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VIVA
LEISURE



ASX | VVA

13 FEBRUARY 2025

1H FY25
RESULTS
PRESENTATION

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THE VIVA WAY....

At Viva Leisure, we're **shaping the future** of fitness and wellness through innovation, resilience, and excellence.

01

We are successfully delivering on our **unique strategy**; health clubs, franchise network and technology and payments

02

Financial performance continues to increase despite economic headwinds, and solid growth investments over the previous half

03

Our unique high margin technology and payment division is contributing well and will continue to contribute from our **expanding Franchise network**

04

The Viva business is powered by a robust **recurring revenue model**, which accounts for over 90% of our total revenue, ensuring stability and consistent growth.

VIVA TODAY....

NOT JUST A GYM... CONNECTING FRANCHISING, PAYMENTS, TECHNOLOGY SOLUTIONS AND LEVERAGING INTO OTHER REVENUE AT SCALE



HEALTH CLUBS

197 CORPORATE
238,565 MEMBERS
25 MILLION VISITS ANNUALLY



FRANCHISES¹

PLUS FITNESS

WORLD GYM AUSTRALIA

RUMBLE

CYCLEBAR

STRETCH LAB

CLUB PILATES^{*}

5 COUNTRIES²
279 FRANCHISES
355,132 MEMBERS

\$250M SYSTEM WIDE SALES

VIVA
LEISURE

TECHNOLOGY

SOFTWARE (THE HUB)
HARDWARE (ACCESS CONTROL)
VIVA PASS
APPS



OTHER

SUPPLEMENTS
VENDING MACHINES
DIGITAL SIGNAGE



PAYMENTS³

\$500M TTV
15M pa DIRECT TRANSACTIONS

¹ World Gym, Rumble, Cycle Bar, Stretch Labs and Club Pilates are © Copyright their respective licence holders and used under licence by Boutique Fitness Studios and World Gym Australia of which Viva is a shareholder

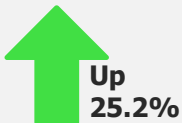
² Australia, New Zealand and India operating. Licences granted in Singapore and Philippines

³ Post migration of World Gym direct debits in 2027

1H FY25 FINANCIAL HIGHLIGHTS

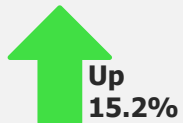
VIVA LEISURE

Revenue¹



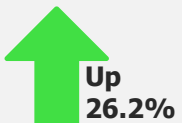
\$99.0m

NPAT¹



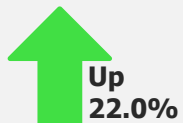
\$5.5m

EBITDA¹



\$21.0m

Adjusted FCF²



\$15.9m



1H FY25 has been a phenomenal period for Viva Leisure, delivering record-breaking results across all key metrics. This performance underscores the strength of our strategy, the resilience of our business model, and the unwavering dedication of our team.

I couldn't be prouder of what we've accomplished, and I'm incredibly excited about the opportunities ahead as we continue to build on this momentum.

Harry Konstantinou, CEO & Managing Director

Results Reflect Strong Execution From HIGH-QUALITY BUSINESSES

¹ Normalised REVENUE/EBITDA/NPAT excluding impacts of AASB16

² Refer to Cashflow Analysis slide for more details

Comparisons based on PCP (December 2023)

