



# Ten

**ANNUAL REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

November 2023

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# Agenda

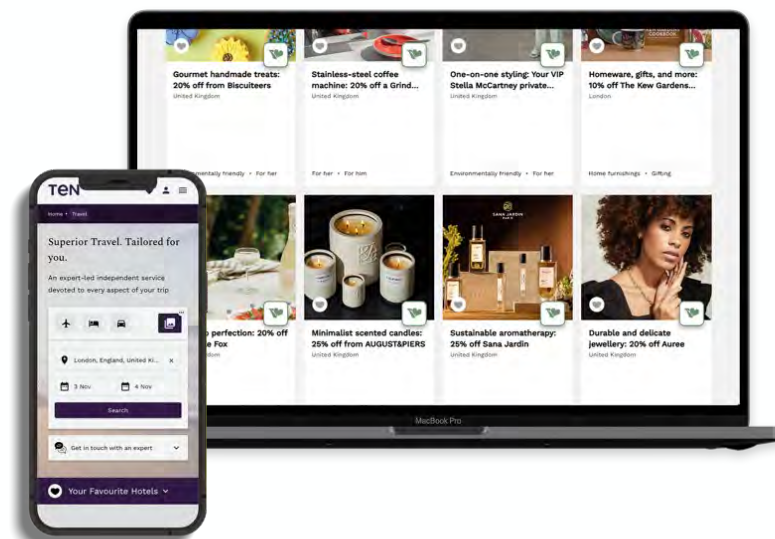
- 2023 Highlights
- Financial Results
- Operational Update
- Business Model
- Outlook
- Questions and Answers



Astrid Y Gaston, Lima, Peru - a Ten Dining partner

# 2023 Highlights

- Record Net Revenue<sup>1</sup>, up 35% to £63m (2022: £46.8m)
- Step change in Adj. EBITDA<sup>2</sup>, up £7.1m to £12.0m (2022: £4.9m)
- Adjusted EBITDA margin up 9% to 19% (2022: 10%)
- Inflection point with PBT, up £4.7m to £0.9M (2022: £(3.8m))
- 100% Material Contract<sup>3</sup> retention with a Net Corporate Revenue Retention Rate<sup>4</sup> of 131% (2022: 120%)
- Active Members<sup>5</sup> up 28% to 353k (2022: 275k)
- Continued investment into tech and proposition



<sup>1</sup> Net Revenue includes the direct cost of sales relating to certain member transactions managed by the Group.

<sup>2</sup> Adjusted EBITDA is operating profit/(loss) before interest, taxation, amortisation, depreciation, exceptional items, share-based payment expense and national insurance. The Group's definition of Adjusted EBITDA has been updated in the current period to include National Insurance on share options.

<sup>3</sup> Ten categorises its corporate client contracts based on the annualised value paid, or expected to be paid, by the corporate client for the provision of concierge and related services by Ten as: Small contracts (below £0.25m); Medium contracts (between £0.25m and £2m); Large contracts (between £2m and £5m); and Extra Large contracts (over £5m). This does not include the revenue generated from suppliers through the provision of concierge services. Medium, Large and Extra Large contracts are collectively Ten's "Material Contracts".

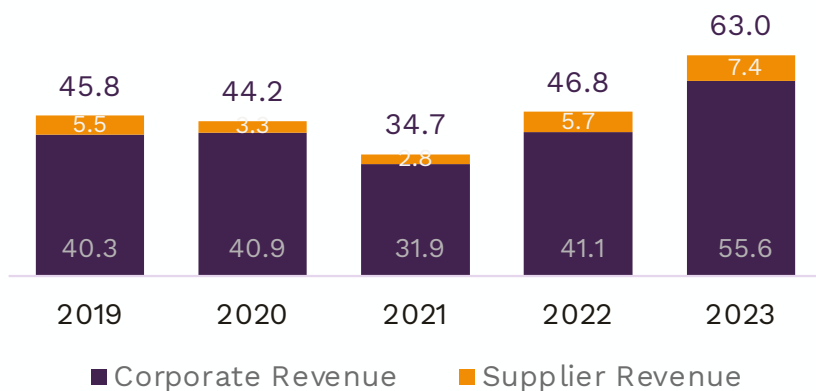
<sup>4</sup> Net Corporate Revenue Retention Rate is the annual percentage change in corporate revenue, less non-recurring revenue (i.e., non-recurring service fees, implementation fees and fees for the customisation of the Ten Digital Platform), from corporate client programmes operating in the previous year.

<sup>5</sup> Active Members are members of Ten that have used the service at least once in the past twelve months. The number of Active Members in the prior years has been recalculated using a more accurate measure of member eligibility, consistent with the definition of Active Members.

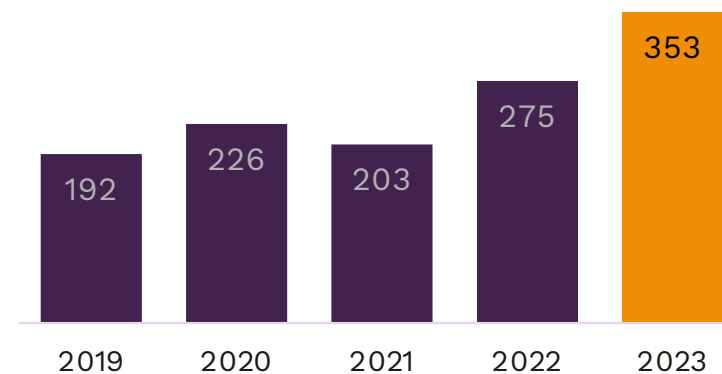
# A Step Change and Profitability Inflection Point



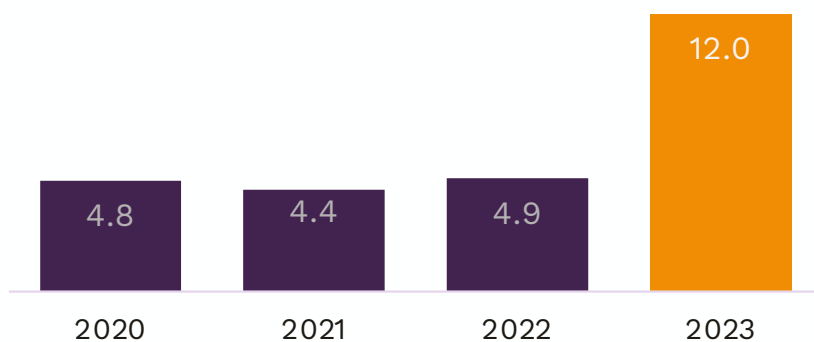
Net Revenue (£m)



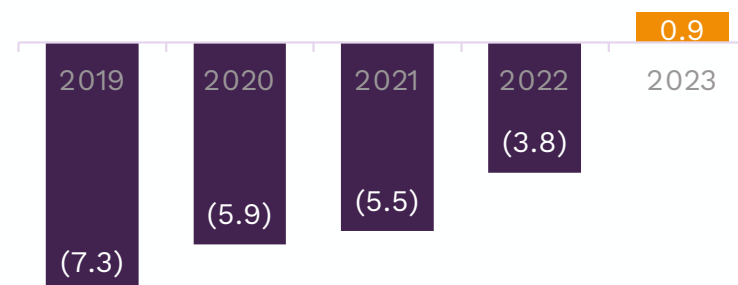
Active Members ('000)



Adjusted EBITDA (£m)



Profit Before Tax (£m)



## Our Mission

To become the world's most trusted service platform, working behind global brands



