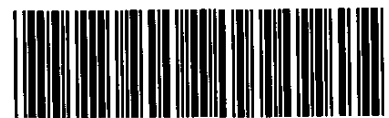


**Company registration number**  
**08769976**

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

THURSDAY



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21/12/2023  
COMPANIES HOUSE

# **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

## **REPORT AND FINANCIAL STATEMENTS**

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**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**COMPANY INFORMATION**

**Directors**

Anthony Ball

Mark Cornell

Stephen Evans

Jonathan Nelson

John Oldcorn

George Osborne

Robert Sudo

Andrew Tisdale

Michaël Vervisch

Till Van Dorp                      Resigned 22 July 2022

David Leigh                      Resigned 4 January 2023

Maria João Borges              Appointed 2 February 2023

**Registered number**

08769976

**Registered office**

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United Kingdom

**Independent auditors**

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## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **ABOUT US**

*International Entertainment Holdings Limited (the Company) is an international holding group, majority owned by Providence Equity Partners. The principal activity of the Company is to hold companies that carry out complementary activities across the value chain of live entertainment and theatre-related activity, principally in the UK, USA, and Continental Europe (the Group). The Group considers that these markets have significant potential for growth which forms the basis for the Group's strategy of further growth and expansion.*

The Company's main operating subsidiary holding in the UK is The Ambassador Theatre Group Limited (ATG). ATG is a global leader in live entertainment and is a fully integrated operator across the entire live entertainment value chain, with activities in venue operations, ticketing, marketing services and content production. ATG also operates in Germany through its subsidiary Mehrl-BB Entertainment GmbH (Mehrl-BB), and in the US through its subsidiaries The Ambassador Theatre Group US Holdings, Inc and IEHL US Holdings, Inc.

#### **OVERVIEW ON BUSINESS OPERATIONS**

The Group is focused on providing a high level of service to two groups of customers: producers and audience members. By making the end-to-end "customer journey" of our audience top priority, we ensure that our venues are the best stages for the highest quality content developed by both our own in-house as well as 3rd party producers.

##### **Venue Operations**

The aim of our venue operations division is to provide a great service to both producers and audience members. ATG generate revenues from renting venues to productions as well as selling food and beverages to audience members.

Many of the Group's venues are historical buildings which have an important significance in their local areas. Investment in the maintenance of these buildings is central to the Group's custodianship of them for the benefit of future generations of audiences. The development and improvement of these venues to meet the needs and expectations of today's audiences and producers are equally important.

ATG operate 58 venues across Britain, the US and Germany. The Group's impact on these venues takes significant investment, in some cities ATG have restored closed and forgotten theatres like The Colonial Theatre in Boston, the Hudson Theatre in New York and Stockton's Globe theatre, back to their former architectural and trading glory.

The Group's portfolio includes historic West End theatres such as the Duke of York's, Harold Pinter, Piccadilly, Savoy, the Apollo Victoria and the Lyceum, home to Wicked and The Lion King respectively. ATG also operate venues across the UK in major cities such as Birmingham, Bristol, Edinburgh, Glasgow, Liverpool, Manchester and many more. We programme, present and operate two music-focussed arenas: the historic Globe in Stockton, and the Digital Arena on the waterside in Swansea.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

#### **FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

In the US, we run two Broadway houses: the Lyric Theatre, now the Broadway home of Harry Potter and the Cursed Child, and the Hudson Theatre, reopened in 2017 as a playhouse. Over the years, ATG have grown their footprint to manage venues in Brooklyn, Boston, Detroit, San Francisco, New Orleans, San Antonio, and Sugar Land, Texas. In Europe, we operate theatres in Berlin, Cologne, Düsseldorf, Hamburg and Bochum.

#### **Ticketing**

The Group operates the largest theatre ticketing business in the UK and sells the majority of tickets to shows in our venues through our own ticketing businesses.

ATG process more than 16 million tickets a year for hit musicals, acclaimed plays, concerts, comedy shows and a variety of other live events across the UK, US and Germany.

We run some of the world's most popular theatre ticketing sites, with ATGtickets.com alone attracting over 40 million unique visitors a year.

Complementary brands include TicketsDirekt.de, LOVEtheatre.com and Group Line which is the UK market leader for group sales and consistently voted "Best Ticketing Agency" by industry peers.

#### **Content Production**

A key strategy of the Group's Content Production division is to find, secure and produce high-quality shows for both ATG and third-party venues.

Working alongside the world's leading producers and creative artists, ATG's venues present a diverse range of top-quality entertainment. The Group's West End and Broadway theatres host long-running hit shows such as Disney's The Lion King, Wicked and the award-winning Harry Potter and the Cursed Child. Newer shows in London include Moulin Rouge! The Musical. Star performers appearing on ATG stages include Jake Gyllenhaal in Sunday in The Park with George, Tom Hiddleston in Betrayal, Uma Thurman in The Parisian Woman, Ian McKellen in King Lear and Eddie Redmayne and Jessie Buckley in Cabaret. Many of these shows were created by ATG's in-house producers. ATG's regional venues in the UK and US present top musicals and plays including Hamilton, The Book of Mormon, Les Misérables, Mamma Mia, Jersey Boys, and in Germany shows such as Harry Potter and the Cursed Child, Moulin Rouge! The Musical and the long-running production of Starlight Express in Germany.

Music is a key feature of the ATG venue programming, with the world's top music artists appearing regularly on our stages. Recent highlights include Billie Eilish, Bob Dylan, Bruce Springsteen, FKA Twigs, John Legend, Paloma Faith, Mariah Carey, Tom Jones, Stevie Wonder and Diana Ross. The mix is completed with the very best comedy, dance, opera, and much more to delight audiences in our venues across the globe.

The Group develops and produces new content in addition to co-producing, investing in and presenting content from independent producers.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

#### **FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

ATG's in-house production team, ATG Productions, are dedicated to producing critically acclaimed, commercially successful and creatively ambitious work for the West End, Broadway and beyond. Recent projects in the UK includes the critically-acclaimed Cabaret at the Kit Kat Club, West End hits Pretty Woman: The Musical and 9 to 5 the Musical, Jamie Lloyd Company productions including Cyrano de Bergerac, Betrayal and the upcoming Sunset Boulevard starring Nicole Scherzinger – and Ian at 80, which celebrated Sir Ian McKellen's birthday with an 80-date UK tour and West End season in support of British theatre.

On Broadway, recent productions include A Doll's House starring Jessica Chastain, Plaza Suite starring Matthew Broderick and Sarah-Jessica Parker and David Byrne's American Utopia, Caroline or Change, Betrayal, Sea Wall/A Life, and Sunday in the Park with George starring Jake Gyllenhaal.

ATG' European production arm, Mehr-BB has produced Berlin Berlin, West Side Story, The Bodyguard and Disney's Beauty and the Beast.

#### **Marketing**

The Group through its subsidiary companies of AKA Group, headquartered in London and BB Group (a subsidiary of Mehr-BB), head-quartered in Mannheim, Germany, is able to offer a wide range of marketing services, which are in-line and complementary to the Group's overall strategy. AKA, a global entertainment marketing and media advertising agency for the live entertainment, arts and cultural industries has offices in London, Manchester and New York. AKA has continued to support the Group's strategy of developing independent yet complementary business lines to provide a full-service experience to clients within the theatre and live entertainment industry. Furthermore, AKA has seen its business offering extend further afield with clients not directly linked to the live entertainment industry, such as museums, galleries, gardens and zoological centres.

Alongside its production services, Mehr-BB Group, via its subsidiary ESMS, provides marketing services for live entertainment productions in German-speaking Europe.

The directors see the Group as strongly placed for future success, with its complementary activities and operations located in each of the key theatrical markets across the world.

#### **REVIEW OF FY23**

FY23 has been a good year for ATG, the high quality of shows across our venues, in combination with great marketing strategies, has drawn audiences back into venues returning to and exceeding pre-Covid attendance numbers. The customer experience has been enhanced and we've seen greater customer satisfaction than previous years, from point of purchase through to audiences leaving venues having enjoyed the best of live entertainment and the best experience through F&B and customer experience teams across our venues.

Our production teams have continued to win awards for their work and our ticketing teams have improved the mechanisms for purchasing tickets securing their best reviews on Trustpilot to date. Our venues have seen huge investment and continue to be adapted to provide Producers with the best stages and technical support for our

## INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED

### STRATEGIC REPORT (CONTINUED)

#### FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023

productions. Our Creative Learning team have reached more community groups with our outreach and learning opportunities, than ever before.

Overall, the Group has experienced a resurgence and revitalization in its full year of post-COVID-19 operations with a record operating profit for the year of £120.5m (2022: £19.3m). This directors expect this growth to continue in FY24 as the Group continues to deliver high quality content and service at all of its venues.

#### Advanced ticket sales

The Group has maintained its advance sales balance of £187.7m (2022: £190.4m) relating to tickets sold which remains higher than pre-COVID-19 levels. Much of the advance sales liability is due to the focus on high quality content and increasing ticket sales in the year, as highlighted by the KPI analysis below. This is seen as a key indicator of the future success of the business, as it reaffirms that the Group is able to provide appealing shows in its venues.

#### Capital structure and investment

As of year end, our senior drawn debt facilities were £295.7m with an additional £70m of undrawn facilities remaining. This is a reduction over the prior year as the Group voluntarily repaid £68m on the loan during the current year. The Group also had shareholder loans of £150m (2022: £155.6m).

The business continued its level of investments in property, plant and intangible assets with £52.0m (2022: £27.7m) invested in property, plant and equipment (refer to note 15), £5.3m (2022: £2.1m) invested in software and £2.9m invested in other intangibles (2022: £nil) (refer to note 14).

#### KEY PERFORMANCE INDICATORS (KPIs)

| Non-Financial | Global Admissions | Global Occupancy | Number of tickets sold   |
|---------------|-------------------|------------------|--------------------------|
|               | 15.3m             | 73.3%            | 13.4m                    |
|               | (2022: 17.4m)     | (2022: 72.1%)    | (2022: 18.3m)            |
| Financial     | Revenue           |                  | Operating profit         |
|               | £705.0m           |                  | £120.5m operating profit |
|               | (2022: £621.0m)   |                  | (2022: £19.3m)           |

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **Non-financial KPIs**

- Global admissions (number of tickets issued for a performance that has occurred) have increased compared to FY22 as our venues were closed for part of FY22 due to COVID restrictions.
- Global occupancy (number of tickets sold compared to the total number of tickets available for sale) has increased by 6.2% compared to FY22. Our global occupancy of 73.3% indicates the further headroom for growth.
- Number of tickets sold (ticket sale transactions by the Group for Group performances during the relevant period that may be for performances that mature beyond the relevant period) has increased by 61.4% compared to FY22 as our venues were closed for part of FY22 due to COVID restrictions.

#### **Financial KPIs**

- Revenue of £705.0m increased by 120% compared to FY22 (£321.0m) as sales recovered in the first full year since COVID. Please refer to note 5 for geographical analysis of revenue.
- There was an operating profit in the period of £120.5m, an improvement on the operating profit in FY22 of £19.3m.

#### **FINANCIAL POSITION AND CASH FLOW**

The position of the Group at the period-end is set out in the consolidated statement of financial position on pages 39 and 40, the consolidated statement of cash flows on page 42 and in the related notes on pages 43 to 86.

- Cash from operating activities was a net cash inflow of £175.9m (2022: inflow of £142.0m). This reflects the recovery from the impact of COVID-19 on the year's trading, with an operating profit of £120.5m (2022: £19.3m) and positive net working capital cash flow of £24.7m (2022: £79.5m).
- Investing cash flows include £57.9m (2022: £31.9m) of capital expenditure.
- Financing cash flows include repayment of £68m of bank loans, £23.1m of repayment of finance lease liabilities, repayment of other borrowings of £20.5m and £40.6m of interest payments. Closing cash was £125.9m, down from £146.5m at 26 March 2022 and included a £11.3m escrow balance (2022: £10.6m).

#### **Leverage and liquidity**

The Group complied with its net leverage covenant throughout the period.

The net leverage covenant specifically focuses on the drawn senior debt of the Group so excludes shareholder loans and finance lease liabilities (refer to note 21).

Net debt for covenant purposes at 25 March 2023 was £181.3m (£295.7m of senior debt, finance lease liabilities of £0.4m, net of cash (excluding escrow) of £114.7m). This was £50.0m lower than the prior year ending balance of £231.3m, attributable to the operating cash generation by the group in FY23.



## INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED

### STRATEGIC REPORT (CONTINUED)

FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023

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**Cash** As at 25 March 2023, the Group had cash and cash equivalents of £125.9m (2022: £146.5m), including escrow accounts of £11.3m which are held for use primarily in connection with specific productions. The Group also had additional available revolving facilities of £70.0m (2022: £70.0 million). The cash balance decreased by £20.6m in the period, while freely available cash (not held in escrow) decreased by £21.3m.

£m

|                                 |               |
|---------------------------------|---------------|
| Operating cash flows            | 175.9         |
| Investing cash flows            | (55.0)        |
| Financing cash flows            | (147.0)       |
| <b>Net cash flows</b>           | <b>(26.1)</b> |
| Impact of foreign exchange      | 5.5           |
| <b>Movement in cash balance</b> | <b>(20.6)</b> |

---

**Borrowings** The Group has total available bank facilities of £365.6m, of which £70m remains undrawn at the period end.

The senior debt is secured by a debenture over the majority of the assets of the Group. The senior facilities agreement also requires the Group to comply with certain covenants. As at 25 March 2023, the Group was in compliance with its covenants.

The Group also has loans from its shareholders totalling £150.0m, including accrued interest (2022: £155.7m). Interest on shareholder loans is non-cash paying and accrues at fixed rates ranging between 4.0% and 5.0%.

The Group has finance lease creditor balances of £213.0m (2022: £178.2m).

The maturity of the debt is shown in notes 21 and 22 to the financial statements.

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## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **FUTURE DEVELOPMENTS**

Nothing beats the energy and excitement of a great live experience. That's why ATG's mission continues to be to bring the very best in live entertainment to the largest possible number of people.

On the 6th June 2023, ATG announced that it has agreed to combine operations with Jujamcyn Theaters, which cements our commitment to the US market, and to bringing the best in live entertainment to the widest audiences possible.

The strong fundamentals that underpin the live entertainment industry combined with the quality of ATG's portfolio of venues contribute to the Directors' confidence in the long-term growth of the business in future years. The Group continues to maintain its place as a global leader in live entertainment through providing high-quality content and service to customers returning to theatres.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**PRINCIPAL RISK AND UNCERTAINTIES**

The Board monitors the principal risks and uncertainties which could have a material effect on the Group. The Group's risks are monitored and managed through a framework of policies, procedures and internal controls. Policies and procedures are subject to board approval and ongoing review by management. The directors consider the following to be the Group's principal operational and financial risks as at the date of this report. The list presented is not intended to be exhaustive.

| Operational risks                         | Description                                                                                                                                                                                                                                                                                                                                  | Mitigation                                                                                                                                                                                                                                               | Direction of risk from prior year                                                                                                                                                                                                         |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pandemic risks affecting venue operations | Government have now relaxed widescale restrictions however localised cases/transmission - predominantly surrounding production/ cast - may result in short notice show cancellations for individual performances or short runs, in the same way of any other production / cast illness / injury.                                             | All regions are reopened following COVID 19 closures and Governments no longer see the level of risk COVID 19 poses as resulting in prescribing regulations akin to 2020.                                                                                | The risk of production/ cast illness is now the same as any other cases of illness/ injury affecting shows being able to go ahead.                                                                                                        |
|                                           | There is a low risk of Government regulations being reintroduced due to the success of the vaccination and treatment programmes.                                                                                                                                                                                                             |                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                           |
| Downturn in theatre attendance            | There are potential factors outside the Group's control that might impact theatre attendance, including economic slowdowns, recessions, or other extraordinary events such as a global pandemic or a terrorist attack. Historically, the theatre industry has proven to be resilient in the wake of unexpected events over previous periods. | The Group's aim is to attract customers with high quality productions and manage dark periods when theaters are not open through nurturing and developing strong relationships with show producers and investing in the development of new show content. | Risk of a downturn in theatre attendance due to the impact of COVID-19 on consumer confidence has normalised to pre-COVID levels. The risk is now skewed towards an economic slowdown or recession impacting customer disposable incomes. |

# INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED

## STRATEGIC REPORT (CONTINUED)

FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023

| Operational risks | Description                                                                                                                                                                                                                                                                                                                                                                                                | Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Direction of risk from prior year                                                                                                                                                                                                                                             |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Working safely    | <p>Risk of serious incidents leading to guests, staff or contractors being harmed as a result of:</p> <ul style="list-style-type: none"> <li>- a failure to follow safety management systems;</li> <li>- inadequate maintenance and management of buildings, infrastructure and vegetation; or</li> <li>- sub-standard build quality, asset degradation, fire, flood, storm or utility failure.</li> </ul> | <p>All venues and offices undergo risk assessments to ensure that appropriate measures are in place and regular performance reviews are performed by the Board Committee with a specific mandate for this area.</p> <p>These health and safety risks are owned by line management. Competent operational and engineering staff monitor and inspect facilities in accordance with a planned programme, backed up by professional HSS teams. Contractors are selected, approved, and monitored by in-house qualified project managers.</p> <p>Safe working is part of the annual risk register and action planning processes including regular internal and independent external auditing and review regimes.</p> | <p>This risk remains but the specific risks related to additional obligations to mitigate the spread of COVID-19 have decreased from the prior years as pandemic restrictions have been lifted.</p> <p>General health and safety risks remain the same as previous years.</p> |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

| <b>Operational risks</b>                           | <b>Description</b>                                                                                                                                                                                                      | <b>Mitigation</b>                                                                                                                                                                                                                                                                                                                                                                                                | <b>Direction of risk from prior year</b>                                                                                                                                                                                   |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lack of available opportunities for value creation | Acquisitions and new business ventures may not yield expected results if potential synergies and value creation opportunities are not successfully realised.                                                            | <p>Management has significant experience of acquisition and integration activity and works with third party advisors to ensure that appropriate due diligence is carried out prior to acquisition, and that local laws and regulations are followed.</p> <p>Detailed, cross-functional plans are created to ensure that newly acquired businesses are effectively and efficiently integrated into the Group.</p> | Risk remains the same as previous years. Downturns in the markets can result in an increase in acquisition opportunities; however, the risk associated with ensuring that such opportunities yield value remains the same. |
| Business critical systems                          | <p>The Group is dependent on a number of key systems for key business and customer processes. The failure of a critical system may cause significant disruption to the operations of the business and lost revenue.</p> | The Group has in place system controls, disaster recovery and business continuity arrangements to mitigate the risk of a critical system failure.                                                                                                                                                                                                                                                                | Risk remains the same as previous years.                                                                                                                                                                                   |
| Cyber security                                     | The rapid pace of change in technology has evolved the Group's operations but it has also created a sophisticated and complex set of security issues.                                                                   | <p>Threat management tools which were rolled out across the Group are continuously reviewed and maintained by internal and external third-party specialists.</p> <p>Ongoing training is provided to all staff to raise awareness and prevent the chances of a successful phishing attack.</p>                                                                                                                    | Risk remains the same as previous years.                                                                                                                                                                                   |

# INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED

## STRATEGIC REPORT (CONTINUED)

FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023

| Operational risks | Description                                                                                                                                                                                                                                                                                                                                              | Mitigation                                                                                                                                                                                                                                                                                                                     | Direction of risk from prior year                                                                                                                                                                                                                                                                                                     |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | The transition period for Brexit expired on 31 December 2020. The trade deal with the EU came into force on 1 January 2021. The risk of a no deal Brexit has therefore been removed, but there are still some on-going risks as follows:                                                                                                                 | We are constantly monitoring the situation and audits have been completed to determine:                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                       |
|                   | Access to goods: EU imported goods may be delayed due to the customs formalities required to be in place.                                                                                                                                                                                                                                                | Food and Beverage: The main areas of risk are in the wine, beer and coffee categories which are either manufactured or imported from the EU. To mitigate against the risk of unavailability of supply or steep increases in price, the Group has worked with its main suppliers to ensure that non- EU products are available. | Food and Beverage: The risk related to F&B supply chains as a direct result of Brexit has settled, and whilst the importation process is elongated, lead times have been adjusted accordingly. Supply Chain disruption has been mitigated as alternative supply chains (where necessary) are now established and in use since Brexit. |
|                   | Access to labour: EU nationals who arrived before or during the transitional period have safeguards in place to allow them to remain in the UK; however for EU nationals arriving after the transition period, depending on the length of their stay and reasons for their visit they may need to apply for visas as per nationals from other countries. | Workforce: The Group's number of workers from the EU are not significant enough for any notable impact. At this stage we continue to consider how best to support workers from the EU to make sure they have all the information they need.                                                                                    | Workforce: The risk has decreased from the prior year as the Group's number of workers from the EU remain insignificant and would not cause notable impact to the Group.                                                                                                                                                              |
|                   | Data transfers: As of 25 March 2023, restricted data is subject to the UK's transfer rules under its new regime following the European Commission's ruling that they are adequate.                                                                                                                                                                       | Data Transfers: The UK transfer rules have been ruled as adequate and they are therefore now in place. They broadly mirror the GDPR mechanisms for the transfer of data. The risk related to data transfers has decreased in the current year due to reduction of uncertainty around the transfer rules.                       |                                                                                                                                                                                                                                                                                                                                       |
| Brexit            | Tax: The main risk is withholding tax now applying to dividend payments from Germany.                                                                                                                                                                                                                                                                    | Tax: The Group continues to monitor transactions within the UK and Germany post-Brexit, giving consideration to repatriating profits including withholding tax on future dividends.                                                                                                                                            | Tax: The risk has decreased as the tax treatment of dividends is now known and withholding tax will apply.                                                                                                                                                                                                                            |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

| <b>Operational risks</b>                       | <b>Description</b>                                                                                                                                                                                                   | <b>Mitigation</b>                                                                                                             | <b>Direction of risk from prior year</b> |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Anti-bribery and corruption and modern slavery | Whilst the Group's business model is lower risk, it remains imperative that these laws are complied with. Any such incident could lead to criminal or civil prosecution, fines and reputational damage to the Group. | The Group has in place clear frameworks including comprehensive policies and training to educate staff and ensure compliance. | Risk remains the same as previous years. |
|                                                |                                                                                                                                                                                                                      | Controls within the Group's supply chain include pre-contract audits, contractual controls and effective financial controls.  |                                          |
|                                                |                                                                                                                                                                                                                      | The Group also has a whistleblowing policy together with an independent whistleblowing service.                               |                                          |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

| <b>Financial risks</b> | <b>Description</b>                                                                                                                                               | <b>Mitigation</b>                                                                                                                                                                                                                                                                                                                           | <b>Direction of risk from prior year</b>                                                                                                                                                                                                                                                                   |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Liquidity risk         | Liquidity risk is the risk that cash may not be available to pay obligations when they fall due. Please refer to the going concern disclosure on pages 31 to 32. | <p>The Group must meet a minimum liquidity threshold which was negotiated as part of the covenant amendment in FY21 with external lenders.</p> <p>The Group has managed its liquidity by generating substantial funds from BAU operational activity and has maintained its liquidity requirements to ensure there are sufficient funds.</p> | Liquidity risk has decreased compared to the prior year as cashflow from venues and ticketing has increased markedly in the current period. The Group has refinanced during FY24 with new lenders and therefore the covenants and liquidity risks have changed – refer to note 33 for further information. |
| Interest rate risk     | The Group has significant levels of Floating Rate Borrowings and is therefore exposed to the impact of interest rate fluctuations.                               | The Group monitors its exposure to this risk on a regular basis and works closely with the shareholders to govern the level of debt that the business should be exposed to, while considering the cost/benefit of entering into interest rate swap arrangements.                                                                            | The interest rate risk has increased from the prior year due to increased volatility in the financial markets as well as increases to interest rates by central banks.                                                                                                                                     |
| Foreign exchange risk  | Foreign Exchange Risk is the risk of volatility due to a change in Foreign Currency exchange rates.                                                              | <p>The Group's activities, particularly within the USA and Germany, expose it to an element of financial risk of changes in foreign currency exchange risks. The US Dollar exposure acts as a natural hedge for our US backed investors.</p>                                                                                                | Foreign exchange risk has not increased for the Group from the prior year.                                                                                                                                                                                                                                 |



**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

| <b>Financial risks</b> | <b>Description</b>                                                                         | <b>Mitigation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Direction of risk from prior year</b>               |
|------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Credit risk            | Credit risk is the risk that a counterparty will be unable to pay amounts in full when due | <p>The majority of ticket sales are to the general public who pay for their tickets in advance of shows taking place, and there is therefore limited credit risk attached to these sales.</p> <p>There are also sales via third party agents, with whom the Group has long standing relationships. There is close monitoring of debtors who fail to pay within the Group's contractual payment terms.</p> <p>The Group has a process in place to review engagement terms and credit scoring of any new customers or suppliers in order to reduce credit risk.</p> <p>Cash is deposited with a number of different banking partners, thereby reducing the risk of concentration.</p> | The level of risk has not changed from the prior year. |

Financial risk management is discussed further in note 30.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **CORPORATE AND SOCIAL RESPONSIBILITY**

##### **ENVIRONMENTAL MATTERS**

The Group recognises the importance of its environmental responsibilities, monitors its impact on the environment, and designs and implements appropriate policies to minimise any damage that might be caused by the Group's activities.

The Group seeks to reduce the environmental impact of its operations through responsible resource procurement and consistently strives to eliminate waste with our supply chain partners. Specifically, we are driving efficient energy (utilities) procurement, diverting all of our waste from landfill and where possible, installing energy efficient systems in our venues and reducing our dependence on environmentally unfriendly materials and consumables (including goods for resale). As an organization, our environmental impact is a key pillar of our overarching Corporate Social Responsibility strategy.

In FY23, the Group Operations department introduced a new Environmental Management System with support from the Senior Leadership Team. The EMS aligns with the principles of ISO 14001 and enables a steering group to report on, monitor and manage (with the support of other functions) the environmental impact of our UK venue operations. The EMS has also empowered a new cohort of Environmental Champions to represent all of the functions across ATG UK. The Champions meet every two months to discuss a wide variety of subjects, including successes, new initiatives, challenges and opportunities for learning and development. With support from the Champions we hope to achieve ISO 14001 accreditation in our FY24 and along with it we hope to introduce a new e-learning development programme to help all ATG UK staff learn about our EMS and the wider impacts and challenges of climate breakdown across the world.

##### **Greenhouse Gas Reporting**

The Group is required by the Companies Act 2006, Regulations 2013 to measure and reports its direct and indirect UK greenhouse gas emissions.

Direct greenhouse gas emissions are from sources that are owned or controlled by the Group. Indirect greenhouse gas emissions are from sources owned or controlled by other entities but are a consequence of the activities of the Group.

The methodology used to calculate emissions is based on the Greenhouse Gas Protocol's corporate Accounting and Reporting Standard approach. The UK government conversion factor guidance ("DEFRA") was used to calculate emission factors.

Greenhouse gas reporting is split between three categories. The explanations for these are as follows;

**Scope 1:** Direct emissions controlled by the Group. This includes gas and oil used for heating as well as emissions from company cars (both owned and leased).

## INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED

### STRATEGIC REPORT (CONTINUED)

FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023

Scope 2: Indirect emissions exclusively composed of purchased electricity within the Group.

Scope 3: Indirect emissions which occur at sources which are not owned or controlled by the Group and which are not classed as scope 2 emissions. This includes emissions from rental vehicles where the Group purchased the fuel.

| Absolute UK carbon emissions<br>(tonnes of CO <sub>2</sub> ) | Year ended 25 March 2023 |                           | Year ended 26 March 2022 |                           |
|--------------------------------------------------------------|--------------------------|---------------------------|--------------------------|---------------------------|
|                                                              | Kwh                      | Tonnes of CO <sub>2</sub> | Kwh                      | Tonnes of CO <sub>2</sub> |
| Scope 1                                                      | 8,491,743                | 1,556.70                  | 10,087,916               | 1,857.82                  |
| Scope 2                                                      | 14,279,719               | 2,826.83                  | 10,905,975               | 2,315.34                  |
| Scope 3                                                      | 64,908                   | 57.10                     | 50,311                   | 10.96                     |
|                                                              | <b>22,836,370</b>        | <b>4,440.63</b>           | <b>21,044,202</b>        | <b>4,184.12</b>           |

| UK carbon intensity                            | 2023 | 2022 |
|------------------------------------------------|------|------|
| Tonnes of CO <sub>2</sub> per £'000 of revenue | 0.01 | 0.01 |
| Tonnes of CO <sub>2</sub> per employee         | 0.54 | 1.24 |

#### OUR PEOPLE

| Number of employees at 25 March 2023 | Women | Men   | Undisclosed | Total |
|--------------------------------------|-------|-------|-------------|-------|
| Directors of the company             | -     | 4     | -           | 4     |
| Other senior management              | 31    | 69    | -           | 100   |
| Employees                            | 4,415 | 3,447 | 354         | 8,216 |

Note that directors of the company shown above include only executive directors.

The Group complies with all relevant legislation including those specifically targeted at preventing discrimination. Such principles are embedded through the organisation by the requisite policies. The Group is committed to ensuring the health, safety and welfare of its employees as far as is reasonably practicable. The Group seeks to ensure that statutory duties are met at all times and that it operates effective health and safety management policies and procedures.

The Group's policy is to consult and discuss with employees, through unions, staff councils, meetings and company-wide surveys, on matters likely to affect employees' interests. Information on matters of concern to employees is given through a variety of communication methods which seek to achieve a common awareness on the part of all employees of the financial and economic factors affecting the Group's performance.

The Group has evolved its "Hospitality 101" training programme, focusing on Front of House staff when they join, developing their skills to improve customer experience, and further along the line, "Stages" programmes open to all

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## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

managers, covering the key aspects of people management. The Group also runs several selective leadership development programmes: a two-year *"Rising Star"* programme for emerging leaders, a one-year *"Interval"* programme for experienced managers, as well as a leadership course for senior managers *"Leading Lights."* In FY23, we launched our eight cohort of Rising Stars, our third cohort of Interval and our fourth Leading Lights class.

The Group continue to evolve its strategy and activities relating to Inclusion, Diversity and Equity and Access ('IDEA'). With active IDEA committees in each affiliate, training is available to staff and managers, employee network groups have been launched, and policies are being reviewed and introduced as appropriate. We continue to support internal engagement initiatives such as International Women's Day, Black History Month, Pride and Mental Health Awareness week, with more people becoming involved in all geographies.

#### **Social and Community Involvement**

The Group recognises that regional theatres, in the UK, USA and Germany, are rooted in the heart of their local communities.

Many of the UK regional theatres have **Creative Learning** departments which take a leading role in contributing to the social cohesion of their communities in partnership with charities, trusts and organisations nationwide, including several local authorities and further education partners. Over the course of a year, Creative Learning can boast more than 70,000 participants of all ages and abilities throughout the UK and 25,000 in the US.

FY23 marks 5 years of Creative Learning's invigorated nationwide approach. During this period, we have increased our capacity with more venues and a better team and have more than doubled the number of people we reach. Since 2019, over 258,000 people in the UK have participated in ATG Creative Learning activities.

People of a wide variety of ages and abilities participate in the Group's Creative Learning activities, providing access to our venues as a valuable and leading resource of education and cultural engagement. Often inspired by the productions at venues, these activities can include workshops with visiting companies, backstage tours and pre-show talks, and also Youth Theatres, summer schools and classes for adults. In addition to this, many regional venues are used for several weeks a year by local amateur production companies.

Creative Learning is led by the flagship UK programme, which over the course of the last 15+ years have been harnessing our venues, productions, and industry workforce as a valuable and leading resource for cultural education. UK teams continued their work through 4 key initiatives:

**Creative Generation:** Our commitment to the next generation through work with the education sector. In March 2023, we delivered the milestone moment, Creative Generation Day across our portfolio of US and UK venues. This collaborative effort saw venues swing open their doors to deliver a raft of careers-based activity to target schools, in our global movement to nurture the next generation and showcase a career in the arts. Venue-led careers-focused insight sessions included tours, talks, Q&A's, as well as hands on masterclasses and workshops. Visiting productions got on board to deliver activity led by company members from *Demon Dentist* and *Mother Goose*. The activity was

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

#### **FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

captured in media, raising further awareness via socials to mark World Theatre Day. Centrally, we shared a montage video summing up the day which was highlighted on ATG social media channels. On LinkedIn alone, we have had 4,000 video views.

**Cu Create:** *Delivered nationwide with local nuance, teams work closely with their neighbor creative community in support of their local cultural ecology. This programme seeks to address local community priorities, through a collaborative approach to the production of activity. Ranging from professional small-scale productions with an educational and audience development interest, as well as an opportunity for people of all ages and backgrounds to perform in large scale community performances, festivals and showcases. The UK produced 37 live performances, to a total audience of over 16,000.*

**Show Related:** In FY23, UK teams worked in partnership with producers that programme our venues (ATG Productions, SFP & Disney) to provide first time access to the live theatre going experience for over 13,000 new audience members. Creative Learning driven audience development is supported by show-related activity, which is open to all, with specific energy driven towards targeting first time theatre goers or those who face barriers due to race or socio-economic background. This work furthers the ATG producer relationship in order to create an accessible, diverse and inclusive theatre going culture for the future.

**Talent & Workforce Development:** We develop the workforce by providing viable futures for the industry professionals of tomorrow through creating real jobs, internships, placements, education, masterclasses & training. In the West End, we offered a paid technical training initiative thanks to funding from partners Landsec and Wates. We are also delighted that our partnership with Get Into Theatre has received £100,000 funding from Arts Council England. This ensures we will target our work more specifically to improve equal access to arts careers for Young People and Emerging Artists from lower socio-economic, deaf or disabled, and Black and Asian ethnic backgrounds. The ATG Academy develops the next generation of on-stage talent through youth theatres that provide young people access to high quality learning from industry professionals. The ATG Academy focuses on developing skills in voice, dance and acting; offers a rare opportunity for young people to work with visiting companies thanks to our network of producer contacts. Many Alumni go on to enter the industry, and we celebrate our latest success of Jamil Abassi who left our Liverpool Empire Academy to pursue drama school training, graduating this year and going straight into "Bake Off the Musical".

For a further insight into the important work of Creative Learning & Community Partnerships, please refer to the ATG CLCP 2023 Annual Review Brochure.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

**STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**CAUTIONARY STATEMENT**

The Strategic Report has been prepared solely to provide information to shareholders to assess how the directors have performed their duty to promote the success of the Group. The report contains certain forward-looking statements, which are made by the directors in good faith based on the information available to them at the time that the report was signed but are subject to the inherent uncertainties underlying any forward-looking information and as such should be treated with caution.

**APPROVAL**

This report was approved and authorised for issue by the Board of Directors on 28 July 2023 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'J Oldcorn', followed by a long horizontal line extending to the right.

**John Oldcorn**

Director

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **S172 STATEMENT**

#### **STATEMENT BY THE DIRECTORS IN PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH SECTION 172(1) COMPANIES ACT 2006**

The Board of Directors of International Entertainment Holdings Limited ("IEH") consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its stakeholders as a whole (having regard to the stakeholders and matters set out in section 172(1) (a–f) of the Act) in the decisions taken during the period ended 25 March 2023.

#### **S172(1) A "The likely consequence of any decision in the long term"**

The Directors have taken the decision they believe best supports IEH's strategic ambitions. More discussion can be found below, including decisions that focus on the Group's employees, audiences, content suppliers, and partners *and their strategic impact on the Group's long-term strategy*.

#### **S172(1) B "The interest of the company's employees"**

The Directors recognise that IEH employees are fundamental and core to our business and the delivery of our strategic ambitions. More information can be found under 'Our People' on page 17.

#### **S172(1) C "The need to foster the company's business relationships with suppliers, customers and others"**

IEH stakeholders are customers, producers, suppliers, employees, shareholders and lenders, and the Board recognises the need to regularly review the identity of its stakeholders as it makes decisions. The Board promotes accountability and transparency with all stakeholders.

The Company's fundamental belief in promoting the public good is demonstrated and supported by our Senior Leadership's active engagement across industry bodies and our stakeholder community.

The Group has introduced customer engagement surveys which will determine the Net Promoter Score (NPS) of the Group. NPS performance is being reported to the Board on a monthly basis. The findings are being used to improve **customer engagement with knowledge being shared across all of our business**.

An annual employee 'Company Day' delivered in London provides a briefing on the Company's performance and allows individuals to raise questions and concerns. The Group monitors its employees' commitment to its guiding framework by asking members of senior management to submit an annual declaration confirming whether they have complied with the Group's Code of Conduct. If any employee wishes to highlight any potential breaches to the Code of Conduct, they can contact the independent whistleblowing services provider and a formal investigation follows with anonymous reporting to the Audit Committee. Annual employee engagement surveys are performed to highlight areas requiring improvement in communication of the Group's purpose.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **S172 STATEMENT (CONTINUED)**

The Board considers the results of all employee engagement surveys a good barometer of the workforce's confidence in the Group's strategic direction, optimism for the future and career opportunities.

The Group assess the Gender Pay Reporting annually and publishes it externally. The additional analysis required to conduct this reporting has highlighted some areas in which the Group needs to improve. The Group welcomes these changes as it seeks to constantly improve in its engagement with all stakeholders.

#### **S172(1) D "The impact of the company's operations on the community and the environment"**

The Directors recognise the importance of its environmental responsibilities. More details can be found under 'Environmental matters' on page 16.

#### **S172(1) E "The desirability of the company maintaining a reputation for high standards of business conduct"**

IEH has zero tolerance for modern slavery, bribery and other forms of corruption. We implement and enforce effective systems to counter modern slavery, bribery and corruption and have internal policies in place to educate our employees about how to recognise and deal with these issues so as to ensure compliance with laws.

We remain committed to combating modern slavery, bribery and corruption by:

- Auditing our supply chains;
- Training our staff to recognise these issues;
- Monitoring potential risk across our business.

We have a dedicated whistleblowing service for our employees to report misconduct or unethical practices and have a policy which clearly sets out how members of staff can raise any concerns which they may have.

Details of our code of conduct and modern slavery can be found on the ATG website:

<https://www.atg.co.uk/corporate-information>

<https://www.atg.co.uk/atg-modern-slavery-and-human-trafficking-statement>

#### **S172(1) F "The need to act fairly as between members of the company"**

At every Board meeting the Directors review, with the management team, the progress against strategic priorities and the changing shape of the business portfolio.

This collaborative approach by the Board, together with the Board's approval of the company strategy, helps it to promote the long-term success of the Group. Board decisions are taken against the backdrop of what it considers to be in the best interest of the long-term financial success of the company and its stakeholders, including shareholders, employees, the community and environment, our suppliers and customers.



## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **S172 STATEMENT (CONTINUED)**

##### **PRINCIPAL DECISIONS – ENGAGING WITH STAKEHOLDERS**

As part of the decision making process for the Board, it continues to have regard for the impact of its decisions on the Group's stakeholders as required under section 172 of the Companies Act 2006. The Board takes its responsibility towards stakeholders seriously and strives to build and maintain productive relationships with each of them.

We outline here how we engage with our stakeholders to drive outcomes.

##### **1. Employees**

The Group's long-term success is predicated on the commitment and contribution of its workforce. Engagement with our employees is essential to meet our strategic goals.

The results from our last Employee Engagement survey benchmarked us a "Great Place to Work" in all 3 territories. We will be undertaking a similar survey in 2023 to continue to track our performance and progress. .

As mentioned above, we have restarted and built upon our Learning & Development offering and continue to refine the compliance and onboarding online training for our disparate workforce. For support and office staff, the Group *has continued to review the hybrid working policy introduced during FY22. The Group continues to develop its efforts relating to Inclusion, Diversity and Equity and Access ('IDEA')* through networks designed to support employees and invest in employees through its leadership development training programs.

##### **2. Audiences**

Audiences are central to the success of the Group, therefore it is essential to understand their changing requirements and implement initiatives to consistently improve the customer experience.

The Group tracks customers' scores for their ticketing purchases at atgtickets.com using Trust Pilot in the UK, this was 4.7 out of 5 in the year. The Group also sends post visit engagement surveys to all UK customers, which determines the Net Promoter Score (NPS), a universally recognized customer loyalty and satisfaction measurement tool, and is reported monthly. For FY23 in the UK this was 60 (considered excellent by Qualtrics, who measure customer experience performance for 18,000 brands worldwide). The US and Germany are being rolled out. The findings are used to improve customer engagement, with knowledge being shared across the business.

The Group maintains its customer service technologies and call centres.

##### **3. Suppliers**

The Group has a number of supplier contracts which are an important part of our business in relation to the delivery of capability across our venue operations, technology platforms, ticketing capability and IT infrastructure.

The Group engages with its supply chain through a variety of methods:

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **S172 STATEMENT (CONTINUED)**

##### **PRINCIPAL DECISIONS – ENGAGING WITH STAKEHOLDERS (CONTINUED)**

### **3. Suppliers (Continued)**

The technology team has a dedicated IT Supplier Manager as part of their specialist Procurement team. Responsible for end-to-end supplier management, including selection, mobilization, performance management and offboarding.

The central procurement function supports key national and strategic group contracts across goods not for resale service lines. They also manage the suppliers responsible for the UK distribution of F&B and all key product contracts. *With regards to goods for resale they are responsible for end-to-end supplier management. The day-to-day* management of our key suppliers is through our Supplier Relationship Management (SRM) framework which has a tier system with strategic capabilities and partnerships critical to business functions labelled Tier 1 or 2, Tier 3 is locally specific requirements of low value and capability. The central procurement team working with other Group Operations departments focuses on Tier 1 and 2 suppliers providing Governance & Oversight, standardised reporting of KPIs/SLAs, supplier categorisation and scorecard reporting.

The Group recognises the value of its supply chain partners and the collaborative approach the Group has taken with its key suppliers allowed the Group to respond robustly to the supply chain disruption experienced as a result of post-pandemic demand, energy pricing, impact of the Ukraine invasion and global inflation and reduced supplier capacity.

