



HBG

splitsville
-🎳- **bowl**

 **STRIKER**
BOWLING SOLUTIONS

The Canadian Opportunity

Hollywood Bowl Group - Investor and Analyst Event - 3 November 2025

Stephen Burns - CEO

- Investment rationale
- Growth strategy



Andy Johnson - MD Canada

- Canadian consumer
- Operational update



Laurence Keen - CFO

- Performance
- New centres



Melanie Dickinson - CPO

- Outstanding workplaces

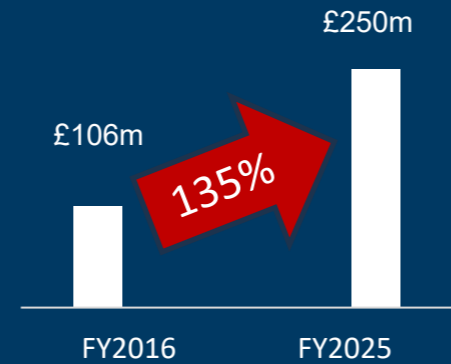


Q&A

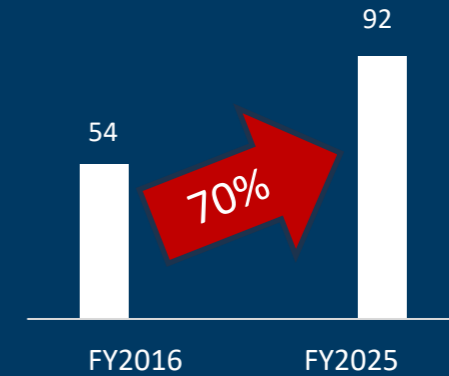
Bowling and lunch

HBG - significant growth and shareholder returns since IPO

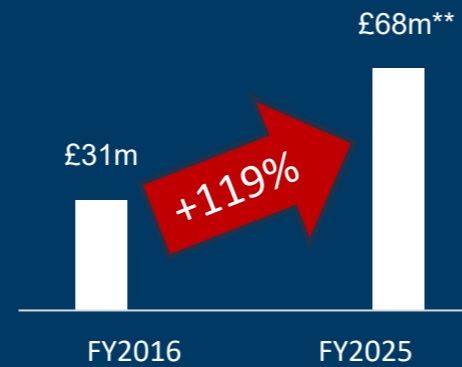
Revenue
up 135%



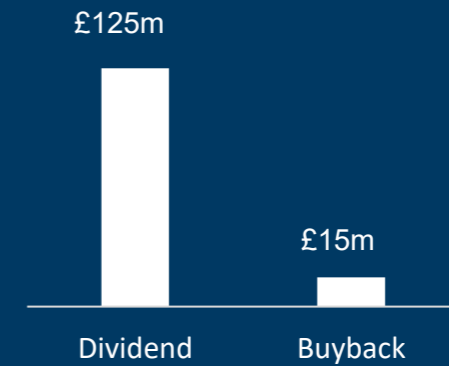
70% growth
in number
of centres



EBITDA*
more than
doubled



£140m
Shareholder
returns



* Pre IFRS 16 ** Market consensus



Rationale for market entry

Stephen Burns – CEO



Why Canada?

Attractive demographic

- Consumer leisure habits align with UK

Similar to UK bowling sector 10 years ago

- Fragmented and low investment

Favourable competitive landscape

- No significant branded chain operators

Economic and legal stability

- A “low friction” international option

Low risk stage 1 acquisition opportunity

- CAD 17m cost with CAD 12m freehold value
- Brand and management team in place



Typical Canadian bowl



Splitsville pre refurbishment

Exciting market opportunity

42m population (60% of UK size)

