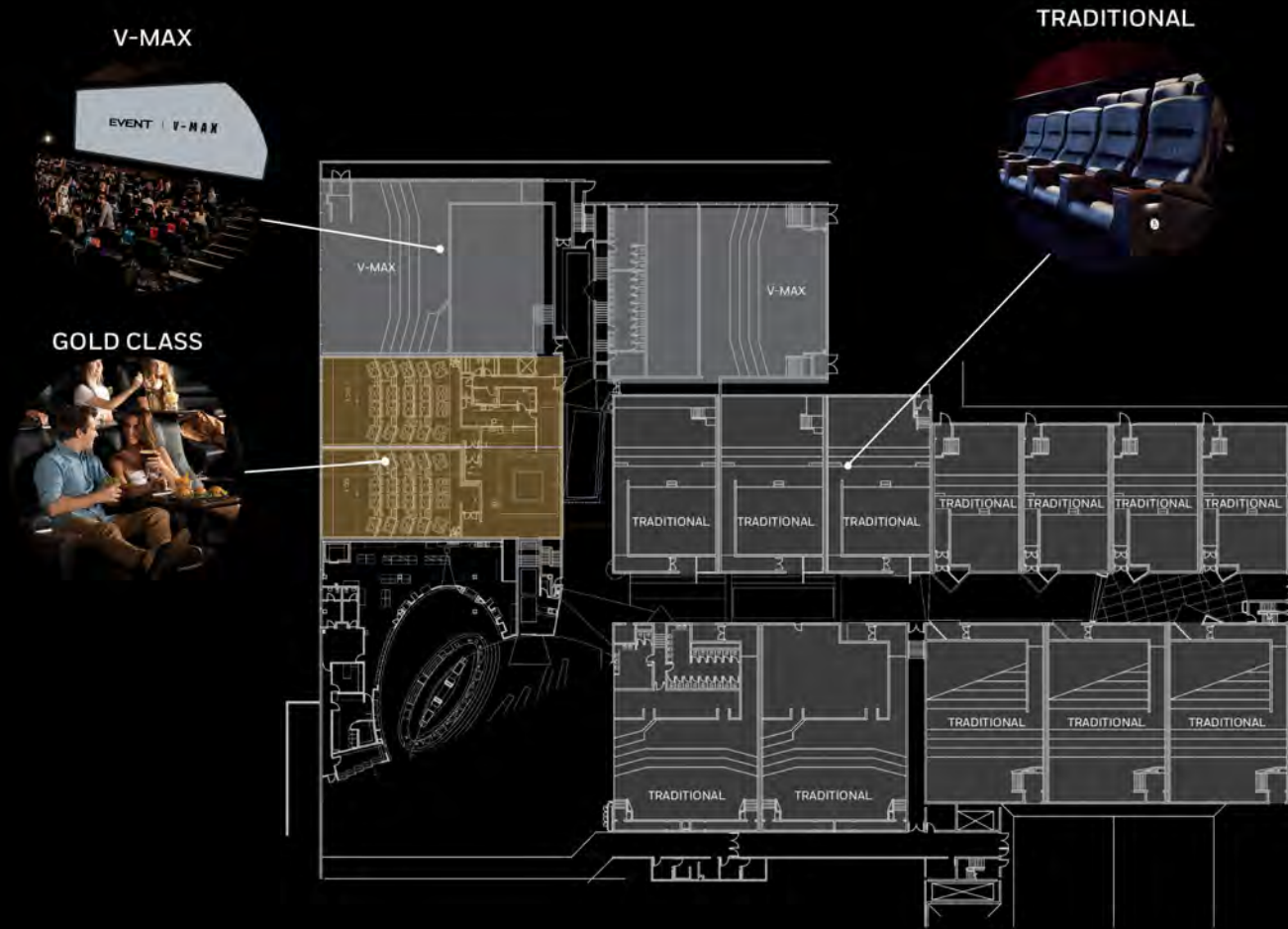


**EVENT** | *BOUTIQUE*

**EVENT** | *junior*

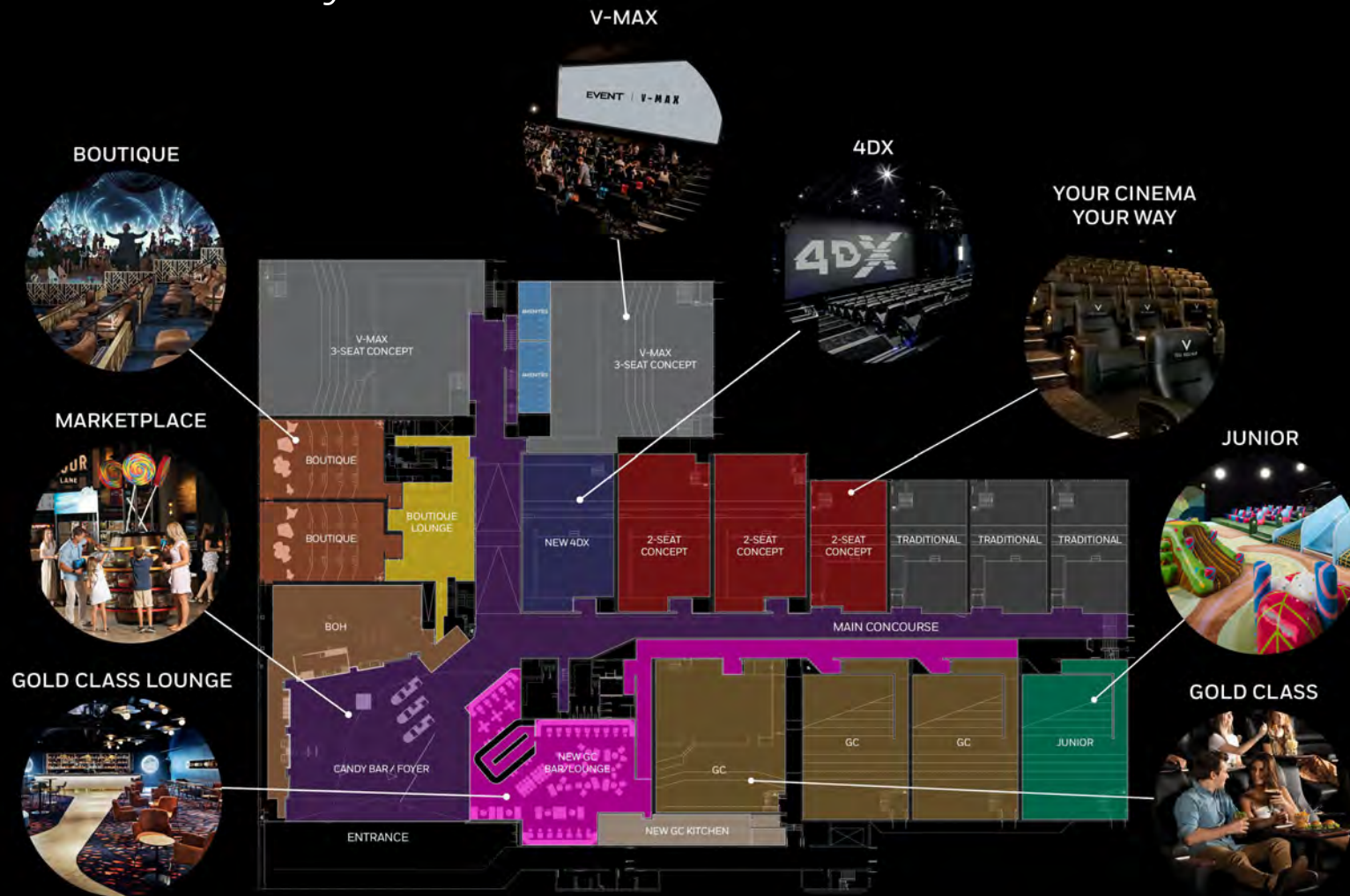
# Premiumisation

## 1. FROM: Standard



# Premiumisation

## 1. TO: An experience behind every door



# Premiumisation

## 2. Leveraging customer data

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**~2.8m**  
**contactable members**

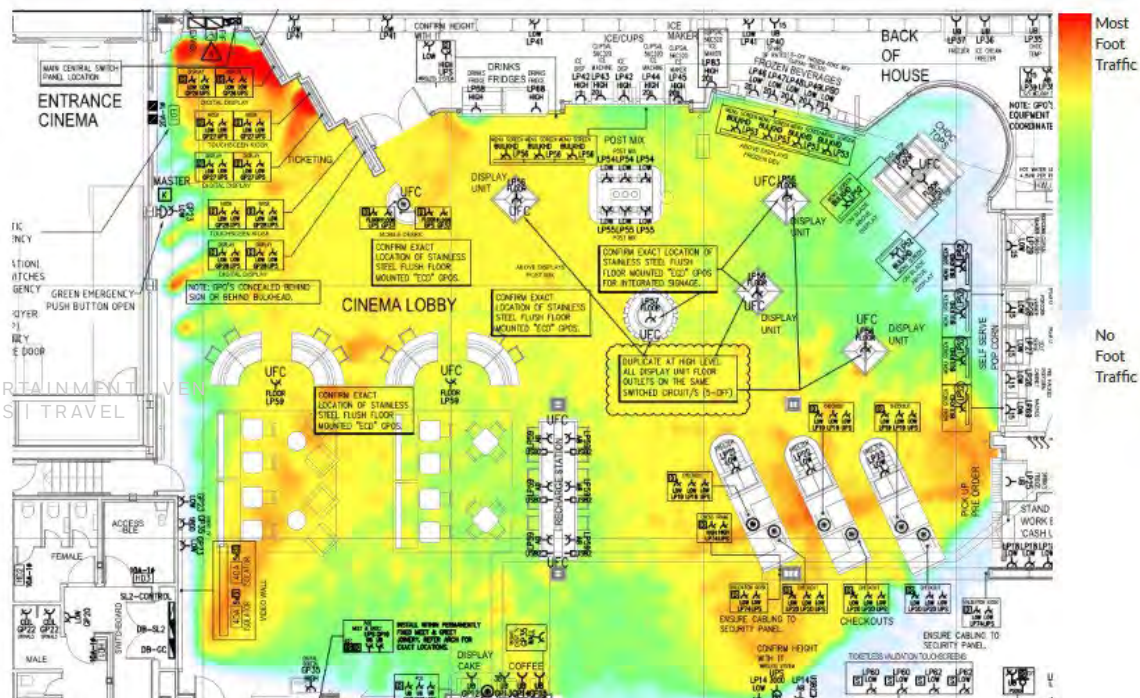
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The logo for cinebuzz is displayed in a bold, sans-serif font. The word "cine" is rendered in a bright yellow color, while "buzz" is in white. The letters are closely spaced and have a slight shadow effect against the black background.