Black Cod served at Roka, Dubai – a Ten Dining partner

# Our Corporate Clients

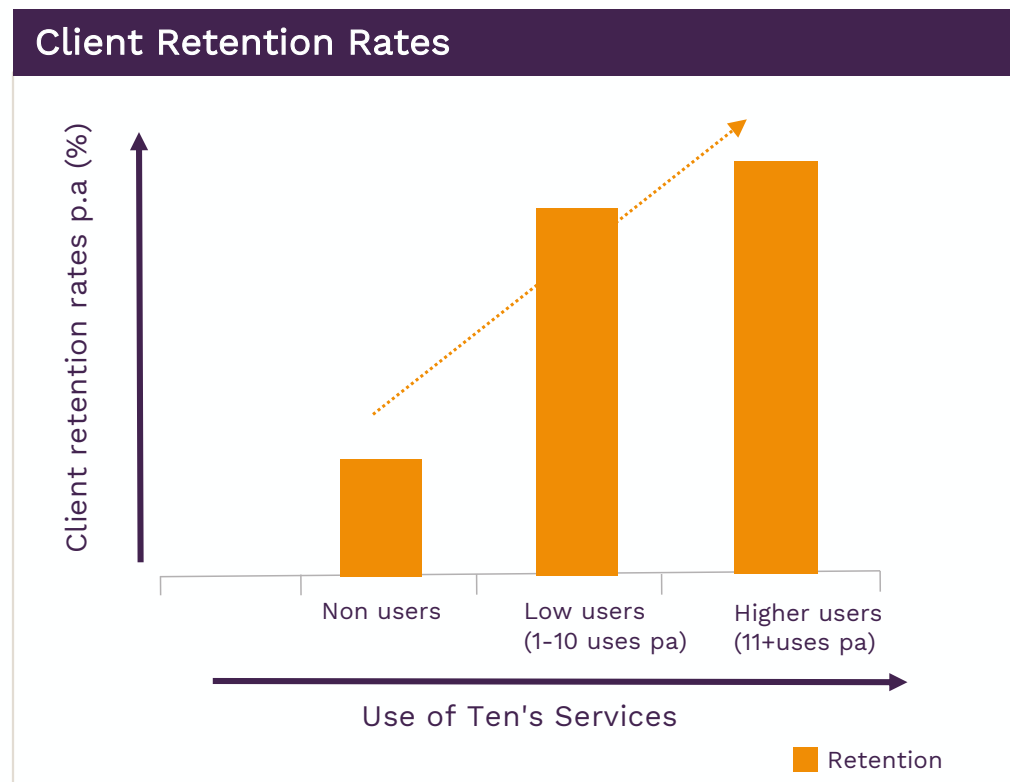


# Corporate Partners Commercially Benefit From Ten

- Ten's corporate partners improve customer **acquisition, retention** and **grow customer value**
  - Users are 3 times more likely to be retained as customers and more likely to advocate
  - Users correlate with a higher average card spend vs non-users and with growth of Assets Under Management (AuM)
- Ten's corporate partners continue to invest in Ten to drive profits, growth and their Net Promoter Score (NPS) for their most valued customers



100% Material  
Contract  
retention



# Proposition for members



## Travel

- Full travel service IATA licensed
- Exclusive benefits at 4000+ 4\* /5\* hotels
- 15% off at 650,000 hotels
- Exclusively negotiated discounted flights and car hire with benefits.
- Tailormade holidays
- Private Jets / Yachts



## Dining

- Held Tables, priority access and exclusive benefits at thousands of the world's best restaurants
- 11,500+ restaurants
- Industry insights and expertise
- Exclusive hosted events



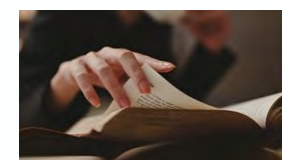
## Entertainment

- Access to the best seats, VIP packages and face value tickets, not available to the general public or sold out
- Partnerships with the O2, Royal Opera House, Chase Centre San Francisco and more
- Guaranteed inventory at desirable events in key cities



## Luxury Retail

- Personal shopping
- Sourcing coveted products such as handbags, watches, jewelry
- Exclusive offers on luxury lifestyle brands



## Experiences & Events

- Member events
- Online Masterclasses
- Virtual Book Club - with top authors.
- Art Club

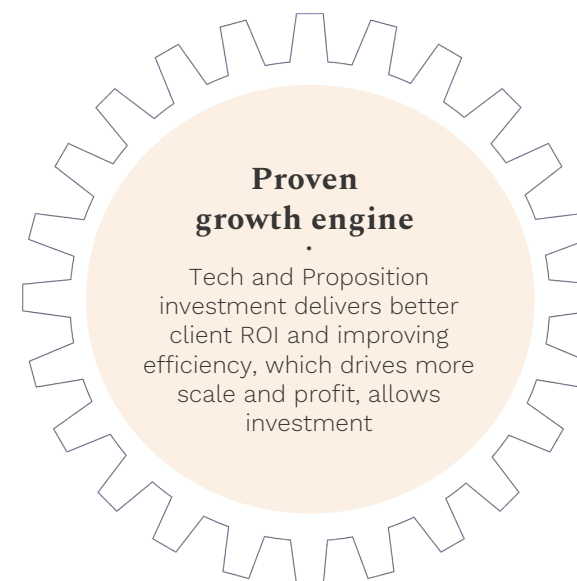


## Inspiration

- In-depth City Guides
- Articles and interviews with industry experts
- Digital Magazines with broad distribution to engage more active members – WINE, DINE, EXPLORE (travel), TREND (fashion)

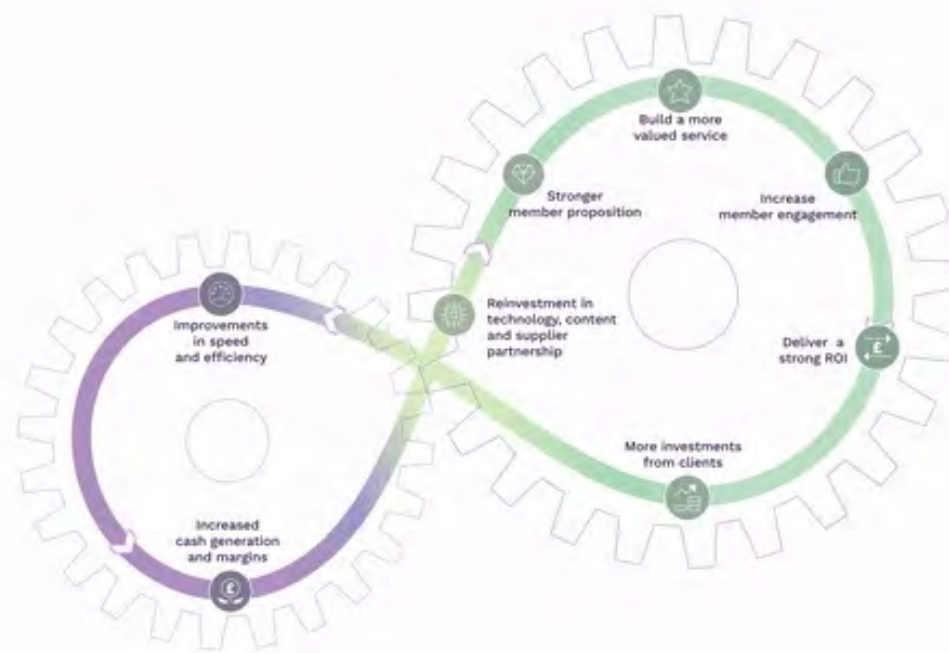


# Investment Case



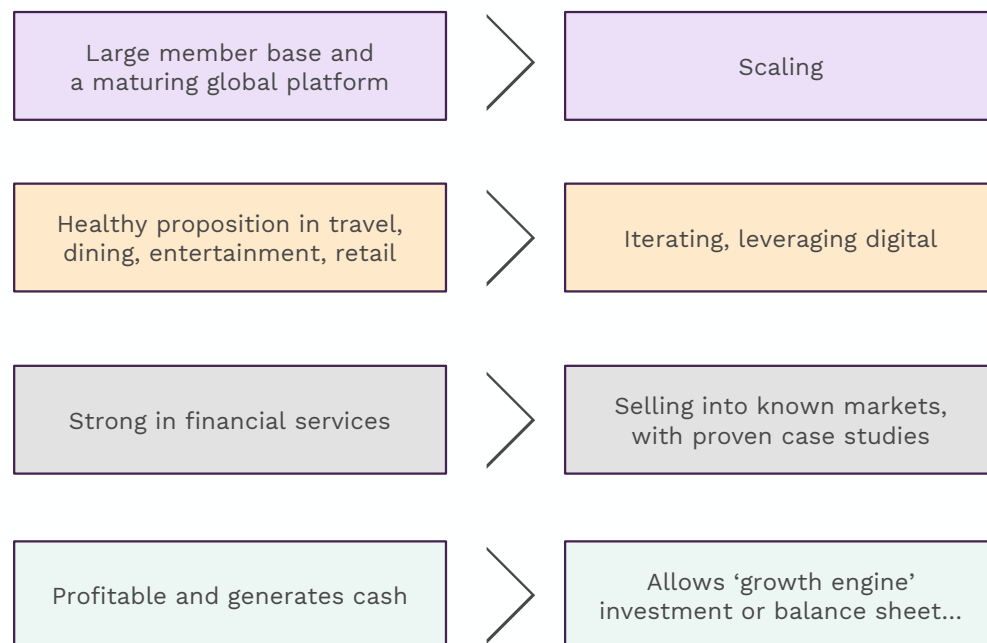
# Ten's Growth Engine

Growing Proposition, Profitability and Scale



Watch the Growth Engine video at [www.tenlifestylegroup.com/investors/](http://www.tenlifestylegroup.com/investors/)