- Concentrated into low number of key areas

Weather extremes

- Popularity of indoor leisure

180+ bowling centres nationwide

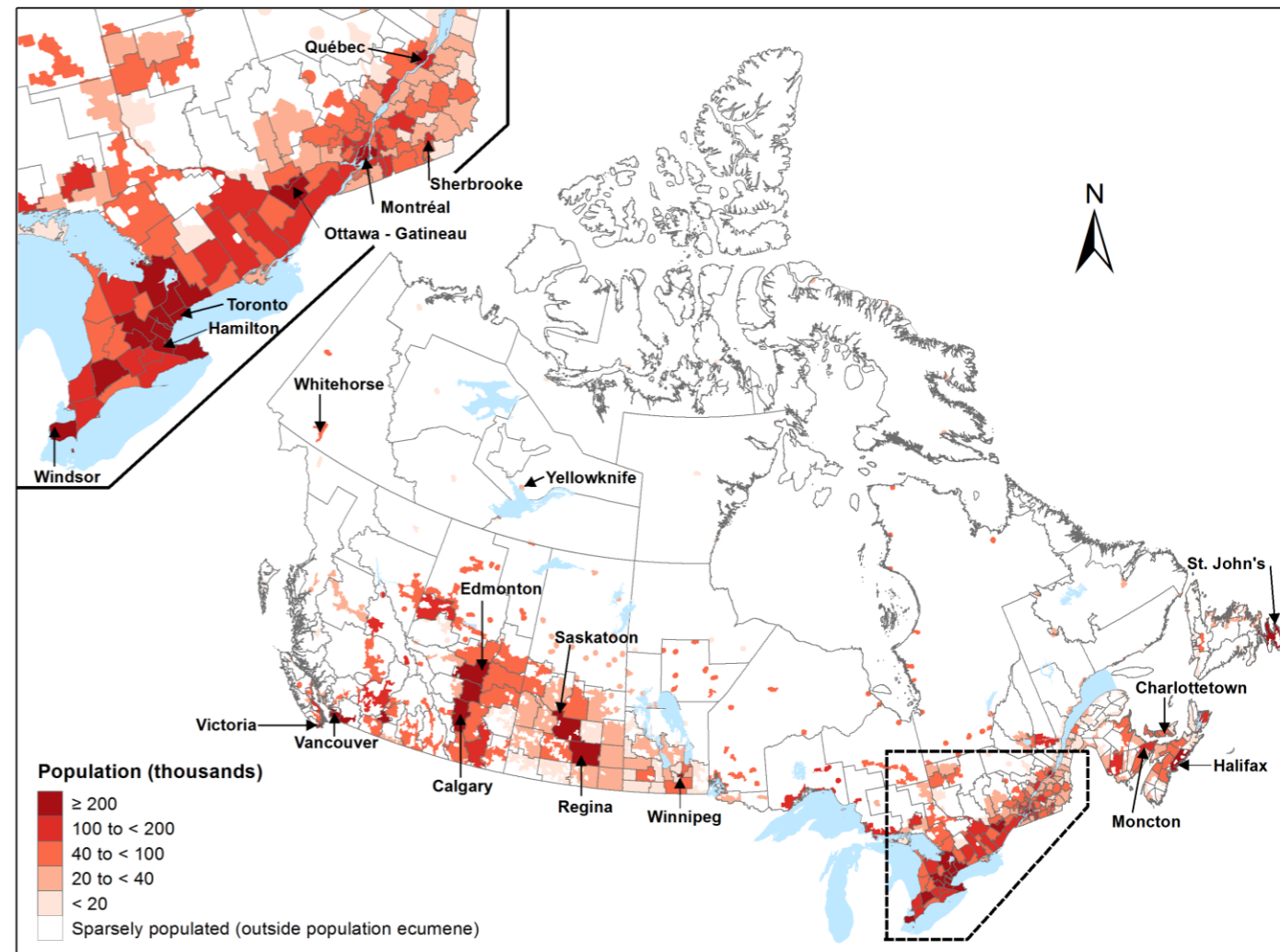
- Majority independent operators
- Striker bowling market insight
- Acquire or out pitch existing operators

Competitive socialising

- Emergence of new propositions

Evolution of shopping malls

- Access to high footfall AAA locations



Source: Statistics Canada, Centre for Demography.



Growth strategy



Disciplined approach to market expansion

Financial Year		Expansion stage	Development focus	Proposition	Team	Scale
2022	①	Low risk market entry	Acquisition of existing footprint in Toronto area (Test and learn)	Bowling, arcade, F+B	Existing local management team	5 centres

Teaquinn

- Acquired in May 2022
- 5 Splitsville branded locations
- Bowling focused family entertainment
- Central support centre
- Striker Bowling Solutions
- CAD 13.6m initial acquisition cost
- CAD 3.4m deferred consideration
- CAD 12.0m freehold assets
- TTM pre-acquisition EBITDA CAD 2.0m
- Owner earn-out to additional maximum of CAD 17.0m

Disciplined approach to market expansion

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2023	②	Scale and concentration	Extend footprint in Toronto and Calgary - acquisition, refurbishment and rebrands	+ UK ways of working and customer initiatives	Local management strengthened with senior hires and UK transfers	6 -11 centres
2024-5	③	AAA location focus	Greenfield and mega (Test and learn)	+ Bowling centres + Multi-activity mega centre	Hybrid management supported by Group functions	12 - 15 centres
2026 -	④	Greenfield expansion	New centre builds or acquisition in prime co-locations	+ Bowling centres + Multi-activity mega centres	Hybrid management supported by Group functions	16 - 34 centres
2035 -	⑤	National chain	Splitsville brand established in key locations nationwide	+ Bowling centres + Multi-activity mega centres	Hybrid management supported by Group functions	35+ centres



Performance

Laurence Keen - CFO



splitsville
—🎳 **bowl**

#1 bowling operator in Canada

15 Centres

371 Bowling lanes

SPG CAD 15.11 (FY2024)

£38.4m* FY2025 Revenue
(including Striker Bowling Solutions of £4.9m)

Hollywood
Bowl

#1 bowling operator in UK

77 Centres

1719 Bowling lanes

SPG £11.18 (FY2024)

