xpfactoryplc

ANNUAL REPORT AND ACCOUNTS 2022







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Richard Harpham
Chief Executive Officer

- Operating highlightsBrands performancePost period highlightsSummary and outlook



Graham Bird Chief Financial Officer

- Financial performance
- Cashflow
- Financial position



OPERATING HIGHLIGHTS

FY22

Total revenue

£22.8m

(FY2021: £7.0m)

Adj EBITDA (Pre IFRS 16)

£2.6m

(FY2021: loss £0.6m)

Capital invested

£9.2m

(FY2021: £2.7m)

Cash balance

£3.2m

(FY2021: £8.2m)

LFL sales growth

EH: 24%

(FY21: 22%) **Boom: NA**

Operating profit

£1.2m

(FY2021: £0.5m loss)

New site openings

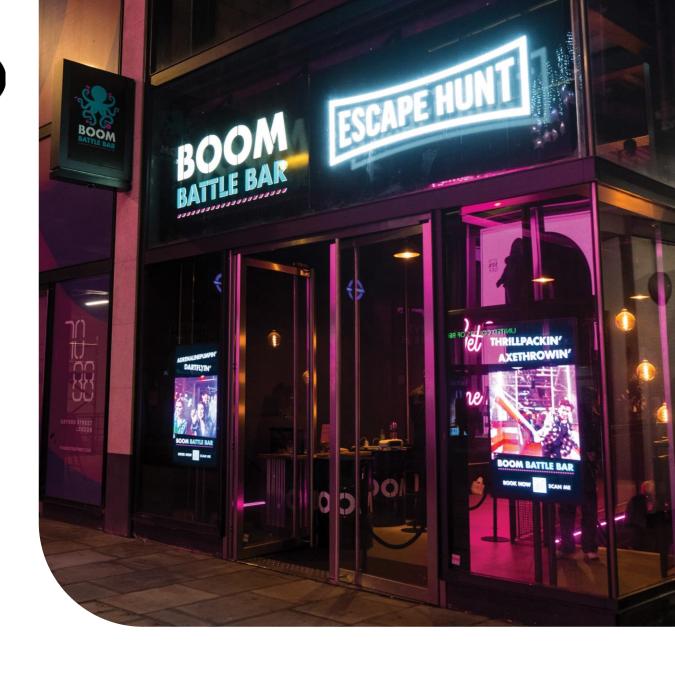
24

(FY2021: 6)

Customer satisfaction

97%

(FY2021: 96%)



KEY METRICS



Escape Hunt performed exceptionally well across all key metrics

- 5 new sites opened (Exeter, Norwich, Edinburgh, Bournemouth, Oxford Street)
- £9.8m owner-operated revenue a 64% increase vs FY21
- 16.1%* LFL sales growth vs H2 FY21 (where COVID was no longer affecting the counterfactual)
- 42% site level EBITDA
- 97% customer satisfaction achieved
- 35% return on capital being achieved



KEY METRICS



Very strong maiden year for Boom Battle Bar sets solid foundation for future growth

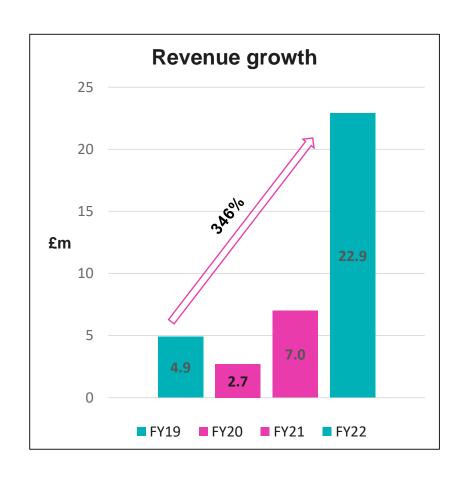
- 27 sites open and trading by the end of FY22 (FY21:8)
- £9.5m owner-operated revenue delivered (FY21:£0.3m)
- £1.5m franchise royalty received (FY21:£0.1m)
- EBITDA profile maturing in line with expectations with "older" sites hitting 25%
- 15% EBITDA delivered across all units, despite new sites being expected to generate losses in their first few weeks of operation
- 97% customer satisfaction achieved vs 88% for the industry as a whole

