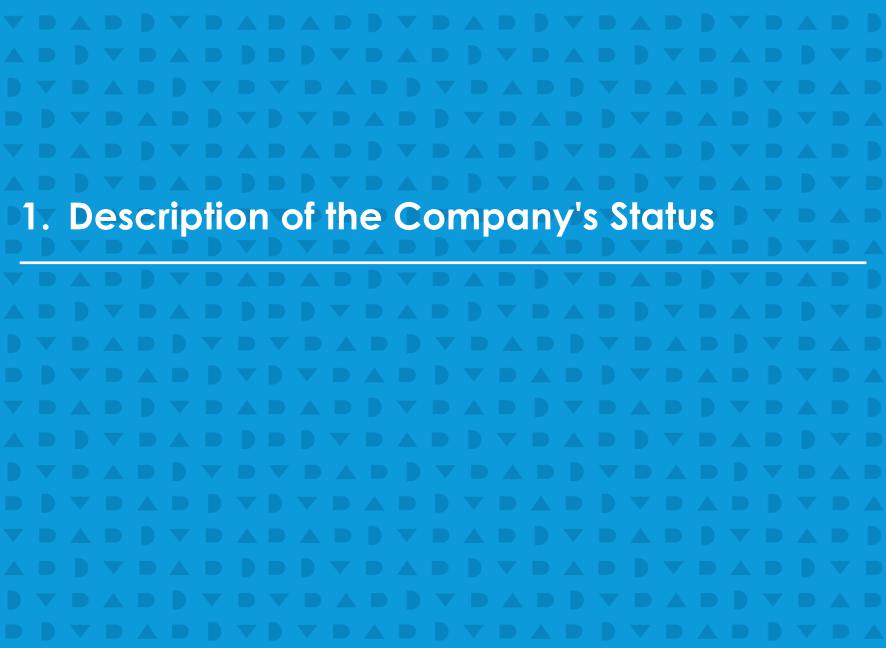


# Strategic Plan

December 2019



## **Description of the Company's Status**

### Principal Activities

- DXB Entertainments PJSC (the "Company") was originally formed as a limited liability company with commercial license number 673692 and was established on 11 July 2012. On 9 December 2014, approval from the Ministry of Economy was obtained and the Company was converted to a Public Joint Stock Company (PJSC) in accordance with UAE Federal Commercial Companies Law No. 8 of 1984, as replaced by UAE Federal Law No. 2 of 2015 ("Companies Law").
- The licensed activities of the Company and its subsidiaries (collectively the "Group") are investment in commercial enterprises and management, real estate development, amusement parks, investment in and management of tourist enterprises and sport and recreational events, tickets e-trading, marketing management, facilities management services and event management.

### The Company subsidiaries are as follow:

**Subsidiaries** 

Name of Subsidiary <sup>1</sup>	Date of	Ownership Percentage		Principal Activity	
Name of Subsidiary	Incorporation	Legal	Beneficial	Principal Activity	
Motiongate (LLC)	18 Mar 2013	99%	100%	Theme park development	
Mgate Operations (LLC) <sup>2</sup>	8 Apr 2013	100%	100%	Amusement park	
Dubai Parks Destination Management (LLC)	25 Aug 2014	99%	100%	Ticket selling / marketing Management	
Bollywood Parks (LLC)	25 Aug 2014	99%	100%	Theme park development	
Dubai Parks Hotel (LLC)	25 Aug 2014	99%	100%	Five-star hotel	
River Park (LLC)	25 Aug 2014	99%	100%	Leasing & management of self-owned Property	
LL Dubai Theme Park (LLC)	7 Sep 2014	99%	100%	Theme park development	
LL Dubai Operations (LLC) <sup>3</sup>	14 Oct 2014	100%	100%	Amusement park	
BWP Operations (LLC) <sup>4</sup>	25 Mar 2015	100%	100%	Amusement park	
SF Dubai (LLC)	21 May 2015	99%	100%	Theme park development	
Do Trips (LLC) <sup>5</sup>	29 May 2016	100%	100%	Travel agent	
DXB Project & Management Services (LLC)	5 Apr 2016	99%	100%	Project Management Services	