£212.4m FY2025 Revenue

High LFLs in FY2023 & FY2024

- Stabilised in FY2025

Maintenance and refurbishment investment

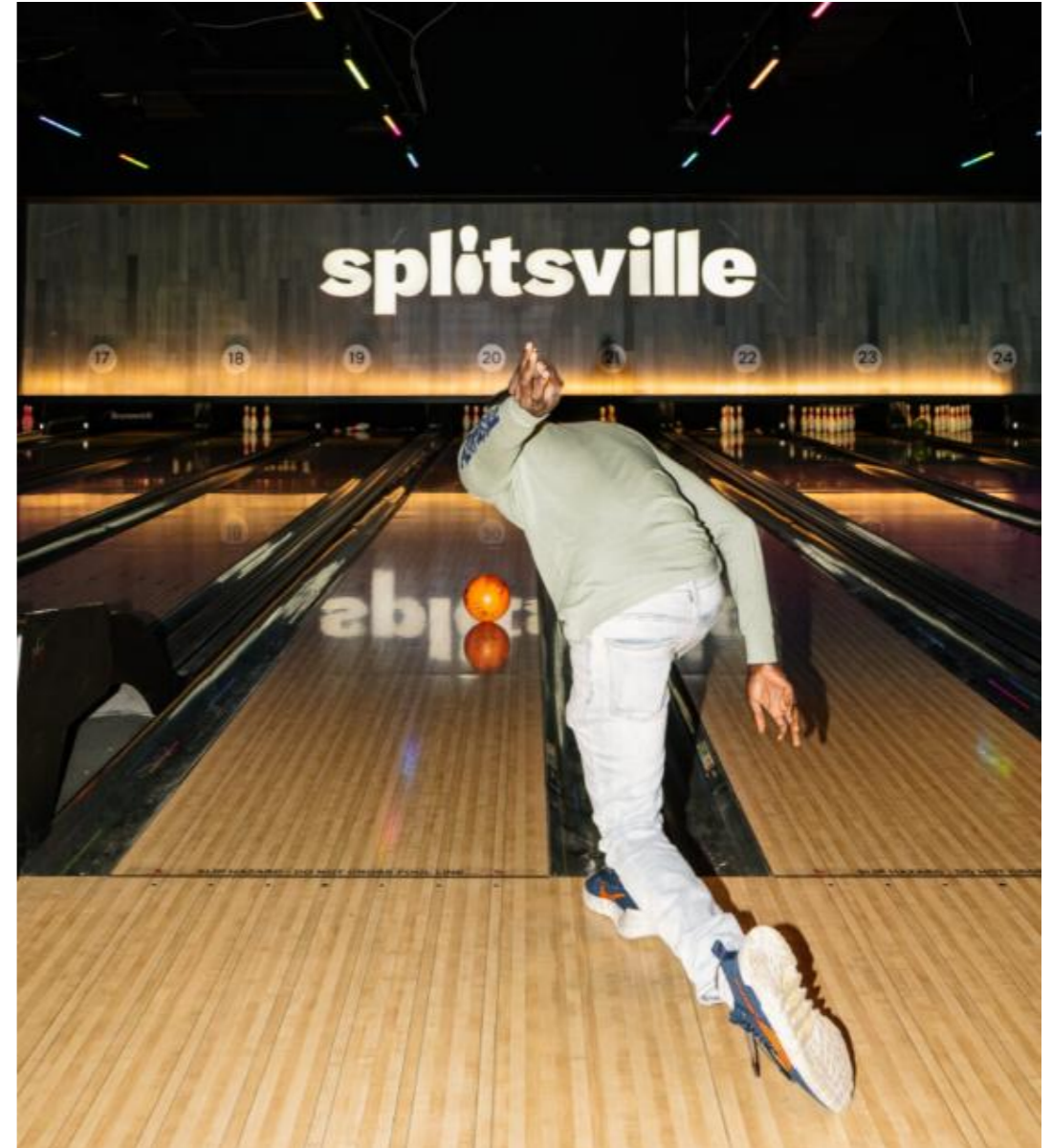
- Supporting and driving LFL growth

Mix driving P&L mechanics versus UK

