

HAMMONS
HOLDINGS

Our Story – A Snapshot of Pre-Pandemic



NO. 1

MOST VISITED



1.1 million

VISITORS



NO. 1

VOTED BEST AUSTRALIAN
TRAVEL EXPERIENCE

Meet the Hammon Family

HAMMONS HOLDINGS

- Third generation family owned and operated business
- Established in 1945
- Owner of Scenic World Blue Mountains, Australia's most visited privately owned tourism attraction
- Selected as the successful concessionaire to operate BridgeClimb until 2038
- Cornerstone investor in Sydney Zoo
- Hammons Holdings has invested more than \$97M in major projects over the past 20 years



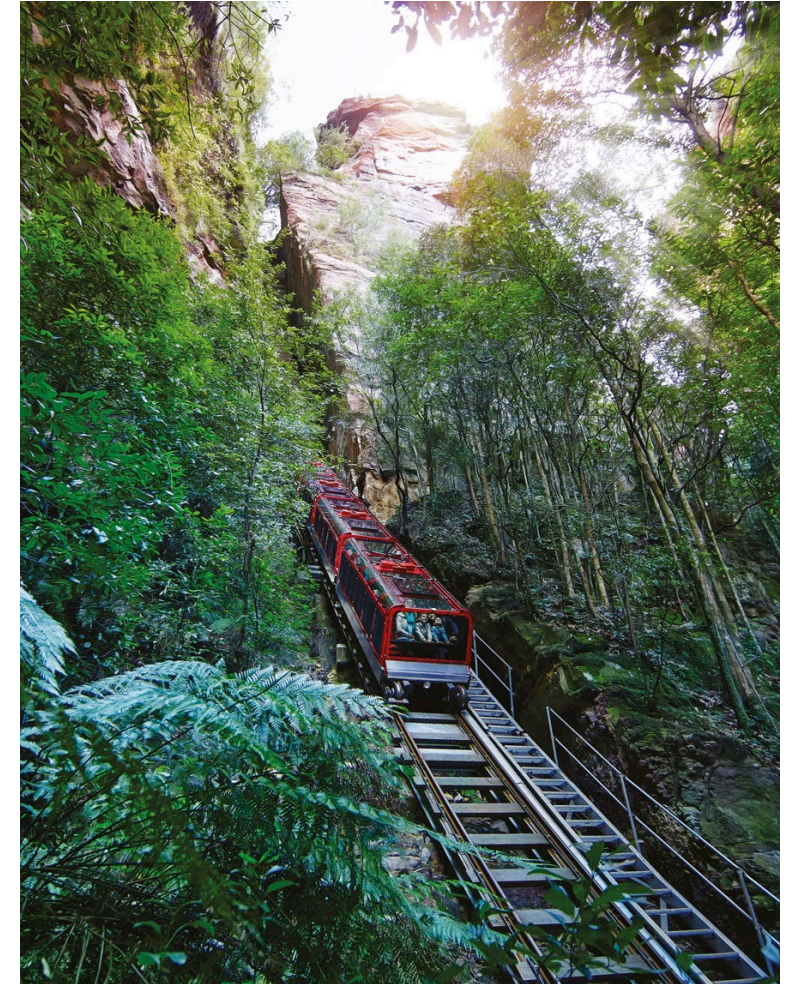
Hammons Holdings Timeline

- 1945** Harry Hammon established Scenic World Blue Mountains
- 1995** Philip Hammon took the reins as Scenic World Managing Director – second generation
- 2006** Family Constitution, Family Council and Family Forum established
- 2010** Philip Hammon retires and hands the business to the third generation
- 2011** Anthea Hammon and David Hammon, Harry’s grandchildren, appointed as Joint Managing Directors
- 2011-14** Leadership Team developed to support Anthea and David
- 2014** External Chairman appointed to the Board
- 2015** Cornerstone investment in Sydney Zoo
- 2018** Hammons Holdings selected as successful concessionaire of BridgeClimb until 2038
- 2019** Sydney Zoo Opens
- 2019/20** Bushfires force Scenic World to close for the first time since 1952, Pandemic forces all businesses to close