# Premiumisation

## 2. Leveraging customer data better

Selected Duration: 01-Apr-2021 to 28-Apr-2021



# Premiumisation

## 3. Fewer best

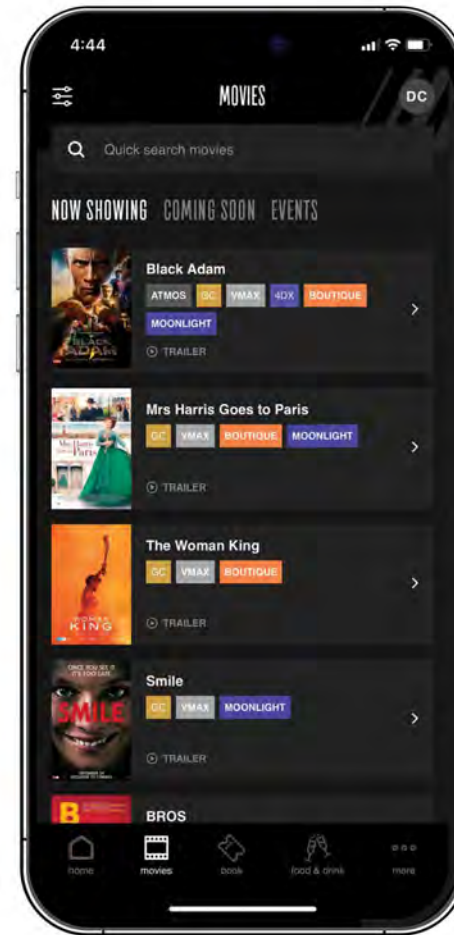
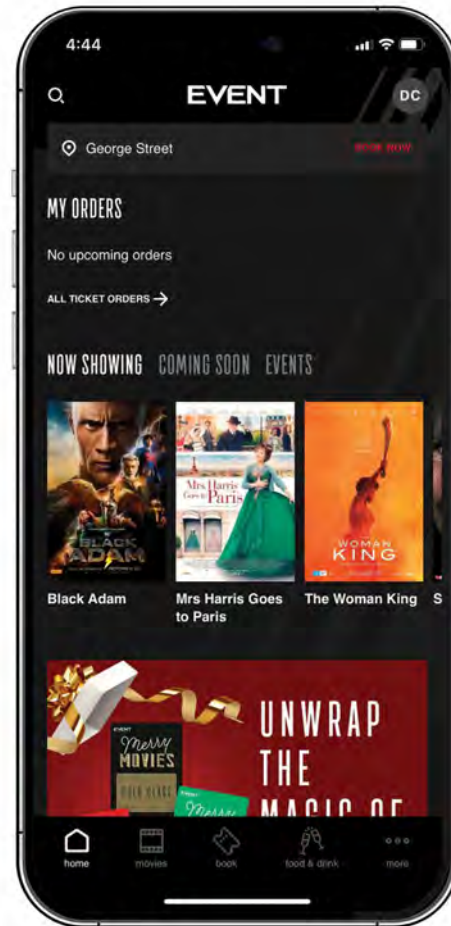
FROM:  
One size  
fits all

TO:  
Variable  
operating  
model

3  
1

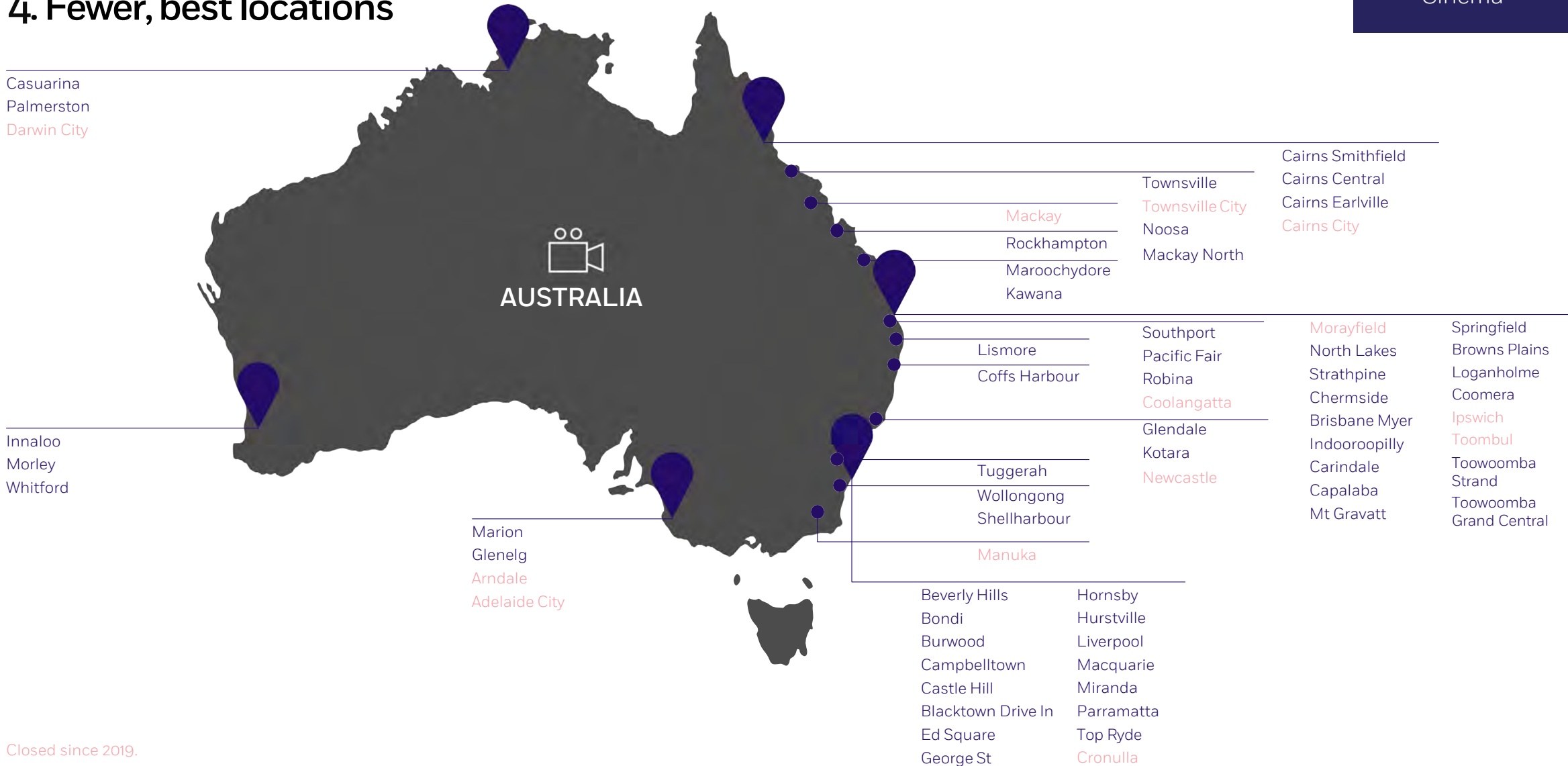
# Premiumisation

## 3. Fewer, best backed by technology



# Premiumisation

## 4. Fewer, best locations



Closed since 2019.



# Evolution

Premiumisation

1  
Selling Movies

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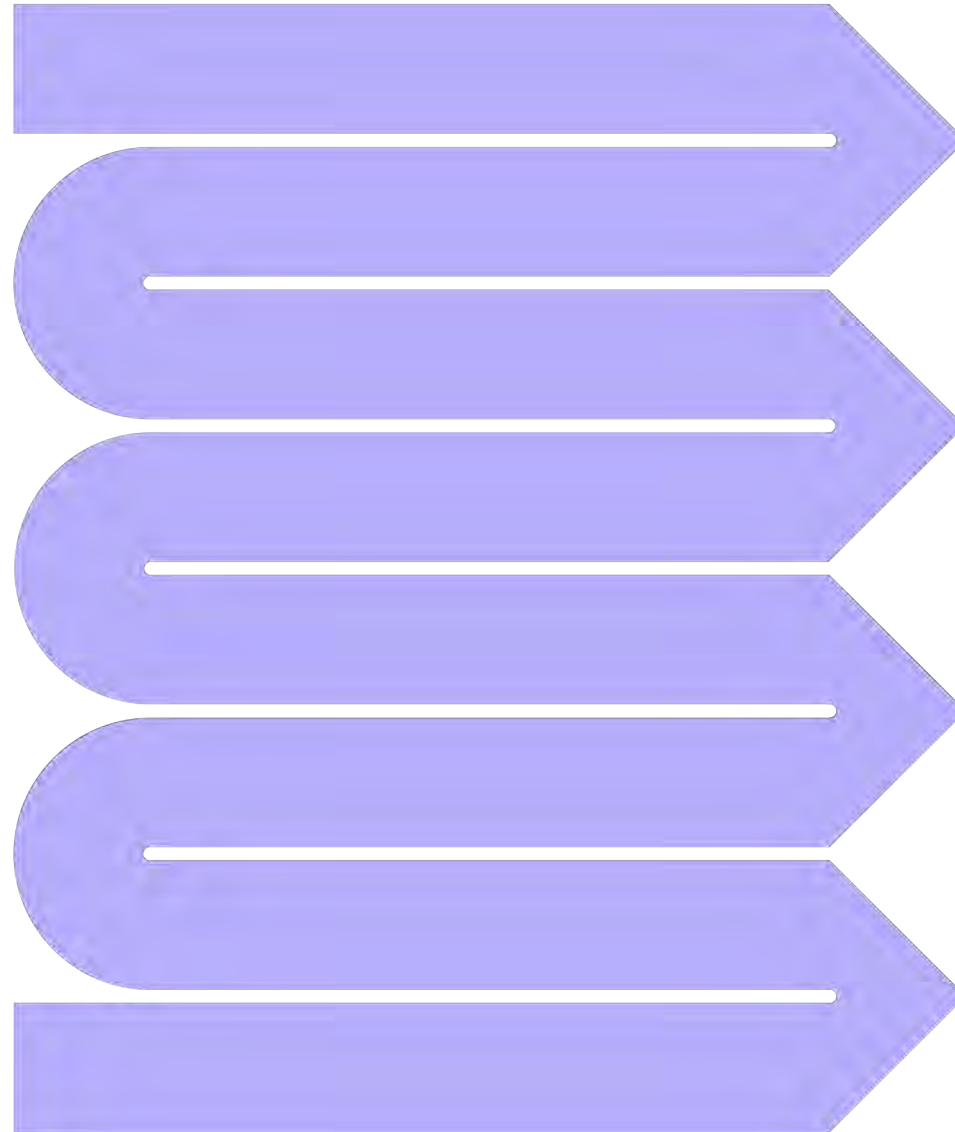
2  
Experience