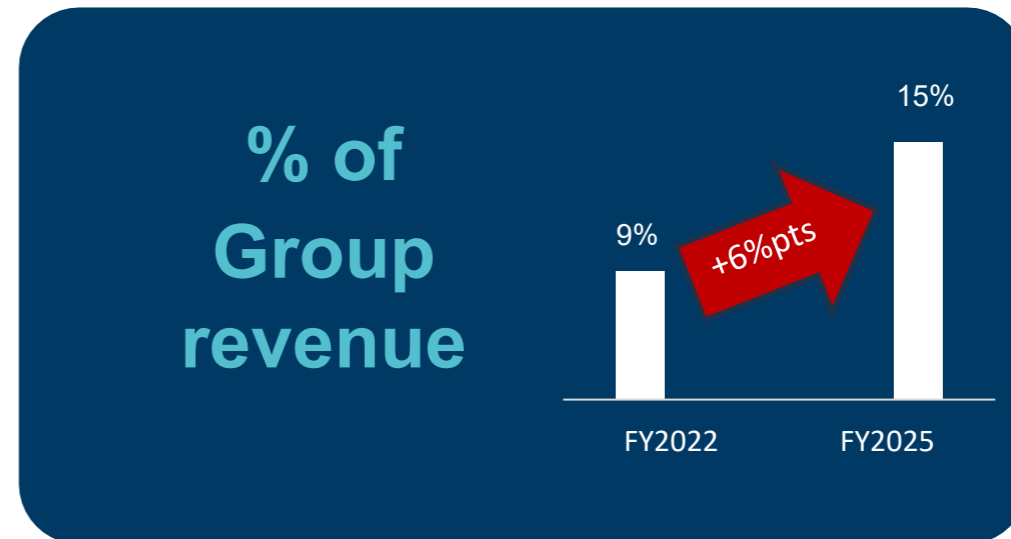
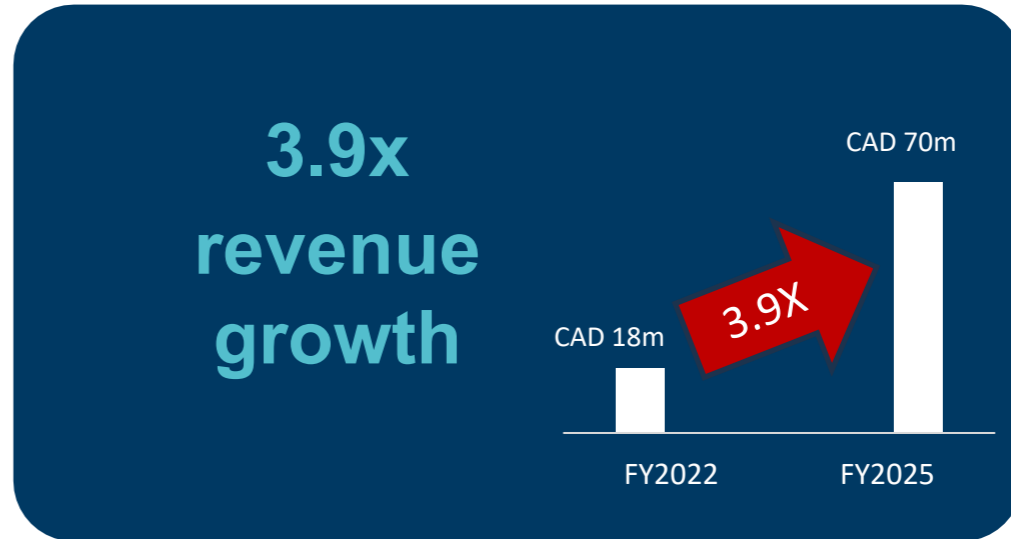
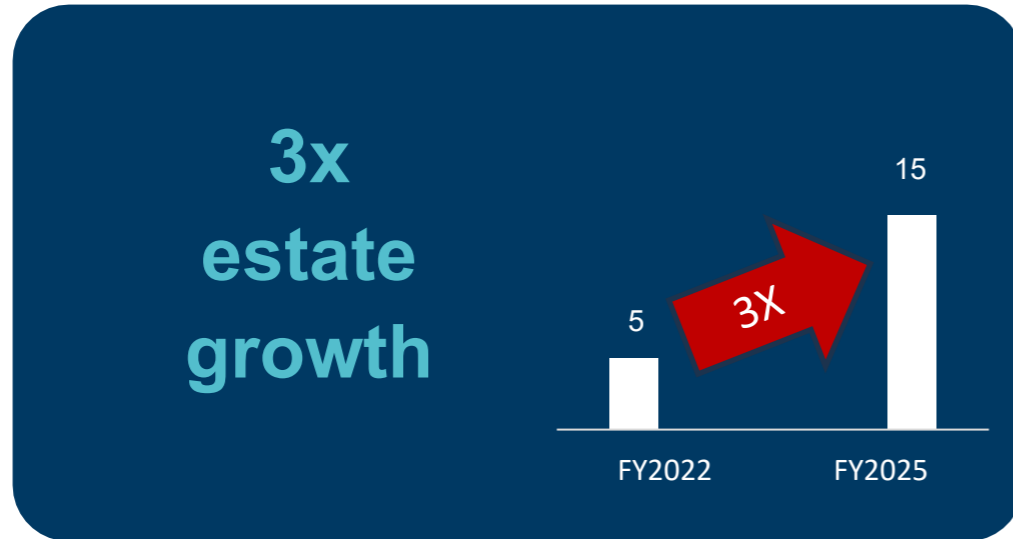
- Higher diner revenue
- GP margin stronger due to bowling mix
- Payroll to revenue higher – F&B mix
- More bowling leagues