<sup>(1)</sup> All subsidiaries are incorporated in Dubai, UAE

<sup>(2)</sup> Subsidiary of Motiongate (LLC)

<sup>(3)</sup> Subsidiary of LL Dubai Theme Park (LLC)

<sup>(4)</sup> Subsidiary of Bollywood Parks (LLC)

<sup>(5)</sup> Subsidiary of Dubai Parks Destination Management (LLC)

# Special Resolutions and Key Events (1/2)

The following special resolutions were passed during the AGM held on 25 April 2019:

- Approved the continuity of the Company's operations according to article (302) of the UAE Federal Law No
   (2) of 2015 concerning Commercial Companies ("Companies Law")
- Noted that proceeding with the development and establishment of the Six Flags Theme Park is not in the
  best interest of the Company or its shareholders, hence resolved not to continue with the Six Flags project
  and resolved to instruct the Board of Directors to take all actions required to implement and perfect the
  shareholders' resolution not to continue the establishment or development of the Six Flags Theme Park
  project

Special Resolutions

- Approved the reutilization of any remaining proceeds raised pursuant to the Rights Issue in view of the presentation of the Board of Directors
- Approved the Board of Directors' plan to direct the available proceeds of the Rights Issue to maximize shareholders' value by enhancing the existing theme parks of MOTIONGATE™ DUBAI and BOLLYWOOD PARKS™ Dubai
- Approved delegating to the Board of Directors of the Company the power to make all decisions and
  perform all actions as may be necessary to implement and execute the General Assembly resolutions, in
  respect of the resolution regarding the reutilization of the proceeds of the Rights Issue, and for the Board of
  Directors to delegate the same as it sees fit

# Key Events /

**Announcements** 

### January

Paul Parker appointed as Chief Commercial Officer

### **February**

• Formal notification by Six Flags, resulted in funders' concerns being raised specifically in relation to the revised projections for the Six Flags Dubai Project. As a result, the syndicated finance facility intended for utilization as part of the development of the Six Flags branded theme park was no longer available, and the Six Flags Dubai project could not proceed in its current form at that time.

# Special Resolutions and Key Events (2/2)

#### October - December '18

 Bollywood Parks introduces 11 new shows with a new line up of performances from various regions of the Indian Subcontinent

#### March '19

• In celebration of International Women's Day, on 8 March 2019, Dubai Parks and Resorts held its first "ladies' free day out" which attracted more than 53 thousand visits to the parks, setting a record for daily visitation

### April '19

- Mr. Boutros Maroun Boutros appointed as an Independent Director to the Board
- Shareholders approved expansion plan for Motiongate and Bollywood Parks, utilizing rides and proceeds originally intended for the Six Flags Dubai Project

#### **June '19**

 On June 16th, 2019 the third-party Rove at The Park Hotel became the second hotel to open its doors at Dubai Parks and Resorts

#### **July '19**

- The Company entered into a license and settlement agreement with Six Flags
- Filipino National Day celebration delivers record weekend visitation of over 92 thousand visits

### August '19

- The board approved development of an efficiency program, including identification and implementation of cost saving initiatives, in line with the company's strategy
- The Company decided to focus on its core asset Dubai Parks and Resorts and as part of this realignment, reached an agreement with its majority shareholder Meraas to discontinue the management of its portfolio of Leisure and Entertainments assets.
- Resignation of Chief Commercial Officer

### September '19

In line with UAE's Emiratization vision, Meraas Group, a shareholder of the Company, decided to bear the ongoing cost of reducing the salaries and benefits of UAE Nationals, to ensure their ongoing welfare and providing them with sustainable jobs

## Key Events / Announcements (contd.)

## **DXB Entertainments Overview**

## **Theme Parks**

#### 1. MOTIONGATE™ Dubai

Largest Hollywood movie-themed park in the region, targeting all age groups and nationalities.

#### 2. LEGOLAND® Dubai

Where LEGO® bricks come to life, the ultimate theme park for families with children aged 2-12, with more than 15,000 LEGO® models made from 60 million LEGO® bricks.

#### 3. LEGOLAND® Water Park

The region's only water park designed for families with children aged 2-12, with more than 20 LEGO® themed water slides and attractions.