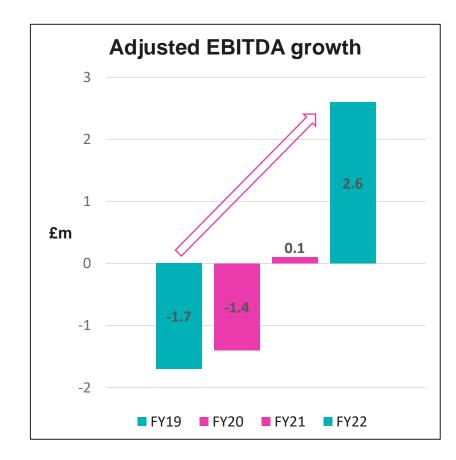


TRANSFORMATIONAL GROWTH



The successful integration of Boom Battle Bar has been transformational





- 346% revenue growth since FY19 reflects the transformational year the business has had.
- The sales growth of £18m over that period was driven by:
 - o £0.5m EH organic sales growth
 - (£0.3m) EH relocations / closures
 - o £5.2m EH new site openings
 - o £12.4m Boom Sales
 - o £0.2m VAT benefit in Q1 2022
- £2.6m Adjusted EBITDA (pre IFRS 16) points to the Group's ability to be highly cash generative in the future



FINANCIAL PERFORMANCE

FY22

Strong performance from enhanced scale post Boom acquisition

- Revenue in 2022 up 227% on 2021
 - EH O+O revenue of £9.8m (2021: £6.0m); like for like revenue growth in H2 was 16.1%¹
 - EH franchise revenue of £0.7m (2021: £0.6m)
 - Boom O+O revenue of £9.5m (2021: £0.3m)
 - Boom franchise revenue of £2.9m (2021: £0.1m), reflecting £1.5m royalties and £1.4m other revenue
- £2.6m Pre IFRS 16 Adjusted EBITDA up from loss of £0.6m in 2021
 - EH site EBITDA margins (pre IFRS 16) of 42%
 - Boom site EBITDA margins (pre IFRS 16) of 14%
 - Boom pre-opening costs of £2.3m; EH £0.4m
- Central costs of £5.9m (2021: £4.7m)

£m	2022	2021
Pre IFRS 16 and pre R&D Adjusted EBITDA	2.6	(0.6)
IFRS 16 adjustments (excl pre-opening)	1.4	0.7
R&D Grant (net of costs)	0.0	2.6
Adjusted EBITDA	4.0	2.7
Depreciation and amortisation	(5.2)	(2.8)
Loss on disposal of tangible assets	(0.1)	(0.1)
Branch closure costs and other exceptional costs	(0.3)	(0.0)
Branch pre-opening costs	(2.0)	(0.1)
Fair value adjustment	6.2	0.0
Other non cash items	(1.3)	(0.2)
Operating profit / (loss)	1.3	(0.5)

£m	2022	2021	'21 - '22
Revenue EH Owner-operated sites EH Franchise network Boom Owner-operated sites Boom Franchise network	22.8 9.8 0.7 9.5 2.9	7.0 6.0 0.6 0.3 0.1	227% 62% 19% nm
Gross profit EH Owner-operated sites EH Franchise network Boom Owner-operated sites Boom Franchise network	14.7 6.8 0.7 5.0 2.3	5.1 4.4 0.4 0.1 0.1	190% 53% 73% nm nm
Pre IFRS 16 Site level EBITDA - before pre-opening EH Owner-operated sites EH Franchise network Boom Owner-operated sites Boom Franchise network	8.3 4.1 0.7 1.3 2.3	3.0 2.5 0.4 0.0 0.1	177% 65% 73% nm nm
Central costs EH Owner-operated sites EH Franchise network Boom Owner-operated sites Boom Franchise network Unallocated	(5.9) (0.1) (0.1) (0.2) (0.1) (5.4)	(4.0) (1.5) (0.1) (0.0) (0.0) (2.4)	48% nm 3% nm nm 131%
Other income Adjusted EBTIDA before IFRS 16 and R&D credit R&D Credit (net of costs) IFRS adjustments (before pre-opening) Adjusted EBITDA	0.1 2.6 1.4 4.0	0.4 (0.6) 2.6 0.7 2.7	-60% nm 106% 49%
Group loss before tax Period end cash balance	3.2	8.2	25%