# Our platform well positioned for growth



Le Pavillion, New York, part of Ten's dining collection



# Changes to the Board



Jules Pancholi

Non-Executive Chairman

8 November 2023

Ten Non-exec since 2017 and  
Exec / non-exec of high  
growth companies and tech

Innovation, technology and  
marketing services



Edward Knapp

Non-Executive Director

8 November 2023

Ex-McKinsey & Co, Barclays,  
HSBC and Revolut

Technology, growth strategy,  
risk management and  
transformation



Carolyn Jameson

Non-Executive Director

8 November 2023

Executive at TrustPilot. Ex-  
Skyscanner

Technology, travel, customer  
experience and change  
management



Victoria Carvalho

Executive Director &  
Chief Proposition Officer

22 February 2023

Ex-Dow Jones, Thomson  
Reuters and Nasdaq

Transformation, BD, Product  
and Commercial Management



# Financial Results

Year to 31 August 2023

Six Senses Laamu, Olhuveli Island, Maldives. Ten's Global Hotel Collection

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LIVING × TEN

# Income Statement

- Record Net Revenue, up 35% to £63m (2022: £46.8m)
- Operating expenses increased by £9.1m (22%):
  - headcount up to service heightened activity
- Improving Adj. EBITDA margin of 19.1% (2022: 10.4%)
- Amortisation increased to £5.3m (2022: £4.6m) – continued investment in our digital capabilities
- Exceptional items of £1.1m relate primarily to a one-off restructuring program driving efficiencies
- Inflexion point- Maiden PBT since IPO (Nov '17)
- Profit before tax of £0.9m, swing of £4.7m (2022: £(3.8)m)
- Tax credit of £3.6m as we recognised deferred tax

asset of £5.3m relating to historical losses

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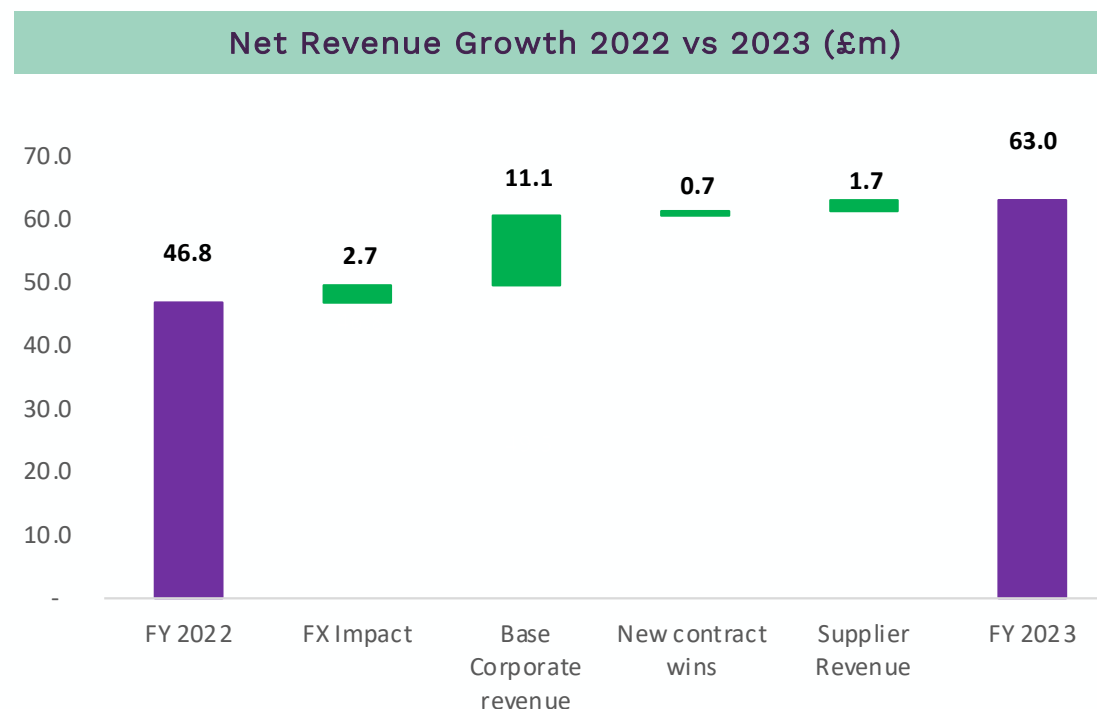
## Income statement for year ending 31 August 2023

£m	2023	2022	YOY change
	£m	£m	£m
Revenue	66.7	48.7	18.0
<b>Net Revenue</b>	<b>63.0</b>	<b>46.8</b>	<b>16.2</b>
Operating expenses and Other income	(51.0)	(41.9)	(9.1)
<b>Adjusted EBITDA</b>	<b>12.0</b>	<b>4.9</b>	<b>7.1</b>
Adjusted EBITDA %	19.1%	10.4%	
Depreciation	(2.9)	(2.7)	(0.2)
Amortisation	(5.3)	(4.6)	(0.7)
Exceptional items charge	(1.1)	(0.8)	(0.3)
Share-based payment expense	(0.9)	(0.5)	(0.4)
<b>Operating profit/(loss) before interest and tax</b>	<b>1.8</b>	<b>(3.7)</b>	<b>5.5</b>
Net finance (expense)/income	(0.9)	(0.1)	(0.8)
<b>Profit/(Loss) before taxation</b>	<b>0.9</b>	<b>(3.8)</b>	<b>4.7</b>
Taxation (charge)/credit	3.6	(0.5)	(3.1)
<b>Profit/ (loss) for the period</b>	<b>4.5</b>	<b>(4.3)</b>	<b>8.8</b>



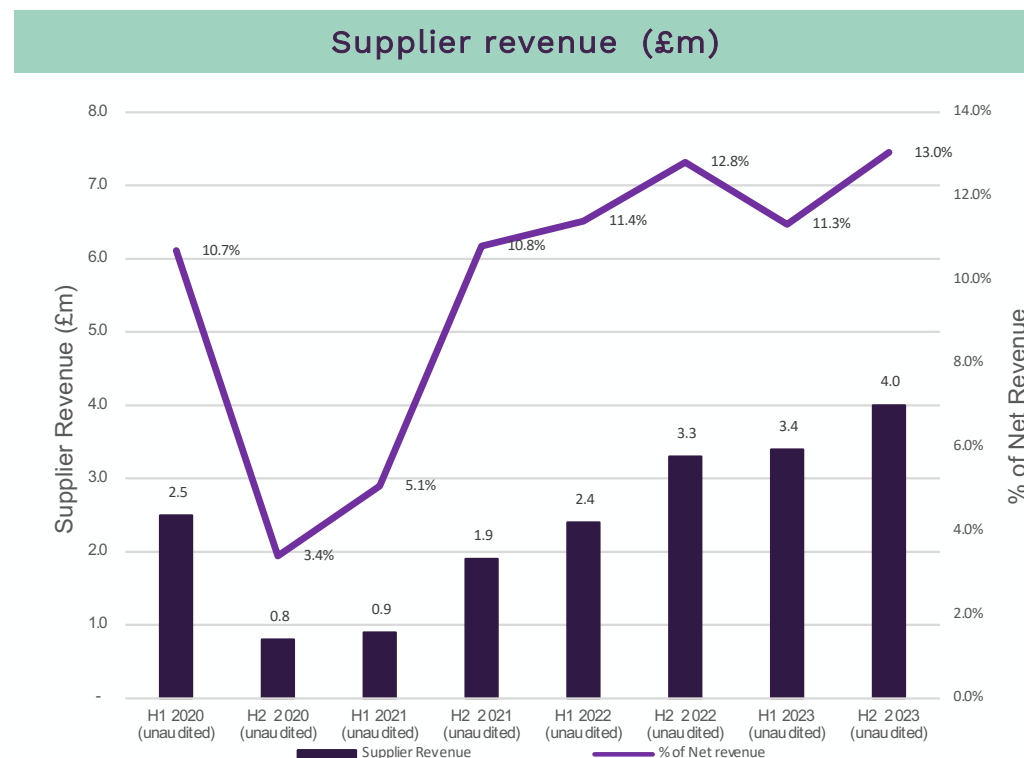
# Net Revenue

- Net Revenue of £63.0m (2022: £46.8m), up 35%, 29% at constant currency
- Retained all Material Contracts
- Net Corporate Revenue Retention Rate of 131% (2022: 120%)
- Base Corporate revenue up £11.1m
- £0.7m from new mandates launched in year
- Supplier revenue up £1.7m



