

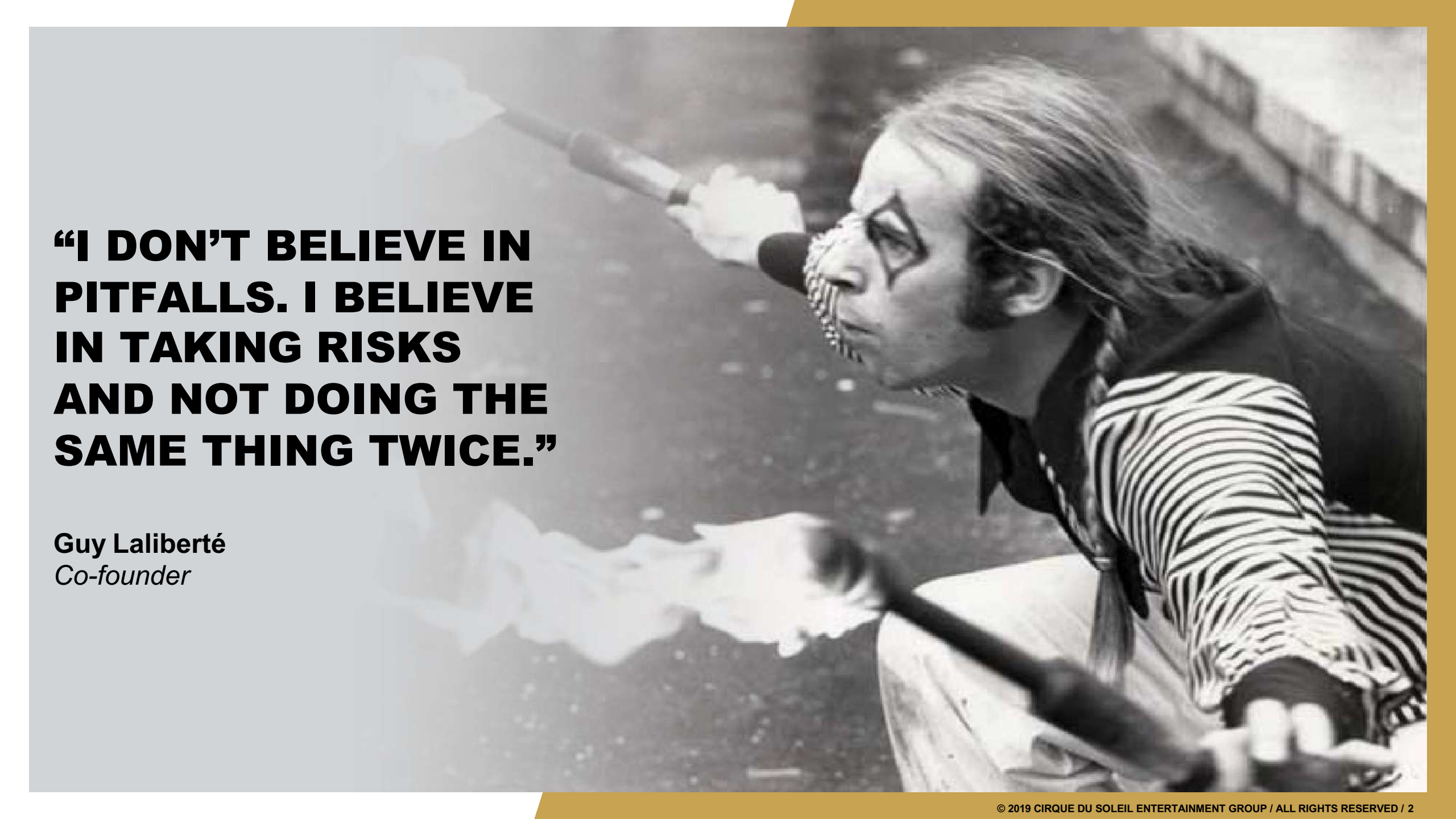
CIRQUE DU SOLEIL[™]
ENTERTAINMENT GROUP



DANIEL LAMARRE

Executive Vice-Chairman

Cirque du Soleil Entertainment Group



**“I DON’T BELIEVE IN
PITFALLS. I BELIEVE
IN TAKING RISKS
AND NOT DOING THE
SAME THING TWICE.”**

Guy Laliberté
Co-founder

VIDEO PRESENTATION

f.io/2qJ8ltVX

CIRQUE DU SOLEIL ENTERTAINMENT GROUP

Cirque du Soleil Entertainment Group is the world's leading creator, producer, and distributor of live entertainment.

Our boundless creativity, unrivaled production capabilities, iconic brand partnerships and strategic acquisitions have allowed us to grow into an unmatched world-reaching platform.

Fueled by our creative studio powerhouse, our shows extend beyond borders into the hearts and minds of millions of fans, forging our long-term growth with every hour of every day.

INVOKE / **PROVOKE** / **EVOKE**
the IMAGINATION the SENSES the EMOTIONS

WHO WE ARE

Rule breakers and moment makers

We are a bunch of crazy people that wants to do, see, feel, and try everything. We are makers of joy and curiosity, love and raining lizards. We do outrageous things, subversive things, wildly artistic things. Things other people haven't.

And we leave everywhere we go better than we found it.



WHAT WE VALUE

The driving forces that define us

To radiate joy, we need to have a brilliantly shining core. Every aspect of how we look, speak and act must move to the rhythm of our brand values:

- Be endlessly optimistic
- Celebrate our diverse, superhuman family
- Dare to dream
- Embrace the fun and the weirdness
- Feel visceral excitement of doing something purely unique

WHY WE EXIST

Because life needs folly

Our day-to-day is very rational. There are sidewalks to follow, schedules to keep, and roles for each of us to play. At *Cirque du Soleil*, we challenge ourselves to not always conform to the rational, the practical, the expected.

Let's end up in places we didn't know existed. Feel things we haven't felt in ages. Have some fun.