CASH FLOW

FY22

Investment in the year to develop Boom and EH networks

- £3.3m cash generated from operating activities
- £6.3m net investment in tangible and intangible assets
 - £7.1m capex on Boom O+O sites offset by £2.5m of landlord contributions
 - £1.9m capex on Escape Hunt sites offset by £0.4m landlord contributions
- Net cash paid on acquisitions of £0.4m
 - Cardiff £0.5m with balance to be paid via deferred consideration
 - Norwich net inflow on completion of £0.1m as consideration is paid via vendor loan
- Other movements largely fit out and vendor loan repayments
- Annualised return on capital from UK EH sites was 35% in 2022 demonstrating attractions of the model. Run-rate for Q1 2023 is above 40%
- Cash balance at year end was £3.2m

2022	2021
4.0	2.7
	(1.4)
	(0.0)
3.3	1.2
(9.0)	(2.6)
(0.2)	(0.1)
2.9	, ,
(0.4)	(9. <i>7</i>)
	(0.1)
(6.6)	(12.5)
0.0	1 <i>7</i> .4
(0.5)	0.4
	(0.0)
	(1.0)
	16.8
()	
(5.0)	5.5
8.2	2.7
	(0.0)
0.0	10.0/
	4.0 (0.6) 0.0 3.3 (9.0) (0.2) 2.9 (0.4) 0.2 (6.6)

£m

2022

2021

FINANCIAL POSITION

FY22

Balance sheet movements largely due to new site growth

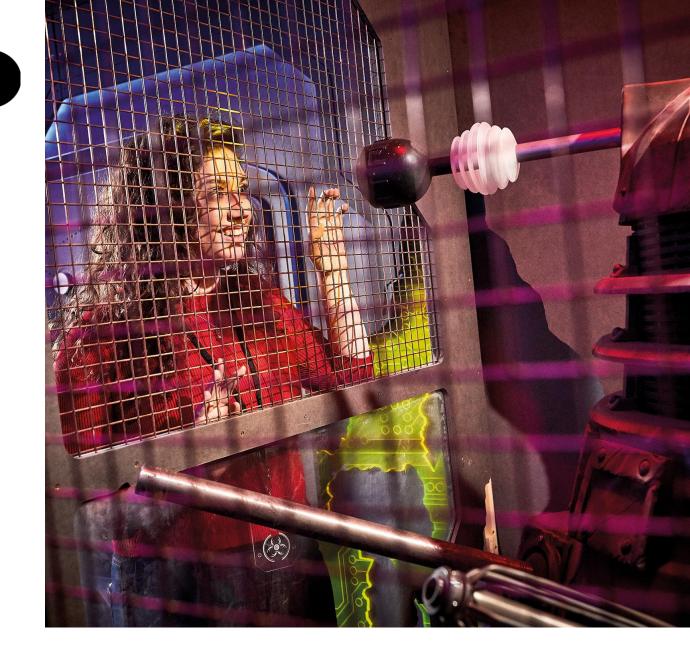
- £3.2m cash at 31 December 2022 and £4.0m at 30 April 2023
- £7.2m increase in PPE reflects £9.0m capex on new sites offset by depreciation and write downs
- Increase in right of use assets, finance release receivables and lease liabilities reflects leases in Oxford Street, Bournemouth, Exeter, Plymouth, Manchester, Norwich, Leeds, Dubai and Edinburgh offset against £2.9m landlord contributions
- Intangibles includes goodwill and acquired intangibles on acquisitions of France and Belgium master franchise, Boom and recent Boom franchises
- Provisions includes £4.1m of contingent consideration, £0.9m of deferred consideration and £0.4m dilapidations and other provisions
 - £0.9m to be cash settled within one year £0.6m was settled in March 2023; and
 - £4.1m settled by the issue of 23.5m shares
 - The revaluation of the contingent consideration gave rise to a £6.2m gain due to the reduction in XP Factory's share price
- Loans of £1.5m:
 - £0.4m debt and loan notes from the acquisitions of France and Belgium master franchise and Boom vendor loan notes
 - £0.8m fit out finance within the Boom estate
 - Balance is bank and other loans
- Deferred tax liability recognised to offset future amortisation of acquired intangibles; £112k credited to income in the period
- Lease liabilities increase is reciprocal of the increase in right of use assets and relates to the same properties