# Supplier Revenue has recovered

- Supplier revenue (predominantly travel related) of £7.4m (2022: £5.7m) up 30%
  - equates to 11.7% of Net Revenue (2022: 12.2%)
- Some seasonality as H2 stronger due to travel related bookings which in turn drives higher margins in H2



# Net Revenue By Region

## Europe

- Up 26% due to continued growth in existing corporate contracts through strong member proposition and offers and supplier revenue

## Americas

- Up 56%, again, due to continued growth in base business through higher member engagement across the region

## AMEA

- Up 16%, lower than other regions as pandemic restrictions took longer to be lifted at the start of the financial year

### Net Revenue by region (£m)

£m	2023 £m	2022 £m	% change
Europe	25.9	20.6	+26%
Americas	25.8	16.5	+56%
AMEA	11.3	9.7	+16%
	<b>63.0</b>	<b>46.8</b>	<b>+35%</b>

### 24 locations worldwide





# Adjusted EBITDA by region

## Europe

- Adj. EBITDA up £4.3m to £9.2m
- Adj. EBITDA margin of 36% in our most mature region

## Americas

- Adj. EBITDA profit up £2.6m to £1.9m
- Region is profitable for first time

## AMEA

- Adj. EBITDA profit of £0.9m, up £0.2m
- The region has benefited from the ending of travel restrictions during the year

### Adjusted EBITDA (£m)

£m	2023 £m	2022 £m	Change £m
Europe	9.2	4.9	+4.3
Americas	1.9	(0.7)	+2.6
AMEA	0.9	0.7	+0.2
<b>Total</b>	<b>12.0</b>	<b>4.9</b>	<b>+7.1</b>

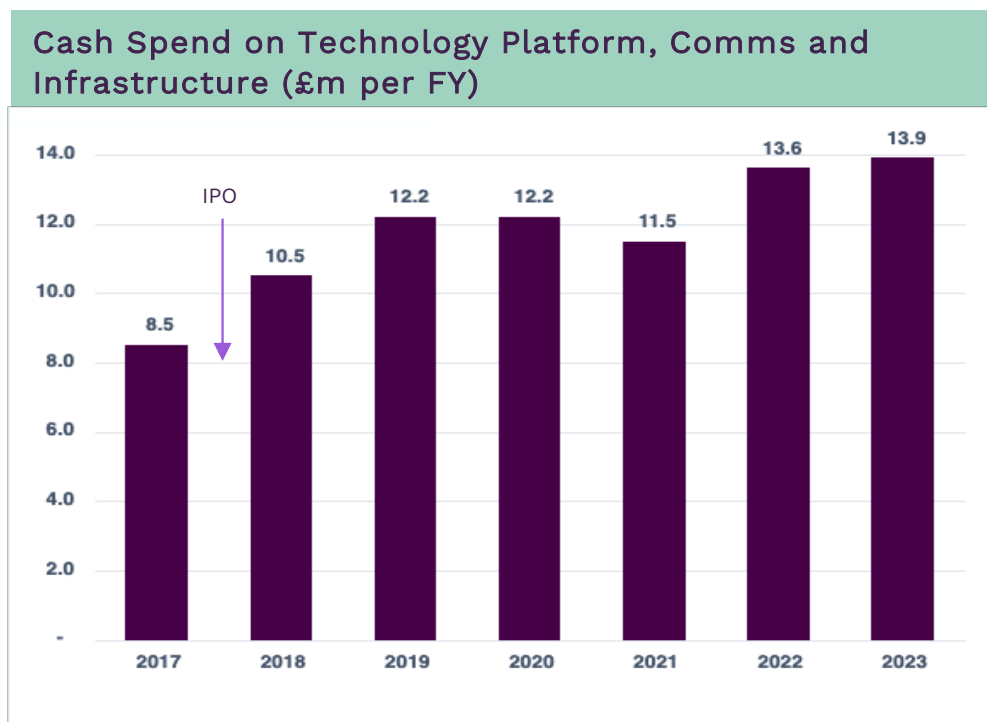
**Adjusted EBITDA %**      **19.1%**      **10.4%**

The Adjusted EBITDA profitability of each regional segment is after fully allocating our indirect central costs including IT, platform support, non-lease costs and management across the regions, in line with headcount.

# Continued Technology Investment

The Group has invested over £49m in the development of our technology to date

- Continued 'good to great' investment in Ten Digital Platform, TenMAID, content, IT infrastructure, communications and in the past year, artificial intelligence and automation too
- Creates competitive advantage
- Drives efficiency, service levels and revenues
- Tech investment as a % of Net Revenue reduced to 22% (2023) from 29% (2022)



Tech Investment as a % of Net Revenue

26%    28%    27%    28%    33%    29%    22%

# Cash Flow

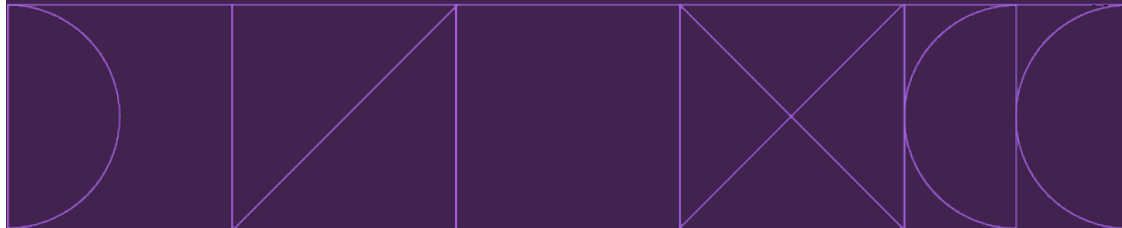
- Operating Cash flow up by £6.7m to £11.5m (2022: £4.8m)
  - £4.7m improvement in profit before tax
  - improved net working capital of £0.5m
  - increased non-cash items of £0.7m
- Investment in intangibles of £7.3m - continued development in technology
- Loan receipts of £1.2m
- Working capital facility introduced £0.1m
- Net increase in cash and cash equivalents of £1.6m to £8.2m (2022: £6.6m)
- Net Cash increase of £0.5m to £3.7m (2022: £3.2m)

Cashflow			
£m	2023	2022	YOY change
	£m	£m	£m
<b>Profit before tax</b>	<b>0.9</b>	<b>(3.8)</b>	<b>4.7</b>
Net finance expense	0.9	0.1	0.8
Working capital changes	0.4	(0.1)	0.5
Non-cash items (share-based payments, depreciation and amortisation)	9.3	8.6	0.7
<b>Operating cash flow</b>	<b>11.5</b>	<b>4.8</b>	<b>6.7</b>
Capital expenditure	(0.5)	(0.9)	0.4
Investment in intangibles	(7.3)	(6.4)	(0.9)
Taxation	(0.8)	(0.6)	(0.2)
<b>Cash inflow</b>	<b>2.9</b>	<b>(3.1)</b>	<b>6.0</b>
<b>Cash flows from financing activities</b>			
Sale/(purchase) of treasury shares	0.1	0.5	(0.4)
Issue of shares	0.6	1.4	(0.8)
Loan receipts >1 year	1.2	3.4	(2.2)
Invoice financing facility	0.1	-	0.1
Repayment of leases and net interest	(3.2)	(2.7)	(0.5)
<b>Net cash generated by financing activities</b>	<b>(1.2)</b>	<b>2.6</b>	<b>(3.8)</b>
Foreign currency movements	(0.1)	0.4	(0.5)
<b>Net increase in cash and cash equivalents</b>	<b>1.6</b>	<b>(0.1)</b>	<b>1.7</b>
<b>Cash and cash equivalents</b>	<b>8.2</b>	<b>6.6</b>	<b>1.6</b>
<b>Net cash</b>	<b>3.7</b>	<b>3.2</b>	<b>0.5</b>