Centre level EBITDA margins

- Increased from 20% to 29%



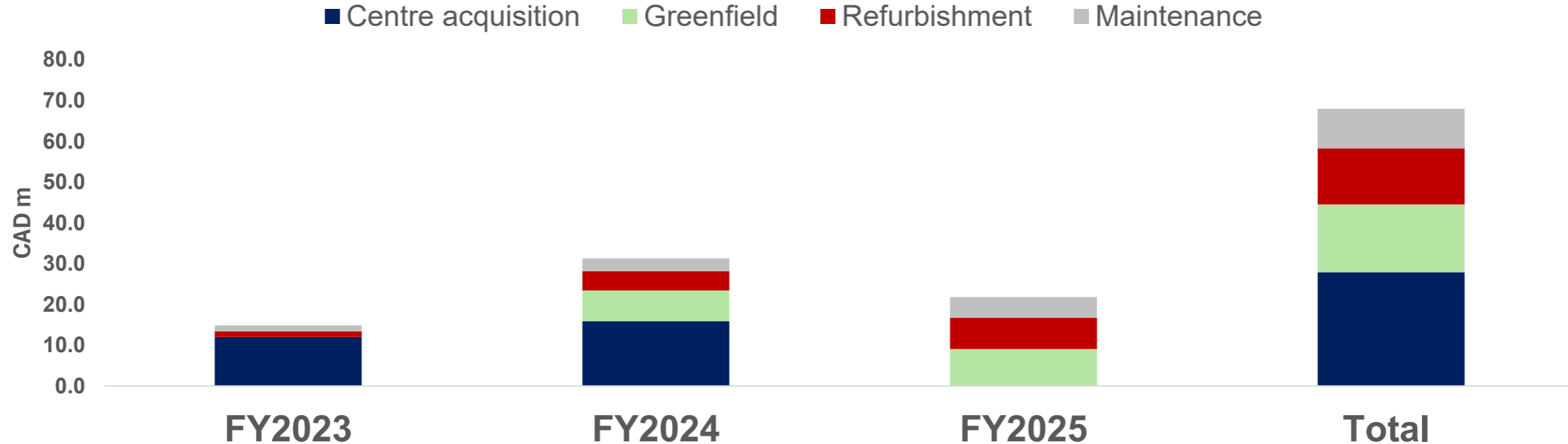
Significant growth since FY2022



CAD 63m invested post Teaquinn acquisition

- FY2025 refurbishments for future ROI increases
- Average centre EBITDA at CAD 1.1m - full year equivalents rise to CAD 1.6m

Capital investment in Canada



Initial refurbishments showing strong returns

Investment profile different to UK

- Higher catch-up maintenance capital
- Refurbishment 1 - includes rebrand
- Refurbishment 2 - Splitsville brand standards and POS

9 refurbishments completed

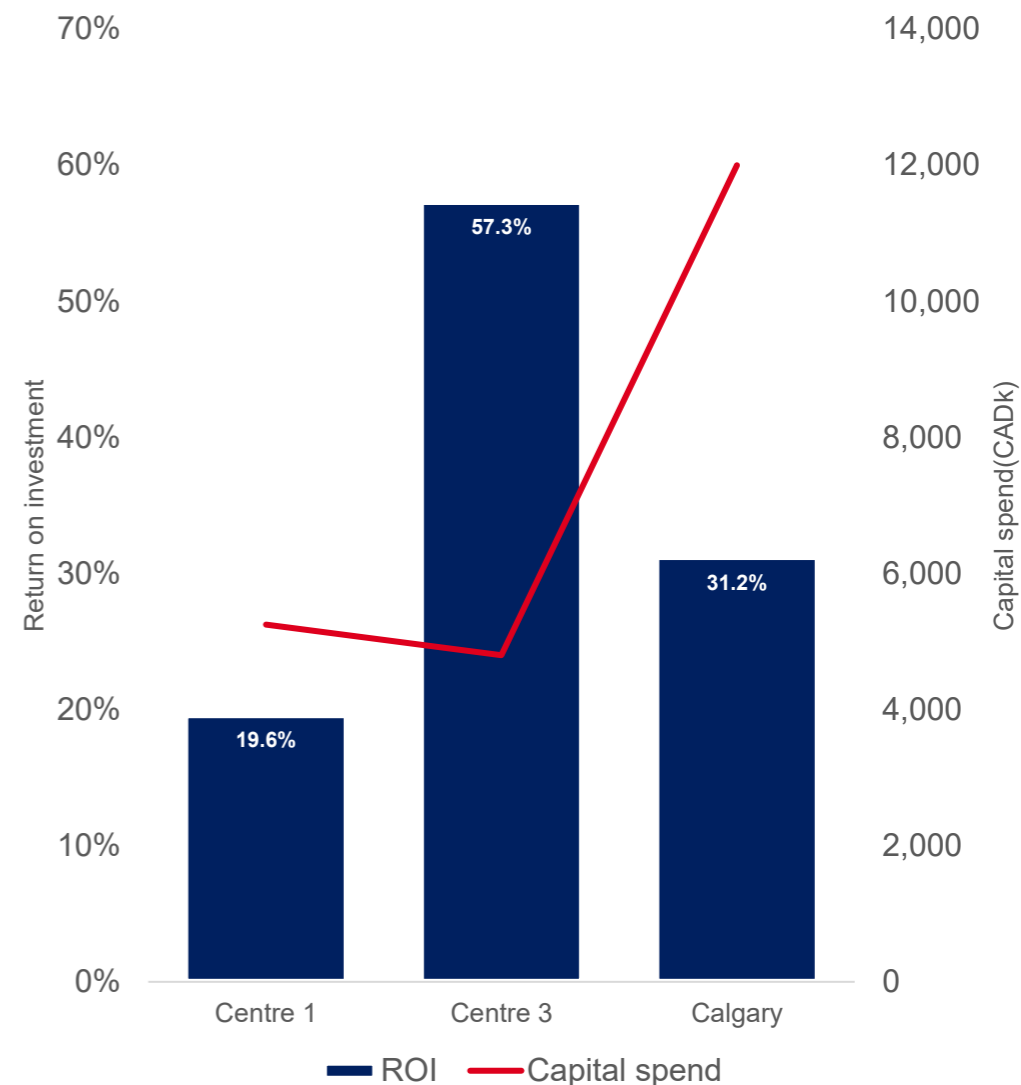
- CAD 22.4m invested
- Between CAD 1.2m to 5.2m per centre

Encouraging performances post refurbishment

- Richmond Hill and Kingston highest LFL growth (>80%)