### 4. Bollywood Parks™Dubai

The world's first Bollywood-themed park, focusing on action, dance, romance, and flavours based of some of the major Bollywood blockbusters.

## **Retail & Hospitality**

#### 5. LEGOLAND® Hotel

Built on 300,000 sq ft of land, this will be the first LEGOLAND® Hotel in the Middle East and DXBE's second hotel. Visitors will have easy access to LEGOLAND® Dubai and LEGOLAND® Water Park.

### 6. Lapita™ Hotel

Lapita<sup>™</sup> Hotel, operated by the Marriott Group with 504 rooms, a Polynesian- themed family-friendly hotel.

### 7. Riverland™ Dubai

Riverland™ Dubai is a waterfront district at the heart of DPR. It is an un-ticketed retail, dining and entertainment destination.



ubai International Airport

63



16 km Expo 2020 Site

20

Dubai World Central – Al Maktoum International Airport

## **Shareholding and Capital Structure**

The Company is a subsidiary of Meraas Leisure and Entertainment LLC (the "Parent Company") and ultimately owned by Meraas Holding LLC (the "Ultimate Parent Company").

Meraas is a Dubai based holding company established in 2007, with operations and assets in the UAE and overseas.

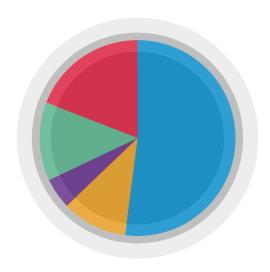
In April 2018, the Company issued AED 1.2 billion of convertible bonds to the Ultimate Parent and Parent Company. The fully issued convertible bond has a maturity date of 30 June 2026 and carries a coupon of 8 per cent per annum compounded quarterly payable on the maturity date, unless converted earlier. The bond is convertible at the option of the holder at a strike price of AED 1.04 during the period beginning 1 January 2021 and ending on 31 December 2024 (unless extended otherwise).

The Company has a term loan of AED 4.2 billion with a maturity date of 30 June 2026. During the year ended 31 December 2018, the Group received a 3-year moratorium on principal repayments and covenant testing. Quarterly principal repayments will re-commence from March 2021.

There has been no material change in the shareholding structure<sup>1</sup> of the Company in the last 12 months.

## **Shareholder composition**

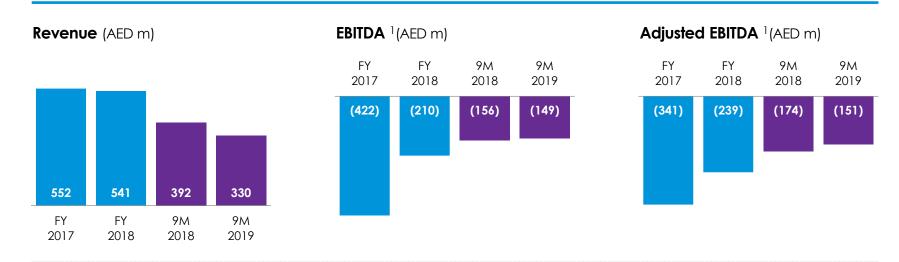
As at 30 September 2019



Meraas	52%
Qatar Holding	11%
Kuwait Investment Authority	5%
Institutional	13%
Retail	19%

(1) Material shareholding defined as a percentage of 5% or more of the shares of a company listed on the Dubai Financial Market

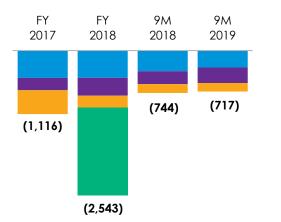
# Summary of the Company Information for the last 3 Years







## Net Losses (AED m)



- Depreciation/Amortization
- Finance Cost
- EBITDA Loss
- Impairment Charges

<sup>(1)</sup> Adjusted EBITDA excludes one-time and non-recurring charges and income

<sup>(2)</sup> Prior year results have been adjusted to reflect the impact of IFRS 16 "Leases" implementation in Q4 2018, with a corresponding impact on Operating Cost, Depreciation and Finance Cost