### **4. Communities and the Environment**

The Group understands that it has an impact on communities and we engage with them in a number of different ways including: local outreach programmes, Creative Learning and Community Partnerships amongst others. As well as having a Creative Learning & Community Partnerships function at key venues, each of our venues also has its own initiatives for community engagement. Due to our geographic spread across the regions of the UK, North America and Germany, the Group is able to respond to the specific needs and opportunities in each area. Groupwide collaborative efforts are undertaken to support key initiatives that address workforce development, and audience development, in support of ATG's CSR objectives.

We strive to reduce the environmental impact of our operations, and those of our supply chain partners, through the responsible sourcing of resources. Key initiatives include driving sustainable energy procurement, installing more energy efficient systems in our venues wherever possible, and diverting all waste from landfill.

### **5. Shareholders**

The Group is in regular dialogue with its shareholders. The Group's shareholders are represented on the Board and meet regularly throughout the year to discuss the key decisions to be made by the Group.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **\$172 STATEMENT (CONTINUED)**

#### **PRINCIPAL DECISIONS – ENGAGING WITH STAKEHOLDERS (CONTINUED)**

##### **5. Shareholders (Continued)**

The close working relationship with the Group's shareholders has enabled the business to focus on key strategic objectives which have been set by the Board and focus on long-term opportunities that meet the requirements of the shareholders.

##### **6. Financial Institutions**

The Group actively engages and regularly meets with its partner banks. There are quarterly presentations of the Group's performance and periodic reporting and presentations of the Group's budget. This has enabled the Group to forge strong relations with the Group's lenders providing them with an in-depth understanding of the Group's business and its performance.

#### **PRINCIPAL DECISIONS MADE**

We outline here some of the principal decisions made by the Group and how the directors have considered various stakeholders.

##### **1. Investment in ticketing digital capabilities to drive ticket sales and ticketing market share**

As a customer facing business it is important to continue to evolve and to improve the customer experience. The members of the Board were satisfied that further development and the roll-out of the digital ticketing platform to the US was an important step for the Company to take to improve the user experience for our customers and the profitability of the business.

##### **2. Investment in building CAPEX**

Building capex has returned to business as usual regarding its funding and management and delivery capability. That said construction inflation and global construction demand outweighing supply (be it materials or contractor availability) has been a management challenge particularly in the UK and USA. Investment continues in our 3 key categories, Maintenance (those critical for compliant business operations), Improve (those projects critical to improve business continuity and competitiveness) and growth projects (those that drive a clear ROI) in accordance with our capex planning process and technical due diligence.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **STRATEGIC REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **S172 STATEMENT (CONTINUED)**

#### **PRINCIPAL DECISIONS MADE (CONTINUED)**

##### **3. Investing in diversity and inclusion**

The Board has considered it key to continue to focus on diversity and inclusion both on and off the stage. Having taken into account previous work undertaken by the Diversity Working Group, the Board has considered it important to expand upon the initiatives already undertaken by keeping active IDEA committees in each affiliate and implementing employee network groups. Improving the diversity of voices within the Group will enhance the longer-term success of the Group as a whole, and policies are constantly reviewed and introduced as appropriate to promote this goal.

##### **4. Customer Data Platform**

Understanding our audience is essential for ATG to remain relevant to our audiences and personal in our communications. Over the past few years, the Group has invested in a group wide customer data platform to understand our audience at a deeper level. Over time, this platform will enable us to understand audience transactional, demographic, attitudinal and behavioural trends in order to better meet their needs. The Single Customer View from the Customer Data Platform identifies unique customers and households that feed reports used by our venues to show customer information by show and venue to allow analysis and improved marketing. Alongside the Single Customer View, the Customer Data Platform provides marketing technology to improve our customer communication, make us more efficient, more relevant and timely. An early success in this programme has been the implementation of Abandoned Basket emails to opted in customers that have commenced across our venues. On 30 September 2022, the Customer Data Platform went live in all UK venues and 3 US venues and is being rolled out across the other US venues, with the remaining venues moving onto the platform by September 2023.

There are several initiatives in place for FY24 to increase customer frequency and deliver more sales from our Customer Relationship Management programme.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **DIRECTORS' BIOGRAPHIES**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **Anthony Ball, Non-Executive Director**

Anthony Ball served as Chairman of International Entertainment Holdings Limited from December 2016 to April 2021 and remains on the board as a non-executive director. He has been a senior advisor of Providence Equity Partners since 2013. He has had a long and successful career in the media and entertainment industries in the UK and internationally, as chairman of Kabel Deutschland from 2005 to 2013 and as CEO of BSkyB, the largest pay-TV broadcaster in Europe. Prior to this, he was the CEO of the News Corporation/Liberty Media joint venture, Fox/Liberty Networks, which included the FX Networks, Fox Sports Net and over 20 regional sports channels throughout the U.S. Anthony is chairman of Bité Group and chairman of the supervisory board of Airties Group SAS. He is also a director of Másmóvil S.A. and Banco Sabadell S.A. He previously served as a non-executive director at BT Group Plc. Anthony received an MBA from Kingston University and has been awarded honorary doctorates from both Middlesex University and Kingston University.

#### **Mark Cornell, Chief Executive Officer**

Mark Cornell was appointed Group CEO of the Ambassador Theatre Group in May 2016. Prior to this he was Managing Director of Sotheby's Europe and preceding that, spent 10 years at LVMH, including President and Chief Executive Officer of Moët Hennessy USA and Chief Executive Officer of Krug Champagne. Mark has vast experience in managing large organisations, as well as successfully leading consumer-orientated brands in the UK, Europe and the USA. Mark holds a Post Grad Marketing Diploma from the Chartered Institute of Marketing and a Master Of Business Administration (MBA) From IMD, Switzerland.

#### **Stephen Evans, Non-Executive Director, Silver Lake Partners**

Stephen Evans joined Silver Lake in 2008 and is a Managing Director. Mr. Evans serves on the board of Ambassador Theatre Group (ATG), Australian Professional Leagues (APL), Endeavor, Learfield, Michael Cassel Group, TEG, and Thrasio. He is a member of the audit committee of City Football Group and previously served on the boards of Ancestry.com and Serena Software, Inc. Prior to joining Silver Lake, Mr. Evans was a Principal at Cognetas, a pan-European private equity firm. Previously, Mr. Evans spent five years at Bain & Company, based both in Europe and the U.S., including two years in Bain's private equity group. He is a member of the executive board of the EB Research Foundation, which is dedicated to finding a cure for Epidermolysis Bullosa, a rare children's disease. Mr. Evans holds a M.A. and a M.Phil from Cambridge University and a M.B.A. from Harvard Business School.

#### **Jonathan M. Nelson, Executive Chairman, Providence Equity Partners**

Mr. Nelson was appointed Chairman of International Entertainment Holdings Limited in April 2021. Mr. Nelson is executive chairman and founder of Providence Equity Partners, a leading private equity firm focused on growth-oriented media, communications, education and technology companies throughout North America and Europe. The firm manages private equity funds with \$31 billion in commitments and has invested in more than 170 companies globally since its inception. Mr. Nelson serves on the board of directors of Ambassador Theatre Group and The Chernin Group. He has also served as a director of numerous other Providence portfolio companies, including Bresnan

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **DIRECTORS' BIOGRAPHIES**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

Communications, Eircom plc, Hulu, Language Line, MetroNet (now AT&T Canada), MLS Media, Univision, VoiceStream Wireless (now T-Mobile US), Warner Music Group, Western Wireless Corporation (now AT&T Corp.) and Yankees Entertainment and Sports Network (YES).

Mr. Nelson has been a private equity investor for 38 years. He founded Providence in 1989. Previously, he was a managing director of Narragansett Capital, Inc. which he joined in 1983. At Narragansett Capital, Mr. Nelson specialised in private equity investments in media. Mr. Nelson received a Master of Business Administration from the Harvard Business School in 1983 and a Bachelor of Arts from Brown University in 1977. He is a trustee of Brown University, The Rockefeller University and Institute for Advanced Study. He is a member of the Board of Dean's Advisors at Harvard Business School.

#### **John Oldcorn, Chief Financial Officer**

John Oldcorn was appointed as CFO of International Entertainment Holdings Limited on 1 July 2021. Prior to this John spent three years as the Group CFO of Argent Foods, a £750m turnover conglomerate of food-related business. At Argent he oversaw relationships with lenders and other key stakeholders; played a key role in the group navigating successfully through the pandemic; and led four debt raises / refinancings, as well as significant Corporate and M&A activity. Prior to joining Argent in 2018, John spent 25 years working in professional practice with Arthur Andersen, Deloitte and, latterly, KPMG, for the last 16 years as a partner. He co-led the creation and rapid growth of a dedicated, multi-disciplinary, private equity practice serving global PE clients and their portfolio companies across Europe, typically in a fast-paced M&A environment.

#### **George Osborne, Non-Executive Director**

George Osborne joined the board of IEH as a non-executive director in April 2021. He is a partner at Robey Warshaw LLP. Prior to his current roles, George was an MP for sixteen years, the Chancellor of the Exchequer (2010-2016) and First Secretary of State (2015-2016), and edited the London Evening Standard from 2017-2020. George is chair of the not-for-profit Northern Powerhouse Partnership and a Lecturer at Stanford University, California. In 2016 he was made a Companion of Honour by Her Majesty the Queen.

#### **Robert Sudo, Non-Executive Director, Providence Equity Partners**

Robert Sudo is a managing director at Providence Equity Partners. He is also a director of Bité, Closer Still Media, HSE24, MásMóvil and LaCentrale. Prior to joining Providence Equity Partners in 2004, Robert worked as an analyst for Goldman Sachs in mergers and acquisitions and corporate finance. He received a Diploma in Business Administration from HHL Leipzig Graduate School of Management.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **DIRECTORS' BIOGRAPHIES**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **Andrew Tisdale, Non-Executive Director, Providence Equity Partners**

Andrew Tisdale is a Senior Managing Director and Co-Head of Europe at Providence Equity Partners. He is also a Director of Chime Communication, CloserStill Media, HSE24, Superstruct and Node4. Prior to joining Providence Equity Partners in 2008, Andrew was global co-head of the media and communications group and a member of Morgan Stanley's management committee for investment banking. Andrew received a Master of Business Administration from the University of North Carolina at Chapel Hill and a Bachelor of Arts from Vanderbilt University. He currently serves on the Space Innovation Council at the California Institute of Technology and, the Board of Advisors for the Yale School of Drama, and Vanderbilt University's College of Arts and Sciences.

#### **Michaël Vervisch, Non-Executive Director, Providence Equity Partners**

Michaël Vervisch is a managing director at Providence Equity Partners. He is also a director of Node4. Mr. Vervisch originally joined Providence in 2014. In the past he worked as a principal at Clayton Dubilier & Rice, as an associate director at IK Investment Partners and as an associate at McKinsey & Company. Mr. Vervisch received a Master of Business Administration from Harvard Business School and holds a Master of Science in Electrical Engineering and a Master of Science in Applied Economics from the Katholieke Universiteit Leuven in Belgium.

#### **Maria João Borges, Non-Executive Director, Providence Equity Partners**

Maria João Borges is a Vice President at Providence Equity Partners. Prior to joining Providence in 2019, Maria João worked as an analyst in the investment banking group at J.P. Morgan in London. Maria João received a Master of Science in International Finance from HEC Paris and a Bachelor of Science in Economics from Nova School of Business and Economics in Lisbon.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **DIRECTORS' REPORT**

#### **FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

The directors present their report and the audited consolidated financial statements for the period ended 25 March 2023. The directors consider the annual report and financial statements to comply substantially with all aspects of the "Guidelines for Disclosure and Transparency in Private Equity".

#### **DIRECTORS**

The directors who served during the period and to the date of signing the financial statements (except as noted) were:

Anthony Ball

Mark Cornell

Stephen Evans

Jonathan Nelson

John Oldcorn

George Osborne

Robert Sudo

Andrew Tisdale

Michaël Vervisch

Till Van Dorp                      Resigned 22 July 2022

David Leigh                      Resigned 4 January 2023

Maria João Borgers              Appointed 2 February 2023

The biographies of the current directors are presented on pages 27 to 29.

The Group is majority owned by Providence Equity Partners through its investment funds, Providence Equity Partners VII-A LP, Providence VII Global Holdings LP, and Providence Equity Partners (Midsummer) LP. Providence Equity Partners is a global alternative investment firm established in 1989 focused on education, media, communications, and information investments. The firm's private equity platform specialises in sector-focused buyout transactions and growth capital investments. Providence Equity Partners made its investment in the Group through IE Holdco S.a.r.l.

In June 2021, Silver Lake Partners V Cayman, L.p., a Cayman Islands exempted limited partnership acquired 18.8% shares in IE Holdco S.a.r.l., through its wholly owned subsidiary Amplify Capital Investment Pte. Ltd. Providence Equity Partners remains the majority owner of IE Holdco S.a.r.l., which is the beneficial owner of IE Luxco S.a.r.l., which holds 100% ownership of International Entertainment Holdings Limited.



## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **DIRECTORS' REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **DIRECTORS' INDEMNITIES**

The Company has made qualifying third-party indemnity provisions for the benefit of its directors which were made during the period and remain in force at the date of this report.

#### **RESULTS AND DIVIDENDS**

The profit for the period after taxation amounted to £63.3m (2022: loss of £22.7m).

No dividends have been paid during the current period (2022: £Nil). No dividends are proposed in respect to the current period

#### **GOING CONCERN BASIS**

As of the date of approval of these financial statements, the Group's trading experienced a significant reduction in the impact of COVID-19, indicating a gradual recovery from FY22, when venues were closed for half of the fiscal period. Following the re-opening of our venues in 2021, we have experienced increased ticket sales and improved customer confidence with occupancy levels increasing significantly. The Going Concern assessment has been performed considering the Group's performance post year-end.

The Directors have considered the cash generation ability of each geography in their Going Concern assessment, considering business and industry risks as reflected in key judgements within the cash flows and discount rate applied.

Sensitivities have been considered to reflect different scenarios of trading outcomes in the months following the date of the approval of these financial statements. This is done to identify risks to liquidity and covenant compliance and enable management to formulate appropriate and timely mitigation strategies. These sensitivities include severe, but plausible, downside scenarios. The stress tests applied include:

- Closing one of our largest and most profitable shows in December 2023, assuming unforeseen circumstances.
- A newly obtained theatre (in FY24) on Broadway being dark for 6 months.
- The impact of the cost-of-living crisis worsening, leading to softer demand and lower occupancy.

Management have also performed a break test on going concern, assuming all of the downside sensitivities described above occur simultaneously. Management considers this scenario to be severe but implausible. Even in this scenario, the Company remains covenant compliant.

As at the date of approval of these financial statements, the Group has net current liabilities of £314.4m (FY22: £162.1m) and net assets of £116.3m (FY22: £56.9m) at the period-end date. Net current liabilities include advanced ticket sales of £187.7m (FY22: £190.4m). These represent ticket sales for shows that have yet to mature, with a portion of this amount due to flow to the Group. Excluding advance ticket sales, the Group has liabilities due within one year of £334.4m (FY22: £197.5m) which exceed current assets of £207.7m (FY22: £225.9m).

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **DIRECTORS' REPORT (CONTINUED)**

#### **FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

The Group holds cash reserves, excluding required escrow accounts, in its bank accounts of £114.7m as at the reporting date. Until recently discontinued owing to the Group's improved liquidity outlook, a robust 13 week cash flow forecasting process was in place, most recently covering the period to 20 May 2023, in addition to a longer term monthly cash flow forecast covering the period to March 2025.

Based on these forecasts and other factors which may impact the Group's future liquidity position, the Directors have concluded that it is appropriate to prepare the financial statements on a going concern basis. The reasons for this are as follows:

- At the March 2023 balance sheet date, the Group held £295.7m of committed facilities, with a £68m RCF available and undrawn (2022: £70m RCF undrawn), which were subject to net leverage and liquidity covenants. There was also an Equity Commitment of £25m available and undrawn from the shareholders.
- Subsequent to the March 2023 balance sheet date, the Group has refinanced these committed facilities and is currently £973.9m drawn together with a \$100m Loan Note repayable. There is a further \$195m of term debt available to draw (\$95m revolving credit facility and \$100m capex facility), also subject to a leverage covenant.
- There is a reduced risk of default on the net leverage covenant, due to provisions within the facilities that allow for adjustments to the net leverage covenant whilst theatres are:
  - closed by governments or regulatory bodies due to COVID-19; and
  - for an agreed ramp up period post re-opening.

Adequate liquidity is in place for the next 12 months based on the foreseeable scenarios for theatres. The Board's confidence in the Group's forecasts, its ability to manage liquidity requirements, the continued support of our shareholders, and the long term potential of the business forms the basis of our preparation of the financial statements.

#### **MATTERS COVERED IN THE STRATEGIC REPORT**

Certain matters (post balance sheet events, future developments, principal risks and uncertainties and employee matters) are discussed within the Strategic Report and incorporated into the Directors' Report by reference.

#### **AUDITORS**

Each of the persons who is a director at the date of approval of this annual report confirms that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware; and
- the director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **DIRECTORS' REPORT (CONTINUED)**

#### **FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

PricewaterhouseCoopers LLP have expressed their willingness to continue in office as auditors.

#### **Statement of directors' responsibilities in respect of the financial statements**

The directors are responsible for preparing the Report and Financial Statements and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the group and the company financial statements in accordance with UK-adopted international accounting standards.

Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company and of the profit or loss of the group for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable UK-adopted international accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The directors are responsible for safeguarding the assets of the group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and company and enable them to ensure that the financial statements comply with the Companies Act 2006.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

**DIRECTORS' REPORT (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**Statement of directors' responsibilities in respect of the financial statements (continued)**

**Directors' confirmations**

In the case of each director in office at the date the directors' report is approved:

- so far as the director is aware, there is no relevant audit information of which the group's and company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the group's and company's auditors are aware of that information.

This responsibility statement was approved by the Board of Directors on 28 July 2023 and is signed on its behalf by:

A handwritten signature in black ink, appearing to read 'J Oldcorn', followed by a long horizontal flourish.

John Oldcorn

**Director**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED  
FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**Report on the audit of the financial statements**

**Opinion**

In our opinion, International Entertainment Holdings Limited's group financial statements and company financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the company's affairs as at 25 March 2023 and of the group's profit and the group's cash flows for the 52 week period then ended;
- have been properly prepared in accordance with UK-adopted international accounting standards as applied in accordance with the provisions of the Companies Act 2006; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Report and Financial Statements (the "Annual Report"), which comprise: the Consolidated and Company Statements of Financial Position as at 25 March 2023; the Consolidated Statement of Comprehensive Income, the Consolidated and Company Statements of Changes in Equity and Consolidated Statement of Cashflows for the period then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Independence**

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

**Conclusions relating to going concern**

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and the company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

**Reporting on other information**

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED (CONTINUED)  
FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

*With respect to the Strategic report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.*

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

**Strategic report and Directors' Report**

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' Report for the period ended 25 March 2023 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' Report.

**Responsibilities for the financial statements and the audit**

**Responsibilities of the directors for the financial statements**

As explained more fully in the Statement of directors' responsibilities in respect of the financial statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and industry, we identified that the principal risks of non-compliance with laws and regulations related to corporation tax legislation in the territories in which the Group operates, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inappropriate journal entries and/or management exercising bias in accounting estimates that could result in the overstatement of EBITDA. Audit procedures performed by the engagement team included:

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED (CONTINUED)  
FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

- Evaluation of management's controls designed to prevent and detect irregularities
- Review of board meeting minutes, and where applicable, correspondence with relevant regulatory authorities
- Incorporating elements of unpredictability into the audit procedures performed
- Enquiries of the directors and management throughout the year as well as at year end to identify any instances of non-compliance with laws and regulations including consideration of known or suspected instances of fraud
- Meeting with group head of tax to confirm any known instances of non-compliance with tax legislation
- Identifying and testing unusual journal entries, in particular journal entries posted with unusual account combinations, or posted by members of senior management with a financial reporting oversight role
- Challenging assumptions and judgements made by management in significant accounting estimates, including the disclosure of such matters in the financial statements

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditors' report.