FINANCIAL SNAPSHOT

CONTINUOUS HALF-ON-HALF GROWTH REINFORCES VIVA'S MODEL

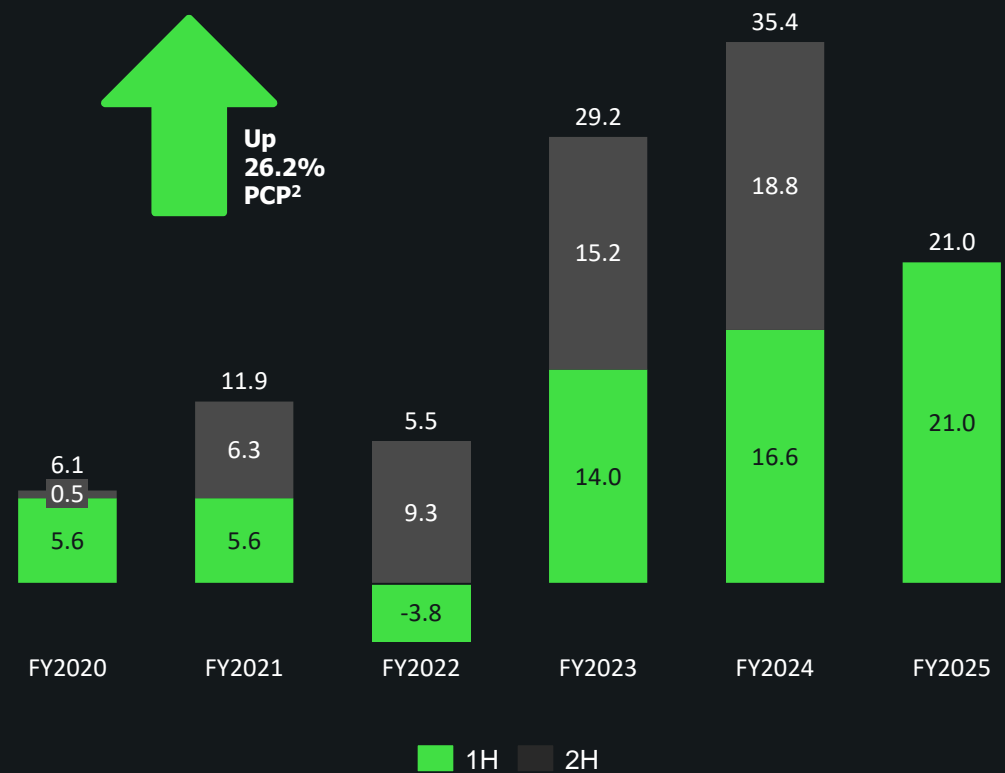
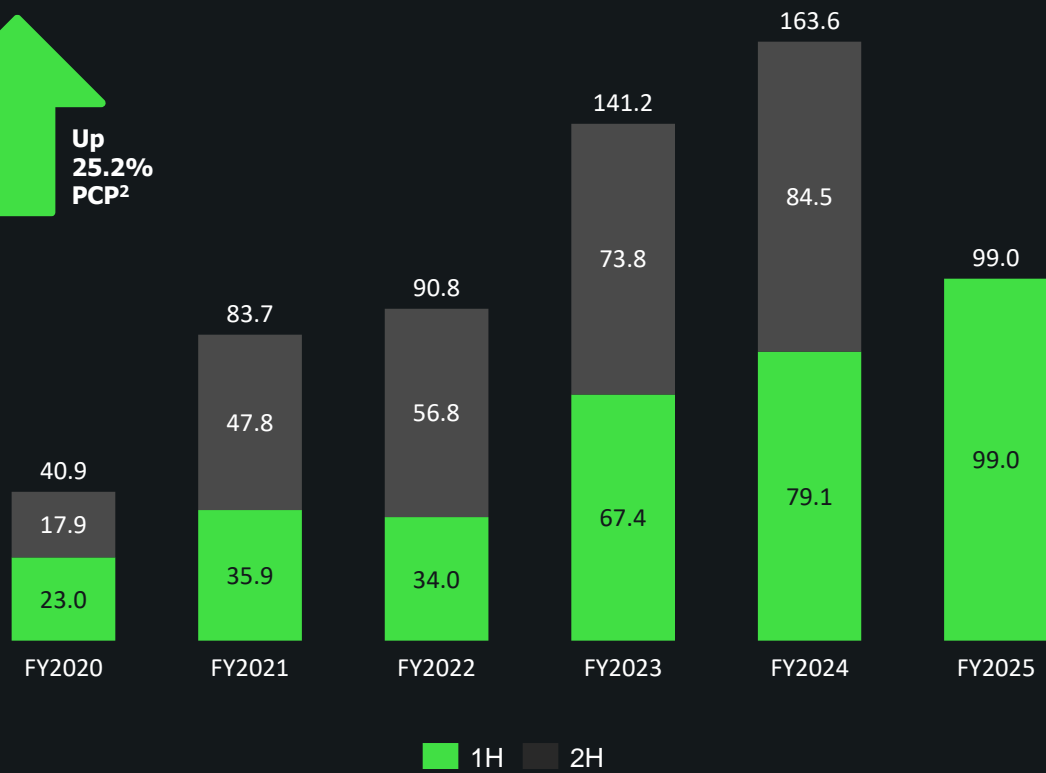
FY2020 REPRESENTS FIRST FULL YEAR AS LISTED COMPANY³

REVENUE¹ (\$M)

EBITDA¹ (\$M)

Up
25.2%
PCP²

Up
26.2%
PCP²



¹ Normalised Revenue and EBITDA excluding impacts of AASB16; ² 1H-FY24 to 1H-FY25 Comparison; ³ 2H-FY20 until 1H-FY22 were COVID impacted

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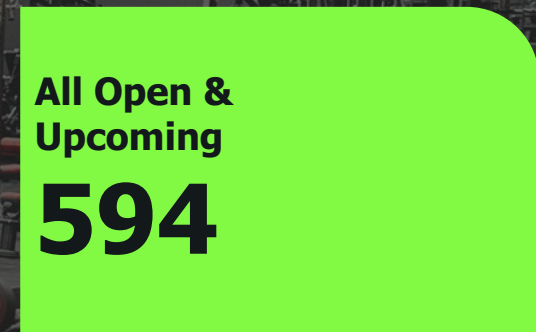
1H FY25 OPERATIONAL HIGHLIGHTS



Members



Locations



“Corporate” Refers to company owned locations, whereas “Franchise” refers to third party franchisee owned locations
¹ Refers to locations secured by Viva for new greenfield corporate locations, and franchised locations sold across all brands
Comparisons based on PCP (December 2023)

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**BUILDING AUSTRALIA'S
LARGEST AND MOST
DIVERSIFIED FITNESS
NETWORK AND COMMUNITY**

476 OPEN LOCATIONS (Worldwide)

10 SECURED CORPORATE LOCATIONS

108 SECURED FRANCHISE LOCATIONS



594

Corporate & Network Locations Open or Opening Soon



593,000

Corporate & Network Members (31 Dec 2024)

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FINANCIAL
PERFORMANCE

RESULTS REFLECT STRONG GROWTH ON ALL KEY METRICS

PROFIT & LOSS

	1H FY25 (ex AASB16)	1H FY24 (ex AASB16)	VARIANCE \$	VARIANCE %
Revenue	99.0	79.1	19.9	25.2
Operating Costs	(78.0)	(62.5)	(15.4)	24.8
EBITDA	21.0	16.6	4.5	26.2
Depreciation / Amortisation	(10.0)	(8.2)	(1.8)	21.7
EBIT	11.0	8.4	2.6	30.5
Finance Costs	(3.3)	(1.6)	(1.7)	103.8
NPBT	7.7	6.8	0.9	12.7
Tax	(2.2)	(2.0)	(0.2)	6.7
NPAT	5.5	4.8	0.7	15.2
EBITDA Margin	21.2%	21.0%		+20 bps

- Excludes the impacts of AASB-16
- EBITDA is normalised EBITDA less Rent

HIGHLIGHTS

- Revenue growth derived from health clubs and technology segments
- EBITDA grew by 26.2% to \$21.0 million, with the EBITDA margin expanding by 20 basis points to 21.2%. This demonstrates improved operational efficiency and the scalability of the business model despite rising operating costs
- NPAT increased by 15.2% to \$5.5 million, showcasing the company's continued focus on delivering solid bottom-line results and improving profitability for shareholders.