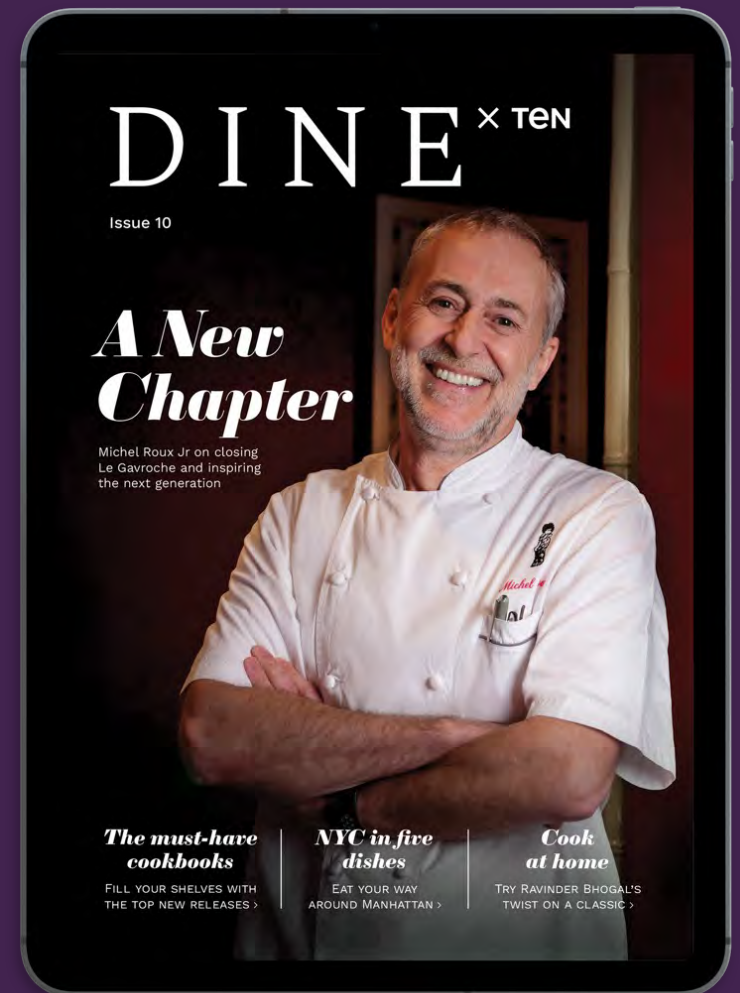


# Operational Update

Year to 31 August 2023



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DINE, an example of our member exclusive dining eZine produced by Content x Ten

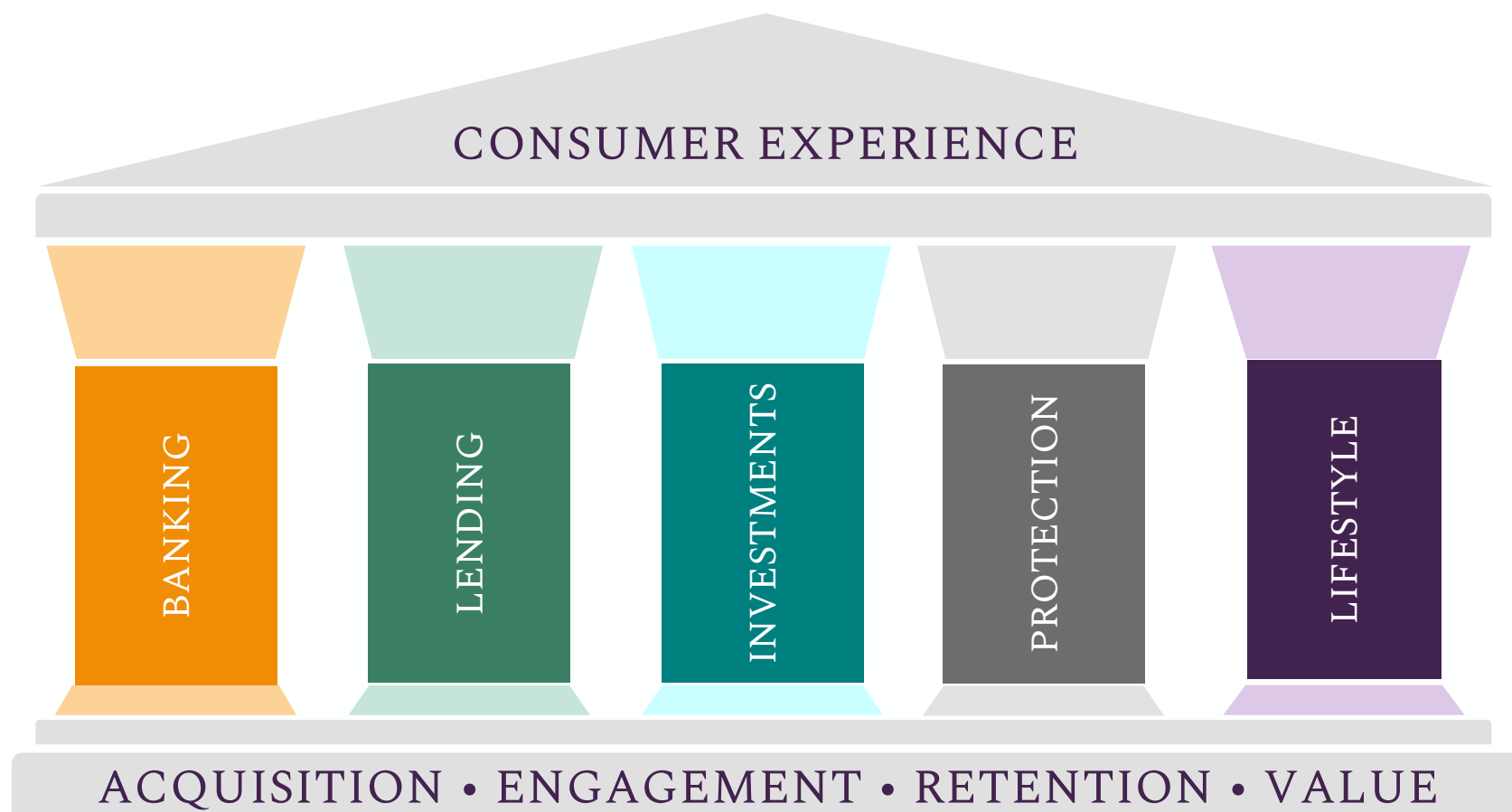
LIVING x TEN

# Operational Highlights

- Continued to **retain all Material Contracts** (4th year running)
- **New contract wins**, including new mandates in the Americas
- Developed existing contracts, including expansion of Large contracts in both Americas and EMEA
- **Revenue growth in all regions**, largely via activating more members / more frequent usage by members
- Invested **£13.9m** (2022: £13.6m) into proprietary digital platform, artificial intelligence, content and comms to grow digitisation, efficiencies and service quality
- Service excellence recognised by the travel industry, winning the **Aspire Awards Concierge Agency of the Year** for the 3<sup>rd</sup> time