## **Consolidated Statement of Profit or Loss**

	FY 2017	FY 2018	Y-o-Y %	9M 2018	9M 2019	Y-o-Y %
AED millions						
Revenue	552	541	(2%)	392	330	(16%)
Operating Cost <sup>1</sup> Other direct costs Non-operating income	(925) (72) 23	(728) (73) 50	21% (1%) 117%	(530) (51) 34	(449) (32) 2	15% 38% (94%)
EBITDA 1	(422)	(210)	50%	(156)	(149)	4%
Pre-operating and non-recurring income	81	(28)	135%	(18)	(2)	89%
Adjusted EBITDA <sup>2</sup>	(341)	(239)	30%	(174)	(151)	13%
Depreciation <sup>1</sup> Impairment and other related charges Finance costs – net <sup>1</sup> Pre-operating and non-recurring income	(478) 0 (216) (81)	(474) (1,542) (318) 28	1% (100%) (47%) 135%	(359) 0 (229) 18	(294) 0 (274) 2	18% 0% (20%) 89%
Loss 1	(1,116)	(2,543)	(128%)	(744)	(717)	4%
Cash flow hedge – gain/(loss) on fair value  Total comprehensive loss 1	17	17 <b>(2,526)</b>	0% (1 <b>30%)</b>	57 <b>(687)</b>	(73) <b>(790)</b>	(229%) (1 <b>5%)</b>
roidi complenensive loss '	(1,099)	(Z.3Z0)	1130761	100/1	1 1/701	(15%)

Due to rounding, numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures



<sup>(1) 9</sup>M 2018 results have been adjusted to reflect the impact of IFRS 16 Leases implementation in Q4 2018, with a corresponding impact on Operating Cost, Depreciation and Finance Cost (2) Adjusted to exclude pre-operating and non-recurring income

## **Consolidated Statement of Financial Position**

	30 September 2019	31 December 2018	31 December 2017
	AED'000	2018 AED'000	2017 AED'000
	(Reviewed)	(Audited)	(Audited)
ASSETS	(Keviewed)	(Addited)	(Addited)
Property and equipment	7,821,815	8,087,357	9,409,289
Investment properties	496,996	511,908	535,643
Investment accounted for using the equity method	53,007	53,668	17,429
Inventories	23,934	23,242	38,782
Due from related parties	22,860	19,982	34,054
Trade and other receivables	107,453	158,813	142,047
Derivative financial instruments	6,466	71,165	53,953
Term Deposits	100,000	-	650,000
Cash and bank balances	1,154,864	1,782,610	1,218,758
Total assets	9,787,395	10,708,745	12,099,955
EQUITY AND LIABILITIES Equity Share capital Convertible bond – equity component Cash flow hedging reserve Accumulated losses	7,999,913 65,717 (2,050) (5,019,359)	7,999,913 65,717 71,165 (4,312,151)	7,999,913 - 53,953 (1,755,250)
Net equity  Liabilities	3,044,221	3,824,644	6,298,616
Convertible bond – liability component	1,269,230	1,189,930	_
Bank facilities	3,962,048	3,940,804	3,947,733
Due to related parties	60,492	1,400	1,578
Trade and other payables	1,398,162	1,674,505	1,606,828
Provisions	44,726	77,462	-
Derivative financial instruments	8,516	=	_
Loan from related parties	-	-	245,200
Total liabilities	6,743,174	6,884,101	5,801,339
Total equity and liabilities	9,787,395	10,708,745	12,099,955