£m	Dec 2022	Dec 2021
Non Current Assets Property Plant and equipment Right of use assets Intangible assets Finance lease receivabe and other	12.8 17.8 22.7 1.3 54.6	5.5 7.6 22.0 0.1 35.3
Current Assets Stock and WIP Trade receivables Other receivables and prepayments Cash and bank balances Total Assets	0.3 1.9 1.8 3.2 7.3 61.9	0.5 0.8 4.1 8.2 13.7 49.0
Current Liabilities Trade payables Contract liabilities Loans Provisions Lease liabilities Other	(1.8) (1.0) (1.1) (5.0) (1.1) (5.3) (15.2)	(1.5) (1.2) (0.7) (0.6) (0.4) (2.9) (7.3)
Non-current liabilities Deferred income Provisions Loans Deferred tax liability Lease liabilities	(0.5) (0.4) (0.4) (0.8) (23.0) (25.1)	(0.5) (9.2) (1.0) (1.1) (8.0) (19.8)
Total Liabilities Net assets	21.6	21.8



Q1 performance is ahead of management's expectations

- The business has proven highly resilient to consumer headwinds in Q1
- Escape Hunt has delivered 32% LFL sales growth, with 18% delivered in the oldest 7 sites, which are still playing their original games rooms
- Escape Hunt margins continue to outperform internal targets
- Boom delivered 44% LFL sales growth in the 4 sites which were fully trading in Q1 last year
- Boom's margins are maturing in line with internal expectations
- Woking Escape Hunt and Dubai Boom are well advanced, with Canterbury and Southend in the early stages of their build.
- Overall the Group has been profitable and cash generative each month, and adjusted EBITDA for the quarter is ahead of internal expectations



Critical mass achieved and demonstrable cash generation being delivered

- 2022 was a transformational year of growth for the Group, which has secured the foundations for a highly cash generative business
- Both brands performing strongly, complementing each other
- The experiential leisure sector remains as attractive as previously, and XPFactory has proven remarkably resilient to consumer headwinds thus far
- Trading in Q1 FY23 has been ahead of management's expectations
- The property pipeline in place supports the future growth
- XPFactory is well positioned to continue its fast growth trajectory whilst delighting customers







OUR BRANDS

Our 69 venues offer a wide variety of entertainment experiences together with licensed bars delivered with world class hospitality in prime retail or leisure locations.

ESCAPE HUNT

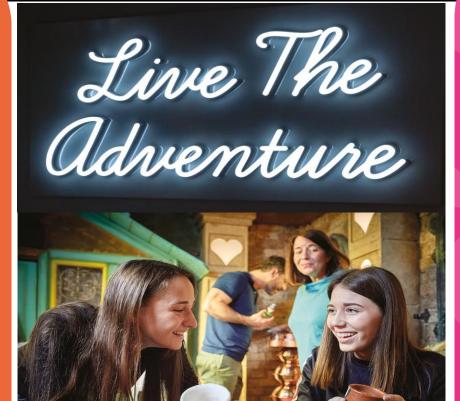
46

Venues

Experience led venues home to team based gaming adventures



MARKET LEADER





27

Venues

Wet led venues home to multiple entertainment experiences all under one roof



MARKET LEADER







We create & curate world class lean in entertainment experiences fused with world class hospitality.

