

# Jarden Future Leader Conference

26 October 2022



Vista Group  
International  
Limited

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# Agenda

**01** **Strategy Overview** Kimbal Riley, Group Chief Executive

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**02** **Industry Update** Matthew Liebmann, Chief Data and Innovation Officer

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**03** **Platform** Kimbal Riley, Group Chief Executive

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**04** **Summary** Kimbal Riley, Group Chief Executive



# Strategy Overview



Vista Group's **purpose** is to bring more people together to **experience the magic** of movies and cinema by creating the platform that **connects the industry** and **powers the moviegoer experience**

# Vista Group Strategy

01



**Support our clients to  
rebuild their business**

02



**Expand our core platform  
that delivers value to our  
clients and connects  
moviegoers**

03



**Create and invest in  
new opportunities**



# Industry Update

# Recent domestic box office records

2 of the Top 5 highest grossing movies of all time released post-Omicron

- Spider-Man: No Way Home - US\$814m (No. 3)
- Top Gun: Maverick - US\$714m+ (No. 5)



Since Omicron, the domestic industry broke 4 additional calendar-based records

- |                        |   |           |            |
|------------------------|---|-----------|------------|
| • July 4th weekend     | Minions: The Rise of Gru                  | Jul. 2022 | US\$123.1m |
| • Memorial Day weekend | Top Gun: Maverick                         | May 2022  | US\$160.5m |
| • December             | Spider-Man: No Way Home                   | Dec. 2021 | US\$260.1m |
| • Labor day weekend    | Shang-Chi and the Legend of the Ten Rings | Sep. 2021 | US\$94.7m  |



# The studios believe that cinema drives downstream revenue

**“Theatrical still has the greatest impact.** That sort of theatrical release, 45 days later to streaming, that’s working beautifully.

**The bigger the hit in theatres, the greater the impact in streaming.** The path to monetization now is greater.”

Brian Robbins, President and CEO of Paramount Pictures

September 2022



“And so this idea of **expensive films going direct-to-streaming**, we cannot find an economic case for it.

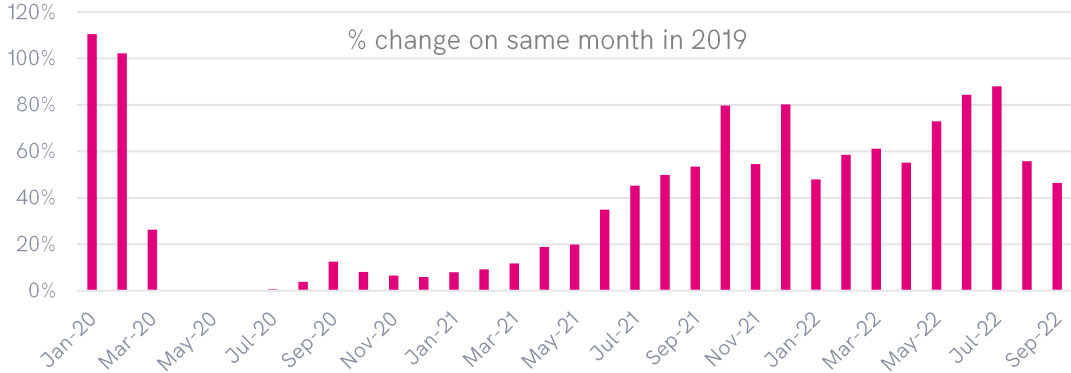
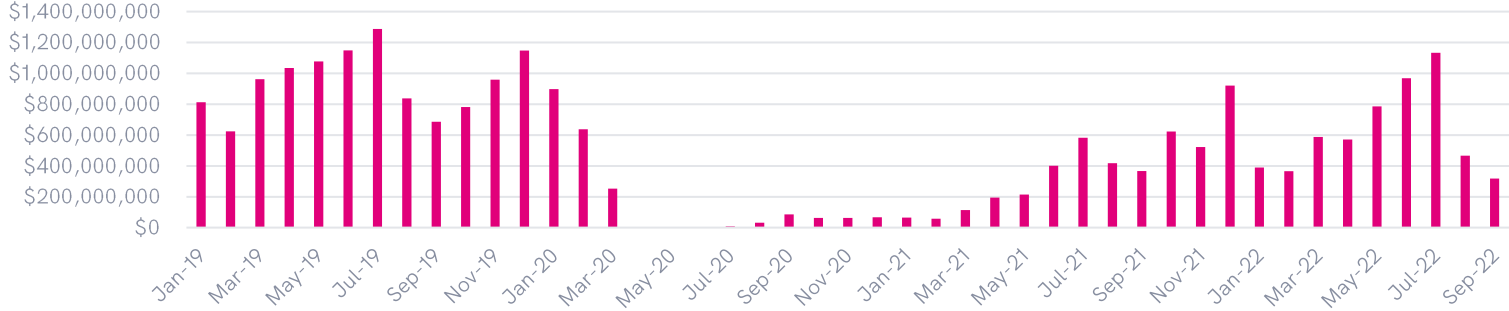
**We can’t find an economic value for it.”**