---

3  
One Size Fits All

---

4  
Scale



1  
Selling Seats & Experiences

---

2  
Experiences + Data Informed

---

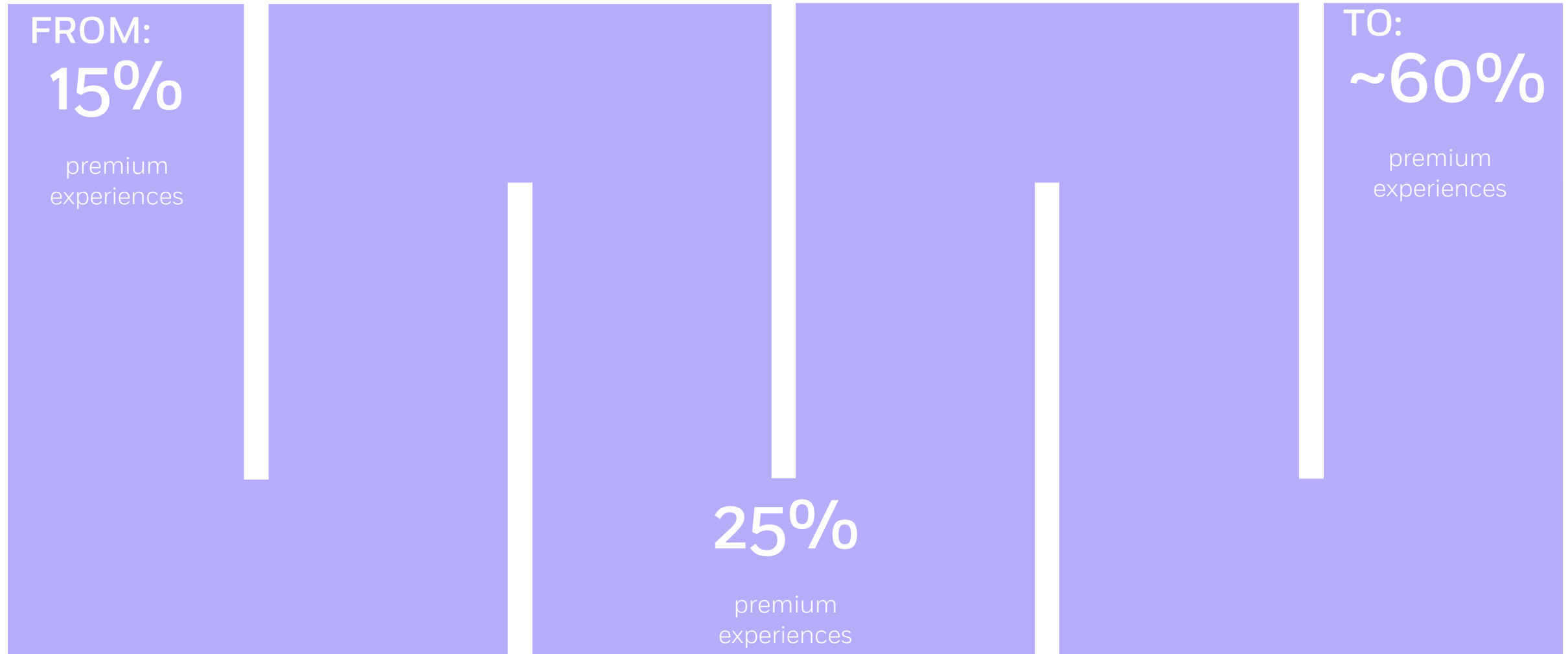
3  
Variable

---

4  
Fewer, Best

# Premiumisation

## 3. Fewer best



# Film Line-up

FY2022 – 2023

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JANUARY

FEBRUARY

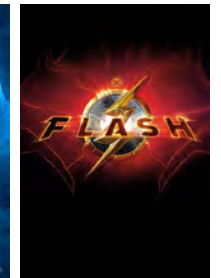
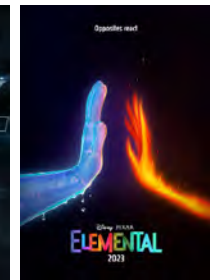
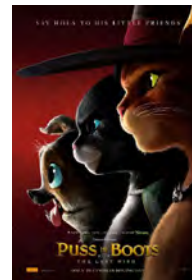
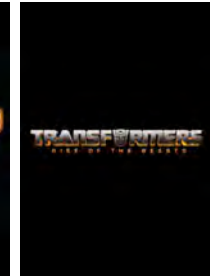
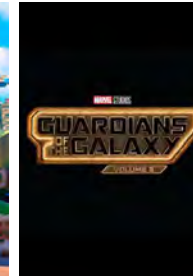
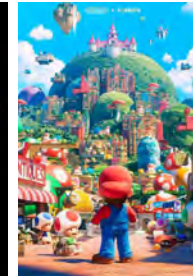
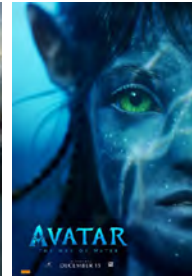
MARCH

APRIL

MAY

J

U



# Entertainment

Q&A



# Entertainment

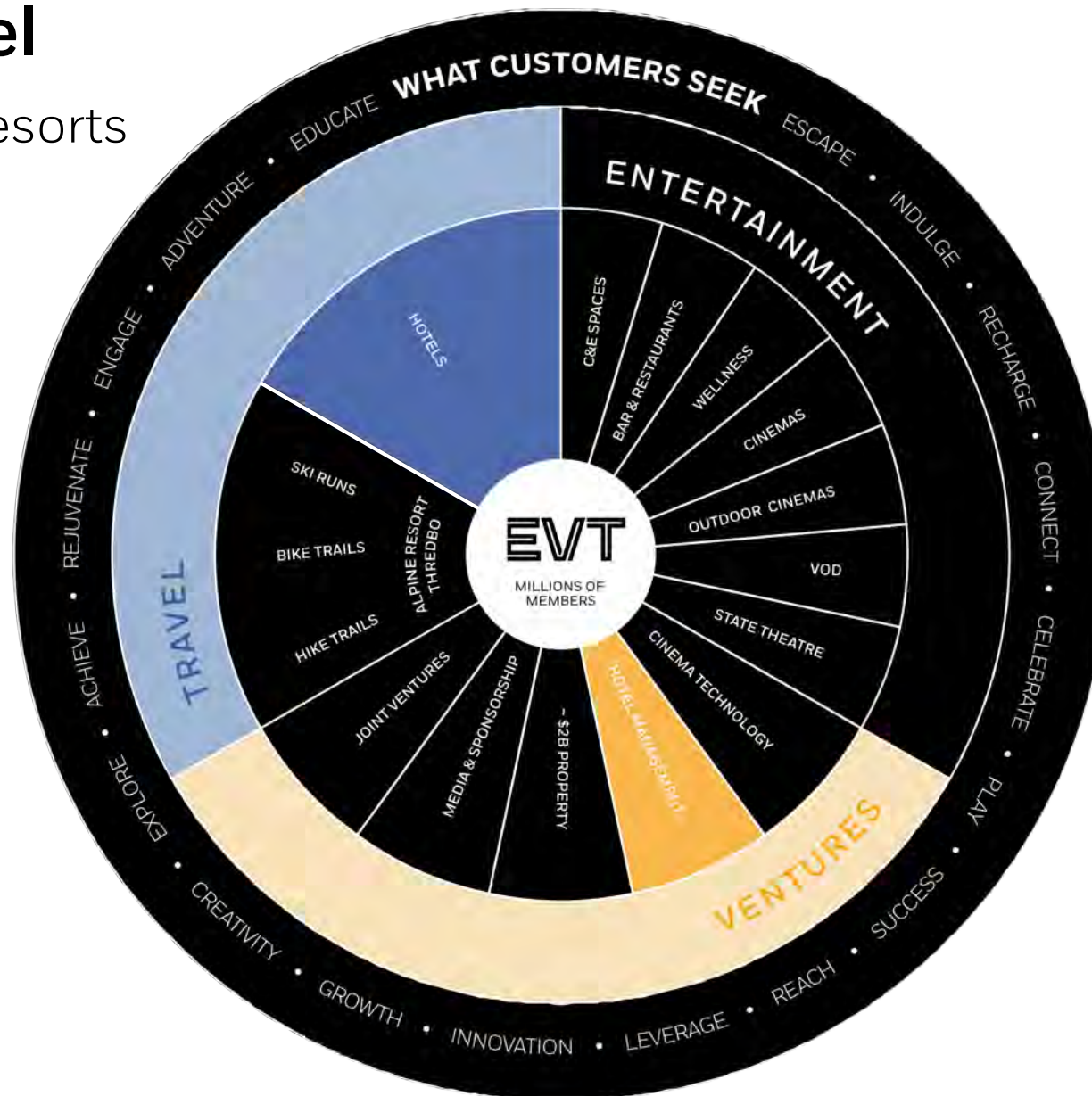
V-max and 4DX excursion

Let's go!



# Norman Arundel

Director of Hotels & Resorts



# About EVT Hotels



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**~ 4,600** Employees | **76** Total Locations | **11,656** Total Rooms

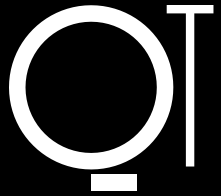
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**~ 1.08M** FY19 Room Nights | **~ \$353M** FY19 Revenue | **~ \$98M** EBITDA FY19

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**134** F&B Venues

Financial data presented is accurate per the last normalised pre-covid financial period as reporting for FY19.



HOTELS • RESORTS



Quirky, designer and luxury hotel experience.



09

Cities

10

Hotels

1,646

Keys

28

F&B Venues

+14%

Above Market (RGI)

QT is famous for unique service culture with signature restaurants and bar concepts.



# RYDGES

24 Cities

45 Hotels

7,335 Keys

87 F&B Venues

+17% Above Market (RGI)



Comfortable and refreshingly local.

Rydges are quality city, suburban and resort-style hotels with a refreshingly trans-tasman approach and trademark 'too easy' service style.

# ATURA



Lifestyle hotel.  
Big on style and  
service.



Atura hotels are a fresh collection of quality urban, industrial and art-inspired lifestyle hotels. Each combines high-tech chic with multi-purpose spaces to work, lounge and dine.

---

05 Cities

---

05 Hotels

---

663 Keys

---

10 F&B Venues

---

**+15%** Above  
Market  
(RGI)

# LyLo™



Fun, communal and tech-led. LyLo is a lifestyle brand catering to the value explorer, with pods to compact ensuite rooms.



Play hard.  
Sleep better,  
at Lylo.



03

Locations

530

Pods

37

Private Rooms

168

Ensuite Rooms

02

F&B Venues



A collection of  
independently  
branded hotels.



With properties expanding luxe, stylish, classic or comfort, the Independent Collection are all unique in character and leverage EVT's expertise.



07 13

Cities

Hotels

1,807 17

Keys

F&B Venues

**+4%**

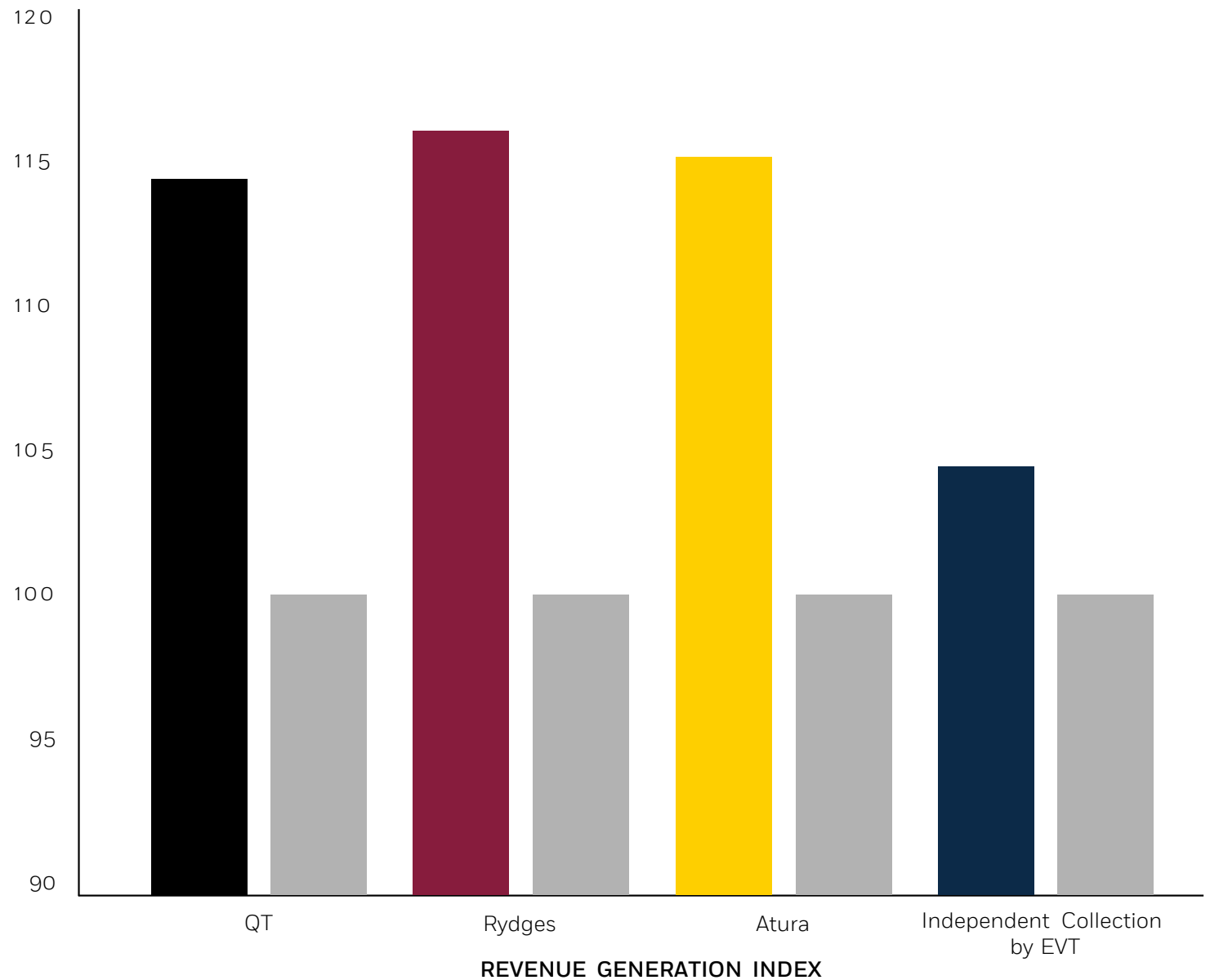
Above Market (RGI)