# Potential Risks Affecting the Company and Related Sectors (1/3)

Potential Risk	Description	Mitigation Measures
1 Competition	Increase in supply of leisure and entertainment offerings in Dubai and the region resulting in a variety of options for consumers intensifying the level of competition between leisure and entertainment attractions	<ul> <li>Continued enhancement of Dubai Parks and Resorts product offering by introducing new rides and attractions to maintain competitive advantage</li> <li>Close monitoring of market dynamics and competitive landscape</li> <li>Ensure strong value proposition and positive customer experience through high quality products and services</li> </ul>
General Socio- economic and macro-economic Conditions	Factors that affect the leisure and entertainment industry and visitation from key source markets including change in visitor patterns, disposable income levels, movement in oil prices, employment trends etc	<ul> <li>Close monitoring of economic trends to guide strategic decision making</li> <li>Establishing strong relationships with trade partners to secure advance bookings</li> <li>Development of tactical promotions, strategic partnerships and value added offerings such as evening bundles to encourage visitation</li> </ul>
3 Tourism Sector	In the event of a decline in tourist arrivals to Dubai and UAE this may adversely impact international visitation to Dubai Parks and Resorts	<ul> <li>Extend Dubai Parks and Resorts global reach by optimizing international distribution channels and establishing new trade partnerships to target alternate source markets</li> <li>Maintain strong domestic product appeal and market share</li> </ul>

# Potential Risks Affecting the Company and Related Sectors (2/3)

Potential Risk	Description	Mitigation Measures
Intellectual Property ("IP") Rights	<ul> <li>Loss of IP rights in existing theme park assets</li> <li>Diminishing brand value of existing IP partners due to changes in public and consumer tastes</li> </ul>	<ul> <li>Maintain strong relationships with existing IP partners</li> <li>Work in close collaboration with IP partners to leverage promotional campaigns during new product /movie launches</li> <li>Retention of exclusivity rights within the GCC and MENA region</li> </ul>
5 Operators Performance	Performance of the Company's assets is largely driven by the performance of appointed operators	The Company has partnered with international reputable theme park and hotel operators to ensure best in class operations and service delivery
International Sales and Marketing	Building brand awareness in key source markets has extended lead times and requires upfront investment	<ul> <li>Centralized international sales and marketing function focusing on promoting and selling the destination in key source markets</li> <li>Targeted source market awareness campaigns through strategic partnerships to drive pre-arrival purchase</li> <li>Strong focus on enhancing distribution networks in key source markets through new relationships with OTAs, tour operators, etc.</li> </ul>
7 Safety	Risk of serious accidents and other safety incidents potentially harming visitors, staff member or contractors	<ul> <li>International operators operate theme parks in line with international best practice</li> <li>Internal risk function that closely monitors all safety related risks across the Company's assets</li> <li>All rides have been TUV certified and regularly inspected by qualified in-house professionals</li> <li>Contractors selection follows a thorough procurement process lead by a qualified in-house project management team</li> </ul>

# Potential Risks Affecting the Company and Related Sectors (3/3)

Potential Risk	Description	Mitigation Measures
8 Seasonality	Harsh weather conditions in UAE during the summer months negatively impacting visitation and overall financial performance during these months	<ul> <li>Simplified pricing structure that allows for tactical promotions during summer months and Ramadan</li> <li>Transporting visitors using buggies to minimize the impact of weather and improve overall customer experience during summer months</li> <li>Extended opening hours to partly mitigate the impact of the heat</li> </ul>
9 Capital Expenditure	Inability to fund future capital expenditure and investment in new attractions	Shareholder approval received for repurposing of rides and attractions resulting in 12 rides being utilized as part of the enhancement plan for Motiongate and Bollywood Parks and the remaining 8 rides available to be deployed in the future as part of the capital reinvestment / ride enhancement strategy

# Changes in Board Members and Senior Executives in the Last 12 months

## Changes in Board Members

Boutros Maroun Boutros was appointed as an independent director on the board on 15 April 2019

### Changes in Senior Management Team

- Ahmad Hussain previously Deputy CEO assumed the role of Chief Operating Officer to oversee the operations of the destination
- Paul Parker, previously General Manager of Family Entertainment Centres and subsequently Chief Commercial Officer, resigned from his position on 8 August 2019
- Ahmed Al Rayyes previously Chief Business Support Officer, General Manager of Retail & Hospitality, Chief Commercial Officer and Chief Retail and Hospitality Officer, resigned on 8 August 2019
- Waseem Hassan, Chief Business Support Officer assumed the additional responsibility of Chief Transformation Officer on 1 September 2019

### Company's Compliance with Governance Controls

- The Company is not aware of any instances of non-compliance with governance rules and regulations as provided by the relevant regulators
- To access the corporate governance report, please refer to the latest corporate governance report on the DXBE page through the DFM website (www.DFM.ae)