David Zaslav, President and CEO of Warner Bros. Discovery

August 2022

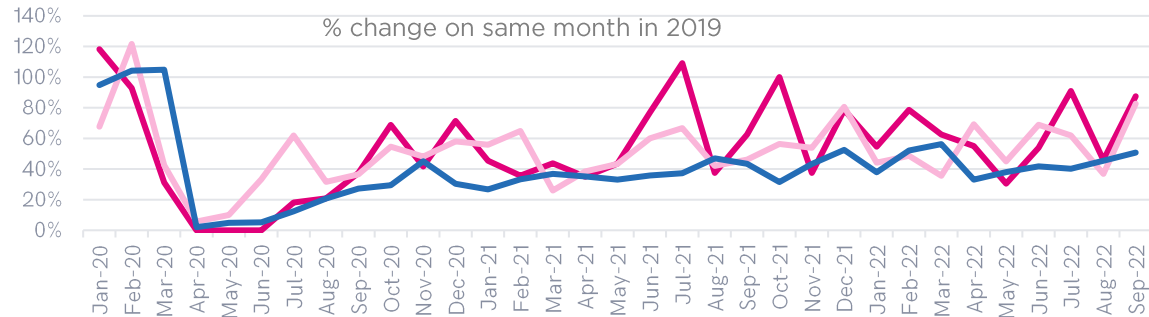
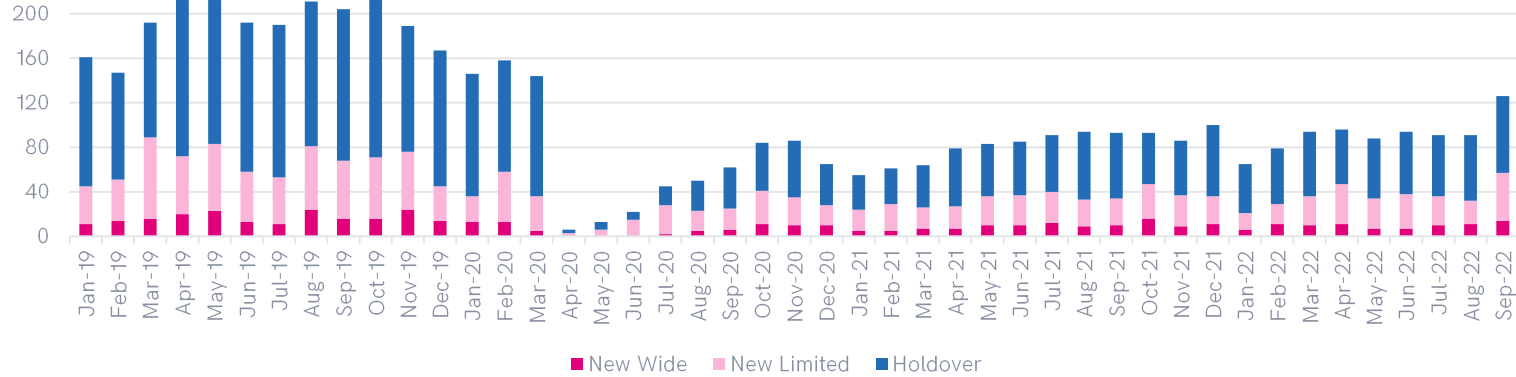