# Why partner with EVT Hotels?

# 1 EVT delivers above market results

- QT
- Rydges
- Atura
- Independent Collection by EVT
- Competitor Set

Source: STR reported from 1 July 2021 to 30 June 2022



# 2 A solution for every property

QT

RYDGES

ATURA

LyLo™

EVT BRANDS



LUXURY ← → BUDGET

INDEPENDENT COLLECTION



LUXE

STYLE

CLASSIC

COMFORT

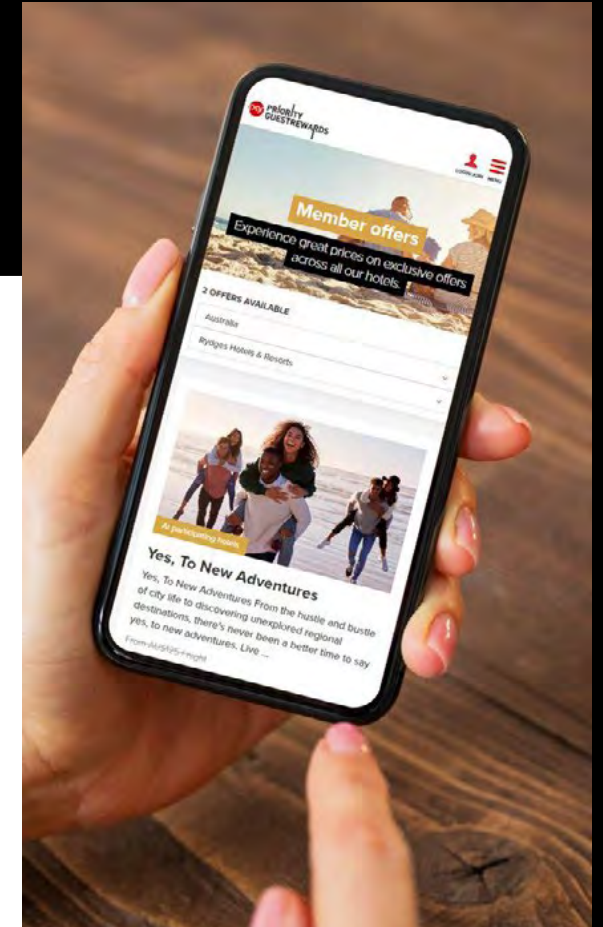
# 3 Local team global reach



## Greater flexibility and faster innovation.

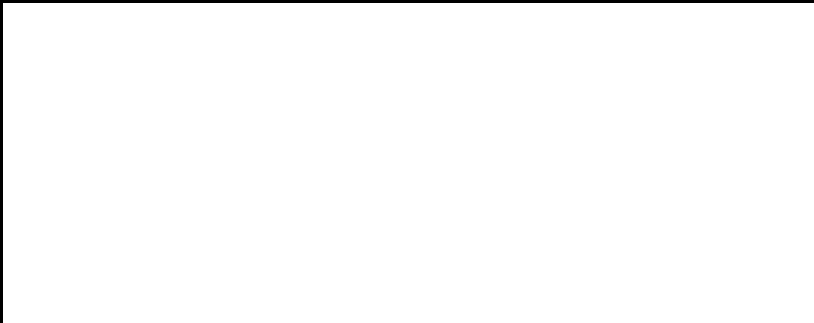
EVT's local and international distribution systems rival competitor chains. With all expertise locally based EVT can innovate and adapt quickly to market conditions.

Further enhanced by EVT's high percentage of loyalty members per property.





# 4 Innovative food and beverage



## Loved by locals

Our dedicated F&B experts leverage the best trends globally. Their expertise extends to multiple industries from hatted restaurants to QSR, from premium entertainment venues to unique alpine experiences.

Our aim is to be loved by locals with F&B experiences covering all occasions from fine dining to casual eateries.

50

# 5 Flexible Partnerships

## Investment

EVT is a major investor in its own right. Always open to the right commercial opportunities.



## Hotel Management

A full suite of management services driven by a team of highly experienced hotel operators.

## Licensing and Affiliates

Leverage the power of our brands with distribution and marketing systems that are second to none.



# Positioned for growth

QT

RYDGES

ATURA

LyLo™

EVT BRANDS



LUXURY ←

→ BUDGET

INDEPENDENT COLLECTION



LUXE



STYLE



CLASSIC



COMFORT

Keep or create a brand and leverage our experience

LUXE

STYLE

CLASSIC

COMFORT



LUXURY ←

→ BUDGET

---

~400 +75 room hotels  
in Australia and New  
Zealand

---

INDEPENDENT  
COLLECTION



# Owned hotel assets

QT

RYDGES

ATURA

LyLo™



LUXURY ←

→ BUDGET

# QT Cabins

Opening at QT Gold Coast late November

Travel  
Hotels



# QT Cabins

Opening at QT Gold Coast late November

**T** Travel  
Hotels





# QT Gold Coast

Room upgrades



# QT Gold Coast

Conferencing upgrades

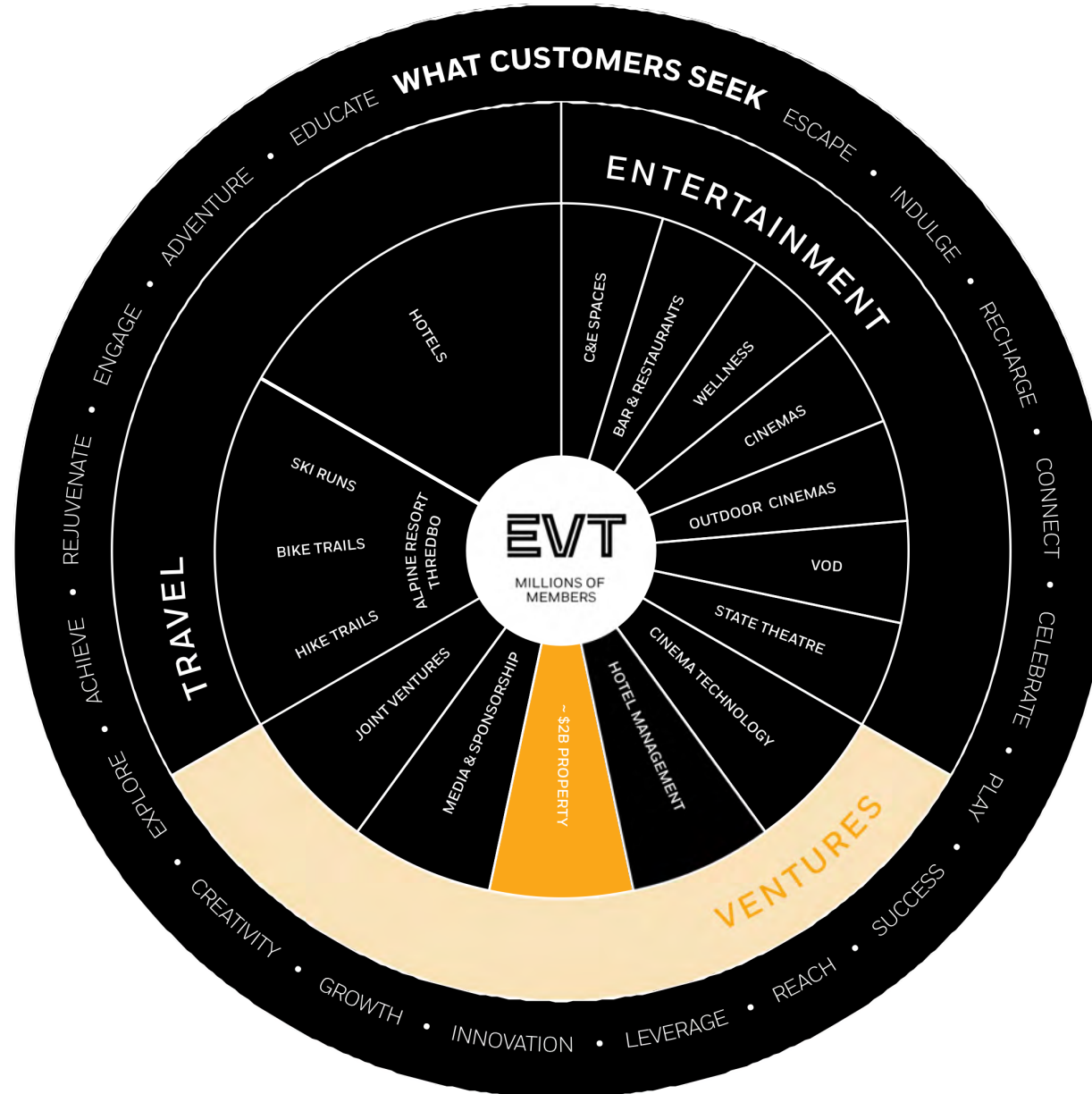


# Hotel Management

Q&A

# Mathew Duff

Director of Commercial



# 525 George Street, Sydney

Subject to final design and DA approvals

Ventures  
Property Portfolio



# 525 George Street, Sydney

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~ 115  
Residential apartments