**Use of this report**

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

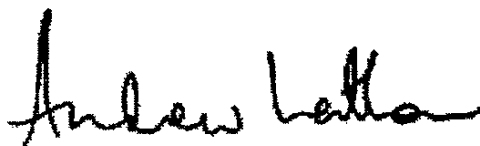
**Other required reporting**

**Companies Act 2006 exception reporting**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



Andrew Latham (Senior Statutory Auditor)  
for and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
Southampton  
28 July 2023

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

|                                                                            | Note | 52 week<br>period ended<br>25 March 2023<br>£'000 | 52 week<br>period ended<br>26 March 2022<br>£'000 |
|----------------------------------------------------------------------------|------|---------------------------------------------------|---------------------------------------------------|
| Revenue                                                                    | 5    | 705,020                                           | 320,970                                           |
| Cost of sales                                                              |      | (286,932)                                         | (135,459)                                         |
| Gross profit                                                               |      | 418,088                                           | 185,511                                           |
| Administrative expenses                                                    |      | (317,848)                                         | (226,097)                                         |
| Other income                                                               | 6    | 15,629                                            | 57,534                                            |
| Share of results of associates and joint ventures                          | 13   | 4,630                                             | 2,386                                             |
| Operating profit                                                           | 6    | 120,499                                           | 19,334                                            |
| Finance income                                                             | 9    | 4,752                                             | 2,789                                             |
| Finance costs                                                              | 10   | (46,328)                                          | (50,720)                                          |
| Profit / (loss) before tax                                                 |      | 78,923                                            | (28,597)                                          |
| Taxation                                                                   | 11   | (15,588)                                          | 5,860                                             |
| Profit / (loss) for the period                                             |      | 63,335                                            | (22,737)                                          |
| Attributable to:                                                           |      |                                                   |                                                   |
| Owners of the Company                                                      |      | 63,304                                            | (23,083)                                          |
| Non-controlling interest                                                   |      | 31                                                | 346                                               |
| <b>Comprehensive income</b>                                                |      |                                                   |                                                   |
| Profit / (loss) for the period                                             |      | 63,335                                            | (22,737)                                          |
| <i>Items that may be reclassified subsequently to profit or loss:</i>      |      |                                                   |                                                   |
| Exchange differences on translation of foreign operations                  |      | (4,181)                                           | 3,627                                             |
| <i>Items that will not be reclassified subsequently to profit or loss:</i> |      |                                                   |                                                   |
| Remeasurements of post-employment benefit obligations                      |      | 191                                               | 266                                               |
| Total comprehensive income/(expense) for the period                        |      | 59,345                                            | (18,844)                                          |
| Attributable to:                                                           |      |                                                   |                                                   |
| Owners of the Company                                                      |      | 59,314                                            | (19,190)                                          |
| Non-controlling interests                                                  |      | 31                                                | 346                                               |
| Total comprehensive income/(expense) for the period                        |      | 59,345                                            | (18,844)                                          |

All activity relates to continuing operations.

There are no material differences between the losses for the periods disclosed above and their historical cost equivalents. The accompanying notes form part of and are to be read in conjunction with these financial statements.



**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**CONSOLIDATED AND COMPANY STATEMENTS OF FINANCIAL POSITION**  
**AS AT 52 WEEK PERIOD ENDED 25 MARCH 2023**

|                                            | Note | Consolidated     |                  | Company         |                 |
|--------------------------------------------|------|------------------|------------------|-----------------|-----------------|
|                                            |      | 25 March         | 26 March         | 25 March        | 26 March        |
|                                            |      | 2023             | 2022             | 2023            | 2022            |
|                                            |      | £'000            | £'000            | £'000           | £'000           |
| Investments                                | 12   | 14,395           | 574              | 413,835         | 413,835         |
| Interests in associates and joint ventures | 13   | 7,609            | 3,369            | -               | -               |
| Goodwill                                   | 14   | 422,700          | 400,683          | -               | -               |
| Intangible assets                          | 14   | 28,605           | 25,438           | -               | -               |
| Property, plant and equipment              | 15   | 599,772          | 538,556          | -               | -               |
| Deferred tax assets                        | 24   | 27,566           | 30,732           | -               | -               |
| Non-current trade and other receivables    | 18   | 18,505           | 27,027           | -               | -               |
| <b>Non-current assets</b>                  |      | <b>1,119,152</b> | <b>1,026,379</b> | <b>413,835</b>  | <b>413,835</b>  |
| Inventories                                | 16   | 1,894            | 1,560            | -               | -               |
| Investments in shows                       | 17   | 3,005            | 2,669            | -               | -               |
| Trade and other receivables                | 18   | 76,883           | 75,139           | -               | -               |
| Cash and cash equivalents                  | 19   | 125,936          | 146,513          | 1               | -               |
| <b>Current assets</b>                      |      | <b>207,718</b>   | <b>225,881</b>   | <b>1</b>        | <b>-</b>        |
| <b>Total assets</b>                        |      | <b>1,326,870</b> | <b>1,252,260</b> | <b>413,836</b>  | <b>413,835</b>  |
| Trade and other payables                   | 20   | 377,294          | 328,430          | 13,710          | 12,952          |
| Corporation tax payable                    |      | 7,744            | -                | -               | -               |
| Borrowings                                 | 21   | 105,988          | 30,325           | -               | -               |
| Obligations under finance leases           | 22   | 14,963           | 10,012           | -               | -               |
| Provisions                                 | 23   | 16,083           | 19,174           | -               | -               |
| <b>Current liabilities</b>                 |      | <b>522,072</b>   | <b>387,941</b>   | <b>13,710</b>   | <b>12,952</b>   |
| <b>Net current (liabilities)/assets</b>    |      | <b>(314,354)</b> | <b>(162,060)</b> | <b>(13,709)</b> | <b>(12,952)</b> |
| Borrowings                                 | 21   | 453,129          | 603,541          | -               | -               |
| Obligations under finance leases           | 22   | 198,073          | 168,198          | -               | -               |
| Deferred tax liabilities                   | 24   | 37,333           | 35,662           | -               | -               |
| <b>Non-current liabilities</b>             |      | <b>688,535</b>   | <b>807,401</b>   | <b>-</b>        | <b>-</b>        |
| <b>Total liabilities</b>                   |      | <b>1,210,607</b> | <b>1,195,342</b> | <b>13,710</b>   | <b>12,952</b>   |
| <b>Net assets</b>                          |      | <b>116,263</b>   | <b>56,918</b>    | <b>400,126</b>  | <b>400,883</b>  |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

**CONSOLIDATED AND COMPANY STATEMENTS OF FINANCIAL POSITION**

**AS AT 52 WEEK PERIOD ENDED 25 MARCH 2023**

|                          | Note | Consolidated   |               | Company        |                |
|--------------------------|------|----------------|---------------|----------------|----------------|
|                          |      | 25 March       | 26 March      | 25 March       | 26 March       |
|                          |      | 2023           | 2022          | 2023           | 2022           |
|                          |      | £'000          | £'000         | £'000          | £'000          |
| Share capital            | 25   | 414            | 414           | 414            | 414            |
| Share premium account    |      | 402,522        | 402,522       | 402,522        | 402,522        |
| Translation reserve      |      | 26,437         | 30,618        | -              | -              |
| Accumulated losses       |      | (313,487)      | (376,982)     | (2,810)        | (2,053)        |
| Non-controlling interest |      | 377            | 346           | -              | -              |
| <b>Total equity</b>      |      | <b>116,263</b> | <b>56,918</b> | <b>400,126</b> | <b>400,883</b> |

The Company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Statement of Comprehensive Income and related notes. The loss for the year dealt with in the financial statements of the Company was £0.8m (2022: £2.1m).

The financial statements were approved by the Board of Directors and authorised for issue on 28 July 2023. They were signed on its behalf by:



**John Oldcorn**

Registered Number 08769976

Director

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**CONSOLIDATED AND COMPANY STATEMENT OF CHANGES IN EQUITY**  
**AS AT 52 WEEK PERIOD ENDED 25 MARCH 2023**

**Consolidated:**

|                                                      | Share capital<br>£'000 | Share premium account<br>£'000 | Translation reserve<br>£'000 | Accumulated losses<br>£'000 | Total<br>£'000  | Non-controlling interest<br>£'000 | Total equity<br>£'000 |
|------------------------------------------------------|------------------------|--------------------------------|------------------------------|-----------------------------|-----------------|-----------------------------------|-----------------------|
| <b>Balance at 27 March 2021</b>                      | <b>414</b>             | <b>402,522</b>                 | <b>26,991</b>                | <b>(354,164)</b>            | <b>75,763</b>   | <b>-</b>                          | <b>75,763</b>         |
| Loss for the period                                  | -                      | -                              | -                            | (23,084)                    | (23,084)        | 346                               | (22,738)              |
| Other comprehensive income for the period            | -                      | -                              | 3,627                        | 266                         | 3,893           | -                                 | 3,893                 |
| <b>Total comprehensive income for the period</b>     | <b>-</b>               | <b>-</b>                       | <b>3,627</b>                 | <b>(22,818)</b>             | <b>(19,191)</b> | <b>346</b>                        | <b>(18,845)</b>       |
| <b>Balance at 26 March 2022</b>                      | <b>414</b>             | <b>402,522</b>                 | <b>30,618</b>                | <b>(376,982)</b>            | <b>56,572</b>   | <b>346</b>                        | <b>56,918</b>         |
| Profit for the period                                | -                      | -                              | -                            | 63,304                      | 63,304          | 31                                | 63,335                |
| Other comprehensive (expenses)/income for the period | -                      | -                              | (4,181)                      | 191                         | (3,990)         | -                                 | (3,990)               |
| <b>Total comprehensive income for the period</b>     | <b>-</b>               | <b>-</b>                       | <b>(4,181)</b>               | <b>63,495</b>               | <b>59,314</b>   | <b>31</b>                         | <b>59,345</b>         |
| <b>Balance at 25 March 2023</b>                      | <b>414</b>             | <b>402,522</b>                 | <b>26,437</b>                | <b>(313,487)</b>            | <b>115,886</b>  | <b>377</b>                        | <b>116,263</b>        |

**Company:**

|                                 | Share capital<br>£'000 | Share premium account<br>£'000 | Accumulated losses<br>£'000 | Total<br>£'000 |
|---------------------------------|------------------------|--------------------------------|-----------------------------|----------------|
| <b>Balance at 27 March 2021</b> | <b>414</b>             | <b>402,522</b>                 | <b>-</b>                    | <b>402,936</b> |
| Income/(expense) for the period | -                      | -                              | (2,053)                     | (2,053)        |
| <b>Balance at 26 March 2022</b> | <b>414</b>             | <b>402,522</b>                 | <b>(2,053)</b>              | <b>400,883</b> |
| Loss for the period             | -                      | -                              | (757)                       | (757)          |
| <b>Balance at 25 March 2023</b> | <b>414</b>             | <b>402,522</b>                 | <b>(2,810)</b>              | <b>400,126</b> |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

|                                                     | <b>Note</b> | <b>52 week<br/>period ended<br/>25 March 2023<br/>£'000</b> | <b>52 week<br/>period ended<br/>26 March 2022<br/>£'000</b> |
|-----------------------------------------------------|-------------|-------------------------------------------------------------|-------------------------------------------------------------|
| <b>Net cash generated from operating activities</b> | 26          | <b>175,939</b>                                              | <b>141,981</b>                                              |
| Purchases of property, plant and equipment          |             | (49,665)                                                    | (29,838)                                                    |
| Purchases of intangible assets                      | 14          | (8,263)                                                     | (2,087)                                                     |
| Net investment in shows                             |             | (337)                                                       | (2,040)                                                     |
| Cash acquired                                       |             | 3,250                                                       | (55,767)                                                    |
| <b>Net cash used in investing activities</b>        |             | <b>(55,015)</b>                                             | <b>(89,732)</b>                                             |
| Loans (given)/raised                                |             | 2,924                                                       | 11,372                                                      |
| Repayment of bank borrowings                        |             | (68,000)                                                    | (69,370)                                                    |
| Repayment of other borrowings                       |             | (20,447)                                                    | -                                                           |
| Repayment of obligations under finance leases       |             | (23,142)                                                    | (12,124)                                                    |
| Interest received                                   |             | 4,629                                                       | 42                                                          |
| Interest paid                                       |             | (42,943)                                                    | (20,681)                                                    |
| <b>Net cash used in financing activities</b>        |             | <b>(146,979)</b>                                            | <b>(90,761)</b>                                             |
| <b>Net decrease in cash and cash equivalents</b>    |             | <b>(26,055)</b>                                             | <b>(38,512)</b>                                             |
| Cash and cash equivalents at beginning of period    |             | 146,513                                                     | 185,432                                                     |
| Net decrease in cash and cash equivalents           |             | (26,055)                                                    | (38,512)                                                    |
| Foreign exchange gain/(loss) on cash                |             | 5,478                                                       | (407)                                                       |
| <b>Cash and cash equivalents at end of period</b>   | 19          | <b>125,936</b>                                              | <b>146,513</b>                                              |

No Company Statement of Cash Flows has been presented.

The accompanying notes form part of and are to be read in conjunction with these financial statements.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**1. General information**

International Entertainment Holdings Limited (the "Group") is a private Company limited by shares, incorporated in the United Kingdom under the Companies Act and is registered in England and Wales. The address of the registered office is 72 Welbeck Street, London, W1G 0AY, United Kingdom.

The principal of the Company and its subsidiaries (the Group) and the nature of the Group's operations are set out in the strategic report on pages 2 to 26.

These financial statements are presented in pounds Sterling because that is the currency of the primary economic environment in which the group operates.

**2. Adoption of new and revised standards**

***Amendments to IFRSs that are mandatorily effective for the current period***

In the current year, the Group has applied amendments to IFRSs issued by the International Accounting Standards Board (IASB) that are mandatorily effective for an accounting period that begins on or after 1 January 2022.

Amendments to IFRS adopted in the current year include:

- Amendments to IFRS 3 – Reference to the Conceptual Framework
- Amendments to IAS 16 – Property, Plant and Equipment: Proceeds before Intended Use
- Amendments to IAS 37 - Onerous Contracts - Costs of Fulfilling a Contract
- Annual Improvements to IFRS Standards 2018 – 2020 (IFRS 1, IFRS 9, IFRS 16, IAS 41)
- Amendments to IAS 1 – Disclosure of Accounting Policies
- Amendments to IAS 8 – Definition of Accounting Estimates
- Amendments to IAS 12 – Deferred Tax Related to Assets and Liabilities

The adoption of these amendments in the year did not have a material impact on the financial statements.

***New and revised IFRSs in issue but not yet effective***

At the date of authorisation of these financial statements the Group has not applied the following new and revised IFRSs that have been issued but are not yet effective:

- Amendments to IAS 1 - Classification of liabilities as Current or Non-Current
- Amendments to IAS 7 - Statement of Cash Flows
- Amendments to IFRS 7 — Financial Instruments: Disclosures
- Amendments to IFRS 16 — Lease Liability in a Sale and Leaseback

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies**

**3.1 Basis of preparation**

The financial statements have been prepared in accordance with UK-adopted international accounting standards (International Financial Reporting Standards).

The Company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Statement of Comprehensive Income and related notes. The loss for the year dealt with in the financial statements of the Company was £0.8m (2022: £2.1m).

The financial statements have been prepared on the historical cost basis, except for financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2, leasing transactions that are within the scope of IFRS 16, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

**3.2 Operating results**

The operating results include transactions up to and including the Saturday on or preceding 31 March of each period.

**3.3 Basis of consolidation**

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company (its subsidiaries). Control is achieved when the Company has the power over the investee, is exposed, or has rights to variable returns from its involvement with the investee and has the ability to use its power to affect its returns.

The results of subsidiaries acquired or disposed of during the period are included in the Consolidated Statement of Comprehensive Income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **3. Summary of significant accounting policies (Continued)**

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between the members of the Group are eliminated on consolidation.

Non-controlling interests in subsidiaries are identified separately from the Group's equity therein. Those interests of non-controlling shareholders that are present ownership interests are initially measured at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

In FY23, non-controlling interest represents 74% ownership interest by other investors in SFP Dreams Limited (Dreamgirls). The Group indirectly holds 26% of the shares in Dreamgirls, however is deemed to control the entity as it has unilateral decision making power. As a result, we consolidate Dreamgirls at 100%, with 74% reflected as non-controlling interest.

#### **3.4 Business Combinations**

Acquisitions of subsidiaries are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value. Acquisition-related costs are recognised in profit or loss as incurred.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

Contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination. Changes in fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during a maximum period which cannot exceed one year from the acquisition date about facts and circumstances that existed at the acquisition date. Where changes occur to contingent consideration that is classified as an asset or liability, that do not qualify as measurement period adjustments, the contingent consideration is remeasured at subsequent reporting dates with the corresponding gain or loss being recognised in profit or loss. To the extent that the terms of contingent consideration arrangements include service conditions, consideration is treated as a cost of employment and is recognised over the period to which the service conditions relate.

Deferred consideration is measured applying the time value of money, where the purchase price of an entity is paid in instalments. Upfront payments either involve equity in the purchaser or the commitment to pay cash when targets are achieved. The portion of the purchase price that is deferred is recognised as a liability in the Statement of Financial Position, at the present value of the future cash flows.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **3. Summary of significant accounting policies (continued)**

The Group reports provisional amounts until the measurement period is completed.

##### **3.5 Investments**

Investments in subsidiaries are valued at cost less provision for impairment.

##### **3.6 Associates and joint arrangements**

An associate is an entity over which the Group has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint arrangement is an arrangement of which two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities (i.e. activities that significantly affect the returns of the arrangement) require the unanimous consent of the parties sharing control. Joint arrangements are classified into two types - joint operations and joint ventures.

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement (i.e. joint operators) have rights to the assets, and obligations for the liabilities, relating to the arrangement. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement (i.e. joint ventures) have rights to the net assets of the arrangement. The type of joint arrangement is assessed by considering its rights and obligations, by considering the structure and legal form of the arrangement, the contractual terms agreed to by the parties to the arrangement and, when relevant, other facts and circumstances.

The classification of associates and joint arrangements depends on the contractual rights and obligations of each producer and investor, rather than the legal structure of the associate or joint arrangement.

The assets and liabilities (and related revenues and expenses) of joint operations are recognised in proportion to the interest in the arrangement.

The results and assets and liabilities of associates and joint ventures are incorporated in these financial statements using the equity method of accounting. Under the equity method, an investment in an associate is initially recognised in the consolidated Statement of Financial Position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.



**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.6 Associates and joint arrangements (continued)**

Where the year end of productions joint arrangement entities differs from that of the Group but is within three months, management analyses the activity between the joint arrangement's reporting date and the Group's; any material movements in the accounts would be reflected in the Group financial statements. For joint arrangements

where the year end differs by greater than 3 months, management obtains interim financial statements and includes results for the reporting period that aligns to the Group's.

**3.7 Goodwill**

Goodwill is not amortised but is reviewed for impairment at least annually.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units (CGUs) expected to benefit from the synergies of the combination.

Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Cash-generating units to which goodwill has been allocated are tested for impairment annually or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

**3.8 Impairment of non-current assets**

At each balance sheet date, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. Goodwill is reviewed for impairment at least annually.

For the purpose of impairment testing, goodwill is allocated, at acquisition, to the cash generating units or group of units that are expected to benefit from that business combination.

An impairment loss is recognised if the carrying amount of the asset under consideration exceeds its recoverable amount. The recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.9 Investments in shows and co-production arrangements**

*Investments in shows are stated at cost less amounts distributed to date, adjusted for the Group's share of profit or loss of the production and provisions for any amounts which the directors do not believe are recoverable.*

*Production arrangements are reviewed on a production-by-production basis and treated based on the principles outlined above as either a subsidiary, an associate, joint venture or joint operation.*

**3.10 Property, plant and equipment**

*Property, plant and equipment are stated at cost less depreciation and accumulated impairments. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, on a straight-line basis over their expected useful lives as follows:*

|                       |                                                                                             |
|-----------------------|---------------------------------------------------------------------------------------------|
| Freehold buildings    | 40 to 50 years                                                                              |
| Leasehold property    | Shorter of leasehold term and useful life of 40 to 50 years                                 |
| Fixtures and fittings | 4 to 10 years, or over the period to the end of the lease of the theatre if this is shorter |
| IT Equipment          | 3 to 5 years                                                                                |

*No depreciation is applied to the cost of assets in the course of construction. Freehold land is not depreciated.*

**3.11 Intangible assets**

*Intangible assets all have finite lives and are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives and is recognised in the administrative expenses line item.*

*The amortisation period for software is 4 years. The estimated life of other intangible assets is considered on an asset-by-asset basis and is up to 10 years.*

**3.12 Inventory**

*Inventory is valued on a first in, first out basis at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving items.*

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.13 Financial instruments**

Financial assets and financial liabilities are recognised in the Consolidated Statement of Financial Position when the Group becomes a party to the contractual provisions of the instrument and are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities, other than financial assets and financial liabilities at fair value through profit or loss ("FVTPL"), are added to, or deducted from, the fair value of the financial assets or financial liabilities on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

*Cash and cash equivalents*

Cash and cash equivalents comprise cash balances, call deposits and escrow-type accounts. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose of the Statement of cash flows.

*Trade receivables and accrued income*

Trade receivables and accrued income are classified as loans and receivables and are measured at amortised cost using the effective interest method, less any impairment. Since trade receivables and accrued income are typically due within one year and the effect of any effective interest is immaterial, this equates to initial carrying value less any impairment.

*Borrowings*

Loans and Borrowings are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis. The effective interest rate is a method of calculating the amortised cost of a financial liability and of allocated interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period to the net carrying amount on initial recognition.