REVENUE SEGMENTS

MOVING FORWARD, VIVA WILL NOW REPORT ON REVENUE SEGMENTS

The four segments of the business are

Incorporates all Corporate owned health clubs, including corporate owned boutiques

Health Clubs

Technology & Services

Incorporates technology licencing fees, Viva Pay payments division, personal training income, vending machine income and other digital income

A high margin segment for the group

Incorporates the franchising division, including Plus Fitness, and the investments in Boutique Fitness Studios and World Gym Australia

Franchising

Other Income

Incorporates all other items, including interest received and rental income received for sub-leasing

REVENUE PERFORMANCE

CONTINUED INVESTMENT IN GROWTH

Half-year (\$m)	1H FY25	1H FY24	Var %	Performance summary
Health Clubs	88.5	71.6	23.6%	<ul style="list-style-type: none"> Continued membership growth via greenfields and acquisitions Strong consumer sentiment to health and fitness despite economic pressures Viva's broad network of clubs and modalities means members can switch if any price pressures; not currently seeing this in the network Scale of network benefits starting to be realised
Franchise	3.8	4.5	-15.2%	<ul style="list-style-type: none"> Revenue increased on a normalised basis. However, gross revenue decreased due to the cessation of rebates from 3rd party payment providers during the transition to Viva Pay. This change has increased consolidated revenue as reflected in the 124% variance for Technology & Services Plus Fitness franchise network continuing to expand with new location openings with the benefit to flow through in H2 No contribution from World Gym Australia franchise businesses included; <\$50k JV profit from Boutique Fitness Studios included
Technology & Services	6.4	2.9	124.0%	<ul style="list-style-type: none"> Commencement for a full period of the Viva Pay and technology licence fees represented with a significant increase over the PCP Segment also includes digital signage and vending machine network which are continuing to expand and perform. This is a high margin segment. Personal trainer licensee fees up 20% over previous Half and 28% over PCP All areas of this segment expected to continue to increase
Other Revenue	0.3	0.1	199.3%	<ul style="list-style-type: none"> Third party Rental Income and Interest Received
Totals	99.0	79.1	25.2%	

BALANCE SHEET

CONTINUED INVESTMENT IN GROWTH

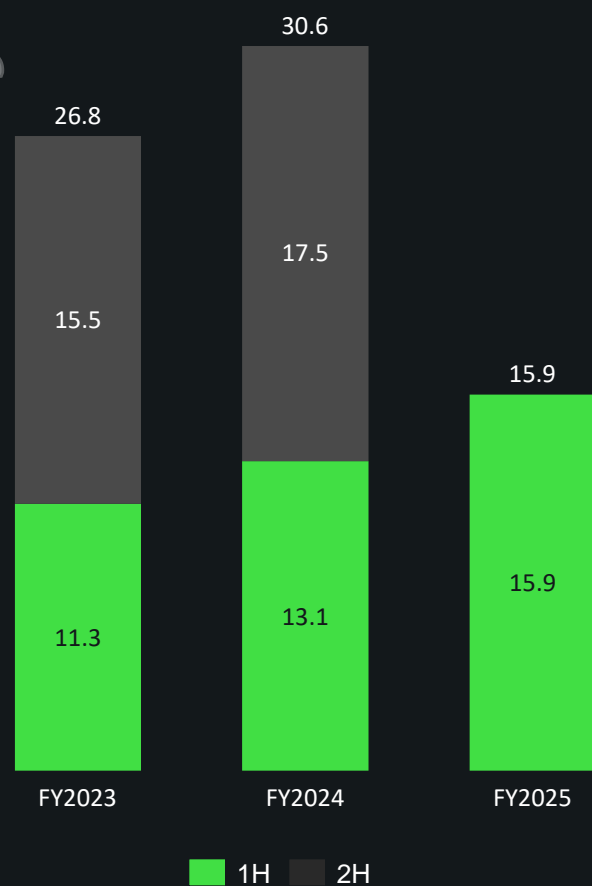
(\$m)	1H FY25	1H FY24
Cash	18.1	22.3
Receivables and other Current Assets	6.5	5.1
P, P & E	120.8	63.6
Right of Use Assets	226.5	265.3
Intangibles	115.1	91.9
Investments	6.2	-
Deferred Tax	84.3	92.0
Other assets	0.9	2.3
Total Assets	578.4	542.5
Trade and other Payables	12.3	14.1
Contract Liabilities	4.0	4.1
Leases - Rental Properties	262.1	258.7
Borrowings - Senior debt and Equipment Leases	100.3	60.6
Provisions	15.9	14.2
Current and Deferred Tax	74.6	81.7
Total Liabilities	469.2	433.4
Net Assets	109.2	109.1

HIGHLIGHTS

- Investment in 21 acquisitions and GF sites during the period
- Funded by available cash and debt
- Refinancing of all Equipment Lease finance to Senior Debt at a lower rate
- Significant headroom available in debt facilities with \$130m senior debt limit