---



# 525 George Street, Sydney

---

~ 115  
Residential apartments

---

~ 300  
Hotel rooms

---



# 525 George Street, Sydney

---

~ 115

Residential apartments

---

~ 300

Hotel rooms

---

Signature Restaurant, QT Rooftop Bar  
& Conferencing

---



Ventures  
Property Portfolio



# 525 George Street, Sydney

---

~ 115

Residential apartments

---

~ 300

Hotel rooms

---

Signature Restaurant, QT Rooftop Bar  
& Conferencing

---

Premium cinema experience including large  
screen and boutique experiences

---



Ventures  
Property Portfolio

# 525 George Street, Sydney

---

~ 115

Residential apartments

---

~ 300

Hotel rooms

---

Signature Restaurant, QT Rooftop Bar  
& Conferencing

---

Premium cinema experience including large  
screen and boutique experiences

---

Retail, experiential laneway

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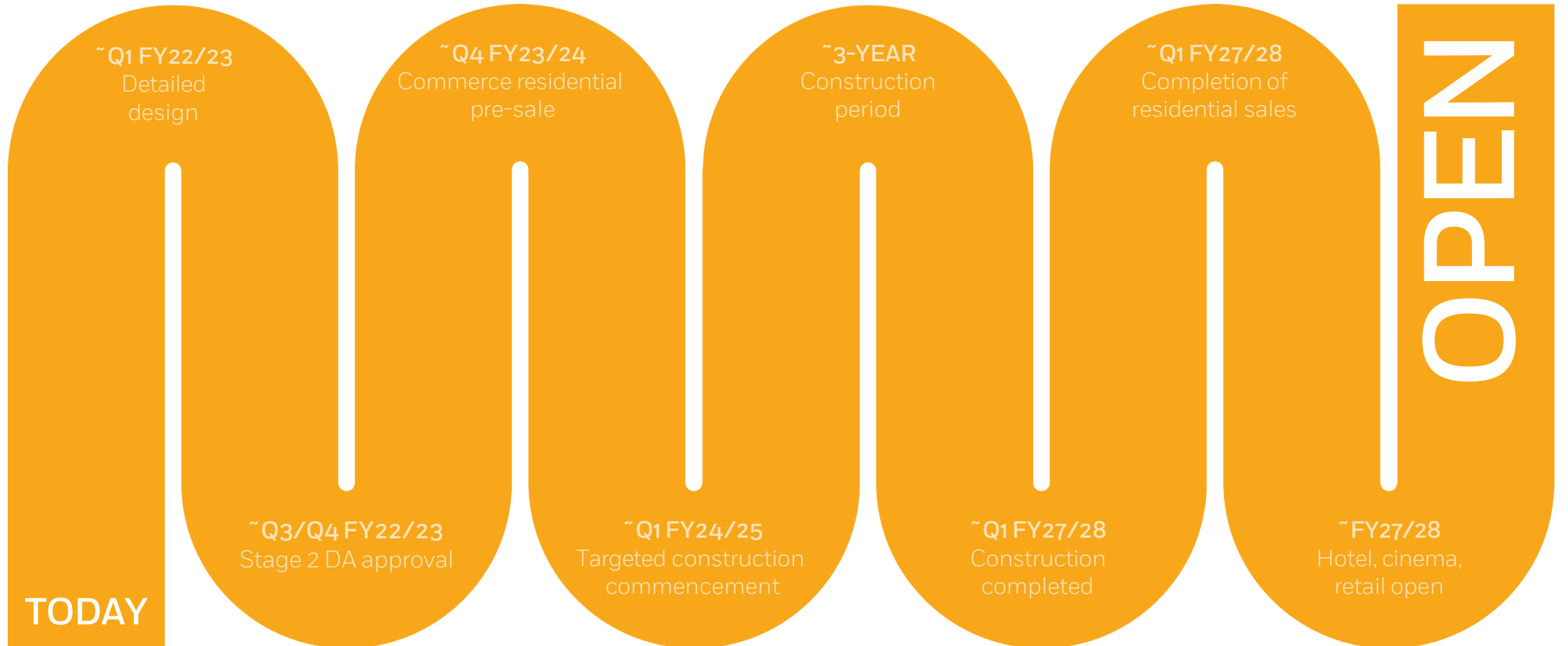


Ventures  
Property Portfolio



# 525 George Street, Sydney

Indicative key milestones – subject to market conditions



TODAY

# 458-472 George Street, Sydney

Subject to final design and DA approvals

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~ 320m<sup>2</sup>

Retail Space

---

~ 72

Additional QT Hotel Rooms

---

**Conference**

Extension of Existing Hotel

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~ 35,000m<sup>2</sup>

Commercial Office – Partner Required

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# Potential Future Divestment Properties

Next ~5 years



**01** CineStar  
Stade



**02** CineStar  
Düsseldorf



**03** CineStar  
Neumunster



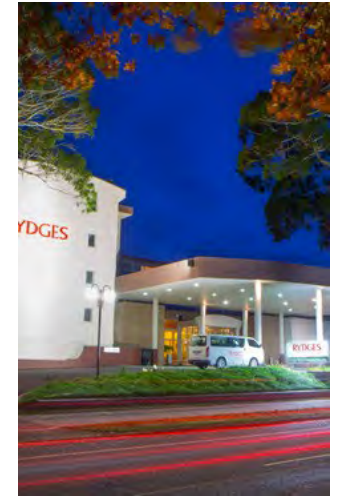
**04** CineStar  
Mainz



**05** Rydges  
Hobart



**06** Wollongong



**07** Arawa Park  
Hotel Rotorua  
*(Formally Rydges  
Rotorua)*

# Other Planned Capital Projects

Next 3–5 years



01 QT Canberra

02 Rydges Queenstown



03 Thredbo Golf Course

# 1st Auckland Freehold Property

Ventures  
Property Portfolio



54 Cook St,  
Auckland



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Business update

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*CineStar*

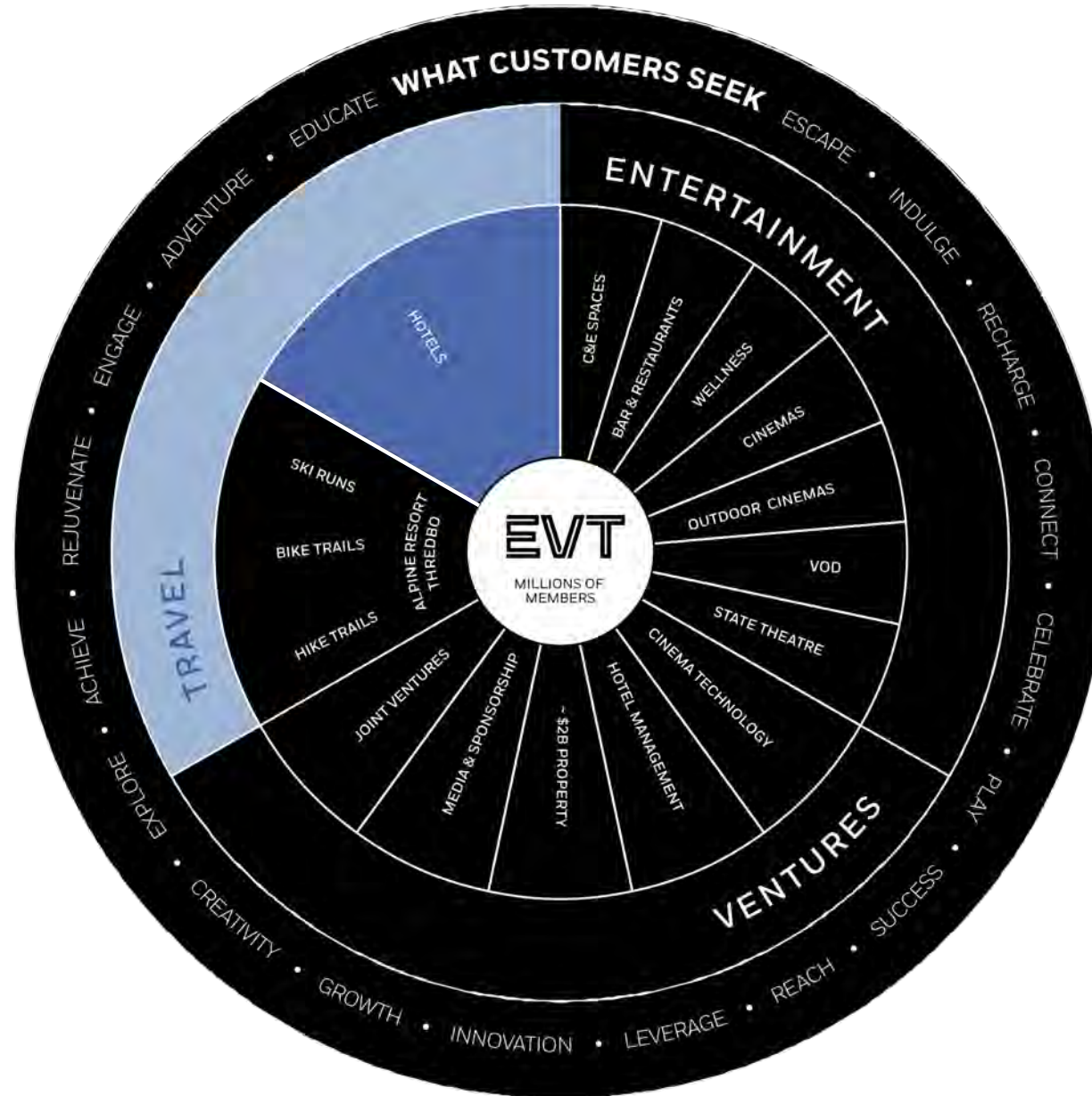


# Ventures

Q&A

# Tim Alpe

Director of Lylo



# Play Up

# LyLo™

# Budget Segment

## Market Changes



**1**

Owner Operated

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**2**

Cheap & Basic

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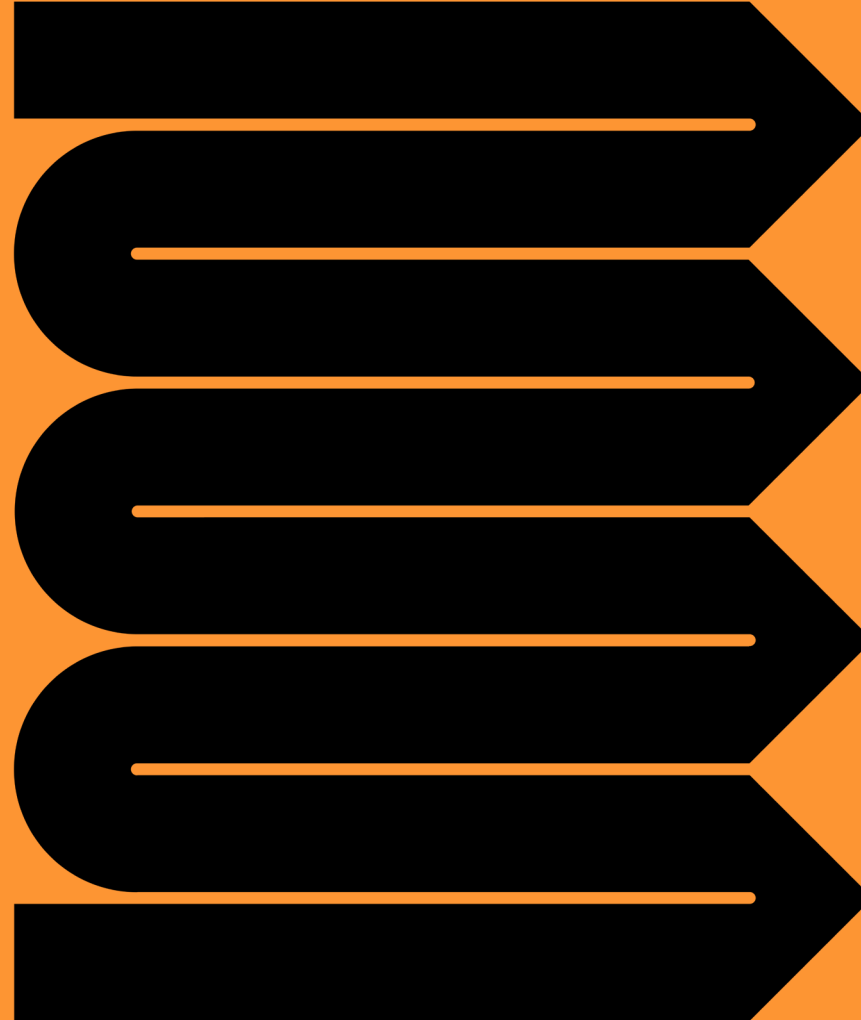
**3**

One Size Fits All

---

**4**

Stagnant



**1**

Global Major Partners

---

**2**

Budget Friendly & experiential

---

**3**

Choice

---

**4**

Fast Growing

# Budget Lifestyle

Customers seek

LyLo™

- 1 Security
- 2 Privacy
- 3 Wellbeing
- 4 Remain Connected
- 5 Multi-use communal spaces