# Financial Services of the Future



# Standout existing capabilities


£49m invested in tech, live with 40+ brands across 50+ markets

<b>Full Travel OTA</b> ✓ <p>Fully transactional travel module on Ten Platform. Book flights, hotels, cars using innovative features, such as comparing all fare types across all cabin classes for a selected flight.</p>	<b>Personalization</b> ✓ <p>Our members tell us what they love through Ten Platform – following their favourite music artists &amp; interests as well as liking hotels, restaurants &amp; offers.</p>	<b>Ten Tokenizer Service</b> ✓ <p>This service replaces any sensitive data with tokens, such as payment details, ensuring full protection where it matters most.</p>	<b>Content</b> ✓ <p>Ten Platform is the perfect home for inspiring our members through Ten's wealth of fully bespoke digital content, (Articles, guides, eZines &amp; videos). Also via personalised eCRM.</p>
<b>Open APIs</b> ✓ <p>A full program of open APIs enabling our clients to integrate our travel and lifestyle services directly into their own digital platforms and apps. Growing acquisition, retention, NPS, card spend.</p>	<b>Geo-location</b> ✓ <p>Our geo-location capabilities allow proximity-based recommendations to be surfaced to our members according to their real-time location.</p>	<b>Instalments</b> ✓ <p>Offering more choice with the addition of pay by instalments. Members choose the payment schedule that best suits their needs by selecting the payment frequency.</p>	<b>Chat, Chatbot &amp; WhatsApp</b> ✓ <p>Members have the choice to communicate through digital channels such as live chat, chatbot and WhatsApp.</p>
<b>Bullseye routing</b> ✓ <p>Using technology to increase the likelihood of connecting our members to a Lifestyle Manager with whom they have recently communicated or is already working on their request.</p>	<b>Stored cards</b> ✓ <p>Ability for members to securely store credit cards on Ten Platform for future use on both online and offline.</p>	<b>Single Sign On</b> ✓ <p>Single sign-ons from bank's digital applications into the Ten Platform providing a seamless journey for digital members, and a joined up digital ecosystem for banks.</p>	<b>Points, Loyalty &amp; Rewards</b> ✓ <p>Integration with client points, benefit and reward programs into both Ten Platform and MAID – e.g. enabling members to transact in-full or in-part with their points.</p>

# Roadmap – 2023 and beyond

<b>Hotel search improvements</b> ✓ Continued optimisation of our Hotels module ensuring that it never stands still and continues to compete with the best in CX – and with a stronger proposition than a public site.	<b>Viator integration</b> ✓ Addition of events, excursions and attractions to create more complete concierge digital experience and enhance benefits.	<b>Entertainments tickets self-serve</b> </> Ability to book online full range of tickets, including "not available to public" - fully self-serve.	<b>AI co-pilot over MAID</b> </> CRM. Building out new, secure capabilities so Lifestyle Managers provide superb service using innovative CRM and 'co-pilot' AI over 9million+ requests.
<b>Follow Interests</b> ✓ New addition to our personalisation capabilities, feeding through to tailor-made member eCRM and driving cost-effective, digital redemptions journeys digital of offers, benefits and services.	<b>Differentiated dining benefits</b> ✓ Enables all 4 pillars to be differentiated by corporate partner and integrate specific assets.	<b>Dining self-serve optimised</b> </> Radical increase in # restaurants with self-serve functionality incl. "not available to the public".	<b>AI Chatbot</b> </> Take our chatbot to the next level with the use of Natural Language Understanding (NLU) to often provide members with what they need through conversational AI.
<b>Eligibility via IVR</b> ✓ Members can go through eligibility check via IVR, enabling a quicker & simpler member journey.	<b>Events optimisation</b> ✓ Waitlist functionality optimised, "Coming soon" launched and Golf tee-time request functionality.	<b>ESG labels &amp; icons</b> ✓ Showcasing assets to members with clear labelling & icons on Ten Platform which will fall under our ESG categories e.g. B Corp certified, Locally sourced, Organic etc.	<b>Machine learning</b> </> As well as personalising the service experience based on member's explicit preferences, machine learning will enable us to drive personalization using predictive modelling based on all our member data, incl. spend data.



A futuristic scene with a robotic hand and a human hand reaching towards a glowing blue digital interface. The robotic hand is white and metallic, with glowing joints. The human hand is reaching out from the right. The background is a dark, blue, glowing digital space with a grid pattern.

# AI at Ten

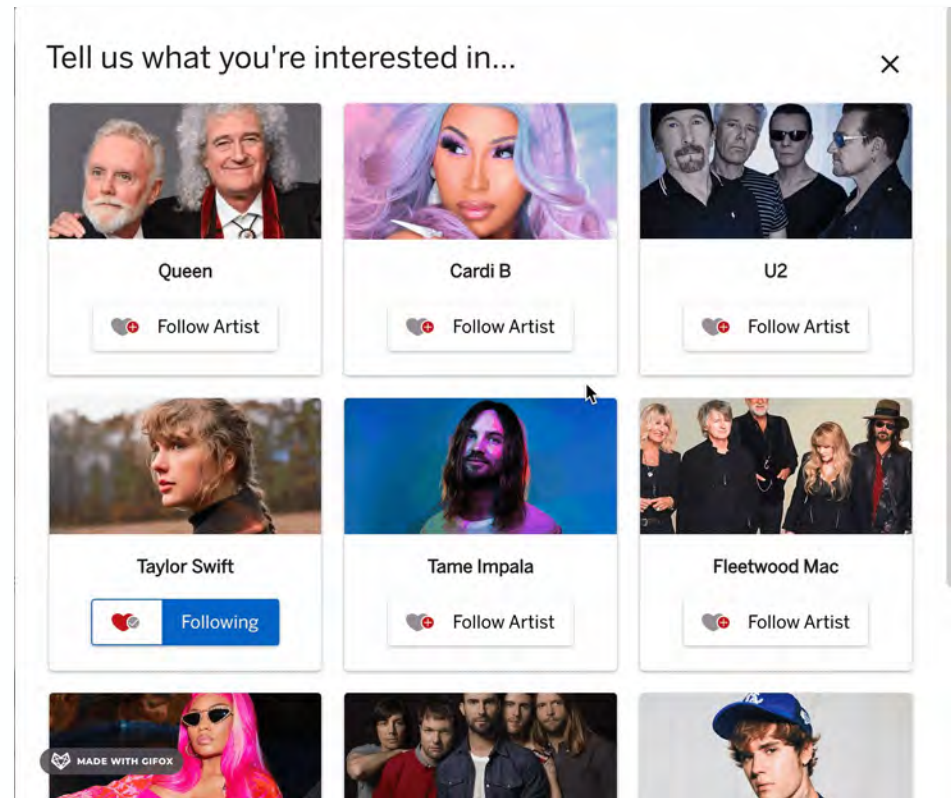


# Preferences

Members can "follow" and track their preferred:

- Artists and Events under Entertainment
- Hotels under Travel
- Restaurants under Dining
- Brands under Offers
- Lifestyle experiences

And easily manage them under their profile



# Accelerating demand through Personalisation

Ten is heavily invested in building member profiles so they can be targeted effectively

Data is sourced from clients at the outset augmented with data collected from activation onwards, through explicit selection and implicitly, based on behaviours



Contact data, DOB,  
home address,  
approx. wealth levels

Client data



Member passions  
Follow Artist  
Follow Interest



Birthdays,  
anniversaries & key  
family & friend dates



Member key locations



Member behaviours

Implicit data

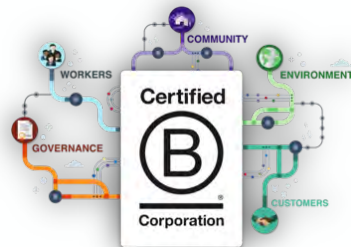
Explicit data

# Proposition ESG Pillars

We commit to driving sustainable and ethical decision making by focusing on four Proposition ESG pillars

1

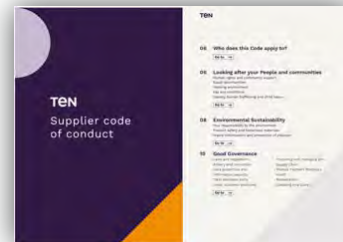
Ten's sustainable business practice



**B Corp Certified**  
Making a strong commitment as a business meeting the highest standards of social and environmental impact.

2

Strengthening ESG Proposition to deliver member choice



**Supplier Code of Conduct**  
Integrating ethical and sustainable thinking into day-to-day processes & supply chain.

3

Visibility of choice across all channels



Giving members greater access to **sustainable, diverse and inclusive options** through Content, Member Comms, Digital Platform & high touch

4

Facilitate member's philanthropic activities



Using **business as a force for good**. Client sponsored, Ten curated activities that raise money for charities / social enterprise.