At XP Factory, our purpose is to bring people together through shared experiences. We strongly believe that life gets a whole lot more exciting the more you throw yourself in, so we're on a mission to bring to market new kinds of lean in social experiences that we can combine with excellence in hospitality. XP Factory is the home to two market leading brands in this space: Escape Hunt and Boom



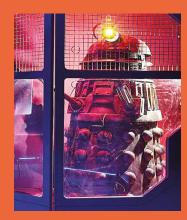


27
unique gaming adventures

23

owner operated venues

new venues opened 2022





8

experiences

27 venues

18

new venues opened 2022





ESCAPE HUNT

premium

Guest Opinion Score*

97% Review Rating**

**An aggregated score expressed as a % from social reviews (e.g. Google, Facebook and TripAdvisor)

ESCAPE HUNT is unique in its position in UK's diverse "out of home" leisure sector. Teams of friends, families and work colleagues enjoy uniquely memorable, immersive and multi-sensory team-based gaming adventures in our well-located venues in prime retail or leisure space.

What started as a small escape room brand in 2013 has been transformed into a mainstream entertainment experience venue like no other. Loved by consumers, trusted by corporates.

ESCAPE HUNT Studios brings together our very own team of inventors and storytellers in market leading experience design that has been endorsed by world class IP Studios. We are really proud of having worked with the likes of Netflix and of being home to the official BBC Studios Doctor Who Game.

We have a solid and attractive multiformat catalogue of 27 Games. Our **ESCAPE HUNT** Rooms benefit from full modular build, are well proven operationally & highly rated by customers. Experiences are underpinned by a progressive, proprietary software platform that brings strong operational reliability and efficiency.

Our team members are rightly proud of the award-winning customer experiences that they deliver and this is rooted in our world class training program.





As a 360 gaming business that goes beyond the bricks and mortar this gives us access to both depth and scale unique to retail and leisure



In venue immersive escape adventures or





DIGITAL & PLAY AT HOME GAMES Location Neutral games for Consumers &



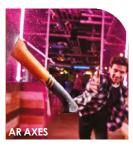
BRAND FOCUS



A unique bar vibe with social lean in entertainment

BOOM BATTLE BAR promises to energise going out. Crowds of customers regularly flock to experience the collective high and energy of **BOOM BATTLE BAR** from celebrating in-game moments and outcomes, singing, dancing or cheering teams on the big screen. From regular nights out to celebrations of all kinds, from casual after work drinks to exclusive venue hire, BOOM BATTLE BAR is a vibrant destination for both consumers and corporates.



















The modularity provided by our multi-experience proposition is distinctly advantageous

We can optimize the mix of games and experiences by venue size and location as well as continue to innovate and refresh the offer to remain current without the requirement for wholesale change.



Whatever the occasion, our amazing teams facilitate a unique, unforgettable vibe aptly summed up in our tagline **FEEL THE BOOM**.



A wide range of delicious instagrammable cocktails & drinks



BOOM BITES offers delicious signature chicken wings, streetfood and fully loaded sharers



EXPERIENCES

Modular, multi-experience set up from AR Axe throwing to Crazier Golf & Karaoke



A rosta of local DJs elevate the vibe, and provide a backdrop to our popular themed brunches



From World Cup Fixtures to big pop culture moments like Eurovision & St Patricks day

PROPERTY PIPELINE

FY22 / FY23

	Existing Escape Hunt Franchise sites
3 4 5 6 7 8	Bordeaux (x2) Marseille Nancy Clermont Metz Belfort Toulouse Lille
11 12 13 14	Sydney Brisbane Gold Coast Melbourne Adelaide Perth
	Trondheim Bergen
19 20 21 USA - PC 22	Groningen Maastricht Barcelona Lisbon H Houston Miami