Scenic World History



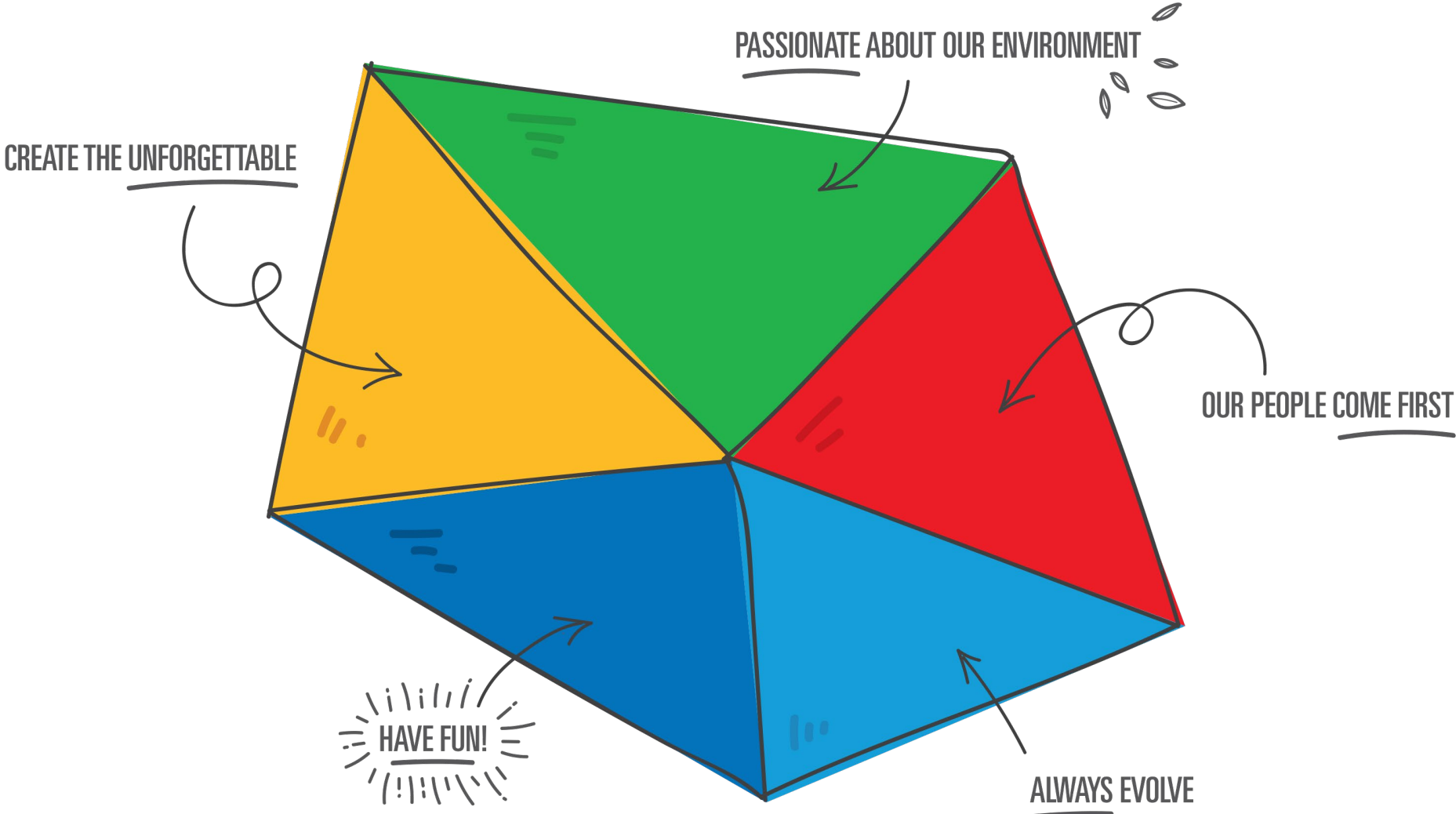
Scenic World Evolution



Scenic World Investments & Upgrades



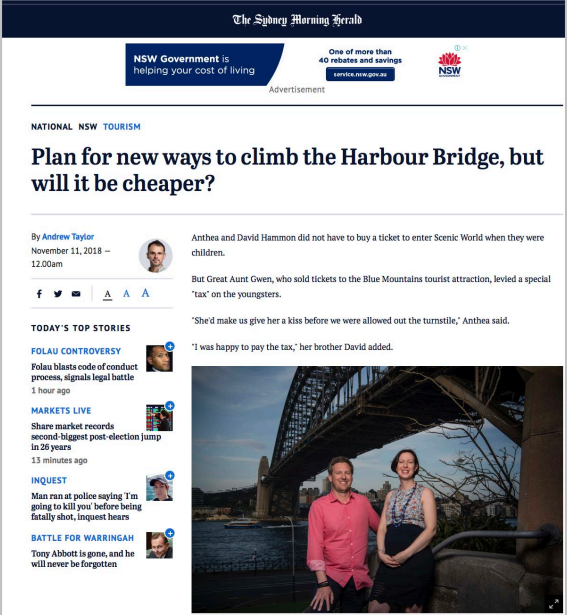
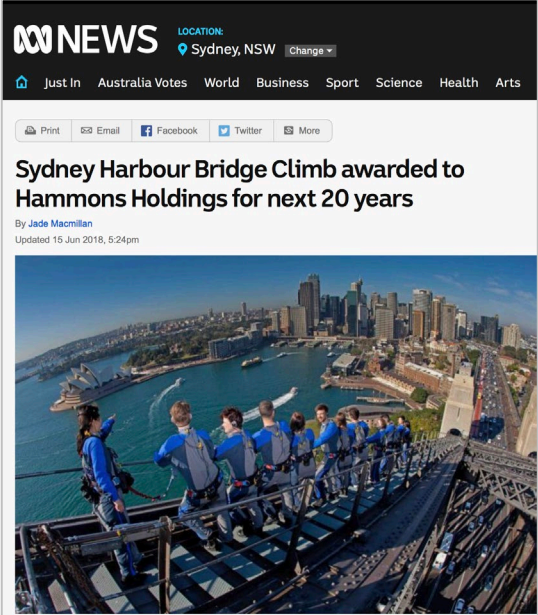
Scenic World Values



Celebrating success – BridgeClimb Sydney



Sydney Harbour BridgeClimb Appointed to Hammons Holdings