# Building a sustainable business

## First B-Corp certified business on AIM

Our Sustainable Business Strategy and successful application to become **B Corp** certification creates value for our stakeholders:

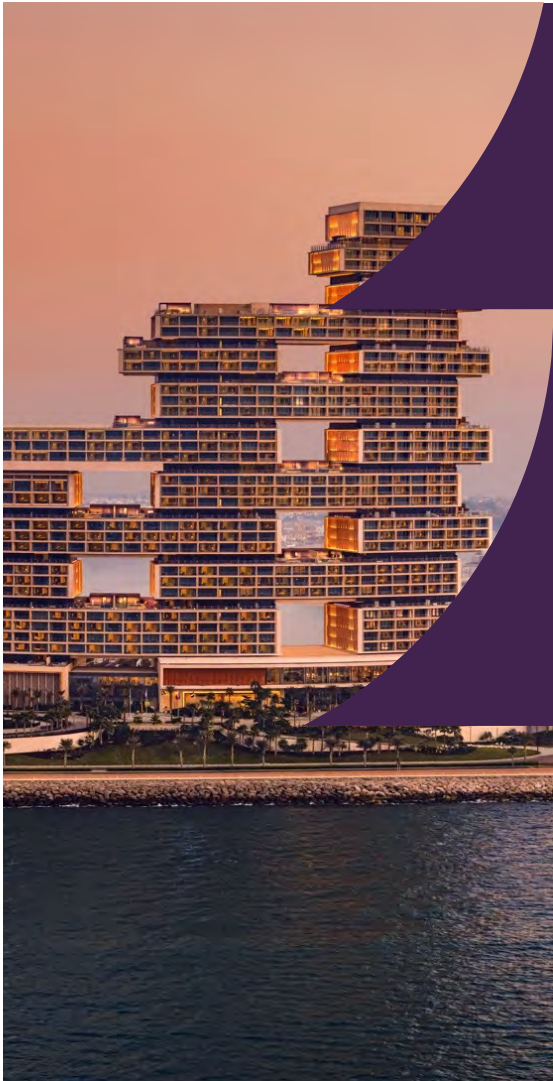
- Greater alignment
- Competitive advantage
- Attract and retain talent

### 3 key priorities of our Sustainable Business Strategy are:

- Greater transparency that informs better data-driven decision making
- Change internal operations and behaviours to make a positive impact
- Actively encourage our supplier partners and members to make more sustainable choices







# Business Model

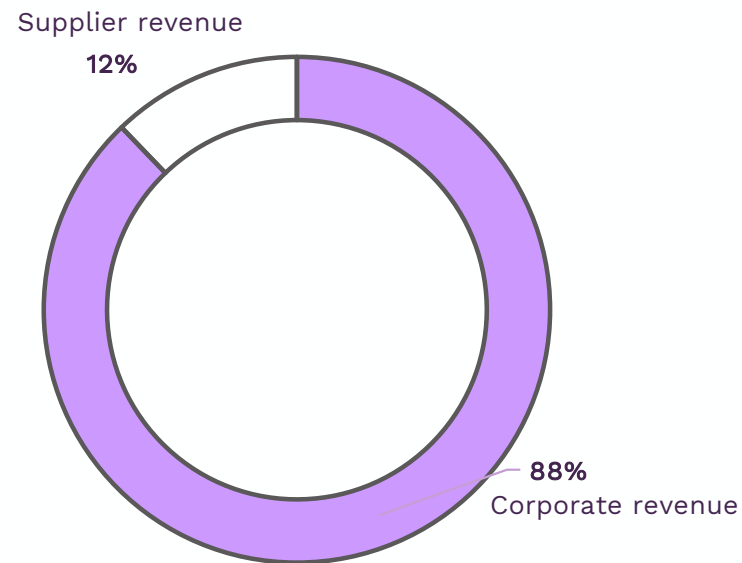
Watch the Growth Engine video at  
[tenlifestylegroup.com/investors/](https://tenlifestylegroup.com/investors/)