Existing Escape Hunt sites and	Rooms	Date opened /	
Advanced Pipeline	open	acq	Legal status
O 1 I 2022			
Open prior to 1 Jan 2022	4	۸ 10	0
1 Birmingham	6	Apr-18	Open
2 Bristol	6	Apr-18	Open
3 Leeds	5	Apr-18	Open
4 Oxford	5	Oct-18	Open
Edinburgh	,	Oct-18	Re-located
5 Manchester	6	Oct-18	Open
6 Liverpool	6	Nov-18	Open
7 Reading	6	Dec-18	Open
8 Birmingham Resorts World	4	Dec-19	Open
9 Norwich CP	4	Sep-20	Open
10 Dubai	3	Oct-20	Open
11 Basingstoke	5	Nov-20	Open
12 Cheltenham	4	Dec-20	Open
13 Paris	4	Mar-21	Open
14 Brussells	8	Mar-21	Open
15 Watford	6	May-21	Open
16 Kingston	5	May-21	Open
17 Lakeside	4	Nov-21	Open
18 Milton Keynes	6	Dec-21	Open
10 Millett Reynes	93	_ DCC Z1	Орен
Opened in year			
19 Norwich CQ	5	Aug-22	Open
20 Edinburgh	4	Jul-22	Open
21 Exeter	4	Apr-22	Open
22 Bournemouth	5	Oct-22	Open
23 London Oxford Street	6	Jul-22	Open
D. I.	24	=	·
Pipeline	_	NI00	L. D. H
24 Woking	5 5	Nov-23	In Build
25 Glasgow	3	Nov-23	Adv Legals
_	Sites	Rooms	_
Open	23	117	
Advanced pipeline	2	10	

Existing Boom sites and Advanced Pipeline	O-O / FS	Date opened / planned	Legal status
Open prior to 1 Jan 2022			
1 Norwich	0-0	Jun-20	Open
2 Cardiff	0-0	Oct-20	Open
3 Liverpool	FS	May-21	Open
4 Lakeside	0-0	Jul-21	Open
5 Eastbourne	FS.	Jul-21	- '
6 Swindon		Oct-21	Open
7 Wandworth Rams Q	FS (op ag) FS		Open
8 O2 Arena	гэ О-О	Nov-21 Dec-21	Open
	FS		Open
9 Coventry	го	Dec-21	Open
Opened in year			
10 Watford	FS	Feb-22	Open
11 Glasgow	FS	Mar-22	Open
12 Exeter	0-0	Apr-22	Open
13 lpswich	FS	Apr-22	Open
14 Bath	FS	May-22	Open
15 Aldgate East	FS	May-22	Open
16 Manchester	0-0	Jul-22	Open
17 Sheffield	FS	Jul-22	Open
18 Chelmsford	FS	Jul-22	Open
19 Ealing	FS	Jul-22	Open
20 Edinburgh	0-0	Sep-22	Open
21 Plymouth - Bar Code	0-0	Sep-22	Open
22 Bournemouth	FS	Oct-22	Open
23 Birmingham Five Ways	0-0	Oct-22	Open
24 Leeds	0-0	Nov-22	Open
25 Southampton	FS	Nov-22	Open
26 Oxford Street	0-0	Nov-22	Open
27 Stevenage	FS	Dec-22	Open
			- I
Currently in progress			
28 Dubai	0-0	Aug-23	In build
29 Canterbury	0-0	Sep-23	In build
30 Southend	0-0	Sep-23	In build
31 Newcastle	0-0		Adv. Legals
32 Loughborough	0-0		Adv. Legals
33 Cambridge	0-0		Adv. Legals
34 Colchester	0-0		Adv. Legals
		07	
Open		27	
Sites in Advanced Pipeline		7	-
Total sites open and in F	'ipeline	34	

31 MARCH '23

XP Factory plc Significant shareholders

	Number of shares	% held
Total number of shares in issue	150,633,180	100.0%
	Ordinary shares	
Shareholder	held	% held
Canaccord Genuity Wealth Management	32,946,854	21.87%
CRUX Asset Management	15,633,731	10.38%
Hargreaves Lansdown, stockbrokers (EO)	12,621,375	8.38%
JO Hambro Capital Management	9,100,000	6.04%
Interactive Investor (EO)	<i>7</i> ,681,457	5.10%
Stephen Lucas	7,233,024	4.80%
Allianz Global Investors	<i>7</i> ,100,000	4.71%
John Edward Story	6,525,003	4.33%
Sankofa Investment Management	4,543,194	3.02%
		1 /00 /0000
As at	3	1/03/2023