When modifications of the terms of a debt arrangement occurs, qualitative and quantitative tests are performed to determine whether the modification is substantial or non-substantial. The Group applies '10% test' per IFRS 9 to determine if the modification is substantial or not. If the change in the net present value of the debt on date of modification is less than 10%, the modification is considered non-substantial. Where debt modifications are substantial, the previous borrowing is derecognised and the new debt measured as described above. Where debt modifications are non-substantial, a new fair value is determined as the net present value of future cash flows per

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.13 Financial instruments (continued)**

the new terms, resulting in an adjustment to profit and loss for the difference between the fair value and original net present value at the date of modification.

*Trade payables and accruals*

Trade payables and accruals are classified as loans and receivables and are measured at amortised cost using the effective interest method. Since trade payables and accruals are typically due within one year and the impact of any effective interest is immaterial, this equates to initial carrying value.

*Financial guarantees*

Financial guarantee contracts are accounted for as insurance contracts.

**3.14 Deferred income**

Amounts received by the Group for services performed in future are classified as deferred income and recognised in the Consolidated Statement of Comprehensive Income when the service is performed.

**3.15 Retirement benefits**

Payments to defined contribution retirement benefit schemes are recognised as an expense when employees have rendered service entitling them to the contributions. Differences between contributions payable in the period and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Full IFRS 19 disclosures relating to the defined benefit pension schemes are not included as we determined the assets and liabilities associated to be immaterial.

**3.16 Revenue**

Revenue is recognised at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales-related taxes. Revenue for the Group comprises several elements, including:

*Venue rental and production-related services*

Charges to productions in respect of services provided (such as venue rental and staffing) are recognised net of sales taxes as those services are provided.

The Group acts as a principal when the risks associated to a show are fully assumed by the Group, in which case revenue is recognised gross as the performance obligation is the performance of the show. The Group acts as an

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.16 Revenue (continued)**

agent when majority of the risks associated to a show are not taken by the Group, and therefore revenue is recognised net of other parties' share of revenue/costs.

Revenue from production-related services is recognised at the date of performance of the show, until which time it is held on the Statement of Financial Position as Deferred Income.

*Promotional services*

The Group acts as promoter for self-produced shows and shows produced by third parties. Revenue from these services is recognised at fair value of consideration received, net of sales taxes, at the date that the promotional services are provided.

*Marketing services*

Revenue from the provision of marketing services is recognised at the fair value of the consideration received or receivable. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates. Marketing services revenue is recognised net of sales taxes at point in time as services are provided, or as recoverable costs are incurred, in accordance with the terms of the contractual agreement. When recorded marketing services revenue exceeds the amounts invoiced to client, the excess is classified as accrued income.

*Ticket sales*

Revenue from ticket sales represents the revenue earned from commissions, credit card charges and similar charges. This revenue is recognised at the date the ticket is sold.

Revenue from ticket sales where the Group is acting as selling agent (whether for its own theatres or for other UK venues) includes booking fees, commissions, and similar additional income charged at the point of sale. These amounts are recognised net of any sales taxes at the transaction date. Such revenue is recognised as an agent rather than principal transaction, and so excludes the face value of the tickets sold.

This policy remains valid in the case of third party produced shows as ticketing is a distinct performance obligation and the Group is acting as an agent.

*Ticket sales for Group owned productions*

For Group owned productions, all booking fees, commissions and similar are recognised at the date of the performance along with the ticket face value.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.16 Revenue (continued)**

*Retail sales*

Revenue from concession sales to customers at the Group's venues is recognised net of sales taxes at the point of sale.

*Other revenue*

The Group provides various other services on an ad hoc basis, all of which are related to its principal activity. Related revenue is recognised at fair value over the period that such services are performed and the performance obligations are met.

*Joint operations*

In relation to co-production arrangements, where a controlling or joint operation interest is held, revenue includes the Group's share of revenue for the production. Where no controlling interest is held turnover represents net income from productions. Where equity accounting is applied, the share of profit or loss is disclosed in the "share of results of associates and joint ventures" line.

**3.17 Government grants**

Income from government grants is recognised as deferred income and released to the Consolidated Statement of Comprehensive Income as the attached conditions are satisfied. Where the grant relates to procurement of an asset, the amount received is released to the Consolidated Statement of Comprehensive Income over the useful life of the asset against associated depreciation.

A material grant related to assets is presented in the statement of financial position as a deduction from the carrying value of the related asset, with a consequent reduction in the annual charge for depreciation.

COVID-19 related job retention schemes are considered within the scope of IAS 20, with furlough receipts recorded as a reduction in payroll expenses.

**3.18 IFRS 16 Leases**

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred as well as an estimate of costs to be incurred in restoring the condition of the leased asset where relevant.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.18 IFRS 16 Leases (continued)**

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date. The estimated useful lives of the right-of-use assets are determined on the same basis as those of property, plant and equipment, with the assumption that all extension options will be exercised.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate. The Group's leases include both variable and fixed lease payments; as variable payments are generally dependent on unpredictable sales and patronage volume, these are classed as variable lease payments not incorporated into the IFRS 16 lease right-of-use asset and liability. The liability is subsequently adjusted for any re-measurement of the lease liability resulting from reassessments or lease modifications.

The Group presents right-of-use assets in 'property, plant and equipment' and lease liabilities in 'finance leases' in the statement of financial position.

**3.19 Short-term leases and leases of low-value assets**

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

**3.20 Foreign currencies**

For the purpose of the consolidated financial statements, the results and financial position of each Group Company are expressed in pounds sterling, which is the functional currency of the Company, and the presentational currency for the consolidated financial statements.

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction. Such exchange gains and losses are recognised in profit or loss. Foreign exchange gains or losses on loans that are effectively investment instruments, such as where a parent Company makes a loan with no repayment terms to a subsidiary holding Company as part of acquisition consideration, are recognised in other comprehensive income.

Results of overseas subsidiaries are translated at year-to-date average rates. Assets and liabilities of overseas subsidiaries are translated at the rate ruling at the balance sheet date. Such exchange differences arising are recognised in the translation reserve and the Statement of Changes in Equity.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.21 Operating profit**

Operating profit is stated after the share of results of associates and joint arrangements but before finance income and costs, other gains and losses and taxes.

Operating expenditure is recognised as incurred. Talent costs associated to the generation of revenue is recognised as operating expenditure aligned to how the users of the financial statements monitor such costs.

**3.22 Finance income**

Finance income is recognised in profit or loss in the period in which it is earned.

**3.23 Finance costs**

Finance costs are recognised in profit or loss in the period in which they are incurred.

**3.24 Other gains and losses**

Other gains and losses are recognised in profit or loss in the period in which they are incurred.

**3.25 Pre-Production related costs**

Expenses incurred prior to a production going live which are directly attributable to the production of the show are categorised into property plant and equipment and depreciated over the assumed useful life of the show.

**3.26 Taxation**

The tax expense represents the sum of the tax currently payable and deferred tax.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

**Current tax** is based on taxable profit for the period calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

**Deferred tax** is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised.



**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**3. Summary of significant accounting policies (continued)**

**3.27 Taxation (continued)**

Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill, from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit or investments in subsidiaries and associates, and interests in joint ventures, where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the financial period end date. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised.

**3.28 Provisions**

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation. Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is the Group's weighted average cost of capital.

**4. Critical accounting judgements and key sources of estimation uncertainty**

In the application of the Group's accounting policies, which are described in note 3, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

**Judgements**

*Going concern basis*

In order to assess whether it is appropriate for the Group to be reported as a going concern, the Directors are required to make judgements regarding the Group's future trading performance, cash generation and ability to satisfy its financial obligations.

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## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **4. Critical accounting judgements and key sources of estimation uncertainty (continued)**

The Group has considered the combining of operation with Jujamcyn Theatres LLC in June 2023 as well as refinancing of the debt in order to finance the merger in the consideration of the going concern assessment. Having undertaken appropriate enquiries and having considered the business activities and the Group's principal risks and uncertainties, the Directors concluded that the financial statements should be prepared on a going concern basis. Please refer to the Directors' Report for our detailed assessment of this matter.

##### *Government grants*

In recognizing government grants, the Group considers the applicable accounting standards guidance in quantifying the grants recognized as income. The Directors are required to make judgements in applying such guidance to justify the grants claimed.

##### *Deferred Tax Assets*

A deferred tax asset is recognised for unused tax losses and unused tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilised. The Directors are required to make judgements on the probability of future taxable profits.

##### **Key sources of estimation uncertainty**

###### *Carrying value of non-current assets*

###### *Impairment*

The Group assesses the carrying values of property, plant and equipment should indicators for impairment exist. Intangible assets are assessed for impairment annually. Recoverability is dependent upon assumptions and estimates regarding market conditions, future cash flows and discount rates, known as at 25 March 2023. A material change in assumptions may significantly impact the potential impairment of these assets.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**5. Revenue**

The Group's revenue from external customers by classification is detailed below:

|                                              | <b>52 week<br/>period ended<br/>25 March 2023</b> | <b>52 week<br/>period ended<br/>26 March 2022</b> |
|----------------------------------------------|---------------------------------------------------|---------------------------------------------------|
|                                              | <b>£'000</b>                                      | <b>£'000</b>                                      |
| Venue Rental and Production Related Services | <b>369,671</b>                                    | <b>139,819</b>                                    |
| Promotional & Marketing Services             | <b>116,475</b>                                    | <b>75,686</b>                                     |
| Ticket and Retail Sales                      | <b>212,151</b>                                    | <b>101,896</b>                                    |
| Other                                        | <b>6,723</b>                                      | <b>3,569</b>                                      |
| <b>Total revenue</b>                         | <b>705,020</b>                                    | <b>320,970</b>                                    |

The Group's revenue from external customers by geographical location is detailed below:

|                      | <b>52 week<br/>period ended<br/>25 March 2023</b> | <b>52 week<br/>period ended<br/>26 March 2022</b> |
|----------------------|---------------------------------------------------|---------------------------------------------------|
|                      | <b>£'000</b>                                      | <b>£'000</b>                                      |
| United Kingdom       | <b>276,549</b>                                    | <b>164,933</b>                                    |
| Rest of Europe       | <b>154,048</b>                                    | <b>47,830</b>                                     |
| North America        | <b>274,421</b>                                    | <b>105,161</b>                                    |
| APAC                 | <b>2</b>                                          | <b>3,046</b>                                      |
| <b>Total revenue</b> | <b>705,020</b>                                    | <b>320,970</b>                                    |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**6. Operating profit/(loss)**

Operating profit/(loss) for the period has been arrived at after charging/(crediting):

|                                                          | <b>Note</b> | <b>52 week<br/>period ended<br/>25 March 2023<br/>£'000</b> | <b>52 week<br/>period ended<br/>26 March 2022<br/>£'000</b> |
|----------------------------------------------------------|-------------|-------------------------------------------------------------|-------------------------------------------------------------|
| Depreciation of property, plant and equipment            | 15          | 30,538                                                      | 27,958                                                      |
| Depreciation charge for right-of-use assets - buildings  | 15          | 8,408                                                       | 7,003                                                       |
| Amortisation of intangible fixed assets                  | 14          | 2,398                                                       | 4,291                                                       |
| Loss/(Gain) on disposal of property, plant and equipment | 15          | 1,436                                                       | (195)                                                       |
| Operating lease charges                                  |             | 5,232                                                       | 1,874                                                       |
| Staff costs                                              | 8           | 174,129                                                     | 109,503                                                     |
| Other income                                             |             | (15,629)                                                    | (57,534)                                                    |

Other income is comprised of government grants and management fees received in the period.

**7. Auditors' remuneration**

The analysis of the auditors' remuneration is as follows:

|                                                                               | <b>52 week<br/>period ended<br/>25 March 2023<br/>£'000</b> | <b>52 week<br/>period ended<br/>26 March 2022<br/>£'000</b> |
|-------------------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|
| Fees payable to the Company's auditors and their associates for the audit of: |                                                             |                                                             |
| The consolidated and parent financial statements                              | 535                                                         | 500                                                         |
| The subsidiary financial statements                                           | 48                                                          | 50                                                          |
| <b>Total audit fees</b>                                                       | <b>583</b>                                                  | <b>550</b>                                                  |
| German Subsidy Claim review                                                   | 13                                                          | -                                                           |
| Global mobility advisory services                                             | -                                                           | 11                                                          |
| Tax services                                                                  | 23                                                          | -                                                           |
| <b>Total non-audit fees</b>                                                   | <b>36</b>                                                   | <b>11</b>                                                   |
| <b>Total</b>                                                                  | <b>619</b>                                                  | <b>561</b>                                                  |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**8. Staff costs**

The average monthly number of employees (including executive directors) was:

|                                                  | <b>52 week<br/>period ended<br/>25 March 2023</b> | <b>52 week<br/>period ended<br/>26 March 2022</b> |
|--------------------------------------------------|---------------------------------------------------|---------------------------------------------------|
| Directors                                        | 4                                                 | 5                                                 |
| Venue staff                                      | 6,450                                             | 4,625                                             |
| Other                                            | 1,313                                             | 1,110                                             |
| <b>Total monthly average number of employees</b> | <b>7,767</b>                                      | <b>5,740</b>                                      |

The average number of individuals with an employment contract in place during the period and the number of other persons providing similar services is 7,767.

Their aggregate remuneration comprised:

|                                     | <b>As at 52 week<br/>period ended 25<br/>March 2023<br/>£'000</b> | <b>As at 52 week<br/>period ended<br/>26 March 2022<br/>£'000</b> |
|-------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|
| Wages and salaries                  | 161,197                                                           | 98,397                                                            |
| Social security costs               | 10,563                                                            | 8,929                                                             |
| Other pension costs                 | 2,369                                                             | 2,177                                                             |
| <b>Total aggregate remuneration</b> | <b>174,129</b>                                                    | <b>109,503</b>                                                    |

Current year staff costs are presented net of income from government support schemes totalling £nil (2022: £12.0m).

Directors disclosed here are only those employed by the Group and therefore excludes board members employed by the Group's shareholders. Remuneration for directors employed by the Group's shareholders with respect to their services to the Group is incidental to their services to the Group's shareholders.

The average monthly number of employees of the Company was four, being the executive directors (2022: five).

Certain US employees included within the payroll remuneration figures above do not have an employment contract in place and work on a temporary basis. The number of unique payees during the year for the US region was 4,378; the average number of US employees included in the total monthly average number of employees of 2,115 does not include these employees.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**8. Staff costs (continued)**

**Remuneration of directors and key management personnel**

The remuneration of the directors and key management personnel of the Group is set out below:

|                                                                | <b>52 week<br/>period ended<br/>25 March 2023<br/>£'000</b> | <b>52 week<br/>period ended<br/>26 March 2022<br/>£'000</b> |
|----------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|
| <i>Remuneration of directors:</i>                              |                                                             |                                                             |
| Salaries, fees, bonuses, and benefits in kind                  | 2,704                                                       | 1,621                                                       |
| Money purchase pension contributions                           | 4                                                           | 6                                                           |
| <b>Total remuneration of directors</b>                         | <b>2,708</b>                                                | <b>1,627</b>                                                |
| <i>Remuneration of directors and key management personnel:</i> |                                                             |                                                             |
| Remuneration                                                   | 5,797                                                       | 3,631                                                       |
| Social security contributions                                  | 816                                                         | 523                                                         |
| Pension                                                        | 54                                                          | 41                                                          |
| <b>Total remuneration of key management personnel</b>          | <b>6,667</b>                                                | <b>4,195</b>                                                |

Note that the remuneration disclosed above includes remuneration of directors of the Group's ultimate parent company in the UK, International Entertainment Holdings Limited. Key management personnel are those who have significant influence over the operational running of the business. During the period, retirement benefits were accruing to two (2022: two) directors in respect of defined contribution schemes.

The highest paid director received remuneration of £2,010,238 (2022: £1,041,012). The value of the Company's contributions paid to a defined contribution pension scheme in respect of that individual amounted to £4,000 (2022: £4,000).

During the period, no directors and key management personnel received compensation for loss of office (2022: none).

**Pensions**

The Group operates defined contribution pension schemes. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £2,369,000 (2022: £2,177,000). Contributions totalling £393,978 (2022: £711,000) were payable to the fund at the balance sheet date.

**Employee benefit trust**

The Group has no direct employee share scheme or share-based payment arrangement. However, certain employees of the Group have acquired an interest in the equity of the holding Company via an employee benefit trust in both the current and prior periods.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**9. Finance income**

|                       | <b>52 week<br/>period ended<br/>25 March<br/>2023<br/>£'000</b> | <b>52 week<br/>period ended<br/>27 March 2022<br/>£'000</b> |
|-----------------------|-----------------------------------------------------------------|-------------------------------------------------------------|
| Interest income       | 4,752                                                           | 2,789                                                       |
| <b>Finance income</b> | <b>4,752</b>                                                    | <b>2,789</b>                                                |

**10. Finance costs**

|                                               | <b>52 week<br/>period ended<br/>25 March 2023<br/>£'000</b> | <b>52 week<br/>period ended<br/>27 March 2022<br/>£'000</b> |
|-----------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|
| Interest on loans from parent undertakings    | 5,750                                                       | 5,111                                                       |
| Interest on bank overdrafts and loans         | 38,908                                                      | 36,108                                                      |
| Interest on obligations under finance leases  | 5,333                                                       | 5,238                                                       |
| Interest expense on IFRS 16 lease liabilities | 9,972                                                       | 9,036                                                       |
| Amortisation of IFRS 9 Debt Modification      | (847)                                                       | (846)                                                       |
| Foreign exchange loss/(gain)                  | (12,788)                                                    | (3,927)                                                     |
| <b>Finance costs</b>                          | <b>46,328</b>                                               | <b>50,720</b>                                               |

**11. Taxation**

Analysis of tax charge/ (credit) in the period

|                                                     | <b>52 week<br/>period ended<br/>25 March 2023<br/>£'000</b> | <b>52 week<br/>period ended<br/>26 March 2022<br/>£'000</b> |
|-----------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|
| <b>Current tax</b>                                  |                                                             |                                                             |
| Tax charge/(credit) on profit/(loss) for the period | 10,752                                                      | (1,246)                                                     |
| Prior year tax adjustment                           | -                                                           | 1,339                                                       |
| <b>Total current tax</b>                            | <b>10,752</b>                                               | <b>93</b>                                                   |
| <b>Deferred tax</b>                                 | <b>24</b>                                                   |                                                             |
| Deferred tax charge/(credit) current year           | 9,640                                                       | (16,992)                                                    |
| Change in tax rate                                  | -                                                           | 5,316                                                       |
| Adjustments in respect of prior periods             | (4,804)                                                     | 5,723                                                       |
| <b>Total deferred tax</b>                           | <b>4,836</b>                                                | <b>(5,953)</b>                                              |
| <b>Tax on profit/(loss)</b>                         | <b>15,588</b>                                               | <b>(5,860)</b>                                              |

UK corporation tax is calculated at 19% (2022: 19%) of the estimated taxable profit for the period. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**11. Taxation (Continued)**

The charge/ (credit) for the period can be reconciled to the Consolidated Statement of Comprehensive Income as follows:

|                                                                                                  | <b>52 week<br/>period ended<br/>25 March 2023<br/>£'000</b> | <b>52 week<br/>period ended<br/>26 March 2022<br/>£'000</b> |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|
| <b>Profit/(Loss) before tax</b>                                                                  | <b>78,923</b>                                               | <b>(28,598)</b>                                             |
| <b>Profit/(Loss) multiplied by standard rate of corporation tax in the UK of 19% (2022: 19%)</b> | <b>14,995</b>                                               | <b>(5,434)</b>                                              |
| Effects of:                                                                                      |                                                             |                                                             |
| Expenses not deductible for tax purposes                                                         | 1,526                                                       | 1,125                                                       |
| Adjustments to tax charge in respect of prior periods                                            | (4,804)                                                     | 7,062                                                       |
| Effect of different rate for deferred tax                                                        | 1,342                                                       | 5,317                                                       |
| Effect of different rates of subsidiaries operating in other jurisdictions                       | 3,868                                                       | (200)                                                       |
| Theatre tax credit                                                                               | (2,000)                                                     | (1,280)                                                     |
| Change in unrecognised deferred tax assets                                                       | -                                                           | (12,449)                                                    |
| Effect of foreign exchange                                                                       | 661                                                         | (1)                                                         |
| <b>Tax charge/ (credit) for the period (see note above)</b>                                      | <b>15,588</b>                                               | <b>(5,860)</b>                                              |

The closing UK deferred tax liability as at 25 March 2023 has been calculated to reflect the tax rate at which the deferred tax liability is expected to become payable. This 25% rate was announced in Finance Bill 2021 which received royal assent on 10 June 2021 becoming Finance Bill 2021, effective from 1 April 2023.

Deferred tax assets on carried forward unutilised losses in Australia of £2.4m (2022: £2.5m), £0.4m in the UK (2022: £0.4m) have not been recognised as sufficient profits to utilise these losses are not expected to arise in the relevant entities. Deferred tax assets on Corporate Interest Restricted amounts of £70.3m (2022 £50.1m) have also not been recognised as debt ratios in the group expect to continue to exceed relevant limits.

There are carried forward unutilised tax losses in the US of £29.3m (2022: £39.7m) on which a deferred tax asset of £6.1m (2022: £8.3m) is recognised. This is included in total deferred tax assets for the US of £7.7m. The total deferred tax assets recognised for Germany is £5.6m.