CASHFLOW ANALYSIS

VIVALEISURE



CASHFLOW DETAILS (\$M)	1H FY25	2H FY24	1H FY24	2H FY23	1H FY23
Net Receipts from Customers / Payments to Suppliers	43.4	43.2	36.5	36.7	31.2
Normalisations (incl. Viva Pay funds in Trust)	4.3	2.8	0.8	1.0	0.2
Rent Payments	(25.6)	(22.6)	(20.5)	(19.1)	(18.2)
Net Interest (Ex-Property)	(3.0)	(2.4)	(1.5)	(1.4)	(1.4)
Tax	(0.3)	(1.7)	-	-	1.5
Operating Cash Flows	18.9	19.3	15.3	17.2	13.3
Maintenance Capex	(2.9)	(1.9)	(2.2)	(1.7)	(2.0)
Free Cash Flows (FCF)	15.9	17.5	13.1	15.5	11.3
<i>Growth Capex</i>					
Investment in Growth Capex (New greenfield locations)	(10.1)	(3.6)	(6.2)	(7.5)	(4.8)
Investment in Technology	(2.8)	(2.7)	(2.3)	(1.8)	(1.4)
Investment in Acquisitions	(29.7)	(12.5)	(1.5)	(2.6)	(4.2)
Cash Re-Investment for Growth	(42.6)	(18.8)	(10.0)	(11.9)	(10.4)
Net Debt and Equipment Leases	28.7	6.8	(4.7)	(5.7)	(2.3)
Capital Raise		15.2	-	0.9	-
Share Buy Back	(1.9)	-	-	(0.4)	-
Normalisations from above	(4.3)	(2.8)	(0.8)	(1.0)	(0.2)
Cash Movement for Period	(4.2)	17.9	(2.5)	(1.6)	(1.6)

CASH FLOWS

THE COMPANY HAS PRIORITISED REINVESTING IN ITS OPERATIONS TO SUPPORT SUSTAINABLE EXPANSION.

(\$m)	1H FY25	1H FY24
Opening cash	22.3	6.8
Cashflows from Operations	31.6	27.7
Investment in P,P,E and Intangibles	(15.9)	(10.7)
Acquisition of Businesses	(29.7)	(1.5)
Share Buy Back	(1.9)	-
Proceeds/(Repayment) of Debt	33.4	(1.2)
Lease Principal Reductions	(21.2)	(16.7)
Closing cash	18.1	4.3

HIGHLIGHTS

- Cashflows from operations committed to expansionary Capex through investment in GF and acquisitions
- Share buy back commenced during the period allocating \$1.9m towards revised capital management strategy
- Lease principal reductions refer predominantly to rent payments applied to Rental Lease liabilities

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**TRADING &
OUTLOOK**



TRADING UPDATE

2H PERFORMING STRONGLY ACROSS ALL SEGMENTS

Health Clubs

- Successful January and February new member enrolment
- Corporate Members above 250,000
- Corporate & Franchise Members above 600,000
- Over the next 12 months, our focus will shift towards optimising the value of our existing network while moderating the pace of new greenfield site openings.
- This strategic pivot is designed to prioritise free cash flow generation and maximise returns from our significant portfolio of established locations.

Franchise

Plus Fitness

Trading strong for franchise network; strong interest in new locations; international expansion to continue

Boutique Fitness Studios

Strong pipeline of locations set to open; significant interest in new locations across all brands, Viva Pay being implemented

World Gym Australia

Strong pipeline of locations to open; Viva apps being implemented; access control solutions to begin installation across network and The Hub to follow later in CY2025

Technology, Payments & Other

- New unified access apps to launch in 2H
- Vending machine network now generating > \$250k per month in sales at high margin
- Digital signage network expanding with a further 100 screens being added in 2H
- Orders growing for Supp Society

Q4 FY25 FORECAST RUN RATES - REAFFIRMED

Based on information currently available and barring any unforeseen events, Q4-FY25 forecast run rate has been reaffirmed.

Revenue Forecast

Q4-FY25

>\$56m

Q4-FY25 Annualised

>\$224m

FY24 Actual Revenue

\$163.6m

EBITDA* Forecast

Q4-FY25

>\$12.5m

Q4-FY25 Annualised

>\$50m

FY24 Actual EBITDA

\$35.4m

*Normalised EBITDA, excluding impacts of AASB16

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APPENDIX

STRATEGIC INVESTMENTS AND JOINT VENTURES PROVIDE LONG RUNWAY OF GROWTH

Viva has recently made the strategic investments, as outlined below. These initiatives are set to unlock significant growth opportunities across Viva's technology, network, and payments divisions, while also delivering substantial benefits to the Plus Fitness network. This includes securing a robust pipeline of future acquisitions and driving operational synergies. Importantly, Viva retains the flexibility to acquire 100% of these investments at pre-agreed values, at its discretion.

	Holding %	Commentary
Boutique Fitness Studios	34%	<ul style="list-style-type: none"> Announced in September 2024, and settled in October 2024 Small contribution included in 1H FY25 (<\$50k) Strong pipeline already secured <p>Further Upside:</p> <ul style="list-style-type: none"> Viva Pay implementation discussions have commenced. Target implementation date late CY2025
World Gym Australia	25%	<ul style="list-style-type: none"> Announced and settled in December 2024 No contribution included in 1H FY25 <p>Further Upside:</p> <ul style="list-style-type: none"> The Hub implementation program is expected to complete in late CY25 Viva Pay implementation not expected until mid-CY27

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STATUTORY RECONCILIATION & NORMALISATIONS

VIVALEISURE

UNDERLYING & AASB16 FOR H1 FY2025

COMMENTS

- Removal of amortisation of Right of Use Asset
- Removal of finance charges against rental liabilities
- Includes Rent Expense

Normalisations	(\$m)
Pre-opening rents	0.5
Share based payments expensing	0.1
Due Diligence and Debt facility fees	0.8
Borrowing Costs	0.3
Total	1.7