BOOM

Review Rating Benchmarking

 Review Rating

 Benchmarking
 Jan 2023
 Feb 2023
 Mar 2023

 Boom Battle Bar
 96.40%
 97.14%
 97.10%

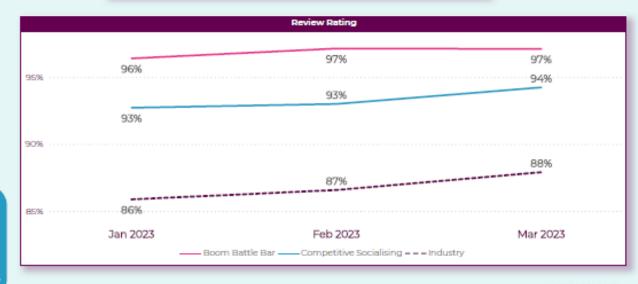
 Competitive Socialising
 92.72%
 93.00%
 94.24%

 Industry
 85.88%
 86.58%
 87.91%



Boom Battle Bar remains above both Industry and the Competitive Socialising Sector finishing March on a strong 97.10%.

> Review Rating -Aggregate of Google reviews, TripAdvisor reviews and Facebook..



 Boom's customer feedback is outperforming both the leisure sector as a whole, and the competitive socializing competitor set

 Lakeside Boom, the only owneroperated site trading for more than the requisite year, has been awarded a TripAdvisor Traveller's Choice, which recognises the top 10% of venues globally.

CUSTOMER FEEDBACK

ESCAPE HUNT

Escape Hunt Birmingham

●●●● 2,426 reviews • #3 of 130 Fun & Games in Birmingham • Escape Games



Escape Hunt Bristol

1.657 reviews • #3 of 97 Fun & Games in Bristol • Escape Games • Game & Enterta



Escape Hunt Leeds

2,510 reviews • #1 of 113 Fun & Games in Leeds • Escape Games



Escape Hunt Oxford

1,499 reviews • #2 of 45 Fun & Games in Oxford • Escape Games



Escape Hunt Manchester

1,893 reviews • #3 of 116 Fun & Games in Manchester • Escape Games



Escape Hunt Liverpool

1,307 reviews • #4 of 122 Fun & Games in Liverpool • Escape Games



Escape Hunt Resorts World

1,125 reviews • #5 of 130 Fun & Games in Birmingham • Escape Games



Escape Hunt Reading

956 reviews • #7 of 36 Fun & Games in Reading • Escape Games



Escape Hunt Norwich

■■■■ 1,317 reviews • #2 of 70 Fun & Games in Norwich • Escape Games



Escape Hunt Basingstoke

●●●● 750 reviews • #2 of 17 Fun & Games in Basingstoke • Escape Games



Escape Hunt Cheltenham

394 reviews • #4 of 24 Fun & Games in Cheltenham • Escape Games



Escape Hunt Watford

●●●●● 333 reviews • #1 of 25 Fun & Games in Watford • Escape Games



Escape Hunt Kingston

298 reviews • #2 of 15 Fun & Games in Kingston upon Thames • Escape



Escape Hunt Lakeside

●●●●● 184 reviews • #2 of 5 Fun & Games in Grays Thurrock • Escape Games

Escape Hunt Milton Keynes #11



Escape Hunt Edinburgh

951 reviews • #5 of 122 Fun & Games in Edinburgh • Escape G



New

Escape Hunt Exeter

■●●●● 551 reviews • #1 of 31 Fun & Games in Exeter • Escape Games

Escape Hunt Bournemouth

27 reviews • #14 of 54 Fun & Games in Bournemouth • Escape Games

Escape Hunt London Oxford Street

●●●● 68 reviews • #41 of 774 Fun & Games in London • Escape Games **New**

- Escape Hunt has continued to delight customers consistently.
- All but 2 eligible sites have been awarded TripAdvisor's Traveller's Choice, recognizing the top 10% of venues globally.



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