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2020

# Interim Results

September 16th, 2020

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# 1H Overview

1

# Building Resilience & Refocusing Our Business

## Challenge

Facing up to the reality of COVID-19

## Action

Acting decisively to reinforce our business

## Innovation

Adapting our technology to the 'new normal'

## Success

Supporting our customers as they reopen

# Action – Moving Swiftly To Reinforce Our Business

| | OBJECTIVE | | ACTIVITY | | OUTCOME |
|---|---|---|---|---|---|
| 1 | Refresh Leadership | 1 | • Fern MacDonald, CFO<br>• Andrew Jacobs, CCO<br>• Edil Hernandez, SVP Product<br>• Maura Schiefelbein, SVP People | 1 | • Enhance financial resilience<br>• Strengthen revenue generation<br>• Define product strategy; improve focus on ROI<br>• Reinforce culture & staff well-being |
| 2 | Mitigate Near-Term Costs<br>Reset Long-Term OpEx | 2 | • 2019 Staffing c.75% of OpEx<br>• 27 positions eliminated pre-crisis; further 62 post-shutdown<br>• Temporary furloughs alongside pay reductions/4-day week | 2 | • Monthly operating cost base reduced by \$2.2m at onset of crisis<br>• Stepped down to \$3.8m/month phasing back to \$4.6m/month |
| 3 | Ensure Financial Resilience | 3 | • Raised \$46.1m through placing<br>• \$30m in existing credit facility<br>• Extra \$9.8m CBILS facility agreed | 3 | • Funds remain at our disposal<br>• Preserves financial security<br>• Enables flexibility for recovery |

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# Innovation – Supporting The New Normal


Theme Parks


Ski Resorts


Live Entertainment


Water Parks


Museums


Hotels & Resorts


Tours & Attractions


Zoos & Aquariums


Cruises


Fairs & Festivals

**accesso LoQueue**
- Supporting social distancing at scale
- Expansion from premium model to baseline offering for all guests

**accesso Passport**
- Industry shifting to 100% online booking
- Developed and deployed end-to-end reservation solution alongside existing date/time functionality

**accesso SIRIUSWARE**
- Uptick in demand for advanced eCommerce with accesso Passport

**accesso ShoWare**
- Supporting revised seat maps and system enhancements to prepare for eventual reopening
- New demand from venues with inadequate eCommerce

**TE2** The Experience Engine™
- Increased interest in guest identity platform as clients look towards enhanced guest interaction
- New demand for contactless F&B solution