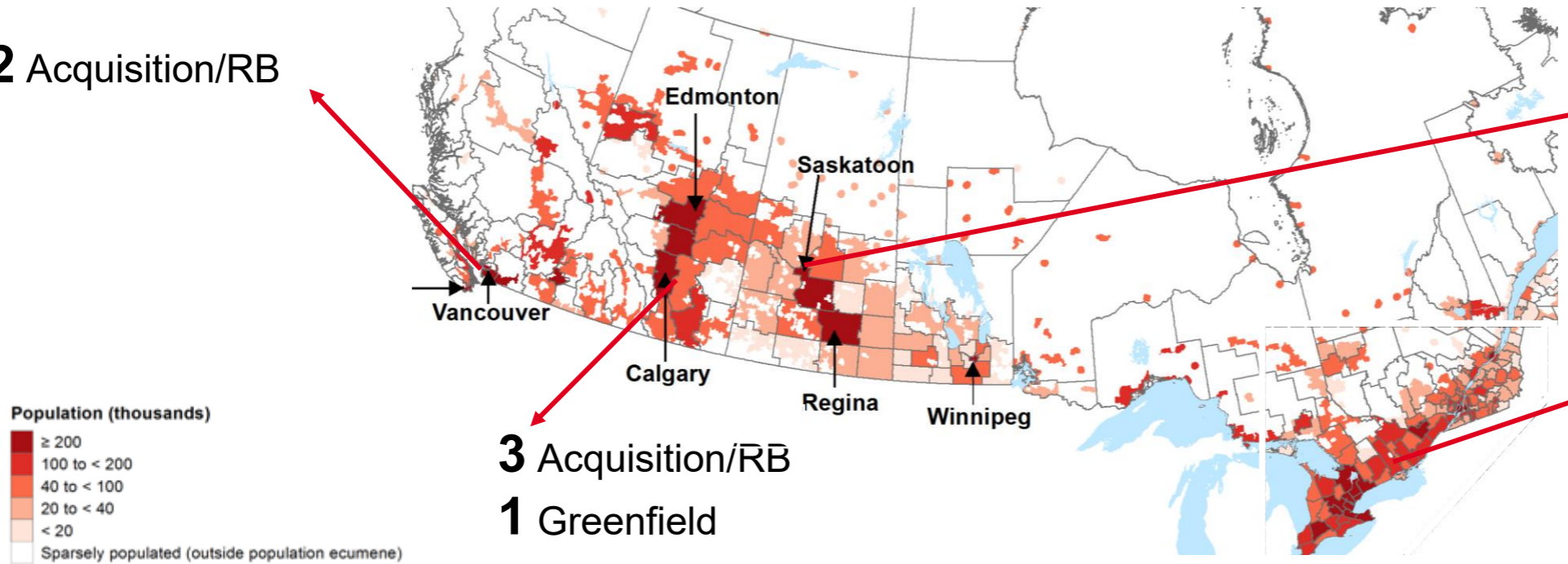
Learnings used in FY2025 schemes

- Sharing best practice from UK and Canadian designers
- Planning and construction timelines longer than UK



Estate enhancement and expansion

2 Acquisition/RB



1 Mega centre

3 Acquisition/RB

1 Greenfield

6 Acquisition/RB
2 Greenfield

Acquisition and rebrand (RB)	Greenfield	Mega centre
Standalone location	New build	Multi-product offer
Casual diner and bar	Casual diner and bar	Full-service restaurant & sports bar
24+ lanes of bowling	24+ lanes of bowling	15 lanes of bowling
Arcade with redemption	Arcade with redemption	Arcade with redemption
		Electric go kart track / high ropes
Year 3 Targeted EBITDA ROI 17%	Year 3 Targeted EBITDA ROI 20%	Year 3 Targeted EBITDA ROI 17%

Strong new build centre performance

Centre 1 – opened February 2025

- Capital invested CAD 5.4m
- Forecast EBITDA CAD 1.6m
- Forecast EBITDA ROI 34%
- Forecast PBT CAD 1.0m
- Forecast PBT ROI 18.5%



Centre 2 – opened March 2025

- Capital invested CAD 4.7m
- Forecast EBITDA CAD 1.1m
- Forecast EBITDA ROI 20.4%
- Forecast PBT CAD 531k
- Forecast PBT ROI 11.3%



Proprietary predictive model

- Population and drive time
- Strength of local demographics
- Existing competitive socialising offers
- Presence of complementary occupiers
- Other traffic and footfall drivers

40 new greenfield locations identified

- Market leading proposition
- Increased landlord interest
- Splitsville brand awareness increasing
- HBG covenant





First Edmonton centre - H1 FY2026



Co-located with retail and leisure - 21 lanes



Operational update

Andy Johnson – MD Canada



CANADA'S 1ST
WEAR
your own
SHOES

Canada has similar guest profile to UK

splitsville bowl

Unique social experience with multi-generational appeal

Guest

- Open play 82%
- League 6%
- Corporate 12 %

Product

- Bowling 51%
- Amusements 18%
- Food & drink 31%

% Figures - revenue mix

Hollywood Bowl

Unique social experience with multi-generational appeal

Customer

- Open play 99%
- League 0.5%
- Corporate 0.5 %

Product

- Bowling 45%
- Amusements 29%
- Food & drink 26%

% Figures - revenue mix

HBG playbook adding value via selected replication of UK operating model

- Key learnings = increased synergies and best practice across both territories
- Support infrastructure now in place to support larger business