The net tax creditor is £7.7m (2022: debtor of £2.5m) made up of a UK debtor of £0.6m, a US creditor of £2.5m and a German creditor of £5.8m.

There is a deferred tax liability of £37.3m and a deferred tax asset of £27.6m (refer to note 24).



**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**12. Investments**

The directly and indirectly held subsidiaries are listed in note 35.

|                                | 25 March 2023 | 26 March 2022 |
|--------------------------------|---------------|---------------|
| Group                          | £'000         | £'000         |
| <b>Cost and net book value</b> |               |               |
| Unlisted investments           | 14,395        | 574           |
| <b>Investments</b>             | <b>14,395</b> | <b>574</b>    |

|                                | 25 March 2023  | 26 March 2022  |
|--------------------------------|----------------|----------------|
| Company                        | £'000          | £'000          |
| <b>Cost and net book value</b> |                |                |
| Subsidiary investments         | 413,835        | 413,835        |
| <b>Investments</b>             | <b>413,835</b> | <b>413,835</b> |

The Group's unlisted investments relate to its investment in Kings Theatre Redevelopment Company LLC, a company incorporated in the United States of America of which the Group owns 24.77%. On December 13, 2022, Kings Theatre Developer, LLC, a wholly owned subsidiary of the Group acquired all interests in Kings Theatre Master Tenant, LLC, obtaining 100% control of the entity. The acquired business owned 23.69% of Kings Theatre Redevelopment Company, which increased the Group's stake from 1.08% (2022) to 24.77%.

The Group's acquisition of Kings Theatre Master Tenant has been presented at book value herein; the determination of the fair value of identifiable assets and liabilities of this entity will be completed during FY24.

**13. Interests in associates and joint ventures – Group**

|                                                   | 25 March 2023 | 26 March 2022 |
|---------------------------------------------------|---------------|---------------|
|                                                   | £'000         | £'000         |
| Interests in joint ventures                       | 5,869         | 2,699         |
| Interests in associates                           | 1,740         | 670           |
| <b>Interests in associates and joint ventures</b> | <b>7,609</b>  | <b>3,369</b>  |

*Joint ventures*

The Group has interests in several individually immaterial joint ventures which take the form of both productions and businesses. Each investment is structured as a separate vehicle and the Group has a residual interest in the net assets of the investment. Accordingly, the Group has classified its interests as joint ventures. For some of the productions, the Group is entitled to less than 50% of the production earnings however the production agreement requires unanimous consent in decision making resulting in joint control.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**13. Interests in associates and joint ventures – Group (continued)**

The following companies have a different year end date to the Group's accounting financial year end of 25 March 2023:

- Scout London Limited: 31 December
- Golden Egg Productions Limited: 31 August
- The Old Vic Theatre Company (The Cut) Limited: 31 August
- People NY LP: 31 December
- Leopoldstadt Broadway LP: 31 December
- 88 Notes LLC: 31 December
- OWS Goes Global Limited: 14 April
- Beautiful Thing NY Limited Partnership: 31 December
- HP Production Australia Pty Ltd: 30 June
- HP Australia Unit Trust: 30 June
- ISM Show AG: 31 December

This is as a result of the entities not being controlled by IEHL, hence year end dates may need to suit the requirements of majority shareholders.

The Group has followed the IFRS guidance for applying the equity method of accounting to these joint venture entities. Therefore, when the statutory year end falls within three months of the Group's year end the last set of statutory accounts were used; otherwise statutory and interim accounts were used.

The joint ventures are not restricted in their ability to transfer funds to the Group in the form of cash dividends, or to repay loans or advances by the entity.

The following table analyses, in aggregate, the carrying amount and share of total comprehensive income of these joint ventures.

*Joint Ventures*

|                                                       | <b>25 March 2023</b> | <b>26 March 2022</b> |
|-------------------------------------------------------|----------------------|----------------------|
|                                                       | <b>£'000</b>         | <b>£'000</b>         |
| <b>Carrying amount of interests in joint ventures</b> | <b>5,869</b>         | <b>2,699</b>         |
| <b>Share of total comprehensive income</b>            | <b>4,575</b>         | <b>2,392</b>         |

*Associates*

|                                                      | <b>25 March 2023</b> | <b>26 March 2022</b> |
|------------------------------------------------------|----------------------|----------------------|
|                                                      | <b>£'000</b>         | <b>£'000</b>         |
| <b>Carrying amount of interests in associates</b>    | <b>1,740</b>         | <b>670</b>           |
| <b>Share of total comprehensive income/(expense)</b> | <b>55</b>            | <b>(6)</b>           |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**14. Intangible assets – Group**

|                                                | Software<br>£'000 | Assets under<br>construction<br>£'000 | Other -<br>Intangibles<br>£'000 | Total<br>Intangible<br>Assets<br>£'000 | Goodwill<br>£'000 | Total<br>£'000 |
|------------------------------------------------|-------------------|---------------------------------------|---------------------------------|----------------------------------------|-------------------|----------------|
| <b>Cost</b>                                    |                   |                                       |                                 |                                        |                   |                |
| At 27 March 2021                               | 23,382            | 2,962                                 | 9,800                           | 36,144                                 | 370,326           | 406,470        |
| Additions                                      | 1,171             | 916                                   | -                               | 2,087                                  | -                 | 2,087          |
| Recognised on acquisition of a subsidiary      | -                 | -                                     | 9,294                           | 9,294                                  | 37,814            | 47,108         |
| Disposals                                      | (282)             | -                                     | (938)                           | (1,220)                                | -                 | (1,220)        |
| Exchange differences                           | (24)              | -                                     | (341)                           | (365)                                  | 1,525             | 1,160          |
| <b>At 26 March 2022</b>                        | <b>24,247</b>     | <b>3,878</b>                          | <b>17,815</b>                   | <b>45,940</b>                          | <b>409,665</b>    | <b>455,605</b> |
| Additions                                      | 4,198             | 1,125                                 | 2,941                           | 8,263                                  | 11,400            | 19,663         |
| Disposals                                      | (4,179)           | (25)                                  | -                               | (4,204)                                | -                 | (4,204)        |
| Transfer                                       | 2,839             | (2,839)                               | -                               | -                                      | -                 | -              |
| Exchange differences                           | (6,272)           | -                                     | 1,127                           | (5,144)                                | 10,617            | 5,473          |
| <b>At 25 March 2023</b>                        | <b>20,833</b>     | <b>2,139</b>                          | <b>21,883</b>                   | <b>44,855</b>                          | <b>431,682</b>    | <b>476,537</b> |
| <b>Accumulated amortisation and impairment</b> |                   |                                       |                                 |                                        |                   |                |
| At 27 March 2021                               | 10,673            | -                                     | 6,862                           | 17,535                                 | 7,442             | 24,977         |
| Charge for the 52 week period                  | 2,049             | -                                     | 2,242                           | 4,291                                  | -                 | 4,291          |
| Reclassification                               | -                 | -                                     | -                               | -                                      | 1,755             | 1,755          |
| Disposals                                      | (282)             | -                                     | (938)                           | (1,220)                                | -                 | (1,220)        |
| Exchange differences                           | (17)              | -                                     | (132)                           | (149)                                  | (215)             | (364)          |
| <b>At 26 March 2022</b>                        | <b>12,423</b>     | <b>-</b>                              | <b>8,034</b>                    | <b>20,457</b>                          | <b>8,982</b>      | <b>29,439</b>  |
| Charge for the 52 week period                  | 1,400             | -                                     | 998                             | 2,398                                  | -                 | 2,398          |
| Disposals                                      | (198)             | -                                     | -                               | (198)                                  | -                 | (198)          |
| Exchange differences                           | (5,593)           | -                                     | (814)                           | (6,407)                                | -                 | (6,407)        |
| <b>At 25 March 2023</b>                        | <b>8,032</b>      | <b>-</b>                              | <b>8,218</b>                    | <b>16,250</b>                          | <b>8,982</b>      | <b>25,232</b>  |
| <b>Carrying amount</b>                         |                   |                                       |                                 |                                        |                   |                |
| <b>At 25 March 2023</b>                        | <b>17,801</b>     | <b>2,139</b>                          | <b>13,665</b>                   | <b>28,605</b>                          | <b>422,700</b>    | <b>451,205</b> |
| <b>At 26 March 2022</b>                        | <b>11,824</b>     | <b>3,878</b>                          | <b>9,781</b>                    | <b>25,483</b>                          | <b>400,683</b>    | <b>426,166</b> |

Additions to assets under construction £1.1m (2022: £0.9 million) relates to software additions. Other intangible assets relate to show rights costs and pre-production related costs.

The Company has no Intangible assets (2022: Enil).

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**14. Intangible assets – Group (continued)**

Goodwill acquired in a business combination is allocated, at acquisition, to the cash generating units (CGUs) or group of units that are expected to benefit from that business combination. The carrying amount of goodwill has been allocated to the following CGUs:

|                       | 25 March 2023  | 26 March 2022  |
|-----------------------|----------------|----------------|
|                       | £'000          | £'000          |
| United Kingdom        | 248,079        | 248,079        |
| USA                   | 120,133        | 100,684        |
| Mainland Europe       | 40,466         | 37,986         |
| Marketing services    | 14,022         | 13,934         |
| <b>Total goodwill</b> | <b>422,700</b> | <b>400,683</b> |

The Group tests goodwill and Intangible assets annually for impairment, or more frequently if there are indications that goodwill might be impaired. Property, plant and equipment is also tested for impairment if there are indicators of impairment. The recoverable amounts of the CGUs and the group of units are determined as the higher of value in use or fair value less costs to sell for each CGU and group of units.

The impairment reviews for United Kingdom, USA, Mainland Europe and Marketing services do not indicate any impairment against goodwill, other intangibles or property, plant and equipment.

The key assumptions and resulting attributes of the impairment review are as follows:

|                               | United Kingdom | USA          | Mainland Europe | Marketing Services |
|-------------------------------|----------------|--------------|-----------------|--------------------|
| <b>£Ms</b>                    |                |              |                 |                    |
| Goodwill                      | 248.1          | 120.1        | 40.5            | 14.0               |
| Net book value excl Goodwill  | 189.3          | 204.1        | 41.7            | 0.3                |
| <b>Total net assets</b>       | <b>437.4</b>   | <b>324.2</b> | <b>82.2</b>     | <b>14.3</b>        |
| <br>WACC assumption (pre-tax) | 14.4%          | 13.81%       | 13.77%          | 14.4%              |
| GDP growth                    | 0.2%           | 1.6%         | 0.0%            | 0.2%               |

The net book value consists of the value of property, plant, and equipment, intangible assets, and goodwill, reduced by the value of obligations under finance leases.

The values for the key assumptions were arrived at by taking into consideration historical information and comparing to external sources where appropriate, such as market rates for discount factors. GDP growth rates are used as the terminal value growth rate in calculating the net present values of the respective CGUs, while the GDP growth rates applied as the base growth factor for years 4 to 5.

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**14. Intangible assets – Group (continued)**

Budgeted cash flows – the calculation of value in use has been based on the cash flows forecast in the Group's FY24 budget (board approved), as well as the latest three year plan (FY25 – FY26) for the subsequent years until the terminal year.

The FY24 budget and the most recent three-year plan have accounted for the fact that FY23 exceeded expectations due to a strong content schedule, but have also considered the impact of escalating energy costs.

The following sensitivities were applied to the impairment test:

Sensitising the discount rate and terminal growth rates by assuming the "breaking point" i.e. at what discount rate and/or growth rate would result in impairments across the CGUs.

The increase in the discount rate required to create an impairment to each CGU is: UK 16.8%, US 17.4%, Mainland Europe 22.1% and Marketing Services at 40.0%.

The reduction in the terminal growth rate required to create an impairment to each CGU is: UK -4.2%, US -4.9%, Mainland Europe -17.5%.

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**15. Property, plant and equipment – Group**

|                                                | Freehold<br>property<br>£'000 | Right of<br>Use<br>Asset<br>£'000 | Long-term<br>leasehold<br>property<br>£'000 | Short-<br>term<br>leasehold<br>property<br>£'000 | Assets under<br>construction<br>£'000 | Fixtures<br>and<br>fittings<br>£'000 | Total<br>£'000 |
|------------------------------------------------|-------------------------------|-----------------------------------|---------------------------------------------|--------------------------------------------------|---------------------------------------|--------------------------------------|----------------|
| <b>Cost</b>                                    |                               |                                   |                                             |                                                  |                                       |                                      |                |
| At 27 March 2021                               | 173,398                       | 85,120                            | 145,777                                     | 21,831                                           | 3,506                                 | 82,164                               | 511,796        |
| Additions                                      | -                             | 2,134                             | 383                                         | -                                                | 3,654                                 | 23,668                               | 29,839         |
| Recognised on acquisition<br>of a subsidiary   | 131,888                       | -                                 | 39                                          | -                                                | -                                     | 3,896                                | 135,823        |
| Disposals                                      | (129)                         | (362)                             | (376)                                       | -                                                | -                                     | (2,308)                              | (3,175)        |
| IFRS 16 Adjustments                            | -                             | 15,491                            | -                                           | -                                                | -                                     | -                                    | 15,491         |
| Exchange differences                           | (972)                         | (978)                             | 3,355                                       | -                                                | (8)                                   | 418                                  | 1,815          |
| <b>At 26 March 2022</b>                        | <b>304,185</b>                | <b>101,405</b>                    | <b>149,178</b>                              | <b>21,831</b>                                    | <b>7,152</b>                          | <b>107,838</b>                       | <b>691,589</b> |
| Additions                                      | 7,654                         | 12,968                            | 5,858                                       | -                                                | 14,240                                | 24,244                               | 64,964         |
| Disposals                                      | -                             | (82)                              | -                                           | -                                                | -                                     | (2,633)                              | (2,715)        |
| Transfer                                       | -                             | -                                 | -                                           | -                                                | (396)                                 | -                                    | (396)          |
| IFRS 16 Adjustments                            | -                             | 14,971                            | -                                           | -                                                | -                                     | -                                    | 14,971         |
| Exchange differences                           | 23,912                        | 6,840                             | 2,073                                       | 1,591                                            | 174                                   | 6,861                                | 41,451         |
| <b>At 25 March 2023</b>                        | <b>335,751</b>                | <b>136,102</b>                    | <b>157,109</b>                              | <b>23,422</b>                                    | <b>21,170</b>                         | <b>136,310</b>                       | <b>809,864</b> |
| <b>Accumulated depreciation and impairment</b> |                               |                                   |                                             |                                                  |                                       |                                      |                |
| At 27 March 2021                               | 26,310                        | 17,081                            | 36,067                                      | 4,658                                            | -                                     | 38,201                               | 122,317        |
| Charge for the 52 week<br>period               | 7,116                         | 7,003                             | 5,750                                       | 523                                              | -                                     | 14,569                               | 34,961         |
| Reclassification                               | -                             | -                                 | -                                           | -                                                | -                                     | (1,755)                              | (1,755)        |
| Disposals                                      | (129)                         | (362)                             | (376)                                       | -                                                | -                                     | (2,113)                              | (2,980)        |
| IFRS 16 Adjustment                             | -                             | (754)                             | -                                           | -                                                | -                                     | -                                    | (754)          |
| Exchange differences                           | (233)                         | 99                                | 1,135                                       | -                                                | -                                     | 243                                  | 1,244          |
| <b>At 26 March 2022</b>                        | <b>33,064</b>                 | <b>23,067</b>                     | <b>42,576</b>                               | <b>5,181</b>                                     | <b>-</b>                              | <b>49,145</b>                        | <b>153,033</b> |
| Charge for the 52 week<br>period               | 9,766                         | 8,408                             | 7,050                                       | 350                                              | -                                     | 13,372                               | 38,946         |
| Disposals                                      | -                             | -                                 | (82)                                        | -                                                | -                                     | (1,303)                              | (1,385)        |
| IFRS 16 Adjustment                             | -                             | (3)                               | -                                           | -                                                | -                                     | -                                    | (3)            |
| Exchange differences                           | 9,741                         | 1,440                             | (2,967)                                     | 1,589                                            | -                                     | 9,698                                | 19,501         |
| <b>At 25 March 2023</b>                        | <b>52,571</b>                 | <b>32,912</b>                     | <b>46,577</b>                               | <b>7,120</b>                                     | <b>-</b>                              | <b>70,912</b>                        | <b>210,092</b> |
| <b>Carrying amount</b>                         |                               |                                   |                                             |                                                  |                                       |                                      |                |
| <b>At 25 March 2023</b>                        | <b>283,180</b>                | <b>103,190</b>                    | <b>110,532</b>                              | <b>16,302</b>                                    | <b>21,170</b>                         | <b>65,398</b>                        | <b>599,772</b> |
| <b>At 26 March 2022</b>                        | <b>271,121</b>                | <b>78,338</b>                     | <b>106,602</b>                              | <b>16,650</b>                                    | <b>7,152</b>                          | <b>58,693</b>                        | <b>538,556</b> |

The additions recognised in the carrying amount of assets under construction is £13.0m (2022: £3.7m).

IFRS 16 adjustments during the period related to modifications and changes to lease terms during the period.

The Company has no property, plant and equipment (2022: £nil).

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**16. Inventories – Group**

|                                            | <b>25 March 2023</b> | <b>26 March 2022</b> |
|--------------------------------------------|----------------------|----------------------|
|                                            | <b>£'000</b>         | <b>£'000</b>         |
| Finished goods at cost                     | <b>1,894</b>         | <b>1,560</b>         |
| Inventory provision                        | -                    | -                    |
| <b>Finished goods and goods for resale</b> | <b>1,894</b>         | <b>1,560</b>         |

The Group recognised £25.9m of inventories as an expense during the period (2022: £12.1m). The Group wrote off no inventory during the period (2022: nil).

The Company has no inventory (2022: £nil).

**17. Investments in shows – Group**

|                             | <b>25 March 2023</b> | <b>26 March 2022</b> |
|-----------------------------|----------------------|----------------------|
|                             | <b>£'000</b>         | <b>£'000</b>         |
| <b>Investments in shows</b> | <b>3,005</b>         | <b>2,669</b>         |

Investments in shows reflect the Group's investment in productions for which it does not have a controlling interest, joint control or significant influence.

The Company has no investments in shows (2022: £nil).

**18. Trade and other receivables – Group**

|                                                     | <b>25 March 2023</b> | <b>26 March 2022</b> |
|-----------------------------------------------------|----------------------|----------------------|
|                                                     | <b>£'000</b>         | <b>£'000</b>         |
| Notes receivable                                    | <b>12,805</b>        | <b>9,033</b>         |
| Other non-current receivables                       | <b>5,700</b>         | <b>17,994</b>        |
| <b>Amounts receivable after more than 12 months</b> | <b>18,505</b>        | <b>27,027</b>        |

The notes receivable balance comprises amounts receivable from counterparties in relation to the financing structure for the redevelopment of The Kings Theatre via a commonplace arrangement created by the US government to encourage financial institutions to invest into redevelopment of historic buildings. Interest is receivable at a rates of 3.8% to 8%. These will be recoverable from the counterparties either over the life of the instrument or by transfer of leasehold interests. The long-term receivable relates to a balance acquired as part of the ACE acquisition and is a fee for theatre development services provided which will be paid over a number of years.

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**18. Trade and other receivables – Group (continued)**

|                                            | <b>25 March 2023</b> | <b>26 March 2022</b> |
|--------------------------------------------|----------------------|----------------------|
|                                            | <b>£'000</b>         | <b>£'000</b>         |
| Trade receivables                          | <b>35,445</b>        | 37,511               |
| Prepayments and accrued income             | <b>22,386</b>        | 15,751               |
| Corporation tax receivable                 | -                    | 2,506                |
| VAT receivable                             | -                    | 3,757                |
| Other receivables                          | <b>19,052</b>        | 15,614               |
| <b>Amounts receivable within 12 months</b> | <b>76,883</b>        | <b>75,139</b>        |

Other receivables include a related party balance of £3.7m due from the Group's parent company, IE Luxco S.a.r.l (Luxembourg) (2022: £3.7m), as well as an intercompany receivable with the Group's parent company of £8.2m (2022: nil) repayable on demand.

The Company had no trade and other receivables (2022: £nil).

All impaired trade receivables have been provided to the extent they are believed not to be recoverable. The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable. The Group does not hold any collateral as security. Assets which are neither past due nor impaired are considered fully recoverable.