# Success – Customer Wins & New Opportunities

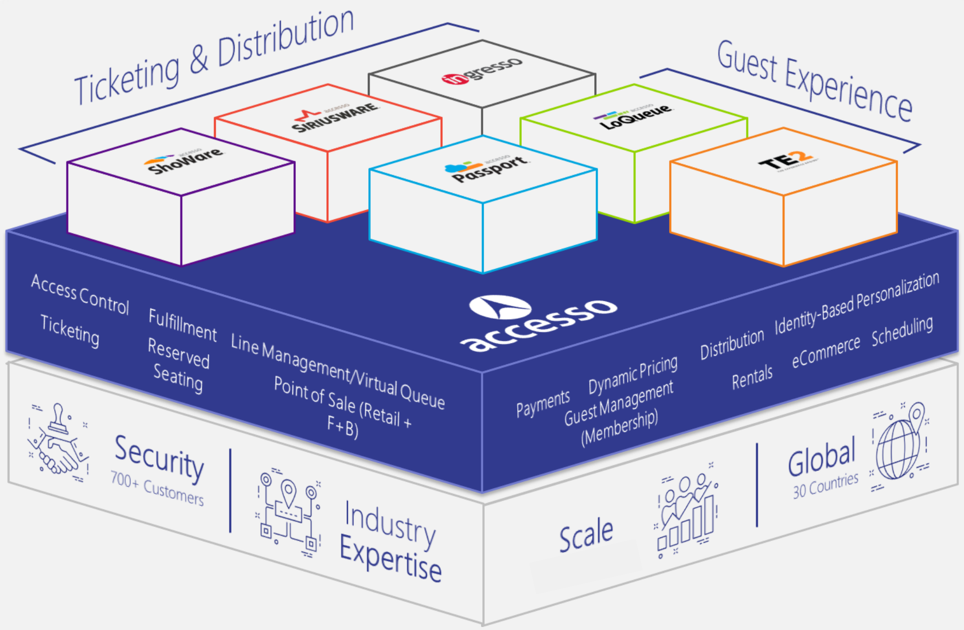
## Clear drivers

SOCIAL DISTANCING

ONLINE BOOKING

REVENUE FOCUS

## Adaptable technology




## Clear results

Cross sell wins

8
Ski

1
Zoo

12
ShoWare agreements

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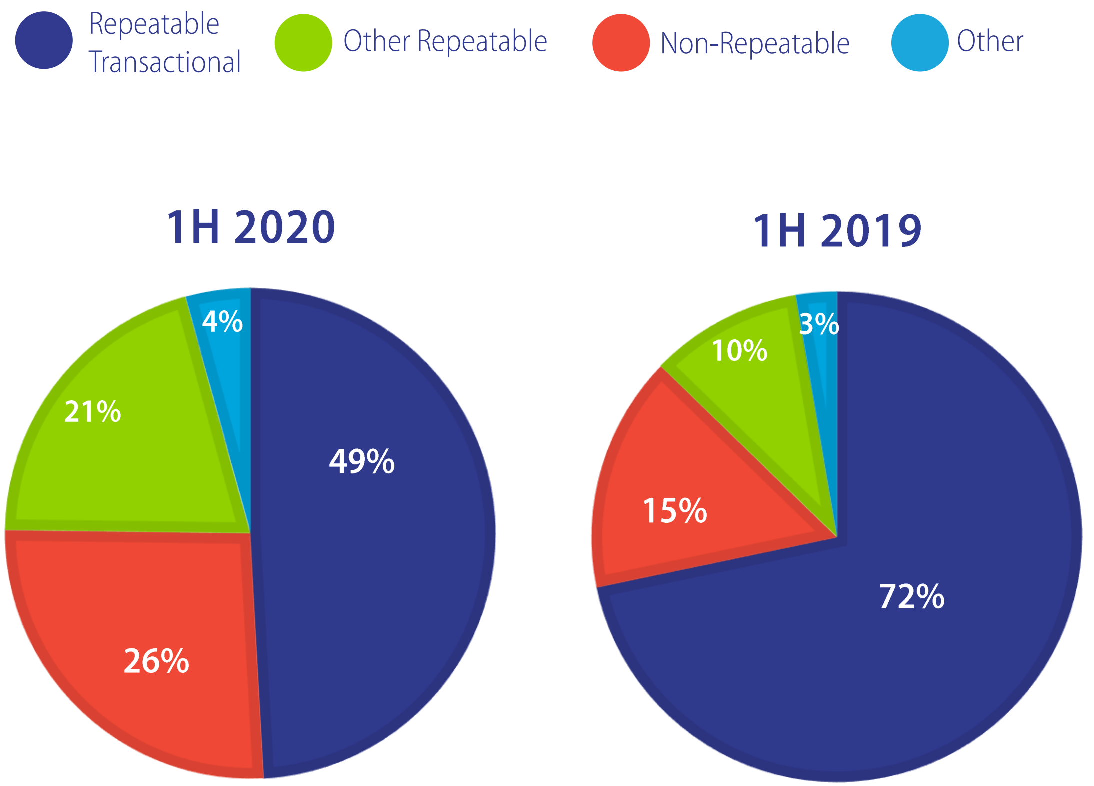
# 1H Financial Results

2

# Financial Headlines

| | |
|---|---|
| **Group revenue of $24.6m** | Ahead of the Group's revised expectations |
| **49.1% transactional revenue** | Severely impacted by COVID-19 |
| **Net Cash $30.8m** | Benefiting from the $46.1m raised by the Group in May 2020 |
| **Cash EBITDA loss $10.4m** | Reflecting the COVID-19-related impact on revenue |




**Revenue Split 1H '20 & 1H '19**

# Income Statement

**Discussion and Analysis**

- Gross profit increase primarily results from a change in sales mix.
- Reduction in administrative expense achieved through swift and decisive cost cutting.
- Finance income relates principally to a positive mark to market movement on a GBP to USD forward currency contract.