Atlantis The Royal, Dubai, part of Ten's Global Hotel Collection

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# Our Revenue Model



Long term contracts often with agreed minimums

## Typical Contract

High-touch Requests

×

££ Per High-touch

+

Digital Requests

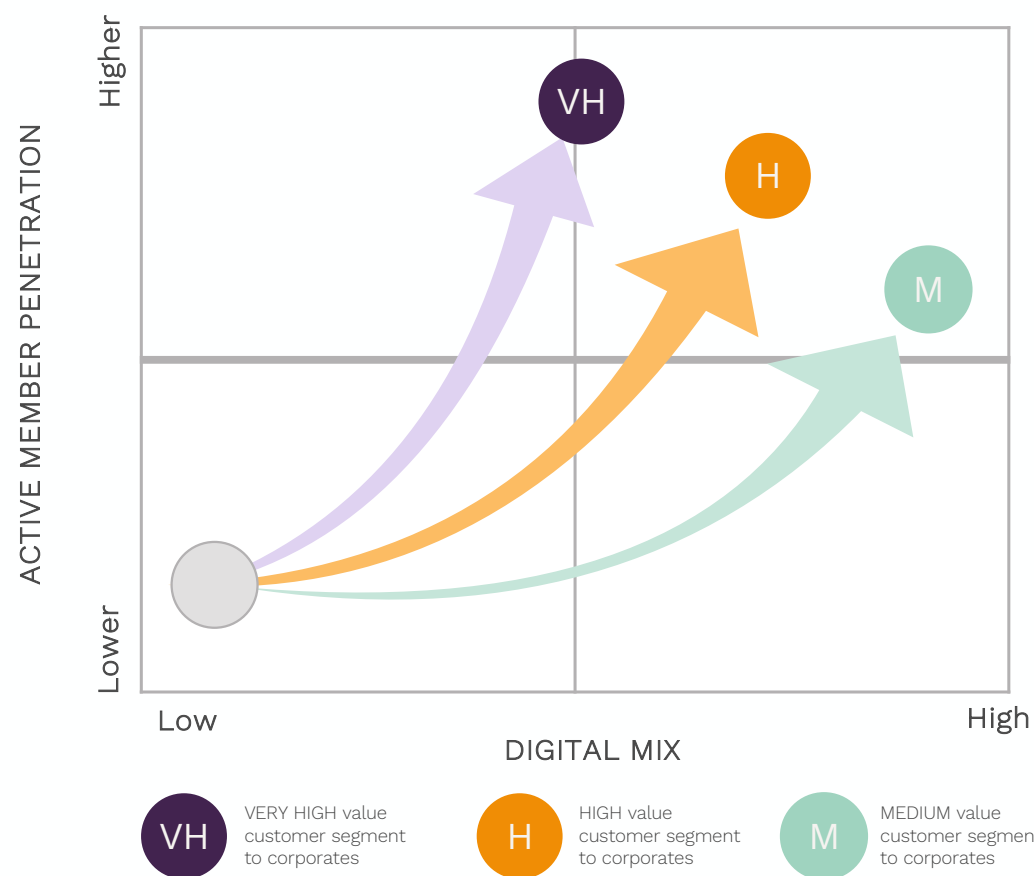
×

£ Per Digital

=

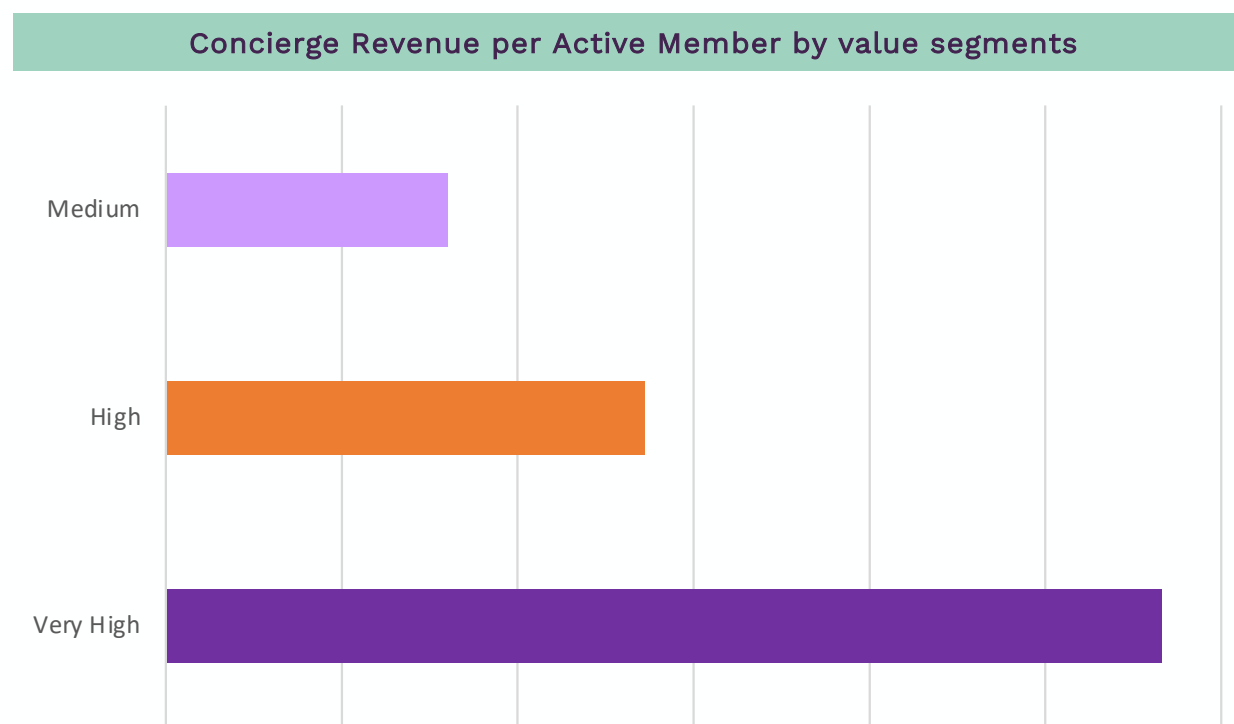
Total Corporate Client Revenue

# Key Levers to Grow our Active Members, Usage and Digital Mix



- Member journey
- Personalisation content with digital calls-to-action
- Digital proposition
- Incentives
- AI & Chat

# Average Concierge Revenue by value segments



# Active member base continues to grow from our growing eligible member base



**Eligible Members** have an eligible product, employment, account or card offered by a corporate client and have access to the service

**Active Members** have used the service at least once in the past 12 months

Eligible Members in High and Very High value segments ('000)



Total Active Members by value segments ('000)





# Outlook

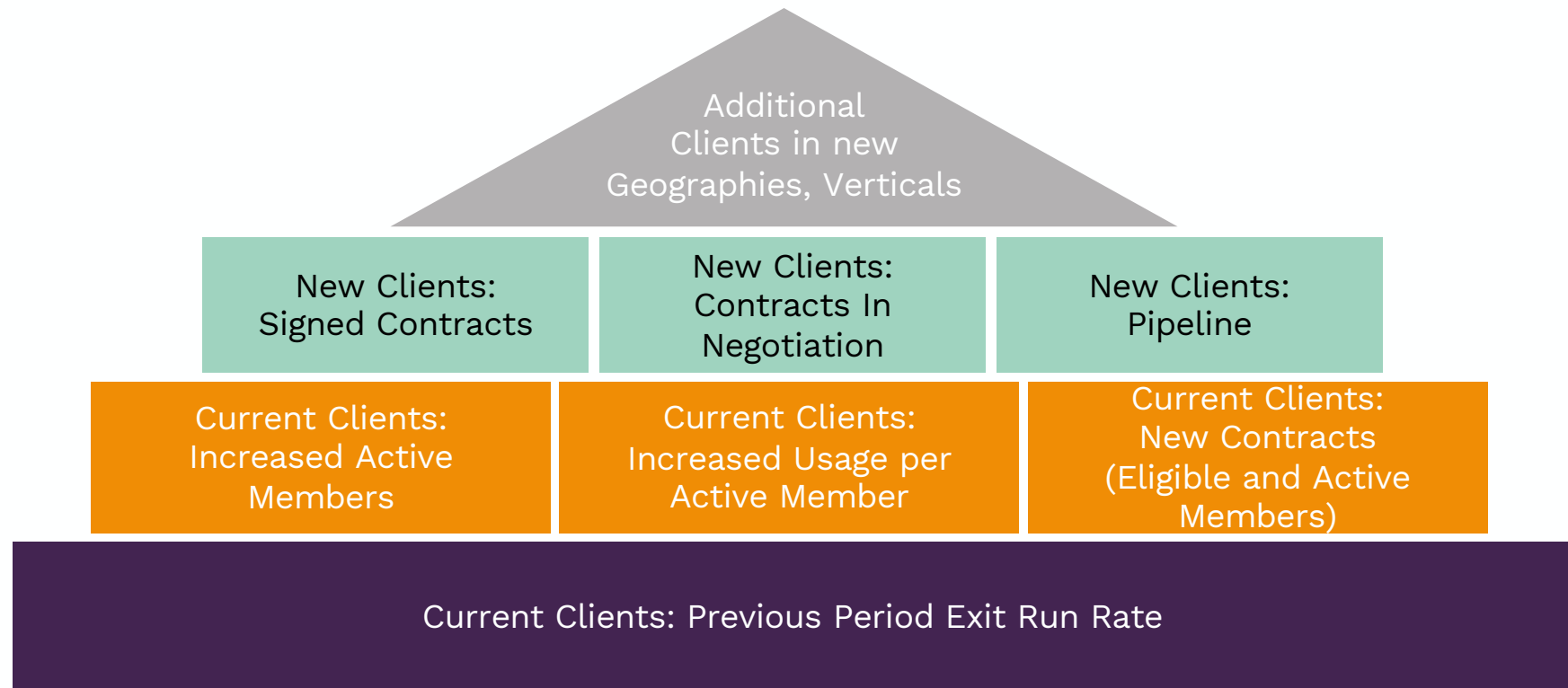
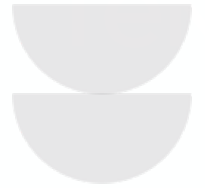
Member exclusive pampering event with Dior in London

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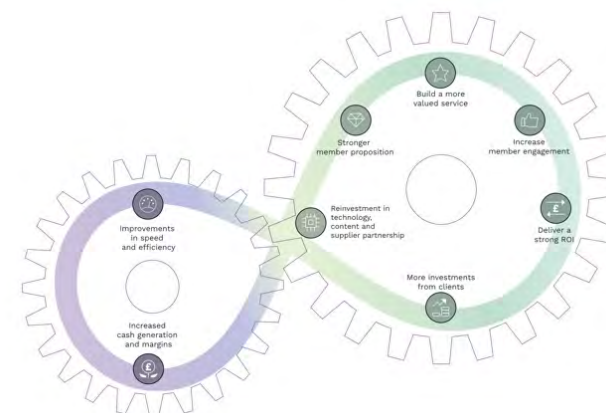


# Clear Pathways To Revenue/Active Member Growth



# 2023 Current Trading and Outlook

- We continue to drive revenue through increased activity from existing Active Members and “first time users” from our existing Eligible Member base.
- We have a healthy pipeline of partnership opportunities to increase Eligible Members.
- Higher interest rates improve the corporate ROI on their investments with Ten and helps underpin our revenue expectations.
- We expect to continue to convert our strong pipeline of contracts with global financial institutions and premium brands, with multiple new wins since the start of the financial year due to deliver revenues from H2 FY2024.
- We remain focused on increasing Net Revenue and Adjusted EBITDA profitability. We plan to maintain investment in our proprietary technology, communications, and content, which provides competitive advantage, with investments into AI.
- Loans raised to date will continue to support the Group’s working capital requirements and we expect cash generation across the full year, with H2 being stronger than H1.
- Trading to date, high corporate client retention, strong service levels, improving profitability, healthy sales pipeline and investment to improve our technology and proposition mean that we are optimistic about another year of growth for both Net Revenue and profitability.



A light blue and orange Ferrari sports car is the central focus of the image, parked on a paved area. The car has a distinctive design with a large front headlight and a prominent orange stripe running along the side. In the background, several people are walking around, and there are trees and a building visible under a cloudy sky. The image is framed by a white grid with decorative geometric shapes in the corners.

# Thank you

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[www.tenlifestylegroup.com/investors](http://www.tenlifestylegroup.com/investors)



# Next steps available

- Growth engine video in investor section on [www.tenlifestylegroup.com/investors](http://www.tenlifestylegroup.com/investors)
- Overview of our technology – can be shared by video or showcased during an office visit
- Insight into member experience – ways to trial the service
- Review of how we provide value to corporates under ‘case studies’ on [www.tenlifestylegroup.com/case-studies](http://www.tenlifestylegroup.com/case-studies)
- Meet Senior Leadership Team F2F or video
- Follow up meetings with CFO and CEO