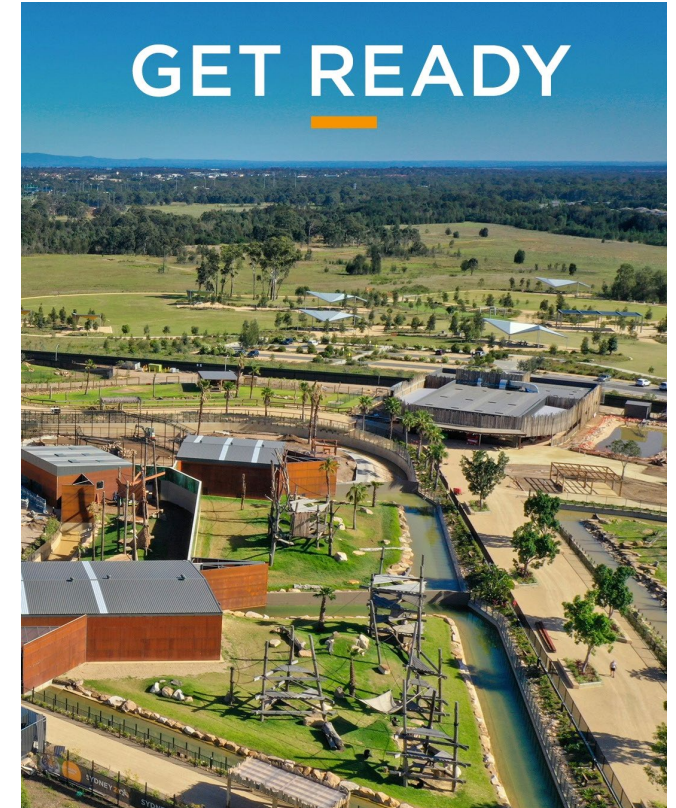
FINANCIAL REVIEW

The Sydney Morning Herald
INDEPENDENT. ALWAYS.

The Daily Telegraph

THE AUSTRALIAN

Sydney Zoo - From Concept to Completion



Opened December 2019

4,500 Animals Acquired

6,500 Plants Put in the Ground

What Has Worked?