| ($ in thousands) | 1H 2020 | 1H 2019 | Change |
|---|---|---|---|
| Revenue | *24,572* | *50,712* | *(26,140)* |
| Cost of sales | *(4,474)* | *(12,721)* | *8,247* |
| **Gross profit** | **20,098** | **37,991** | **(17,893)** |
| Gross profit % | *81.8%* | *74.9%* | *6.9%* |
| Administrative expenses | *(38,804)* | *(42,034)* | *3,230* |
| **Operating loss** | **(18,706)** | **(4,043)** | **(14,663)** |
| Finance expense | *(438)* | *(607)* | *169* |
| Finance income | *666* | *11* | *655* |
| **Statutory loss before tax** | **(18,478)** | **(4,639)** | **(13,839)** |

# Alternative Performance Measures

### Discussion and Analysis

- COVID-19 enforced closures drives negative $10.4m Cash EBITDA.
- Deferred equity consideration on TE2 acquisition fully amortises at July 2020, tapering off due to waterfalled vesting.
- Amortisation of intangibles significantly reduced due to TE2 and Ingresso acquired intangible being impaired as at 31 December 2019. Additional Ingresso impairment in 2020 due to COVID-19 impact on theatre business.
- Share based payment expense significantly reduced due to leadership team reorganisation and the reversal of previously charged expense.

| ($ in thousands) | 1H 2020 | 1H 2019 | Change |
|---|---|---|---|
| **Operating loss** | **(18,706)** | **(4,043)** | **(14,663)** |
| Add: Sale process expenses | *446* | - | *446* |
| Add: Deferred equity settled acquisition consideration | *138* | *1,076* | *(938)* |
| Add: Amortisation related to acquired intangibles | *1,505* | *5,812* | *(4,307)* |
| Add: Share based payments | *333* | *1,080* | *(747)* |
| Add: Impairment of Ingresso intangible assets | *1,360* | - | *1,360* |
| Add: Amortisation and depreciation (excluding acquired intangibles) | *7,565* | *7,120* | *445* |
| Adjusted EBITDA | *(7,359)* | *11,045* | *(18,404)* |
| **Capitalised internal development costs** | **(3,010)** | **(10,040)** | **(7,030)** |
| **Cash EBITDA** | **(10,369)** | **1,005** | **(11,374)** |

# Revenue By Geography

**Discussion and Analysis**

- Venues in the United Kingdom and Other Europe were largely closed from mid-March until early July.
- Australia and South Pacific began partial and limited capacity reopenings in June 2020 with some pent-up demand resulting in larger than expected revenues coming through in that month.
- USA began reopening in May and June. The USA region benefits the most from having the majority of the Group's professional service, licence fees and maintenance and support revenues which have been much less impacted by our customer closures.

| ($ in thousands) | **1H 2020** | **1H 2019** | **%** |
|---|---|---|---|
| United Kingdom | *2,330* | *12,001* | *(80.6%)* |
| Other Europe | *484* | *1,610* | *(69.9%)* |
| Australia/South Pacific | *990* | *1,502* | *(34.1%)* |
| USA and Canada | *20,098* | *33,598* | *(40.2%)* |
| Central and South America | *670* | *2,001* | *(66.5%)* |
| **Total revenue** | **24,572** | **50,712** | **(51.5%)** |

# Revenue By Type

### Discussion and Analysis

- The Group's transactional revenue significantly impacted by the COVID-19 pandemic.
- Licence revenue is 29.5% down on the prior period largely due to some large scheduled POS implementations in 1H 2019 that did not recur in 1H 2020 in combination with some customers postponing sales and renewal decisions in the period of uncertainty.
- Professional services revenue is broadly comparable to the prior period.

| ($ in thousands) | 1H 2020 | 1H 2019 | % |
|---|---|---|---|
| Virtual queuing | *2,270* | *8,912* | *(74.5%)* |
| Ticketing and eCommerce | *9,802* | *27,458* | *(64.3%)* |
| Maintenance and support | *3,967* | *4,511* | *(12.1%)* |
| Platform fees | *1,079* | *578* | *86.8%* |
| **Total Repeatable** | **17,118** | **41,459** | **(58.7%)** |
| Licence revenue | *1,253* | *1,777* | *(29.5%)* |
| Professional services | *5,155* | *6,116* | *(15.7%)* |
| **Non-repeatable revenue** | **6,408** | **7,893** | **(18.8%)** |
| Hardware | *524* | *1,004* | *(47.8%)* |
| Other | *522* | *356* | *46.6%* |
| **Other revenue** | **1,046** | **1,360** | **(23.1%)** |
| **Total revenue** | **24,572** | **50,712** | **(51.5%)** |