A D Y D A D D D Y D A D D

2. Detailed Information about the reasons for the Company's Accumulated Losses



# Reasons for the Accumulated Losses Reaching the Declared Percentage

- The Company was launched in a phased manner between October 2016 and October 2017 when the last ride was opened to the public. Therefore, and as is standard for a greenfield development, preopening losses amount to AED 0.76 billion or 15% of total accumulated losses
- Further, losses to date also comprise non-cash expenses, specifically:
  - Depreciation of AED 1.29 billion or 26% of total losses
  - Impairment losses and other related charges of AED 1.54 billion or 31% of total losses
- Cumulative operating losses amount to AED 0.69 billion or 14% whilst annual financing costs (net) on the Company's syndicated financing facility and convertible instrument amount to AED 0.71 billion or 14%
- The operating performance of the Company has been impacted by delayed ramp up of visitation, in particular international visitation which has impacted revenues

# Actions Taken by the Company to Address the Accumulated Losses

DXBE has a strategy in place to deliver on EBITDA breakeven during H2 2020. This strategy comprises a number of key pillars:



### **International Visitation**

Growth in international visitation and increased length of stay through the implementation of the Group's hotel strategy that will deliver over 1,300 hotel rooms to Dubai Parks and Resorts by FY2020



### **Enhancement Plan**

Further enhancement of the ride offering at Motiongate™ Dubai and Bollywood™ Parks Dubai, including the addition of world record thrill rides. The enhancement will broaden the appeal of the destination, increasing dwell times, driving per capita spend and encouraging both new and repeat visitation



### **Operational Efficiencies**

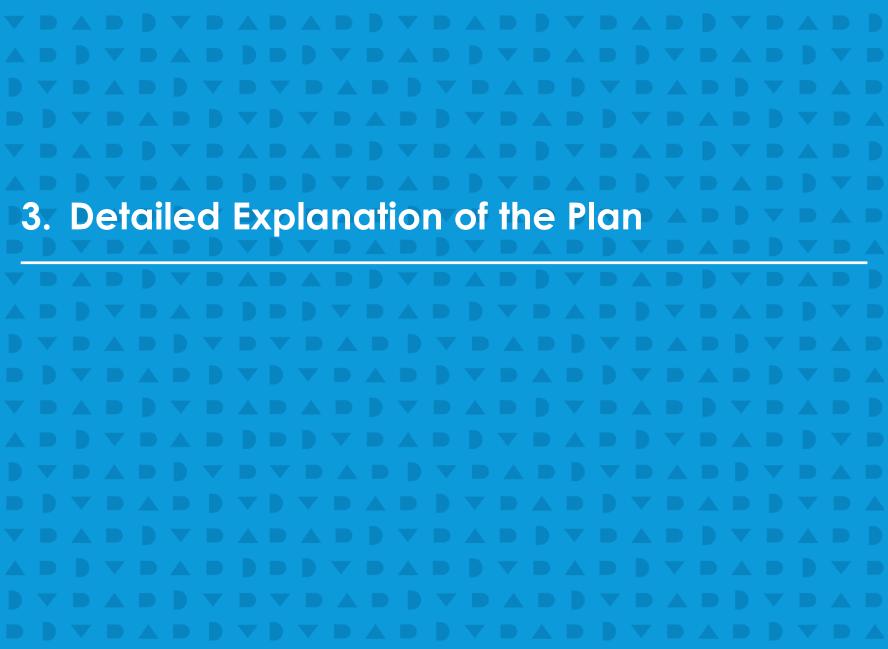
Implementation of further operational efficiencies delivering material reductions in operating costs. Operating costs in 2018 were AED 0.73 billion as compared to AED 0.93 billion in 2017, a reduction of 21% and in the nine-month period to September 2019 have reduced from AED 0.53 billion to AED 0.45 billion, a saving of 15%. As a result, EBITDA losses have reduced by 50% in 2018 in comparison to 2017 with a further reduction of 4% in the nine-month period to September 2019



### **Cost Optimization**

Further cost reduction initiatives have been implemented during Q3 2019, for which the full year impact will be realized in FY2020