# Budget Lifestyle

Target Market

LyLo™



# Budget Lifestyle

From old to new

LyLo™





# Budget Lifestyle

LyLo Economics

# LyLo™



# LyLo Growth

Target Markets



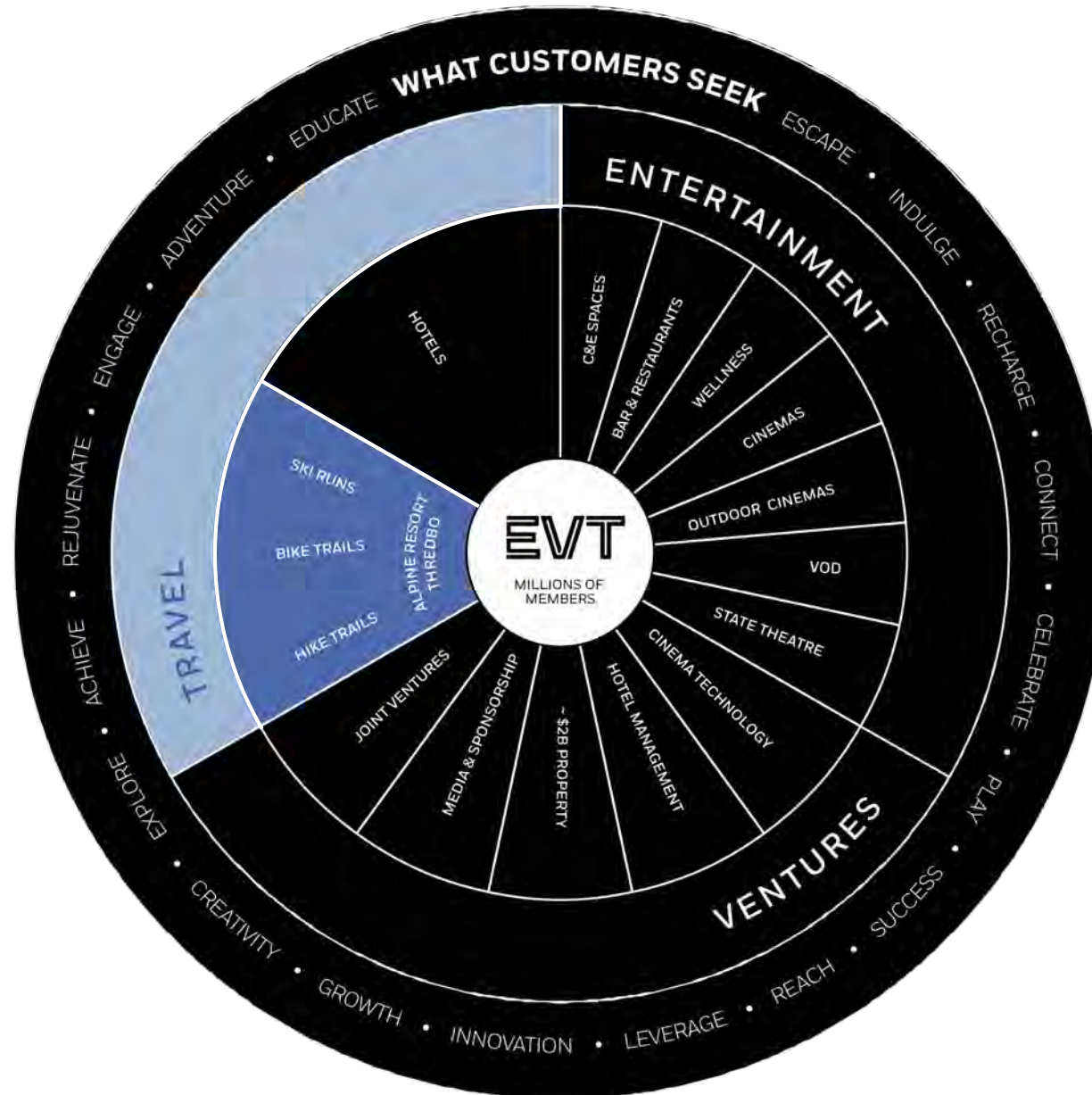
# Travel

Q&A



# Stuart Diver

GM Thredbo



# About Thredbo

WINTER

**#1** Ski  
Resort

~ **367K**  
Winter '22 Skier Days

**34**  
Ski Runs

~ **\$89M**  
Winter '22 revenue

SUMMER

~ **154K**  
Visitors FY 21/22

~ **\$23.2m**  
FY'21/22 revenue

**13** Trails

OTHER

**65** Hotel  
Rooms

**16**  
F&B Outlets



~ **1,200**  
Employees

Village  
Infrastructure

# Thredbo

New Business Model

**T**ravel  
Thredbo

**FROM:**  
Volume

**TO:**  
Premium

# Thredbo

Key changes we've made

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**1** Better capacity utilisation

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**2** Maintain season pass and grow Daypass revenue