*Analysis of trade receivable ageing*

*Credit risk management*

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. As of 25 March 2023, some of the Group's trade receivables were due and/or expected due but not impaired. These relate to a number of independent customers with no material concentration within any one customer and no customers who are of particularly high risk of default. The ageing analysis of these trade receivables is as follows:

|                | <b>25 March 2023</b> | <b>26 March 2022</b> |
|----------------|----------------------|----------------------|
|                | <b>£'000</b>         | <b>£'000</b>         |
| Up to 3 months | 33,191               | 24,484               |
| 3 to 6 months  | 1,506                | 1,376                |
| Over 6 months  | 1,894                | 12,825               |
| <b>Total</b>   | <b>36,591</b>        | <b>38,685</b>        |

As of 25 March 2023, the Group also held past due trade receivables which had been appropriately provided for:

|                | <b>25 March 2023</b> | <b>26 March 2022</b> |
|----------------|----------------------|----------------------|
|                | <b>£'000</b>         | <b>£'000</b>         |
| Up to 3 months | 462                  | 199                  |
| 3 to 6 months  | 94                   | 49                   |
| Over 6 months  | 590                  | 926                  |
| <b>Total</b>   | <b>1,146</b>         | <b>1,174</b>         |



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**18. Trade and other receivables – Group (continued)**

Under IFRS 9, the Group is required to utilise objective evidence as well as consider forward looking information, such as the economic conditions in the countries where the Group operates, and the probability of default when calculating expected credit losses. The maturity of financial assets is therefore used as an indicator as to the probability of default.

**19. Cash and cash equivalents – Group**

|                                                | <b>25 March 2023</b> | <b>26 March 2022</b> |
|------------------------------------------------|----------------------|----------------------|
|                                                | <b>£'000</b>         | <b>£'000</b>         |
| Cash and cash equivalents held in own accounts | <b>114,656</b>       | 135,955              |
| Cash and cash equivalents held in escrow       | <b>11,280</b>        | 10,558               |
| <b>Cash and cash equivalents</b>               | <b>125,936</b>       | 146,513              |

As of 25 March 2023, the Company held £1,000 in cash and cash equivalents (2022: £nil).

**20. Trade and other payables - Group**

|                                                      | <b>25 March 2023</b> | <b>26 March 2022</b> |
|------------------------------------------------------|----------------------|----------------------|
|                                                      | <b>£'000</b>         | <b>£'000</b>         |
| Trade payables                                       | <b>51,453</b>        | 49,610               |
| Deferred income                                      | <b>187,676</b>       | 190,444              |
| Accruals                                             | <b>91,204</b>        | 69,861               |
| Other taxation and social security                   | <b>1,363</b>         | 1,449                |
| Tax creditor                                         | <b>2,267</b>         | 2,268                |
| VAT Payable                                          | <b>6,637</b>         | -                    |
| Other payables                                       | <b>35,344</b>        | 13,304               |
| Government grants received and not utilised          | <b>1,350</b>         | 1,494                |
| <b>Trade and other payables due within 12 months</b> | <b>377,294</b>       | 328,430              |

The other payables balance includes payroll creditors and amounts due to production companies.

A portion of deferred revenue is held on behalf of producers. Revenue recognised from this balance will be net of the share of income payable to producers. Of the total revenue recognised during the year, £128.6m was within the advanced sales balance in FY22 as the cash related to the performances was already received (2022: £44.9m).

The Company had a loan payable to its direct subsidiary of £13.7m (2022: £13.0m) including interest accrued, which is repayable on demand.

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**21. Borrowings – Group**

|                                            | <b>25 March 2023</b> | <b>26 March 2022</b> |
|--------------------------------------------|----------------------|----------------------|
|                                            | <b>£'000</b>         | <b>£'000</b>         |
| Bank loans - senior debt                   | <b>295,653</b>       | <b>366,867</b>       |
| Bank loans - revolving credit facility     | -                    | -                    |
| <b>Total senior debt</b>                   | <b>295,653</b>       | <b>366,867</b>       |
| Fair value adjustment                      | (3,733)              | 965                  |
| Loans – other                              | 14,195               | -                    |
| Deferred consideration                     | 102,962              | 110,373              |
| Shareholder loans                          | 150,040              | 155,661              |
| <b>Borrowings</b>                          | <b>559,117</b>       | <b>633,866</b>       |
| Amount due for settlement within 12 months | 105,988              | 30,325               |
| Amount due for settlement after 12 months  | 453,129              | 603,541              |
| <b>Borrowings</b>                          | <b>559,117</b>       | <b>633,866</b>       |

The bank loans – senior debt, are secured by a charge over the assets of International Entertainment Finance Limited, a subsidiary of the Company. These loans are governed by a senior finance agreement with covenants. During the year these loans were subject to interest at a rate which fluctuated in line with SONIA with a margin of 4.75%. Payment in kind (PIK) interest was capitalised to the senior debt balance.

The Loans – other relate to amounts due to external investors for the Moulin Rouge production within Germany. The Group also has loans from its shareholders totalling £150.0m, including accrued interest (2022: £155.7m). Interest is non-cash paying and accrues at fixed rates ranging between 4.0% and 5.0%.

**22. Obligations under finance leases – Group**

|                                            | <b>25 March 2023</b> | <b>26 March 2022</b> |
|--------------------------------------------|----------------------|----------------------|
|                                            | <b>£'000</b>         | <b>£'000</b>         |
| <b>Amount due within 12 months</b>         |                      |                      |
| Finance leases                             | 4,225                | 4,331                |
| IFRS 16 leases                             | 10,738               | 5,681                |
| <b>Obligations under lease liabilities</b> | <b>14,963</b>        | <b>10,012</b>        |
| <b>Amount due after 12 months</b>          |                      |                      |
| Finance leases                             | 88,290               | 87,508               |
| IFRS 16 leases                             | 109,783              | 80,690               |
| <b>Obligations under lease liabilities</b> | <b>198,073</b>       | <b>168,198</b>       |

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**22. Obligations under finance leases – Group (continued)**

**Finance leases - Group**

|                                        | Minimum lease payments |                        | Present value of minimum lease payments |                        |
|----------------------------------------|------------------------|------------------------|-----------------------------------------|------------------------|
|                                        | 25 March 2023<br>£'000 | 26 March 2022<br>£'000 | 25 March 2023<br>£'000                  | 26 March 2022<br>£'000 |
| Within one year                        | 4,780                  | 4,512                  | 4,225                                   | 4,331                  |
| In the second to fifth years inclusive | 19,603                 | 18,505                 | 13,311                                  | 13,775                 |
| After five years                       | 424,006                | 409,022                | 77,050                                  | 75,835                 |
|                                        | 448,388                | 432,039                | 94,586                                  | 93,941                 |
| Less: future finance charges           | (353,804)              | (338,098)              | -                                       | -                      |
|                                        | 94,586                 | 93,941                 | 94,589                                  | 93,941                 |
| Unamortised finance costs              | (2,070)                | (2,102)                | (2,070)                                 | (2,102)                |
| Present value of lease obligations     | 92,515                 | 91,839                 | 92,515                                  | 91,839                 |

|                                                    | 25 March 2023<br>£'000 | 26 March 2022<br>£'000 |
|----------------------------------------------------|------------------------|------------------------|
| <b>Finance leases - Group</b>                      |                        |                        |
| Amount due within 12 months                        | 4,225                  | 4,331                  |
| Amount due after 12 months                         | 88,290                 | 87,508                 |
| <b>Obligations under finance lease liabilities</b> | <b>92,515</b>          | <b>91,839</b>          |

The Group leases certain properties under finance lease arrangements. The average lease term is 75 years. The Group does not have the option to purchase the properties for a nominal value at the end of the lease terms, and the Group's obligations under the finance leases are secured over the properties being leased.

Interest rates underlying all obligations under finance leases are implicit rates ranging from 5.6% to 6.1% (2022: 5.5% to 6.1%).

**IFRS 16 lease liabilities - Group**

|                                | 25 March 2023<br>£'000 | 26 March 2022<br>£'000 |
|--------------------------------|------------------------|------------------------|
| Current                        | 10,738                 | 5,681                  |
| Non-current                    | 109,783                | 80,692                 |
| <b>IFRS 16 lease liability</b> | <b>120,521</b>         | <b>86,373</b>          |

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**22. Obligations under finance leases – Group (continued)**

The weighted average incremental borrowing rate applied to measure lease liabilities is 8.30% (2022: 8.30%).

|                                              | 25 March 2023  | 26 March 2022 |
|----------------------------------------------|----------------|---------------|
| Maturity analysis                            | £'000          | £'000         |
| No later than 1 year                         | 10,738         | 5,681         |
| Later than 1 year and not later than 5 years | 18,708         | 18,847        |
| Later than 5 years                           | 91,075         | 61,845        |
|                                              | <b>120,521</b> | <b>86,373</b> |

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored by the Group's finance function. Overall the variable payments constitute up to 20.45% of the Group's entire lease payments. The group expects this ratio to remain constant in future years. The total cash outflow for leases during the year amounted to £23.1m (2022: £19.8m).

**23. Provisions – Group**

|                              | Acquisition-related provisions | Dilapidations | Refunds and Ticketing Provision | Other        | Total         |
|------------------------------|--------------------------------|---------------|---------------------------------|--------------|---------------|
|                              | £'000                          | £'000         | £'000                           | £'000        | £'000         |
| <b>Group</b>                 |                                |               |                                 |              |               |
| <b>At 27 March 2021</b>      | <b>9,835</b>                   | <b>3,490</b>  | <b>812</b>                      | <b>1,664</b> | <b>15,801</b> |
| Additions                    | 684                            | 467           | 1,109                           | 4,625        | 6,885         |
| Foreign exchange adjustments | (283)                          | -             | -                               | -            | (283)         |
| Other adjustments            | (1,980)                        | -             | -                               | -            | (1,980)       |
| Utilised/released            | (1,249)                        | -             | -                               | -            | (1,249)       |
| <b>At 26 March 2022</b>      | <b>7,007</b>                   | <b>3,957</b>  | <b>1,921</b>                    | <b>6,289</b> | <b>19,174</b> |
| Additions                    | 571                            | 46            | -                               | 2,429        | 3,046         |
| Foreign exchange adjustments | 381                            | 137           | -                               | 752          | 1,270         |
| Utilised/released            | (331)                          | (8)           | (325)                           | (3,909)      | (4,573)       |
| Other adjustments            | -                              | 207           | (470)                           | (2,571)      | (2,834)       |
| <b>At 25 March 2023</b>      | <b>7,628</b>                   | <b>4,339</b>  | <b>1,126</b>                    | <b>2,990</b> | <b>16,083</b> |

Acquisition-related provisions relate to earnout agreements in respect of the acquisitions of Mehr! Group. The fluctuations in the earnout provision can be attributed to the interest of £0.6m. The remainder of the consideration is expected to be payable in FY24.

Dilapidations relate to the expected level of dilapidations mainly related to central offices. The adequacy of the provisions is periodically reviewed to ensure that they will meet the final obligations.

The refunds and ticketing provision will be reversed against refunded commissions and any customer refunds that are non-recoverable from Producers over the next few years.

Included within other is £nil for onerous contracts (2022: £2.3m)

The Company has no provisions (2022: £nil).

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**24. Deferred tax – Group**

|                                   | Revaluation<br>of property<br>£'000 | Accelerated<br>tax<br>depreciation<br>£'000 | Acquisition<br>of<br>subsidiary<br>£'000 | Tax losses<br>£'000 | Other<br>£'000 | Total<br>£'000 |
|-----------------------------------|-------------------------------------|---------------------------------------------|------------------------------------------|---------------------|----------------|----------------|
| At 27 March 2021                  | 25,919                              | 240                                         | 2,039                                    | (16,536)            | (779)          | 10,883         |
| (Credit)/Charge to profit or loss | (897)                               | (1,903)                                     | (207)                                    | 237                 | (8,499)        | (11,269)       |
| Change in rate of deferred tax    | 8,184                               | 76                                          | 622                                      | (3,321)             | (245)          | 5,316          |
| <b>At 26 March 2022</b>           | <b>33,206</b>                       | <b>(1,587)</b>                              | <b>2,454</b>                             | <b>(19,620)</b>     | <b>(9,523)</b> | <b>4,930</b>   |
| (Credit)/Charge to profit or loss | (887)                               | 289                                         | (141)                                    | 3,974               | 1,602          | 4,837          |
| <b>At 25 March 2023</b>           | <b>32,319</b>                       | <b>(1,298)</b>                              | <b>2,313</b>                             | <b>(15,646)</b>     | <b>(7,921)</b> | <b>9,767</b>   |

|                                   | 25 March<br>2023<br>£'000 | 26 March<br>2022<br>£'000 |
|-----------------------------------|---------------------------|---------------------------|
| Deferred tax liabilities          | 37,333                    | 35,662                    |
| Deferred tax assets               | (27,566)                  | (30,732)                  |
| <b>Net deferred tax liability</b> | <b>9,767</b>              | <b>4,930</b>              |

Deferred tax assets are expected to be realised by profits generated in future years in each relevant territory.  
The Company has no deferred tax (2022: £nil).

**25. Share capital – Group and Company**

|                                           | Number of £1<br>Ordinary shares | Nominal<br>value<br>£'000 |
|-------------------------------------------|---------------------------------|---------------------------|
| <i>Authorised, issued and fully paid:</i> |                                 |                           |
| <b>At 26 March 2022 and 25 March 2023</b> | <b>413,427</b>                  | <b>414</b>                |

No share issue has taken place during the period ended 25 March 2023.

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**26. Notes to the cash flow statement**

**Net cash generated by operating activities**

|                                                                 | <b>25 March 2023</b> | <b>26 March 2022</b> |
|-----------------------------------------------------------------|----------------------|----------------------|
|                                                                 | <b>£'000</b>         | <b>£'000</b>         |
| Operating profit                                                | 120,499              | 19,333               |
| Amortisation of intangible fixed assets                         | 2,398                | 4,291                |
| Depreciation of property, plant and equipment                   | 30,538               | 26,203               |
| Depreciation charge for right-of-use assets - buildings         | 8,408                | 7,003                |
| Share of profits of associates and joint ventures               | (4,630)              | (743)                |
| Loss on disposal of property, plant and equipment               | 1,436                | -                    |
| (Decrease)/Increase in provisions                               | (3,713)              | 4,668                |
| <b>Operating cash flows before movements in working capital</b> | <b>154,936</b>       | <b>60,755</b>        |
| Increase in inventories                                         | (334)                | (616)                |
| Increase in receivables                                         | (983)                | (36,459)             |
| Increase/(Decrease) in payables                                 | 25,999               | 116,583              |
| <b>Cash flow from operating activities</b>                      | <b>179,618</b>       | <b>140,263</b>       |
| Corporate taxes (paid)/received                                 | (3,680)              | 1,718                |
| <b>Net cash flow from operating activities</b>                  | <b>175,939</b>       | <b>141,981</b>       |

**Net debt reconciliation**

|                                                   | <b>25 March 2023</b> | <b>26 March 2022</b> |
|---------------------------------------------------|----------------------|----------------------|
|                                                   | <b>£'000</b>         | <b>£'000</b>         |
| Bank loans - senior debt                          | (295,653)            | (366,867)            |
| Bank loans - revolving credit facility            | -                    | -                    |
| <b>Total senior debt</b>                          | <b>(295,653)</b>     | <b>(366,867)</b>     |
| Fair value adjustment/ unamortised financing fees | 3,733                | (965)                |
| Deferred consideration                            | (102,962)            | (110,373)            |
| Shareholder loans                                 | (150,040)            | (155,661)            |
| Obligations under finance leases                  | (213,036)            | (178,210)            |
| <b>Total debt</b>                                 | <b>(757,958)</b>     | <b>(812,076)</b>     |
| Cash and cash equivalents                         | 125,936              | 146,513              |
| <b>Net debt</b>                                   | <b>(632,022)</b>     | <b>(665,563)</b>     |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**26. Notes to the cash flow statement (continued)**

**Movement in net debt**

|                                     | <b>Cash at bank</b> | <b>Debt</b>      | <b>Total</b>     |
|-------------------------------------|---------------------|------------------|------------------|
|                                     | <b>£'000</b>        | <b>£'000</b>     | <b>£'000</b>     |
| <b>Net debt as at 26 March 2022</b> | <b>146,513</b>      | <b>(812,076)</b> | <b>(665,563)</b> |
| Cash flows                          | (26,055)            | 108,665          | 82,610           |
| Foreign exchange adjustments        | 5,478               | -                | 5,478            |
| Other non-cash movement             | -                   | (54,547)         | (54,547)         |
| <b>Net debt as at 25 March 2023</b> | <b>125,936</b>      | <b>(757,958)</b> | <b>(632,022)</b> |

**27. Contingent liabilities**

A corporate cross guarantee of the senior debt exists between the Company and the majority of its subsidiary undertakings. The senior debt is secured by a debenture over the majority of the assets of the Group. The Group also has in place various guarantees across its portfolio, which are typical of commercial and property rental agreements.

The Group is subject to various legal claims or potential litigation at points in time. These matters are considered by the board and appropriate provision made where a liability is assessed and reasonably quantifiable. All such ongoing items have been fully assessed and none are presently expected to result in a significant financial cost to the Group.

**28. Contingent assets**

At the balance sheet date the Group had contingent assets of Enil (2022: £11.3m) representing contingent COVID-19 related grant income receivable from the German government.

**29. Commitments**

**Capital commitments**

At the balance sheet date, the Group had material contractual commitments for capital expenditure of Enil (2022: Enil).

**30. Financial risk management**

**Capital risk management**

The Group's objectives when managing capital are to maximise shareholder value whilst safeguarding the Group's ability to continue as a going concern. In common with other private equity portfolio companies, the Group carries a high level of net debt compared to equity. Total capital is calculated as total equity as shown in the consolidated statement of position, plus interest-bearing net bank debt. Net bank debt is calculated as the total of long and short

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
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**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

term borrowings excluding shareholder loans as shown in the Consolidated Statement of Financial Position, less cash and cash equivalents.

**30. Financial risk management (continued)**

**Financial risk management objectives**

The Group's activities expose it to a variety of financial risks, including currency risk, interest rate risk, credit risk and liquidity risk.

The Group's overall risk management programme focuses on minimising potential adverse effects on the Group's financial performance.

Descriptions of the financial risks and how these are managed and mitigated are included in the Strategic Report on pages 14 to 15.

The below table demonstrates the sensitivity to a reasonably possible change in interest rates and foreign exchange rates.

| Financial risks       | Sensitivity analysis                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Interest rate risk    | An increase/decrease of one percentage point in LIBOR would increase/decrease the Group's loss by £3.0m (2022: £3.7m).                                                                                                                                                                                                                                                                                                                                      |
| Foreign exchange risk | Had GBP strengthened against the US dollar by an additional 1% during the period, assuming all other variables remained constant, the Group's profit would have decreased by £0.1m (2022: loss would have increased by £0.1m).<br>Had GBP strengthened against the Euro by an additional 1% during the period, assuming all other variables remained constant, the Group's profit would have decreased by £0.2m (2022: loss would have decreased by £0.2m). |

**Liquidity**

The following tables detail the Group's contractual maturities for its financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities and based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate curves at the balance sheet date. The Group is not party to any derivative contracts.



**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**30. Financial risk management (continued)**

|                                       | Less than 1 year<br>£'000 | 1-5 years<br>£'000 | 5+ years<br>£'000 | Total<br>£'000   |
|---------------------------------------|---------------------------|--------------------|-------------------|------------------|
| <b>25 March 2023</b>                  |                           |                    |                   |                  |
| Trade and other payables              | 179,363                   | -                  | -                 | 179,363          |
| Finance lease liabilities             | 4,780                     | 19,603             | 424,006           | 448,389          |
| Borrowings                            | 105,988                   | 453,129            | -                 | 559,117          |
| <b>Total cash-settled liabilities</b> | <b>290,131</b>            | <b>472,732</b>     | <b>424,006</b>    | <b>1,186,869</b> |
| <b>26 March 2022</b>                  |                           |                    |                   |                  |
| Trade and other payables              | 134,224                   | -                  | -                 | 134,224          |
| Finance lease liabilities             | 4,512                     | 18,505             | 409,022           | 432,039          |
| Borrowings                            | 30,325                    | 603,541            | -                 | 633,866          |
| <b>Total cash-settled liabilities</b> | <b>169,061</b>            | <b>622,046</b>     | <b>409,022</b>    | <b>1,200,129</b> |

The Company has no relevant cash-settled assets or liabilities and so has no liquidity risk.

**31. Financial Instruments**

**Categories of financial instruments**

|                                           | Cash and receivables<br>£'000 | Financial liabilities at<br>amortised cost<br>£'000 | Total<br>£'000   |
|-------------------------------------------|-------------------------------|-----------------------------------------------------|------------------|
| <b>25 March 2023</b>                      |                               |                                                     |                  |
| Cash and cash equivalents                 | 125,936                       | -                                                   | 125,936          |
| Trade and other receivables               | 76,883                        | -                                                   | 76,883           |
| <b>Financial assets</b>                   | <b>202,819</b>                | <b>-</b>                                            | <b>202,819</b>   |
| Trade and other payables                  | -                             | 181,631                                             | 181,631          |
| Borrowings                                | -                             | 559,118                                             | 559,118          |
| Obligations under finance leases          | -                             | 213,036                                             | 213,036          |
| <b>Financial liabilities</b>              | <b>-</b>                      | <b>953,785</b>                                      | <b>953,785</b>   |
| <b>Net financial assets/(liabilities)</b> | <b>202,819</b>                | <b>(953,785)</b>                                    | <b>(750,966)</b> |
| <b>26 March 2022</b>                      |                               |                                                     |                  |
| Cash and cash equivalents                 | 146,513                       | -                                                   | 146,513          |
| Trade and other receivables               | 75,139                        | -                                                   | 75,139           |
| <b>Financial assets</b>                   | <b>221,652</b>                | <b>-</b>                                            | <b>221,652</b>   |
| Trade and other payables                  | -                             | 136,492                                             | 136,492          |
| Borrowings                                | -                             | 633,866                                             | 633,866          |
| Obligations under finance leases          | -                             | 178,210                                             | 178,210          |
| <b>Financial liabilities</b>              | <b>-</b>                      | <b>948,568</b>                                      | <b>948,568</b>   |
| <b>Net financial assets/(liabilities)</b> | <b>221,652</b>                | <b>(948,568)</b>                                    | <b>(726,916)</b> |

The directors consider that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the financial statements approximate to their fair values.