## Committee Formed to Implement the Plan (1/3)

## Committee Members

The members of the Implementation Committee are:

- Abdulwahab Al Halabi, Chairman of the Board (full time member)

- Mukesh Sodani, Vice Chairman of the Board (full time member)

- Mohamed Almulla, Managing Director and CEO (full time member)

- Boutros Maroun Boutros, Independent Director (permanent invitee)

## Purpose of the Committee

The purpose of the Committee is to assist DXBE Board of Directors by:

- Acting in relation to the Dubai Financial Market ("DFM") and the Securities and Commodities Authority ("SCA") disclosure requirements concerning listed companies with accumulated losses exceeding 50% of share capital (the "Resolution");
- Adhering to the specific additional financial disclosure requirements in the Resolution;
- Overseeing the mechanisms the Company wishes to implement to remedy current accumulated losses;
- Assisting with the development of an accumulated losses plan within 30 days of the required disclosures so
  as to remedy the financial losses of the Company;
- Communicating the above requirements to DFM on a monthly basis, or at the request of the SCA or DFM;
- Adhering to the prescribed "Action Plan", as set out in the Resolution.

# Committee Formed to Implement the Plan (2/3)

- The Committee must meet at least once per month or more frequently as required.
- Meetings of the Committee will be called by the Committee Secretary ("Secretary") at the request of the Chairperson.
- All Members must use best efforts to participate in all Committee meetings. Where Members cannot attend in person, Members may participate in meetings by telephone or videoconference.
- Each Committee meeting will be chaired by the Chairperson. Where the Chairperson is unable to perform this duty, the Committee may appoint another Member to do so.
- A majority of Members must be present in person, by proxy, or by electronic participation at a Committee meeting in order to reach the requisite quorum.

## • Decisions are determined by a simple majority of the votes of the Members present or represented at the meeting; in the case of tie votes, the Chairperson of the meeting will have the casting vote.

- The Chairperson may invite other persons to Committee meetings to participate as required. The Chairperson may at any time exclude a person who is not a Director from any Committee meeting.
- Where a Member identifies that an agenda item of a Committee meeting places that Member in an actual or potential conflict of interest, the Director must leave the meeting for the relevant portion of the meeting and the Member must not vote or participate in any decision relating to that agenda item.
- The proceedings and decisions of the Committee will be recorded in minutes prepared by the Secretary. The minutes of the Committee meetings must reflect the details of the issues considered in the resolutions adopted, including any reservations or objecting opinions raised by the Members.
- Minutes of every Committee meeting must be approved by all Members in attendance at the relevant meeting and by the Committee Secretary.

# Committee Meetings

## Committee Formed to Implement the Plan (3/3)

Key Functions, Duties and Powers of the Committee The Committee will be responsible for:

- Monitoring the Company's function with regards to all SCA and DFM requirements for trading companies with accumulated losses in excess of 50% of its Share Capital.
- Following up the implementation of the accumulated losses plan and submit a periodic report to the Board, on the development of the implementation plan and the results of implementation as set out in the Resolution.
- Recommending to the Board for approval all related policies and activities within the scope of the Resolution and all subsequent SCA and DFM requirements.
- Continuously monitoring the appropriateness of the Company's effective compliance with the SCA and DFM requirements and the Resolution.
- Conducting annual reviews and assessments of this Charter, in conformity with established requirements, and making recommendations to the Board regarding any amendments it deems appropriate; and
- Any other matters as requested by the Board.

## **Company Strategy and Transformation Initiatives**

- McKinsey & Company engaged to identify further cost savings across the organization including optimization of manpower, sales & marketing spend and other third party spend
- OC&C Strategy Consultants engaged for recommending the optimal pricing and international distribution strategy aimed at growing international visitation, driving multi-park and repeat visitation, higher visitor yields and maintaining the annual pass base
- A Transformation Committee comprising DXBE board members was established on 1 September 2019 to implement the revised strategy
- Transformation Committee was subsequently reconstituted as the board nominated Implementation Committee on 13 November 2019
- 250 room LEGOLAND® Hotel on course for delivery in H1 2020 taking the total room inventory at the destination to over 1,300 rooms by 2020, in line with the stated hotel strategy to target international visitors
- Enhancement plan for MOTIONGATE™ Dubai and Bollywood Parks™ Dubai underway including introduction of world record thrill rides to the destination, allowing the parks to target new demographics, increase dwell times and drive repeat visitation