EBITDA is normalised EBITDA
AASB16 Impacts relate to property only

(\$M)	1H FY25		AASB16	1H FY25
	Statutory	Normalisations	Impact	(pre AASB16)
Revenue	99.0	-	-	99.0
Expenses	(53.3)	1.4	(26.1)	(78.0)
EBITDA	45.7	1.4	(26.1)	21.0
Depreciation and Amortisation	(31.0)	-	21.0	(10.0)
EBIT	14.7	1.4	(5.1)	11.0
Finance Costs	(11.8)	0.3	8.2	(3.3)
Profit Before Tax	2.9	1.7	3.1	7.7
Income Tax Expense	(0.9)	(0.5)	(0.8)	(2.2)
Net Profit After Tax	1.9	1.2	2.3	5.5
Earnings per share (basic - cents)	1.95			5.47

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SEGMENT
FOCUS



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HEALTH CLUBS

 CLUBLIME

PLUS
FITNESS

hiit
republic

GROUNDUP

 rebalance

HEALTH CLUBS: PERFORMANCE OVERVIEW

INCORPORATES ALL CORPORATE OWNED AND OPERATED HEALTH CLUBS AND BOUTIQUE STUDIOS

Revenue growth of 23.6% to \$88.5 million

- LFL locations revenue grew 5.8% over PCP
- New greenfield locations and acquisitions added 18.1% or **\$12.93 million** over PCP

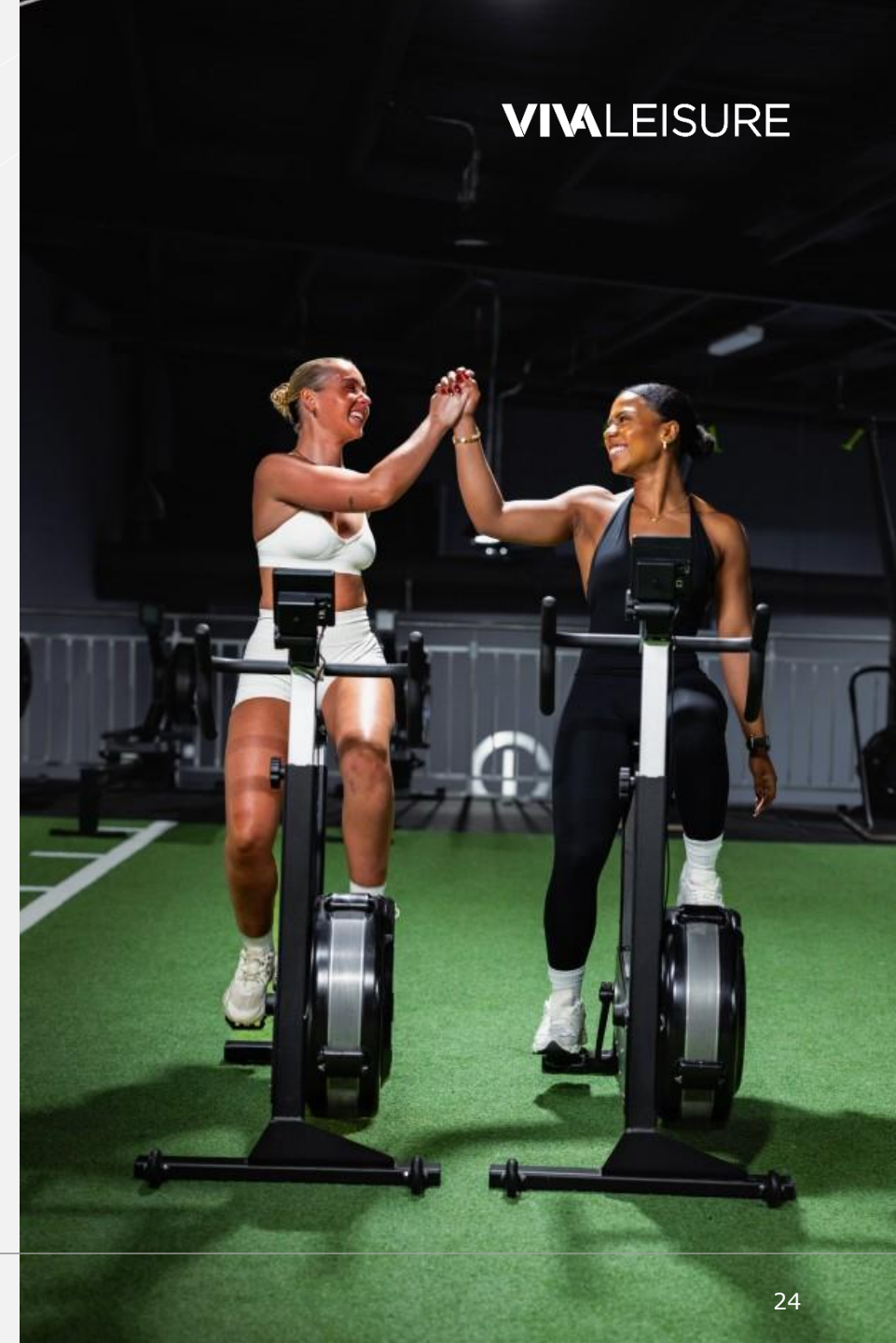
Membership

- LFL membership continues to expand and grew by **4.5%** or over **8,000** members over PCP
- New greenfield locations and acquisitions added an extra **50,000** members over PCP

General

- Member visitation grew significantly, reinforcing strong retention and engagement within the segment.
- The launch of the first GroundUp Wellness studio marked an exciting expansion into new wellness solutions beyond Pilates, Yoga, and Barre, with exceptional demand already being realised.
- By introducing innovative services within existing models, the segment is successfully driving higher member frequency, increasing yields and attracting a growing base of new customers

VIVALEISURE



HEALTH CLUBS: STRATEGY & OUTLOOK

Strategy:



Membership: Continue to invest in the best customer offer across all price points and brands, ensuring availability of an option for the entire market



Locations: Continue to expand strategically in existing and new geographic markets by way of greenfield locations or acquisitions as appropriate



Utilisation: Optimise the use of existing locations to ensure they operate at maximum capacity and efficiency.