Enhanced guest experience

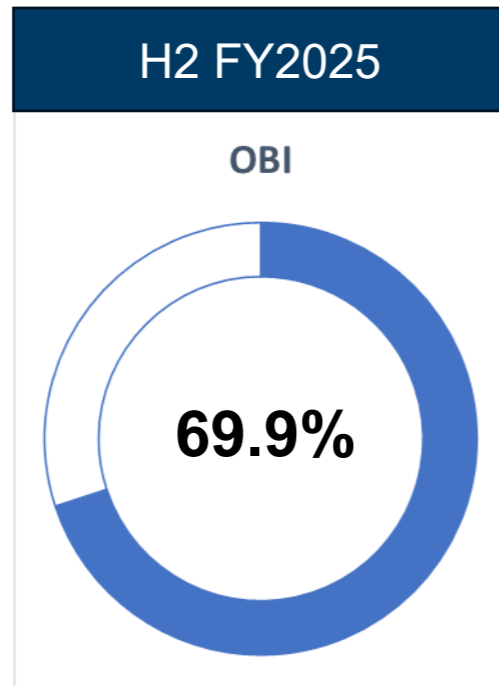
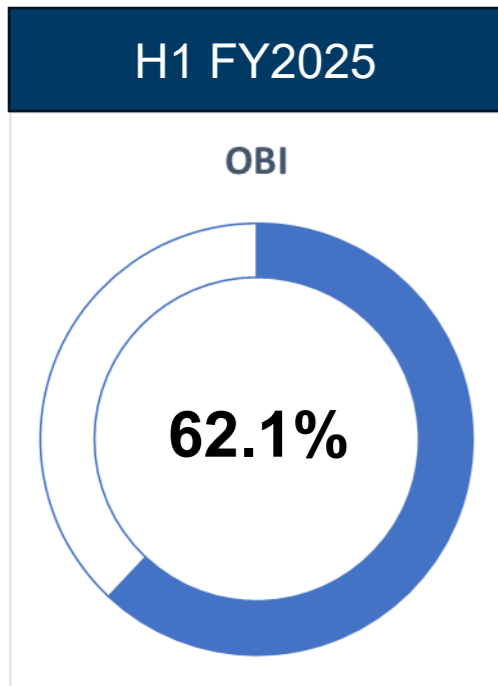
- ✓ Wear your own shoes
- ✓ Game versus time format
- ✓ Dynamic pricing
- ✓ New amusement partner
- ✓ Simplified food menu
- ✓ Pins on Strings
- ✓ Guest satisfaction surveys
- ✓ Guest contact centre

Improved operational processes

- ✓ Sales and service superiority
- ✓ Safety and compliance
- ✓ New reservation system
- ✓ Standard IT systems
- ✓ Group Marketing, Technology, Finance, Property and People teams
- ✓ Guest contact centre
- ✓ Striker value for cost savings and insight – not growth platform

Driving guest satisfaction

- Transformational environment upgrades
- Consistency of service delivery
- Pace and centre atmosphere
- Feedback loop





Creating an outstanding workplace

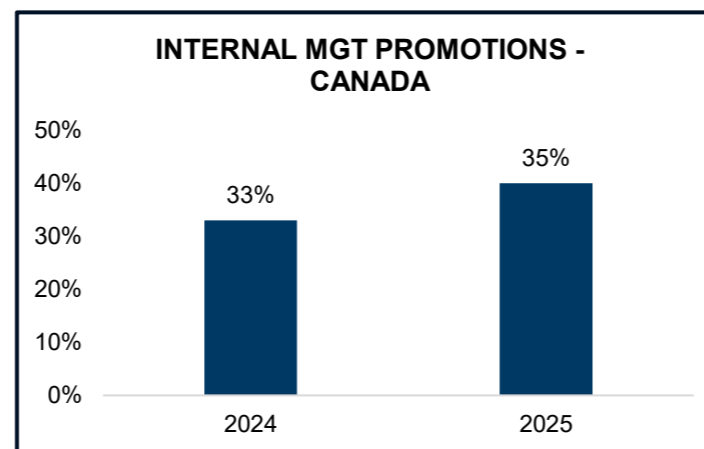
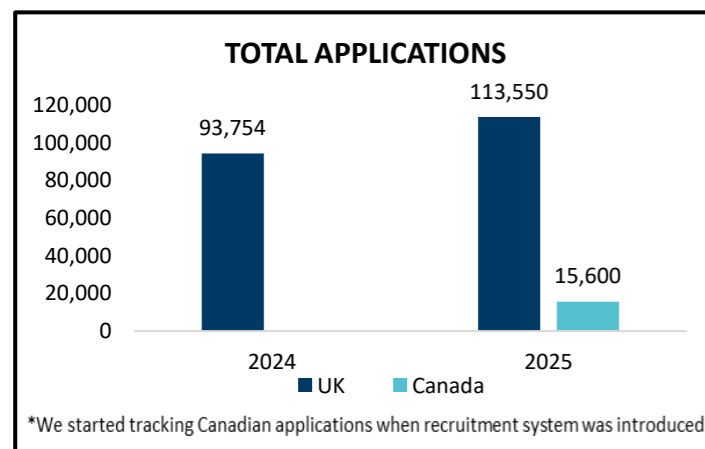
Melanie Dickinson - CPO