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**3** Better experience

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# Thredbo

Summer



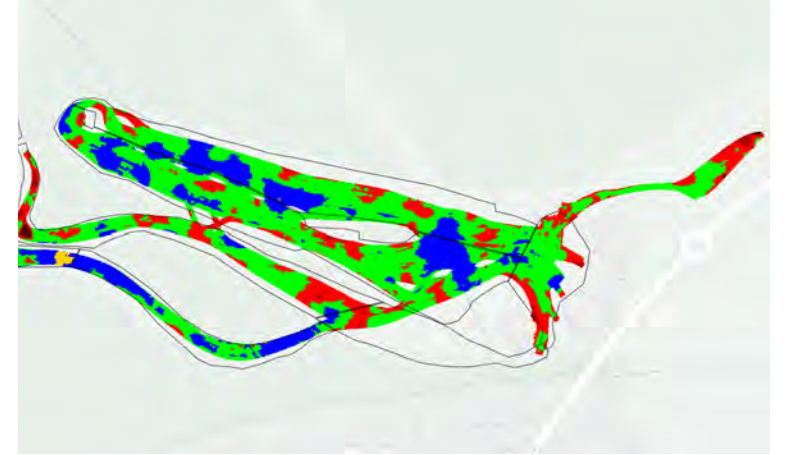


# Thredbo Development

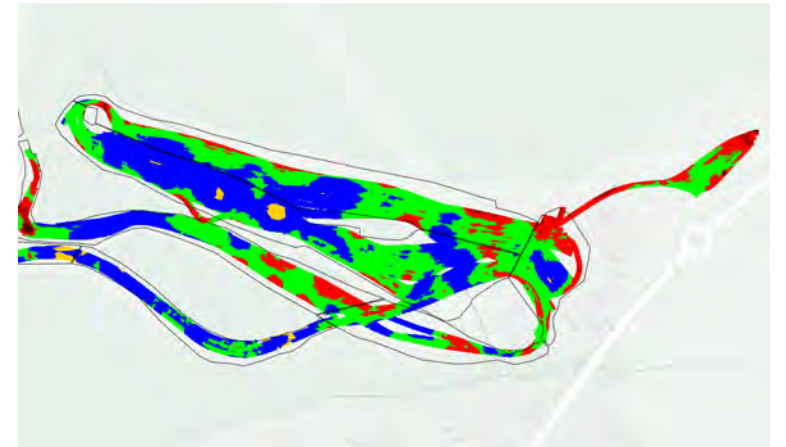
## Snowmaking



FRIDAY FLAT SNOW COVER 13.8.2021



FRIDAY FLAT SNOW COVER 13.8.2022



# Thredbo Development

## Maximising Mountain Biking Trails



# Thredbo Development

Year-round Attractions



# Thredbo Development

## Snowgums Chairlift Replacement



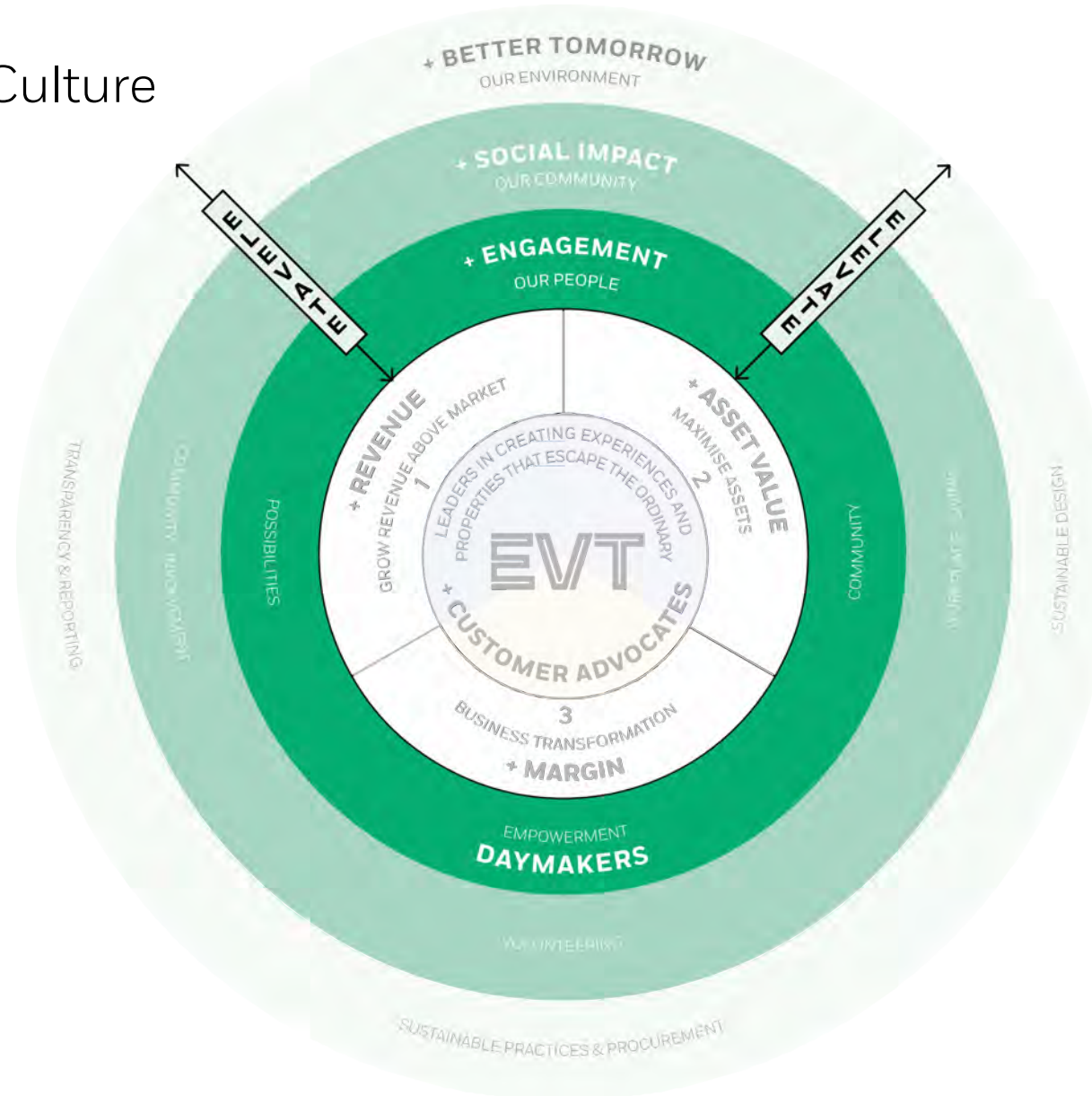
# Travel

Q&A



# Kerry Westwood

Director of People and Culture



# 1 EVT Philosophy

## Values



Empowerment



Possibilities



Community

## Inclusivity



## Wellbeing



# 2 EVT Perks

Engaging our people in what we do



**Watch**  
\$2 Movie Tickets



**Stay**  
50% Off



**Play**  
50% Off Ski Passes



**Play**  
25% of MTB rental



**Dine**  
20%–50% Discount



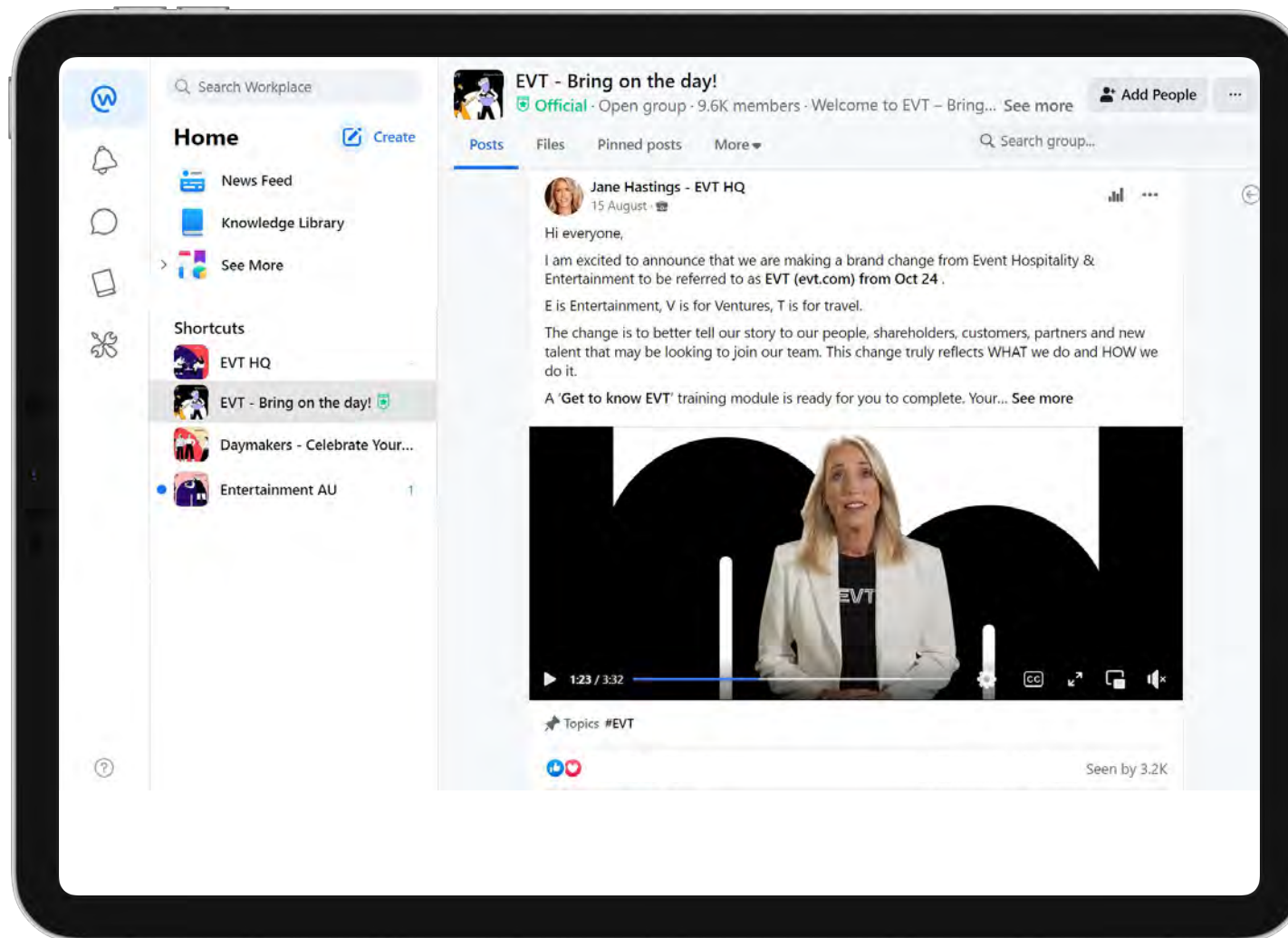
**Pamper**  
20% Off at QT Spas



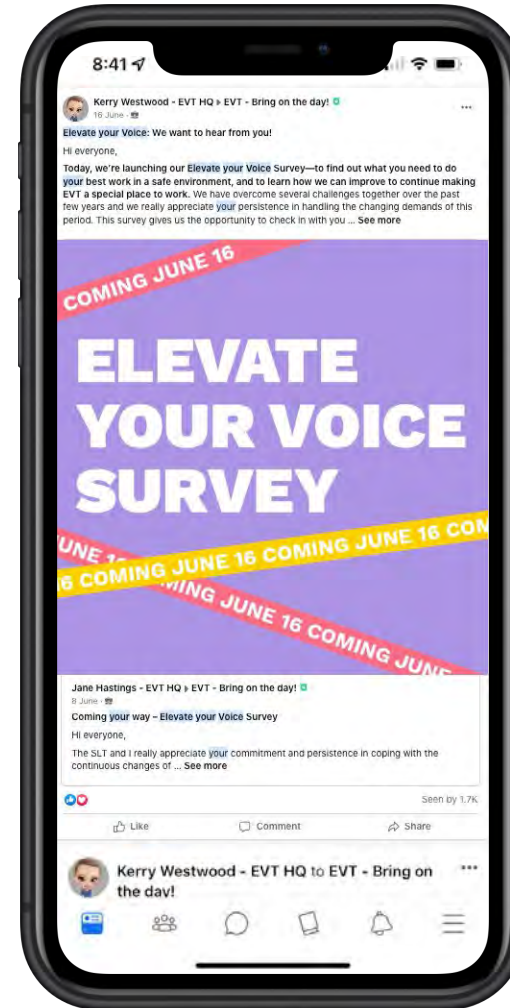
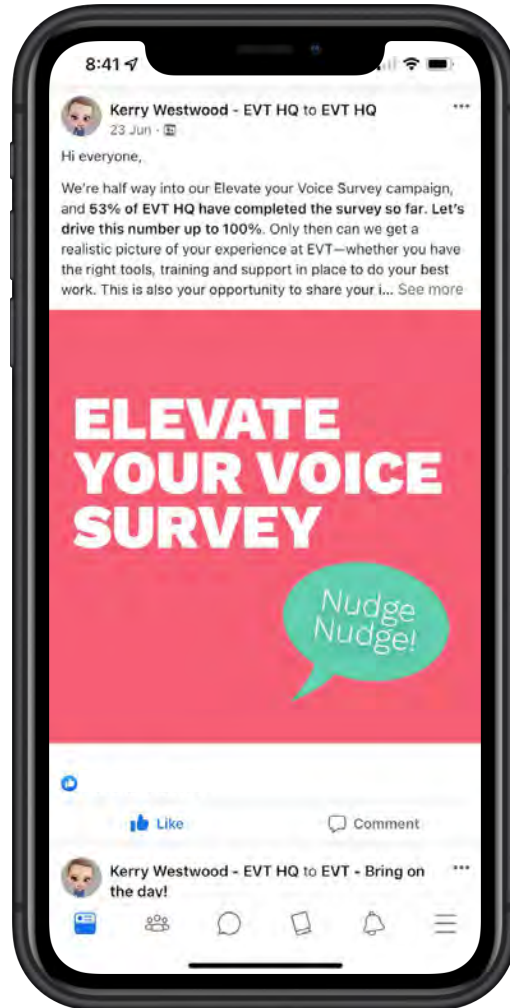
**Give**  
Staff Only Offers



# 3 EVT Transparency



# 4 EVT Listen and Act



# 5 EVT Pathways

EVT | ELEVATE

FROM:  
First Job

TO:  
Career

# EVT Community

EVT | ELEVATE



Youth Education

Workplace Giving



Disaster Assistance

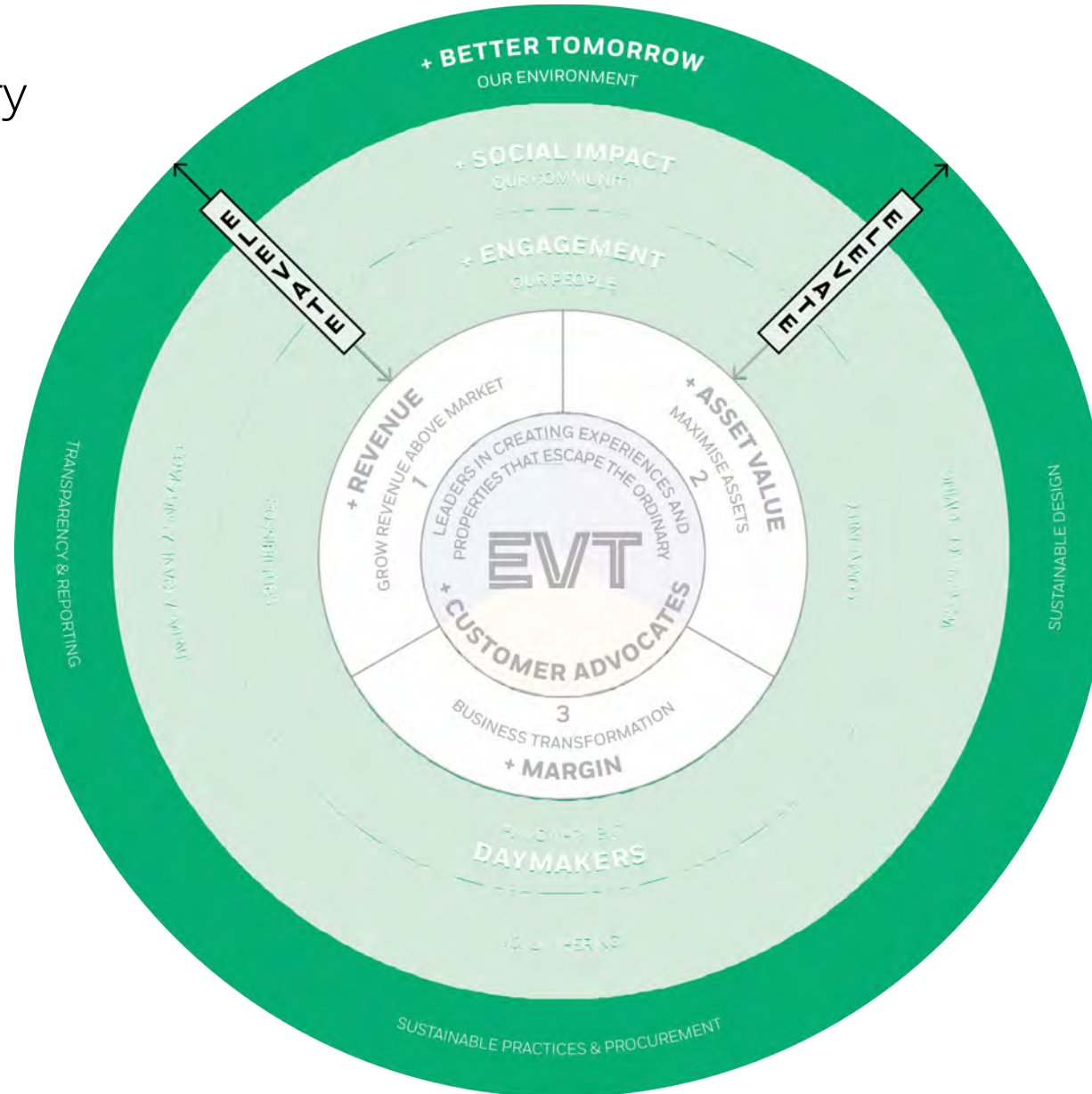
# EVT Pathways

EVT | ELEVATE



# David Stone

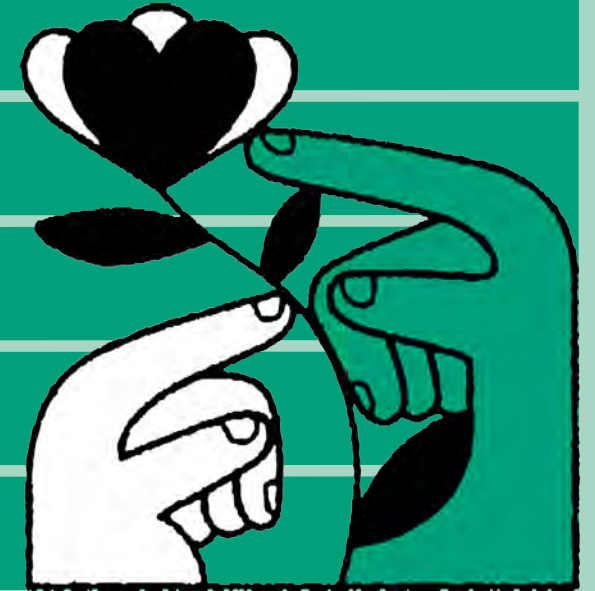
EVT Company Secretary



# Elevate our Environment

## Pathway to Net Zero

Scope 3 emissions assessed in FY23



1

### Transparency & reporting



Respond to climate-related risks and opportunities with TCFD reporting.