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **32. Controlling party**

The Group is majority owned by Providence Equity Partners through its investment funds, Providence Equity Partners VII-A LP, Providence VII Global Holdings LP, and Providence Equity Partners (Midsummer) LP. In June 2021, Silver Lake Partners V Cayman, L.p., a Cayman Islands exempted limited partnership acquired 18.8% shares in IE Holdco S.a.r.l, through its wholly owned subsidiary Amplify Capital Investment Pte. Ltd. Providence Equity Partners remains the majority owner of IE Holdco S.a.r.l., which is the beneficial owner of IE Luxco S.a.r.l., which holds 100% ownership of International Entertainment Holdings Limited. The Directors consider Providence Equity Partners to be the controlling party of the Group.

#### **33. Related party transactions**

##### **Group**

##### *Transactions with directors and key management personnel*

Remuneration paid to the directors or other, who are considered to be key management personnel, is disclosed in note 8.

##### *Trading transactions*

During the period, the Group provided production and marketing related services to joint ventures of £12.2m (2022: £11.4m). At the end of the period, balances of £2.9m (2022: £4.8m) were owed to the Group by the joint ventures for productions and marketing related receivables, as well as investment funding balances. These balances are unsecured and will be settled periodically over the course of the production. There are currently no provisions relating to these balances. These transactions have been conducted at arm's length. The Group also received services from related party businesses totaling £3.6m (2022: £0.1m) and owed £0.4m at yearend (2022: £0.1m).

#### **34. Events after balance sheet date**

In FY24, the Group will merge operations with Jujamcyn Theatres LLC in the US. The transaction will increase the Group's theatre venues on Broadway from 2 to 7, aligning to the Group's growth strategy. The Group will undergo a refinancing of its debt in April 2023 to fund the merger.

#### **35. Subsidiary entities, associates and joint ventures and investments**

##### **Subsidiaries**

100% of the ordinary share capital of all subsidiaries is owned directly or indirectly unless otherwise indicated. Where indicated, shareholdings are effective ownership percentages as held by the parent (i.e. if a subsidiary holding company is 90% owned, and owns 100% of all its subsidiaries, all subsidiaries are shown as being 90% owned).

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**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**35. Subsidiary entities, associates and joint ventures and investments (Continued)**

***Incorporated in United Kingdom***

As the ultimate parent company, International Entertainment Holdings Limited has guaranteed the debts and liabilities held within these companies as required under section 479A of the Companies Act 2006, the audit exemption has been applied for the following entities:

| <b>Subsidiary undertaking</b>                                | <b>% Shares held</b> | <b>Principal activity</b>              |
|--------------------------------------------------------------|----------------------|----------------------------------------|
| <b>Direct investments</b>                                    |                      |                                        |
| International Entertainment Midco Limited <sup>1</sup>       |                      | Holding company                        |
| <b>Indirect investments</b>                                  |                      |                                        |
| AKA CP Limited <sup>2</sup>                                  |                      | Holding company                        |
| AKA Group Limited <sup>2</sup>                               |                      | Holding company                        |
| AKA NYC Limited <sup>2</sup>                                 |                      | Marketing services                     |
| AKA Promotions Limited <sup>2</sup>                          |                      | Marketing services                     |
| ATG Entertainment Limited <sup>3</sup>                       |                      | Holding company                        |
| ATG London Limited <sup>3</sup>                              |                      | Theatre operator and ticketing company |
| ATG Management Limited <sup>3</sup>                          |                      | Dormant                                |
| ATG Productions Limited <sup>3</sup>                         |                      | Production company                     |
| ATGP Shows One Limited <sup>4</sup>                          |                      | Production company                     |
| Aylesbury Waterside Theatre Limited <sup>3</sup>             |                      | Theatre operator                       |
| Churchill Theatre Bromley Limited <sup>3</sup>               |                      | Dormant                                |
| CP Studio Limited <sup>2</sup>                               |                      | Marketing services                     |
| Digital Media Services UK Limited <sup>2</sup>               |                      | Digital media services                 |
| Encore International Merchandise Limited <sup>2</sup>        |                      | Dormant                                |
| First Family Entertainment LLP <sup>3</sup>                  |                      | Production company                     |
| G.S Lashmar Limited <sup>3</sup>                             | 90%                  | Dormant                                |
| Golden Egg Productions Limited                               |                      | Production company                     |
| Glasgow Theatres Limited <sup>3</sup>                        |                      | Theatre operator                       |
| Highland Fling Japan Limited <sup>3</sup>                    |                      | Dormant                                |
| International Entertainment Finance Limited <sup>1</sup>     |                      | Holding company                        |
| International Entertainment Investments Limited <sup>1</sup> |                      | Holding company                        |
| KKC Rights Limited <sup>4</sup>                              |                      | Production company                     |
| KKC Productions Limited <sup>4</sup>                         |                      | Production company                     |
| London Theatre Club Limited <sup>3</sup>                     |                      | Dormant                                |
| London Turnstyle Limited <sup>3</sup>                        |                      | Dormant                                |
| Milton Keynes Theatre Limited <sup>3</sup>                   |                      | Theatre operator                       |
| New Wimbledon Theatre Limited <sup>3</sup>                   |                      | Theatre operator                       |
| Playhouse Theatre Limited <sup>3</sup>                       |                      | Theatre operator                       |
| Pretty Woman UK Tour Limited <sup>4</sup>                    |                      | Production company                     |
| Richmond Theatre Limited <sup>3</sup>                        |                      | Theatre operator                       |
| SATG Rights Limited <sup>3</sup>                             |                      | Dormant                                |
| Savoy Theatre Group Limited <sup>3</sup>                     |                      | Holding company                        |

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**35. Subsidiary entities, associates and joint ventures and investments (Continued)**

***Incorporated in United Kingdom (Continued)***

**Indirect Investments (Continued)**

|                                                                     |                         |
|---------------------------------------------------------------------|-------------------------|
| Savoy Theatre Holdings Limited <sup>3</sup>                         | Holding company         |
| Savoy Theatre Limited <sup>3</sup>                                  | Theatre operator        |
| Screenstage Limited <sup>3</sup>                                    | Dormant                 |
| Screenstage Productions Limited <sup>3</sup>                        | Dormant                 |
| Smart Plays Limited <sup>3</sup>                                    | Dormant                 |
| Sonia Friedman Productions Limited <sup>3</sup>                     | Production company      |
| SFP Dreams Limited <sup>3</sup>                                     | Production company      |
| SFP Shows Limited <sup>3</sup>                                      | Production company      |
| SFP Sunny Limited <sup>3</sup>                                      | Production company      |
| Stoke-on-Trent Theatres Limited <sup>3</sup>                        | Theatre operator        |
| The Ambassador Entertainment Group Limited <sup>3</sup>             | Holding company         |
| The Ambassador Theatre Group Limited <sup>3</sup>                   | Holding and productions |
| The Ambassador Theatre Group (Venues) Limited <sup>3</sup>          | Theatre operator        |
| The Ambassador Theatre Group Overseas Holdings Limited <sup>3</sup> | Holding company         |
| Theatre Management (Holdings) Limited <sup>3</sup>                  | Holding company         |
| Theatre Management Limited <sup>3</sup>                             | Theatre operator        |
| The Duke of York's Theatre Limited <sup>3</sup>                     | Theatre operator        |
| The Ticket Machine Group Limited <sup>3</sup>                       | Ticketing agency        |
| Theatre Royal Brighton Limited <sup>3</sup>                         | Theatre operator        |
| Woking Turnstyle Limited <sup>3</sup>                               | Theatre operator        |

***Incorporated in USA***

| <b>Subsidiary undertaking</b>                              | <b>% Shares held</b> | <b>Principal activity</b> |
|------------------------------------------------------------|----------------------|---------------------------|
| Ambassador Theatre Group – North America, LLC <sup>7</sup> |                      | Management services       |
| ATG San Antonio, LLC <sup>7</sup>                          |                      | Theatre operator          |
| Arts Center Enterprises – Brooklyn, LLC <sup>7</sup>       |                      | Theatre operator          |
| Arts Center Enterprises – New Orleans, LLC <sup>7</sup>    |                      | Theatre operator          |
| ACE SL, LLC <sup>24</sup>                                  |                      | Venue operator            |
| Ambassador Theatre Group – NY, LLC <sup>5</sup>            |                      | Production company        |
| ATG Colonial, LLC <sup>5</sup>                             |                      | Venue operator            |
| ATG Detroit, LLC <sup>19</sup>                             |                      | Venue operator            |
| ATG San Francisco, LLC <sup>5</sup>                        |                      | Venue operator            |
| ATG Tickets US, LLC <sup>5</sup>                           |                      | Ticketing agency          |
| Broadway San Francisco, LLC <sup>4</sup>                   |                      | Theatre operator          |
| Creative Partnership LA, Inc <sup>13</sup>                 |                      | Marketing services        |
| Encore Merchandising, Inc <sup>14</sup>                    |                      | Dormant                   |
| Hudson Theatre, LLC <sup>5</sup>                           |                      | Theatre operator          |
| IEHL US Holdings Inc <sup>5</sup>                          |                      | Holding company           |
| Kings Theatre Developer, LLC <sup>20</sup>                 |                      | Venue developer           |

# INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023

### 35. Subsidiary entities, associates and joint ventures and investments (Continued)

#### *Incorporated in USA (Continued)*

|                                                            |                    |
|------------------------------------------------------------|--------------------|
| Kings Theatre Manager, LLC <sup>20</sup>                   | Managing member    |
| Kings Theatre Master Tenant, LLC <sup>20</sup>             | Theatre Operator   |
| Lyric Theatre, LLC <sup>5</sup>                            | Theatre operator   |
| Majestic Presents LLC <sup>7</sup>                         | Theatre operator   |
| Saenger Aggregator Leverage Lender, LLC <sup>7</sup>       | Financing company  |
| Saenger Theatre Developer, Inc <sup>6</sup>                | Venue developer    |
| Saenger Theatre Manager, LLC <sup>6</sup>                  | Managing member    |
| Saenger Theatre Master Tenant LLC <sup>6</sup>             | Theatre operator   |
| Saenger Theatre Partnership, Ltd <sup>7</sup>              | Dormant            |
| SFP-NY, LLC <sup>5</sup>                                   | Production company |
| Saenger Theatre Redevelopment Company LLC <sup>7</sup>     | Venue developer    |
| Sundance Productions, Inc <sup>8</sup>                     | Production company |
| The Ambassador Theatre Group US Holdings, Inc <sup>5</sup> | Holding company    |
| CMT Concessions, LLC <sup>29</sup>                         | Concessionaire     |

#### *Incorporated in Germany*

| Subsidiary undertaking                                                                            | % Shares held | Principal activity |
|---------------------------------------------------------------------------------------------------|---------------|--------------------|
| BB Entertainment Holding GmbH <sup>9</sup>                                                        |               | Holding company    |
| BB Promotion GmbH <sup>9</sup>                                                                    |               | Promotions company |
| Entertainment Sales and Marketing Solutions GmbH <sup>9</sup><br>(merged with MMS)                |               | Marketing services |
| Moulin Rouge Musical Productions GmbH <sup>9</sup><br>(previously known as Fandango Musical GmbH) |               | Production company |
| On Stage Productions GmbH <sup>14</sup>                                                           |               | Production company |
| Mehr-BB Entertainment GmbH <sup>15</sup>                                                          |               | Holding company    |
| Deutsche Eintrittskarten TKS GmbH <sup>15</sup>                                                   |               | Ticketing company  |
| Deutsche Eintrittskarten TKS Service Center GmbH <sup>10</sup>                                    |               | Ticketing company  |
| Mehr-BB Theater GmbH <sup>16</sup>                                                                |               | Theater operator   |
| Starlight Express GmbH <sup>17</sup>                                                              |               | Production company |
| HP-Theater Produktionsgesellschaft mbH <sup>15</sup>                                              |               | Production company |

#### *Incorporated in Australia*

| Subsidiary undertaking                                              | % Shares held | Principal activity |
|---------------------------------------------------------------------|---------------|--------------------|
| AKA Promotions (Australia) Pty Ltd <sup>11</sup>                    |               | Marketing services |
| Encore Merchandise (Australia) Pty Limited <sup>11</sup>            |               | Dormant            |
| The Ambassador Theatre Group Asia Pacific Pty Limited <sup>12</sup> |               | Production company |

#### **Associates and Joint Ventures**

|                                                |                |       |                    |
|------------------------------------------------|----------------|-------|--------------------|
| A.S.S. Concerts & Promotion GmbH <sup>23</sup> | Germany        | 49.8% | Production company |
| Fatal Attraction Play Ltd <sup>25</sup>        | United Kingdom | 18%   | Production company |
| HPCC Group Limited <sup>22</sup>               | United Kingdom | 25%   | Production company |

# INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023

### 35. Subsidiary entities, associates and joint ventures and investments (Continued)

#### *Incorporated in Australia (Continued)*

#### **Associates and Joint Ventures (Continued)**

|                                                         |                |      |                    |
|---------------------------------------------------------|----------------|------|--------------------|
| HP West End Limited <sup>4</sup>                        | United Kingdom | 25%  | Production company |
| JB UK Tour III Productions Ltd <sup>4</sup>             | United Kingdom | 16%  | Production company |
| Scout London Ltd <sup>30</sup>                          | United Kingdom | 5%   | Production company |
| The Old Vic Theatre Company (The Cut) Ltd <sup>31</sup> | United Kingdom | 50%  | Production company |
| ISM Show AG <sup>13</sup>                               | Switzerland    | 50%  | Production company |
| Mormon Trail Ltd <sup>26</sup>                          | United Kingdom | 12%  | Production company |
| Planet Orlando Ltd <sup>26</sup>                        | United Kingdom | 15%  | Production company |
| Pretty Woman UK Holdings Ltd <sup>4</sup>               | United Kingdom | 27%  | Production company |
| Pretty Woman Productions UK Ltd <sup>4</sup>            | United Kingdom | 27%  | Production company |
| SATG Rights Limited <sup>21</sup>                       | United Kingdom | 50%  | Dormant entity     |
| Suite 719, LLC <sup>28</sup>                            | USA            | 27%  | Production company |
| Train Times Broadway LP <sup>27</sup>                   | USA            | 25%  | Production company |
| Train Times SF LP <sup>27</sup>                         | USA            | 25%  | Production company |
| The UK Mission Ltd <sup>4</sup>                         | United Kingdom | 10%  | Production company |
| OWS Goes Global Ltd <sup>32</sup>                       | United Kingdom | 25%  | Production company |
| Beautiful Thing NY Ltd Partnership <sup>33</sup>        | USA            | 11%  | Production company |
| Leopoldstadt Broadway LP <sup>34</sup>                  | USA            | 2.3% | Production company |
| 88 Notes LLC <sup>35</sup>                              | USA            | 35%  | Production company |
| People NY LP <sup>35</sup>                              | USA            | 2%   | Production company |
|                                                         | USA            | 17%  | Production company |

#### **Other investments**

|                                         |                |        |                    |
|-----------------------------------------|----------------|--------|--------------------|
| Cleven Investments Ltd                  | United Kingdom | 10%    | Production company |
| Enemies West End Ltd                    | United Kingdom | 0.53%  | Production company |
| For Forever London LLC                  | United Kingdom | 15%    | Production company |
| Glass Menagerie London Ltd              | United Kingdom | 0.38%  | Production company |
| Lispenard Street Ltd                    | United Kingdom | 4.83   | Production company |
| Moulin Production West End Ltd          | United Kingdom | 4%     | Production company |
| National Theatre Productions Ltd        | United Kingdom | 2.38%  | Production company |
| One Hundred and Forty Ltd               | United Kingdom | 0.67%  | Production company |
| Waving Windows London Productions Ltd   | United Kingdom | 15%    | Production company |
| Kings Theatre Redevelopment Company LLC | USA            | 24.77% | Venue developer    |
| Kimberly Akimbo LLC                     | USA            | 1.5%   | Production company |
| Topdog 20 <sup>th</sup> LLC             | USA            | 4%     | Production company |
| Stageservice Frankfurt am Main GmbH     | Germany        | 10%    | Production company |

## **INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

#### **35. Subsidiary entities, associates and joint ventures and investments (Continued)**

<sup>1</sup> These companies have a registered office of 72 Welbeck Street, London, W1G 0AY

<sup>2</sup> These companies have a registered office of 115 Shaftesbury Avenue, Cambridge Circus, London WC2H 8AF

<sup>3</sup> These companies have a registered office of 2<sup>nd</sup> Floor Alexander House, Church Path, Woking, Surrey GU21 6EJ

<sup>4</sup> These companies have a registered office of 6<sup>th</sup> Floor Charlotte Building, 17 Gresse Street, London, W1T 1QL

<sup>5</sup> These companies have a registered office of Capitol Services, Inc., Lakeland Ave., Dover, DE 19901

<sup>6</sup> These companies have a registered office of Capitol Corporate Services, Inc., 8550 United Plaza Bldg. II Ste 305, Baton Rouge, LA 70809

<sup>7</sup> These companies have a registered office of Capitol Corporate Services, Inc., 206 E. 9th St., Ste 1300, Austin, TX 78701

<sup>8</sup> This company has a registered office of Fitelson, Lasky, Aslan, Couture, & Garmise, Richard Garmise, 551 5th Ave #605, New York, NY 10176

<sup>9</sup> These companies have a registered office of Röntgenstraße 7, 68167 Mannheim

<sup>10</sup> This company has a registered office of Schulstr. 2-4, 40721 Hilden

<sup>11</sup> These companies have a registered office of Suite 6.1, Level 6, 3 Bowen Crescent, Melbourne, Victoria 3004, Australia

<sup>12</sup> This company has a registered office of Suite 3, Level 1, 4 – 10 Bay Street, Double Bay, NSW 2028

<sup>13</sup> This company has a registered office of Carmenstraße 12, 8032 Zurich

<sup>14</sup> This company has a registered office of Komoedienstr. 11, 50667 Köln

<sup>15</sup> This company has a registered office of Erkrather Str. 30, 40233 Düsseldorf

<sup>16</sup> This company has a registered office of Lippeltstraße 1, 20097 Hamburg

<sup>17</sup> This company has a registered office of Stadionring 24, 44791 Bochum

<sup>18</sup> This company has a registered office of 1800 Post Oak Blvd. 6 Boulevard Place, Suite 450, Houston, Texas 77056

<sup>19</sup> This company has a registered office of 1313 N Market St., Ste 5100 Wilmington, DE 19801

<sup>20</sup> These companies have a registered office of Capitol Services, Inc., 1218 Central Ave, Ste 100, Albany, New York, 12205

<sup>21</sup> This company has a registered office of 55 Drury Lane, London WC2B 5RZ

<sup>22</sup> This company has a registered office of 71 Queen Victoria Street, London EC4V 4BE

<sup>23</sup> This company has a registered office of Kleine Seilerstraße 1, 20359 Hamburg

<sup>24</sup> This company has a registered office of 3009 Post Oak Boulevard, Suite 1200, Houston, Texas 77056-6779

<sup>25</sup> This company has a registered office of 12 Fouberts Place, Second Floor, London W1F 7PG

<sup>26</sup> This company has a registered office of 7 Savoy Court, London WC2R 0EX

<sup>27</sup> This company has a registered office of 230 West 41st Street, Suite 1703, New York, NY, USA 10036

<sup>28</sup> This company has a registered office of 630 Ninth Ave Ste 800, New York, NY, USA 10036

<sup>29</sup> This company has a registered office of 445 Geary St., San Francisco, CA, USA 94102

<sup>30</sup> This company has a registered office of 5<sup>th</sup> Floor 65 Chandos Place, London, WC2N 4HG

<sup>31</sup> This company has a registered office of The Old Vic, The Cut, London, SE1 8NB

**INTERNATIONAL ENTERTAINMENT HOLDINGS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE 52 WEEK PERIOD ENDED 25 MARCH 2023**

**35. Subsidiary entities, associates and joint ventures and investments (Continued)**

<sup>32</sup> This company has a registered office of First Floor, 39-41 Charing Cross Road, London, WC2H 0AR

<sup>33</sup> This company has a registered office of 260 West 44<sup>th</sup> street, suite 60 New York, NY, 10036

<sup>34</sup> This company has a registered office of 630 Ninth Avenue, #1106, New York, NY10036

<sup>35</sup> This company has a registered office of 1650 Broadway, Suite 800, New York, NY10019