Diversify Revenue Streams: Introduce ancillary services, products and partnerships to reduce reliance on membership fees while boosting revenue and profitability

Outlook:



Over the next 12 months, our focus will shift towards **optimising** the value of our existing network while moderating the pace of new greenfield site openings.

This strategic pivot is designed to **prioritise free cash flow** generation and maximise returns from our significant portfolio of established locations.

By concentrating on operational excellence, member engagement, and targeted upgrades, we aim to unlock additional value and drive sustainable, long-term growth.

The unique Viva technology will form a significant part of this approach.

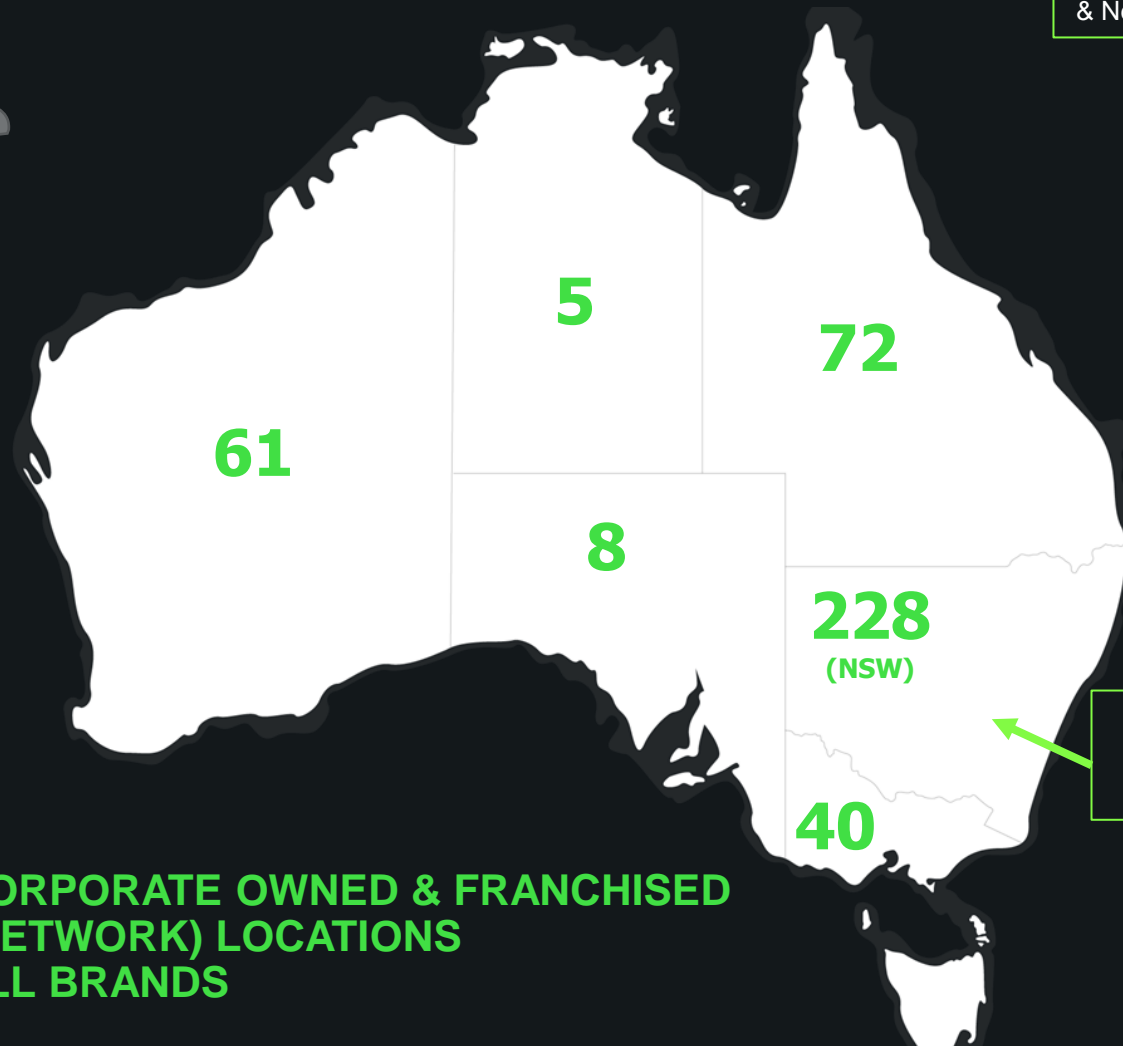
COVERING AUSTRALIA

THE VIVA NETWORK

VIVA LEISURE

466

Australian Corporate & Network Locations



CORPORATE OWNED & FRANCHISED (NETWORK) LOCATIONS ALL BRANDS

State	Viva Corporate	Plus Fitness Franchisees	BFS Franchisees	WGA Franchisees	Total
ACT	51	-	1	-	52
NSW	54	132	25	17	228
VIC	31	6	3	-	40
QLD	34	6	11	21	72
NT	4	-	-	1	5
SA	-	5	3	-	8
WA	23	15	15	8	61
Total	197	164	58	47	466

Franchisees columns include only third-party Franchisees.
 Viva Corporate includes 33 Corporate owned Plus Fitness locations
 Viva has agreed to acquire 3 WGA franchise locations (Two of which have already settled and included)

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30CM

60CM

concept 2

FRANCHISE NETWORK

PLUS
FITNESS

BOUTIQUE X
FITNESS STUDIOS

WORLD GYM
AUSTRALIA

FRANCHISE: OVERVIEW

INCORPORATES FRANCHISED NETWORKS OWNED OR INVESTED IN BY VIVA

Plus Fitness

- Viva acquired the Plus Fitness franchise network in August 2020
- The network currently operates in Australia, New Zealand and India, with new territory agreements executed during 1H FY25 for Singapore, Hong Kong, Philippines and the UK
- With the rollout of the 2023-inspired location design across the network, the brand has successfully repositioned itself in the market, delivering enhanced returns for both franchisees and Viva.