Keep Innovating – Scenic World



Keep Innovating - BridgeClimb

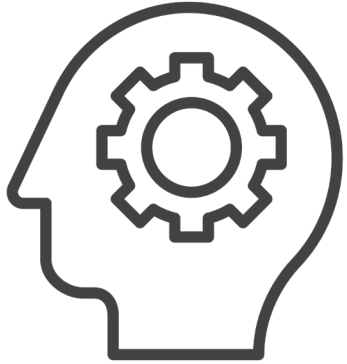


- Ultimate Climb



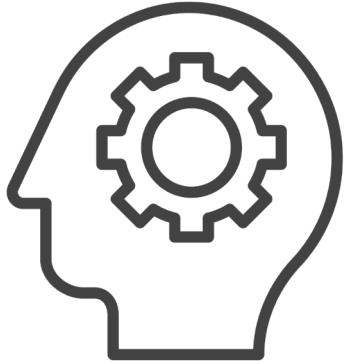
- Burrawa Climb

Succession Planning and Implementation



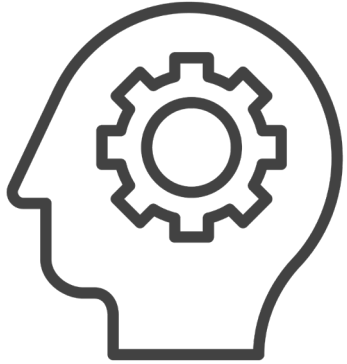
- It's hard. Especially for founders – their sense of self is often defined by the business they created
- Put the family first – this is an emotional journey for all family members
- With or without the business you will still be a family
- Who is the CEO - Chief Emotional Officer – This person runs the meetings
- Emotional Facilitator to work alongside other advisors

Succession Planning and Implementation



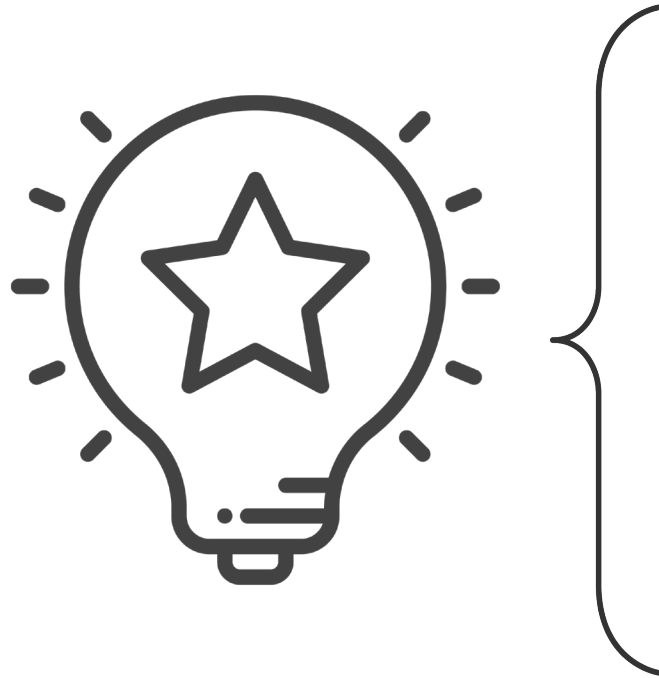
- Reports, documents and governance structures
- Remuneration of family members and dividends
- All of this needs to be documented and agreed by the whole family
- Next generation is ready, they have been training their whole life
- It will take about 3 years
- Celebrate – Have a Big Party – You deserve it - You Won!

Business Challenges & Opportunities



- Surviving international boarder restrictions
- Scaling back up when borders open
- Maintaining Culture
- Create new products and innovate
- Run a leaner structure
- Succession Planning

Key Learnings



- Why – We facilitate the emotional bonding of family and friends and help them make memories together
- We hired people that were better than us
- We are custodians for the next generation
- Profit is the measure of how good our staff culture is

Looking to the Future

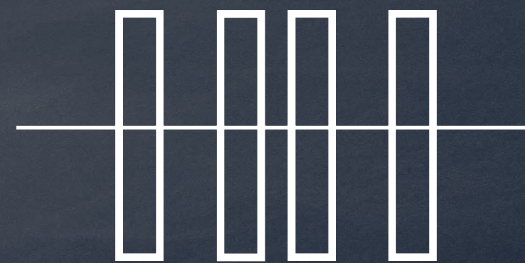


Western Sydney Airport



Sydney Airport

Thank you



HAMMONS
HOLDINGS