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# Segment Development

## Discussion and Analysis

- Ticketing revenue down 41.7% as a result of closures in both attractions and live entertainment venues from April through June.
- Distribution decrease reflects closure of UK theatre market in late March through to period end.
- Queueing revenue down 70.7% reflecting global attraction closures.
- TE2 revenue includes longer term professional services contracts which have continued throughout the period.

| *($ in thousands)* | **1H 2020** | **1H 2019** | **%** |
|---|---|---|---|
| Ticketing (Passport, ShoWare, Siriusware) | *15,639* | *26,811* | *(41.7%)* |
| Distribution (Ingresso) | *1,167* | *9,024* | *(87.1%)* |
| **Ticketing & Distribution** | **16,806** | **35,835** | **(53.1%)** |
| Queueing (LoQueue) | *2,604* | *8,897* | *(70.7%)* |
| Other Guest Experience (TE2) | *5,161* | *5,980* | *(13.7%)* |
| **Guest Experience** | **7,766** | **14,877** | **(47.8%)** |
| **Total Revenue** | **24,572** | **50,712** | **(51.5%)** |

# Cash Flow

### Discussion and Analysis

- Swift and decisive cost management programme and working capital control.
- Utilisation of all available government support schemes and the deferment of tax payments.
- Net equity raise proceeds of $46.1m remains untouched.
- End the period with $55.8m cash in the bank and $14.9m of unutilised facilities.

| ($ in thousands) | 1H 2020 | 1H 2019 | Change |
|---|---|---|---|
| **Underlying cash from operations** | **(9,167)** | **(4,496)** | **(4,671)** |
| Tax | *(2,728)* | *1,761* | *(4,489)* |
| Capitalised development costs | *(3,010)* | *(10,040)* | *7,030* |
| Other capital expenditure | *(285)* | *(1,371)* | *1,086* |
| **Underlying free cash flow** | **(15,190)** | **(14,146)** | **(1,044)** |
| Payment to finance lease creditors | *(820)* | *(686)* | *(134)* |
| Share issues net of costs | *46,092* | *120* | *45,972* |
| Acquisition / sale process related payments | *(269)* | *(647)* | *378* |
| Interest | *(165)* | *(358)* | *193* |
| Foreign exchange movement on cash & borrowings | *847* | *22* | *825* |
| **Movement in net debt in period** | **30,495** | **(15,695)** | **46,190** |
| Opening net cash | *354* | *480* | *(126)* |
| **Closing net cash / (debt)** | **30,849** | **(15,215)** | **46,064** |

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# Longer-Term Priorities

3

# Focus Remains On Strategic Pillars Despite Crisis

### Product Roadmap

Expanded leadership alongside full organisational realignment

Early progress during 2020

Long-term roadmap work underway

### Operational Efficiency

Significant progress with new baseline staffing level

Rebuilding other costs from zero base

Cash EBITDA growth remains the priority

### Customer Success

Relationships strengthened from crisis support

Refocused approach to customer success

Laying groundwork for improved product innovation

# Underlying Dynamics In Our Favour

## DIGITAL TRENDS ACCELERATING

*Need for social distancing and online ticketing*

## MISSION-CRITICAL TECHNOLOGY

*Central to the re-start effort and a key technology partner to our clients*

## POSITIONED FOR ANY UPSWING

*Revenue-focused and a key enabler of growth for operators*

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# Customer Base Remains Intact

1000+
Venues in
30 Countries

Solutions Touch
135M
Guests Per Year

Long-term relationships with accesso embedded in customer operations

Fairs & Festivals

Tours & Attractions

Cruises

Live Entertainment

Water Parks

Museums

Theme Parks

Zoos & Aquariums

Ski Resorts

Hotels & Resorts

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# Summary & Outlook

5

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# Summary & Outlook

### Challenge confronted

Strong action across the business – realistic about potential future impact

### Performance ahead of our revised expectations

Positive signs in reopened venues showing pent-up demand

### Clarity on 2020

Revenue ≥$48m
Operating cost average $4.6m/month for rest of 2020

### Opportunity intact

Trends in our favour, and client relationships to build on

### Clear strategy

3 drivers for stability and future growth