Raise awareness for environmental protection initiatives.

2

### Sustainable Practices & Procurement



Reduce energy and natural resource consumption, transition to purchasing renewable energy.

Reduce the environmental impact of packaging and sustainable waste management.

3

### Sustainable Design



Benchmarking performance including NABERS ratings for owned properties.



## Our People

---

Market-leading perks

---

Wellbeing programs

---

Elevate accelerated accreditations & awards



## Our Community

---

Workplace giving

---

Youth education

---

Volunteering



## Our Environment

---

Sustainable design

---

Transparency & reporting

---

Sustainable practices & procurement





# Elevate

Q&A

# Outlook for FY23

## Strong Q1 Start

## Potential pathway back to FY19 revenue

# 1

### Entertainment

- Q1 EBITDA \$10m, +\$20.7m on PY and +112.8% on pre-COVID FY19.
- AVATAR success is important.
- Expect less films in H2 due to COVID related studio delays.
- Benefits from new operating model.
- Energy cost pressures, especially in Germany.

# 2

### Hotels

- Q1 EBITDA \$21.3m, +\$27.8m PY and +5.7% on pre-COVID FY19.
- Rydges Melbourne closed, partially re-opens in Q4.
- Q1 growth in rate and occupancy, airline capacity constraints impacting International market recovery.

# 3

### Thredbo

10  
9

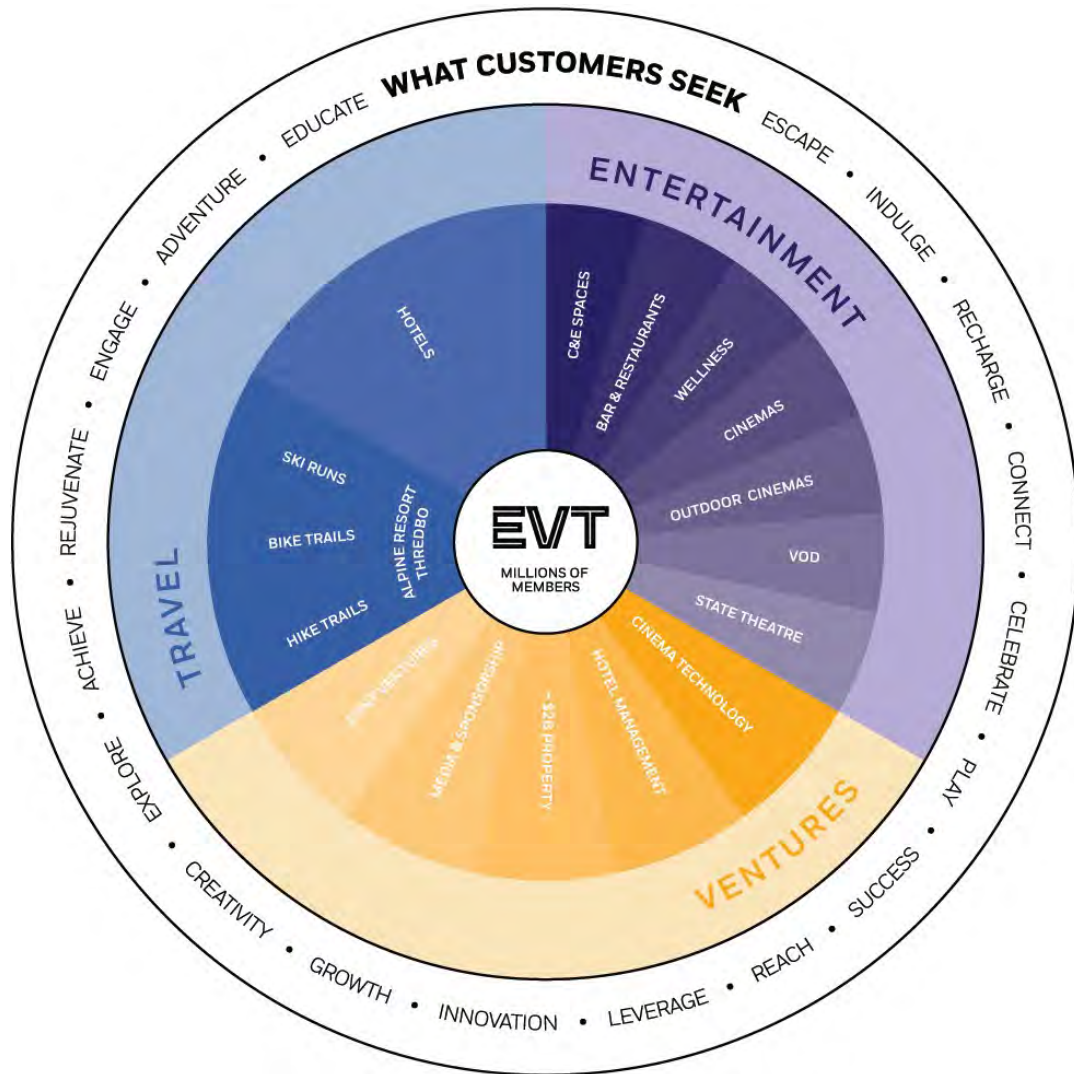
- Q1 record revenue \$74.3m, + 282.1% on PY and +27.7% pre-COVID FY19.
- Q1 record EBITDA \$42.3m, + 914.5% PY and +41.7% on pre-COVID FY19.
- Better customer experience.
- Summer expected to be relatively in-line with prior year, subject to weather.

# 4

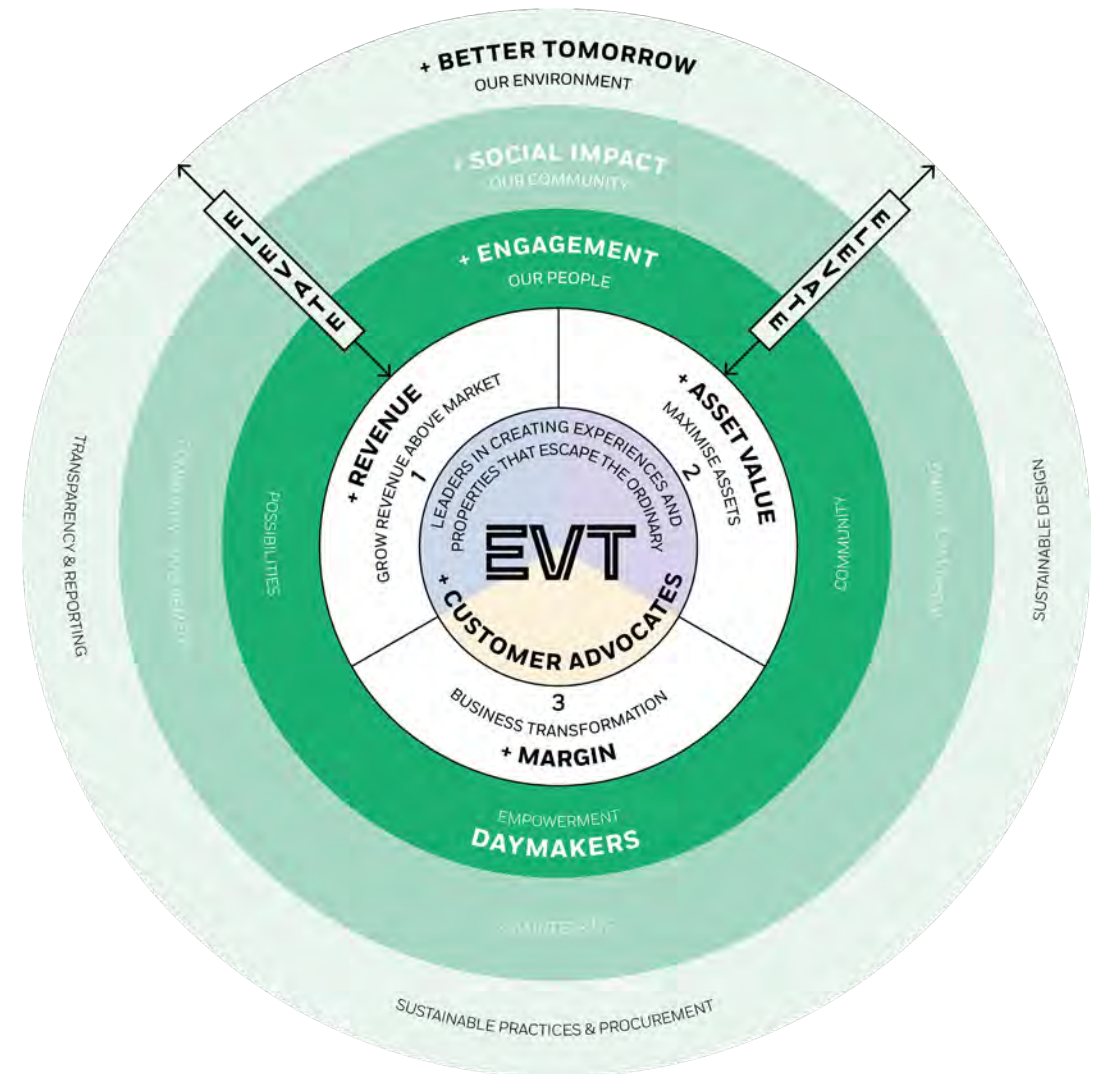
### Other

- Property segment below prior year due to successful divestments.
- Capital expenditure estimated at ~\$120m - \$150m.
- Headwinds from energy costs but other pressures being well managed.

# WHAT we do



# HOW we do it





The EVT Group results are prepared under Australian Accounting Standards, and also comply with International Financial Reporting Standards (“IFRS”). This presentation includes certain non-IFRS measures, including the normalised profit concept. These measures are used internally by management to assess the performance of the business, make decisions on the allocation of resources and assess operational performance. Non-IFRS measures have not been subject to audit or review, however all items used to calculate these non-IFRS measures have been derived from information used in the preparation of the reviewed financial statements. Included in the Annual Report for the year ended 30 June 2022 is a reconciliation of the Normalised Result to the Statutory Result.

# Thank you