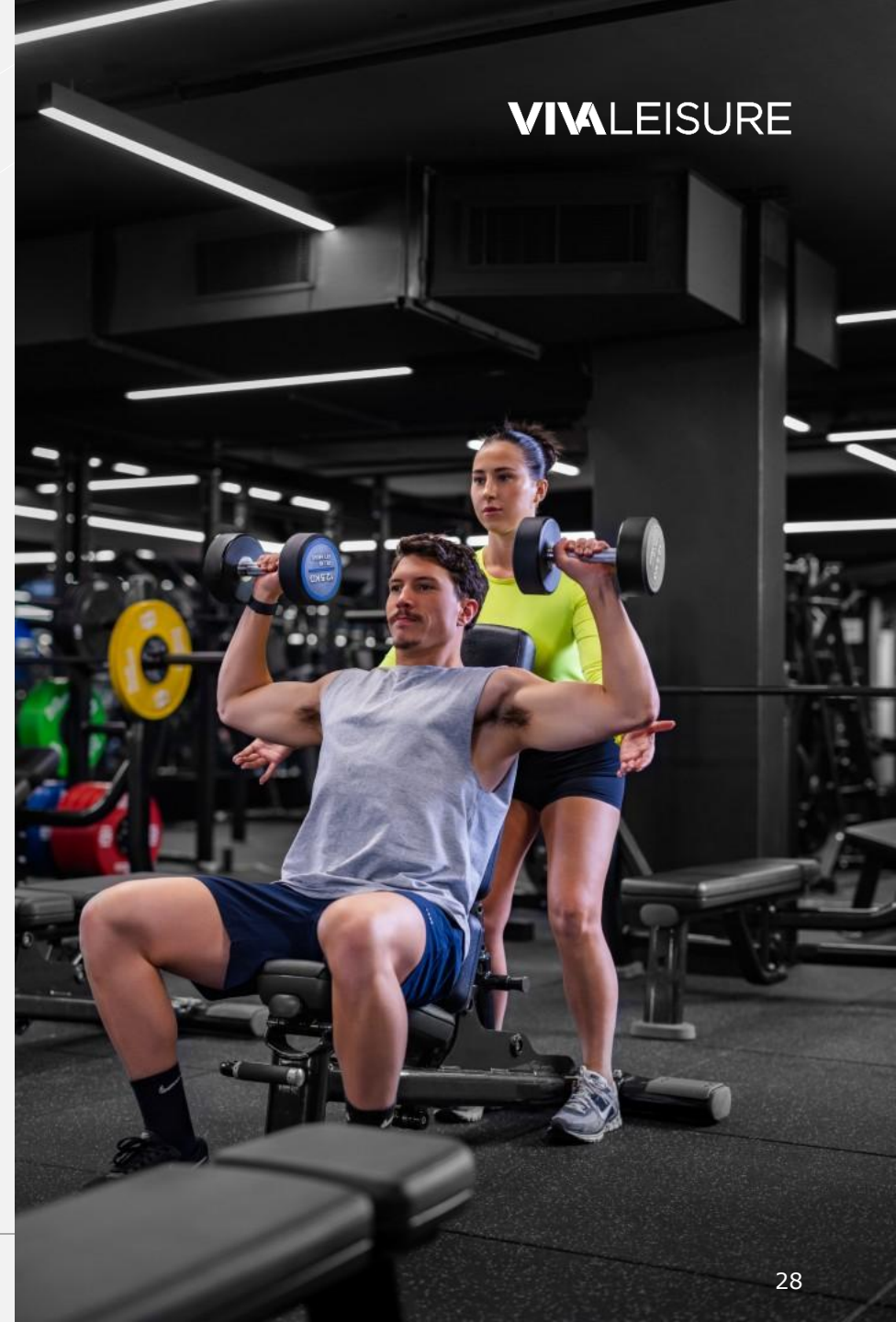
Boutique Fitness Studios

- Viva acquired a 34% interest (October 2024) and is currently the largest shareholder in Boutique Fitness Studios, the Australian and New Zealand master franchisee for four Xponential (NYSE:XPOF) brands (Club Pilates, Rumble Boxing, Stretch Lab and Cycle Bar).
- The network continues to grow with Viva seeing significant upside as part of the payments and technology transition to Viva systems over time

World Gym Australia

- Viva acquired a 25% interest (December 2024) in the master franchisee with the option to acquire the remaining 75% at predetermine value
- The network is expected to quickly double based on the pipeline secured and interest from existing and new franchisees.
- Viva expects to implement its technology solutions over the next 12 months, and its payments (via Viva Pay) in early 2027

VIVALEISURE



FRANCHISE: STRATEGY & OUTLOOK

PLUS FITNESS

Strategy:

Plus Fitness will continue to solidify its position as a cornerstone of Viva's growth strategy through a franchise network model that delivers high-reward, low-capital expenditure, and low-risk expansion.

By focusing on expanding the franchise footprint, both in Australia and now internationally, the network is able to scale rapidly while leveraging the entrepreneurial drive of franchisees to penetrate new markets efficiently.

Outlook:

Plus Fitness is poised for an exciting future with over 30 territories sold in Australia, India and Singapore.

The recent commencement of operations in new international markets underscores the brand's growing global presence, positioning Plus Fitness for sustained growth and solidifying its reputation as a dynamic leader in the fitness industry.



Strategy:

Boutique Fitness Studios (BFS) will continue its expansion of diverse, market-leading brands, leveraging their strong market presence to drive growth.