Developing our talent pipeline

Attracting, developing and retaining top talent

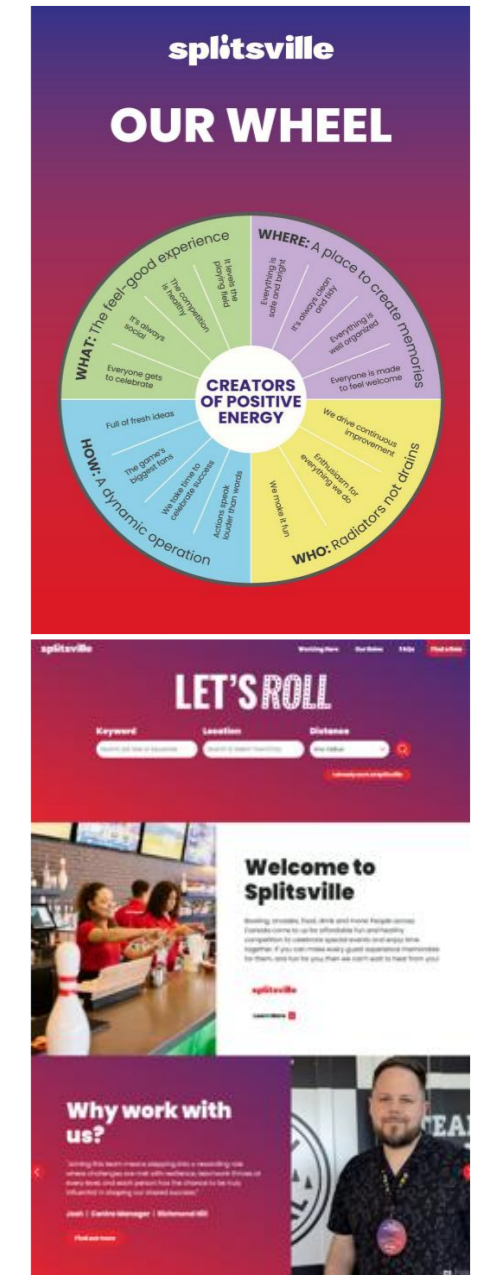
- Group recruitment structure created
- Careers website and employer brand
- Hybrid Canadian and UK expertise in key roles
- Management development programmes introduced
- Strategically over-recruited external DM roles
- External perception and candidate consideration improving



Creating an outstanding workplace

Cultural development investment

- Behavioural wheel and pin badges
- Thrive online learning platform
- Monthly 1:1's for all team members
- Feedback sessions with leadership
- Benefits programme
- Tip pooling
- Annual centre manager conference
- Rated Great Place To Work





Summary

Stephen Burns – CEO



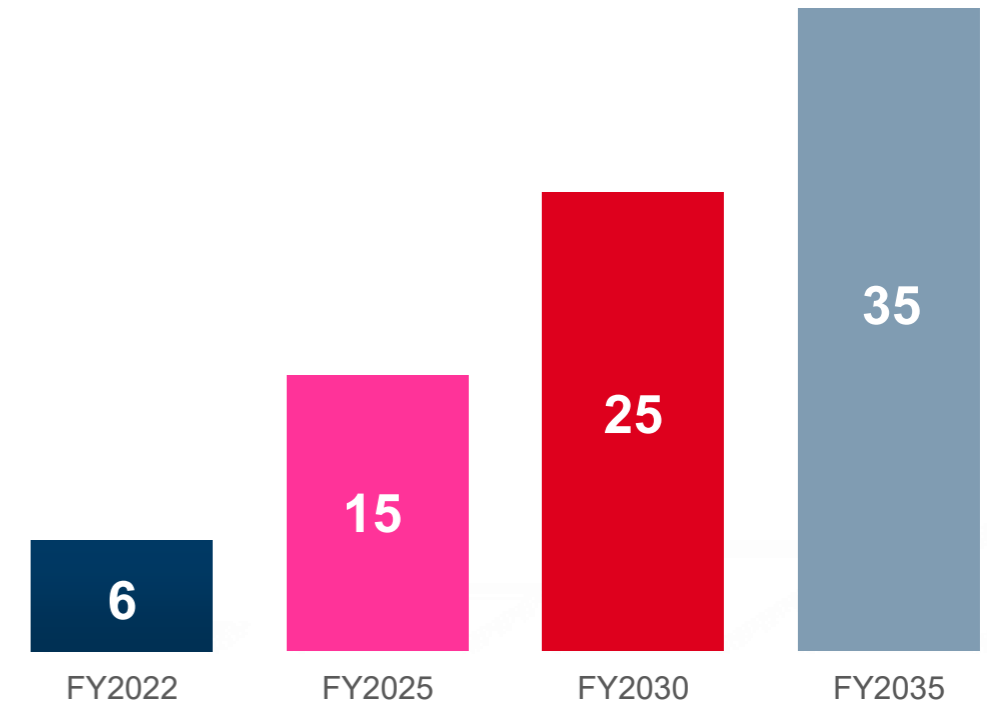
Excellent progress since launch

- HBG operating model has translated well
- Market leadership established
- Significant investment made to enhance future returns
- Group infrastructure to support larger business

Exciting prospects

- Target of 35 Canadian centres by FY2035
- Learnings for future international opportunities

Splitsville estate size



2022
Low risk entry



2023
Scale & concentration



2024 - 5
AAA locations



2026 -
Greenfield expansion



2035 -
National chain