December 2019 22

<sup>\*</sup>Cost Saving initiatives have been developed in conjunction with McKinsey & Company

<sup>\*\*</sup> Pricing and distribution strategy has been developed in conjunction with OC&C Strategy Consultants

# Action Plan Timeline to Address the Accumulated Losses

Third party consultants engaged to identify further cost savings across the organization Operational efficiencies and cost saving plan implementation

Opening of a 250 room LEGOLAND®
Hotel taking the total room inventory at the destination to over 1,300 rooms

Q2 2019



Q3 2019



Q4 2019



H1 2020



Q2 2019



Q3 2019



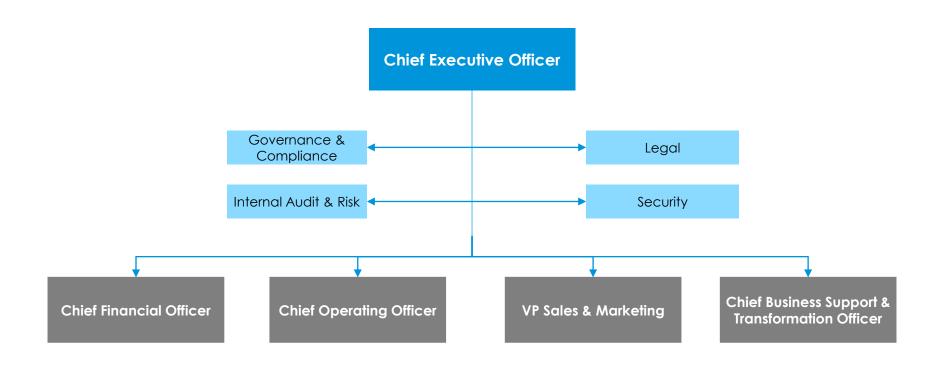
H1 2020



Subject matter experts engaged for recommending the optimal pricing and international distribution strategy Formation of Transformation Committee comprising DXBE board members to implement the revised strategy Transformation
Committee
subsequently
reconstituted as the
board nominated
Implementation
Committee

Completion of MOTIONGATETM Dubai and Bollywood Parks<sup>TM</sup> Dubai enhancement plan including introduction of world record thrill rides

# **Organizational Structure**



## **Key Risks**



### Targeted cost savings not being achieved

Implementation of all transformation initiatives to achieve the targeted cost savings substantially completed by 31 October 2019 with full impact of cost savings to be realized from 2020 onwards



### Delay in opening of LEGOLAND® Hotel beyond H1 2020

Construction progress on the site is being closely monitored to ensure timely completion. As per the last project plan the hotel is on track for opening in H1 2020



# Opening of new rides as part of the enhancement plan at MOTIONGATE™ Dubai and Bollywood Parks™ Dubai delayed

Construction / ride installation progress is being closely monitored to ensure there is no slippage. As per the last update the enhancement works are on track for completion by H1 2020



## Delay in ramp up of international visitation

Several initiatives are being implemented to support the ramp up of international visitation including (but not limited to):

- Strategic partnership with Emirates for the launch of "My Fun Pass", which is also available for purchase in-flight
- Enhancing source market awareness through strategic partnerships to drive pre-arrival purchase
- Enhancing the B2B distribution network by partnering with new tour and travel operators and OTAs in key source markets and with hospitality partners in the domestic market
- Customized destination packages / bundles targeting key source markets
- Implementation of revised pricing structure including creating evening bundles
- implementation of Hotel Strategy that will deliver over 1,300 hotel rooms to the destination by H1 2020



## **Disclaimer**

We, members of the Board of Directors and the Executive Management acknowledge that this plan contains information provided in accordance with the procedures and instructions of the listed companies in the market whose losses amounted to 20% or more of its share capital issued by the Securities and Commodities Authority.

The Authority and the Market shall not be liable for the contents of this plan and shall not give any assurances as to its accuracy or completeness.