The low-risk strategy ensures 100% of the network is franchisee-owned, minimising capital exposure while maximising scalability.

Outlook:

The conversion of Rebalance to Club Pilates is expected to streamline brand offerings, enhancing operational efficiency and member experience while expanding that brands network.

Extensive expansion is expected with over 50 territories across the four brands already sold to franchisees



Strategy:

World Gym's strategy centres on expanding its unique big-box offering in the premium fitness segment, leveraging both corporate and franchisee-driven growth.

By maintaining its premium positioning, World Gym will continue to attract discerning customers seeking high-quality facilities and services.

Outlook:

A strong pipeline of new franchisees has been secured and under negotiation.

The World Gym network provides Viva with a future pipeline of exclusive acquisition opportunities.

The rollout of Viva technology across the network will deliver significant benefits and growth opportunities.

THE VIVA FRANCHISE NETWORK

A GROWING NETWORK FOR PAYMENTS, SOFTWARE, ACCESS CONTROL, DIGITAL SIGNAGE AND MORE

Brand	Country	Open Locations	Additional Sold Locations	Long Term Opportunity ⁴	Total
Plus Fitness¹	Australia	197	29	400	226
	New Zealand	2	-	30+	2
	India	8	3	100+	11
	Singapore	-	5	50+	5
	Philippines	-	-	50+	-
BFS²	Australia	58	58	150	116
World Gym³	Australia	47	13	150	60
Total		312	108	930+	420

The Franchise Advantage

- Low risk, high reward
- Low capital investment required
- Significant pipeline (>100 locations) sold and not yet opened
- Diversified solution across multiple fitness segments
- Viva **technology and payments solutions** already deployed or will be deployed across the entire network
- Franchise network provides a pipeline of acquisitions for Viva. Viva owns 33 of the 199 open Plus Fitness locations
- The World Gym acquisition increases the available pipeline
- \$500 million Total Transaction Volume (TTV) for Viva Pay once BFS and World Gym transitions

¹ Plus Fitness is wholly owned by Viva Leisure

² Viva Leisure holds a 34% ownership in BFS, the Australian Master Franchisee of Club Pilates, Rumble, Stretch Lab and Cycle Bar

³ Viva Leisure holds a 25% ownership in World Gym Australia's Master Franchisee

⁴ LTO (Long-Term Opportunity) is derived from comprehensive demographic data and strategic mapping. The rollout timeline is influenced by several key factors, including site availability, lease terms, and the successful engagement of franchisees.

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TECHNOLOGY & OTHER

VIVALABS
LEISURE

VIVA  pay

 hub.

TECHNOLOGY, PAYMENTS & OTHER: OVERVIEW

VIVALEISURE

Technology at the Heart of Viva Leisure

- Viva Leisure has successfully developed its own membership software, access control solution, apps, and payment gateway.
- These innovative solutions have already been rolled out across the Plus Fitness network and will soon be integrated into other franchise networks within the Viva group, driving efficiency and enhancing member experiences.

Performance

- Viva Pay and related technology are now generating approximately \$6 million in annualised revenues, with continued growth expected.
- The integration of Boutique Fitness Studios and World Gym is set to further boost this figure.

Other Contributors

Include

- Viva's expansive vending machine network now generating over \$250,000 in monthly sales.
- The Viva digital signage network delivers over \$300,000 annually at no cost, with projections to reach at least \$500,000 per year as the network expands and gains momentum.
- Supp Society, the online supplement business launched in late CY24, continues to achieve record-breaking performance each month since its inception.



TECHNOLOGY, PAYMENTS & OTHER: STRATEGY & OUTLOOK

Strategy

Technology Strategy: Driving Growth Through Innovation

Viva Leisure is committed to leveraging its in-house technology solutions to drive growth, enhance member experiences, and unlock new revenue streams. Our focus includes:

01

Maximising the 600,000-Strong Membership Base:

By rolling out innovative platforms like VivaPass, we aim to provide members with seamless access across our diverse portfolio of brands, increasing engagement and retention while driving incremental revenue.

02

Launching New Apps and Products:

The continued rollout of The Hub, Viva Pay, and VivaPass will streamline operations, improve accessibility, and create additional touchpoints for member interaction, further solidifying our leadership in the fitness technology space.

03

Expanding Access Solutions:

Initiatives like VivaPass will not only enhance cross-brand utilisation but also open opportunities for strategic partnerships, corporate wellness programs, and third-party integrations, creating a more interconnected ecosystem.

By investing in these cutting-edge technologies, Viva Leisure is well-positioned to deliver exceptional value to members, franchisees, and shareholders alike, ensuring sustainable growth and industry leadership.

Outlook

Technology Outlook: Unlocking Financial Upside

Over the next 12 months, Viva Leisure is poised to deliver significant additional financial upside through the continued rollout and expansion of its innovative technology solutions. Key initiatives driving this growth include:

01

Viva Pay Implementation in Boutique Fitness Studios:

The integration of Viva Pay into the Boutique Fitness Studios network is expected to enhance operational efficiency and member convenience while creating new revenue streams. This move will further solidify Viva's position as a leader in seamless payment solutions within the fitness industry.

02

The Hub and Access Control in World Gym:

The deployment of *The Hub* and Viva's proprietary access control systems across the World Gym network will streamline operations, improve member experiences, and drive higher utilisation rates. This implementation aligns with Viva's strategy to leverage technology for scalable growth and increased profitability.

03

Launch of In-House Developed Apps for Unified Access:

Viva is set to launch various in-house developed apps that will unify its networks from an access control perspective. These apps will create unparalleled opportunities for members and corporate clients seeking integrated, cross-brand fitness solutions. By enabling seamless access across Viva's diverse portfolio, the company is well-positioned to capture incremental revenue and strengthen customer loyalty.

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