# When movies abound, box office rebounds...



Monthly Domestic Box Office: 2019-22  
 Source: Box Office Mojo

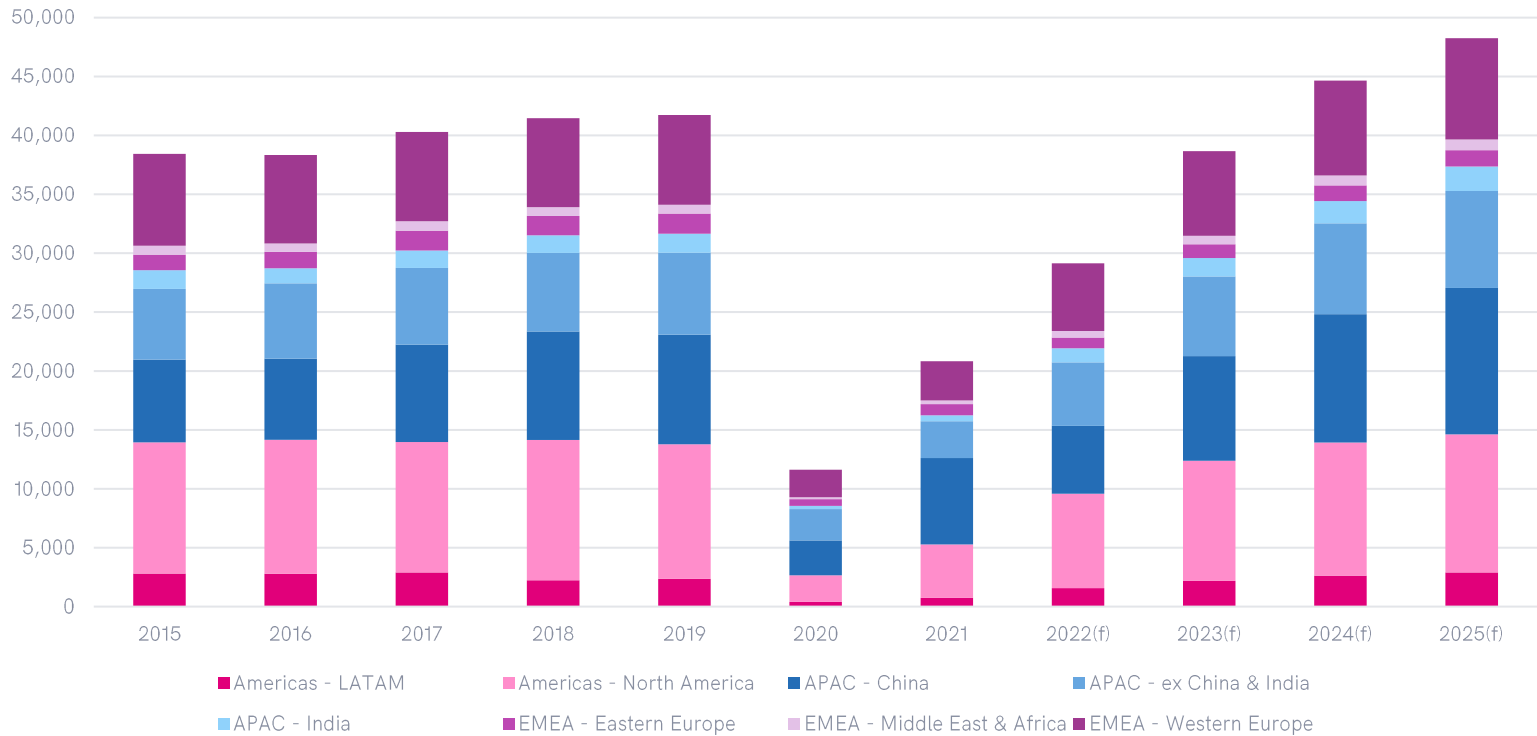
# But right now, there is an overall movie shortage



Monthly Domestic Box Office: 2019-22  
Source: Box Office Mojo

Q4 '22			Q1 '23			Q2 '23			Q3 '23		
October	November	December	January	February	March	April	May	June	July	August	Best of Rest

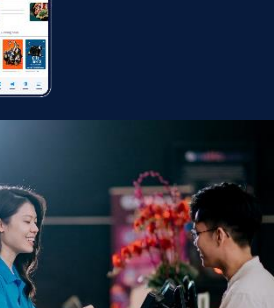
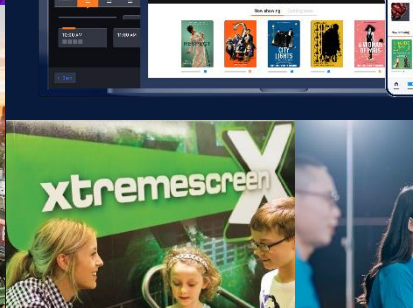
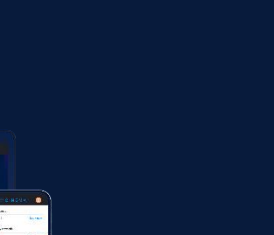
# Projected Global Box Office CAGR of 2.4% (2019-2025)



Source: Omdia



# Cinema Experience = Premises + Content + Service





Platform

# Strategy 2

## Good for our Clients

- Focus on our clients' biggest problems
- Innovation into user's hands
- Operational workload significantly reduced
- Scalable for peaking demand
- Capex dramatically reduced

## Good for Vista Group

- Much greater share of wallet (TAM)
- Reduced working capital
- Drives operating leverage
- Aligns revenue with client success

02

**Expand our core platform that delivers value to our clients and connects moviegoers**



# Platform Value Drivers

- Constrained labour
- Greater stability of digital channels
- Addressing demand for digital self-service
- Developing a deeper understanding of moviegoers
- Cybersecurity concerns
- Removal of costs and distraction

**Overall, a greater focus on enhancing the moviegoer experience**

# Share of Wallet, Unlocking Value

## On premises



MOVIO



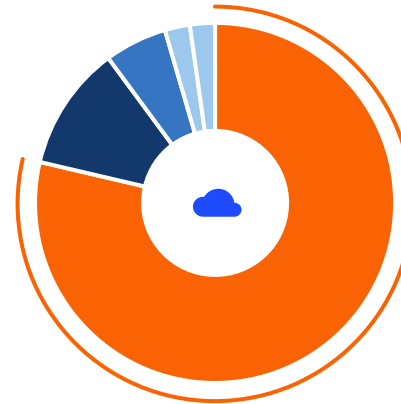
### Perpetual License

Fixed annual maintenance

POS base, Movio and other additional modules a la carte

## Platform

Vista Cloud



### SaaS Fee

3-5+ times maintenance  
Fees vary by up to 80% based on performance

Expansive core offered in two flavours, Cloud Digital & Cloud Cinema, Movio included

# Aspiration summary

... to inflection point and beyond.

	Previously indicated/ reported	December 2025	100% Platform
Sites	5,100 (on premises)	1,600-2,400 (platform, rest on premises)	6,000+ (platform)
Market share	51%	-	60%+
Platform multiple of maintenance	1.5-2.5	-	3-5+
Group ARR	\$112m June 2022	\$175-205m	\$300m+
Group EBITDA margin		15%+	25-30%

**Transition delivers significant and sustainable returns**

**No additional funding required**

**Capex of \$25-30m in 2023-25**

**FCF for investments or dividends from 2025**



# Summary

# Cinema of the future

## Is the platform transition

- Cinema continues to show great strength – with upside to come ✓
- Our platform delivers the best experience in the industry ✓
- Client interest is strong, and our value proposition is clear ✓
- Our platform enables us to significantly increase our total addressable market (TAM) ✓
- We see an inflection point in investment in late 2024 delivering free cash flow from 2025 ✓



**VISTA**  
GROUP