It's only when we are upside-down that we can appreciate things right side up.

HOW WE DO IT

Create a more audacious reality

We have always believed that the only difference between a dream and reality is the **audacity** to do something about it. Where others can only imagine a better world, we bring it forth for all to see.

It's not magic. It's painting reality with a different brush.



WHAT WE CREATE

Entertainment that defies conformity

When you look at things differently, you create differently. Ordinary won't do. It had better make you gasp.

The things we make are unlike anything you've ever encountered before.

WHAT IT ALL MEANS

Cirque du Soleil is far more than a show

We are a point of view on the world, made up of energy and light and innovation, and the occasional upside-down dinner party.

And you. We can't be us without you.

Go forth into the world and create entertainment that defies conformity.

Together, we will help build a more audacious reality, because life can always use a little more folly.

WHERE WE STARTED

Baie St-Paul, Quebec, Canada (1984)

Cirque du Soleil began in 1984 in Quebec, Canada, with 73 employees – street performers, fire breathers, and stilt walkers – with a dream to make a living out of traveling the world.

The first production, *Le Grand Tour* debuts in small Quebec town of Gaspé, and is then performed in 10 other cities across Quebec.



THE PATH TO THE CIRQUE OF TODAY



1980s

BEGINNING

73 street performers form a troupe in Baie Saint-Paul



1984

BIRTH OF CIRQUE

The troupe's first travelling ~800-seat tent show launches across Quebec



1987

FIRST U.S. TOUR

Cirque sells out in LA, San Diego and Santa Monica with its first Big Top



1993

FIRST PERMANENT SHOW

Cirque creates *Mystère*, its first Las Vegas resident show, at the Treasure Island hotel

FROM A **TRADITIONAL CIRCUS**
COMPANY

TO A GLOBAL LIVE ENTERTAINMENT LEADER

CIRQUE DU SOLEIL®
ENTERTAINMENT GROUP



B2C



CIRQUE DU SOLEIL

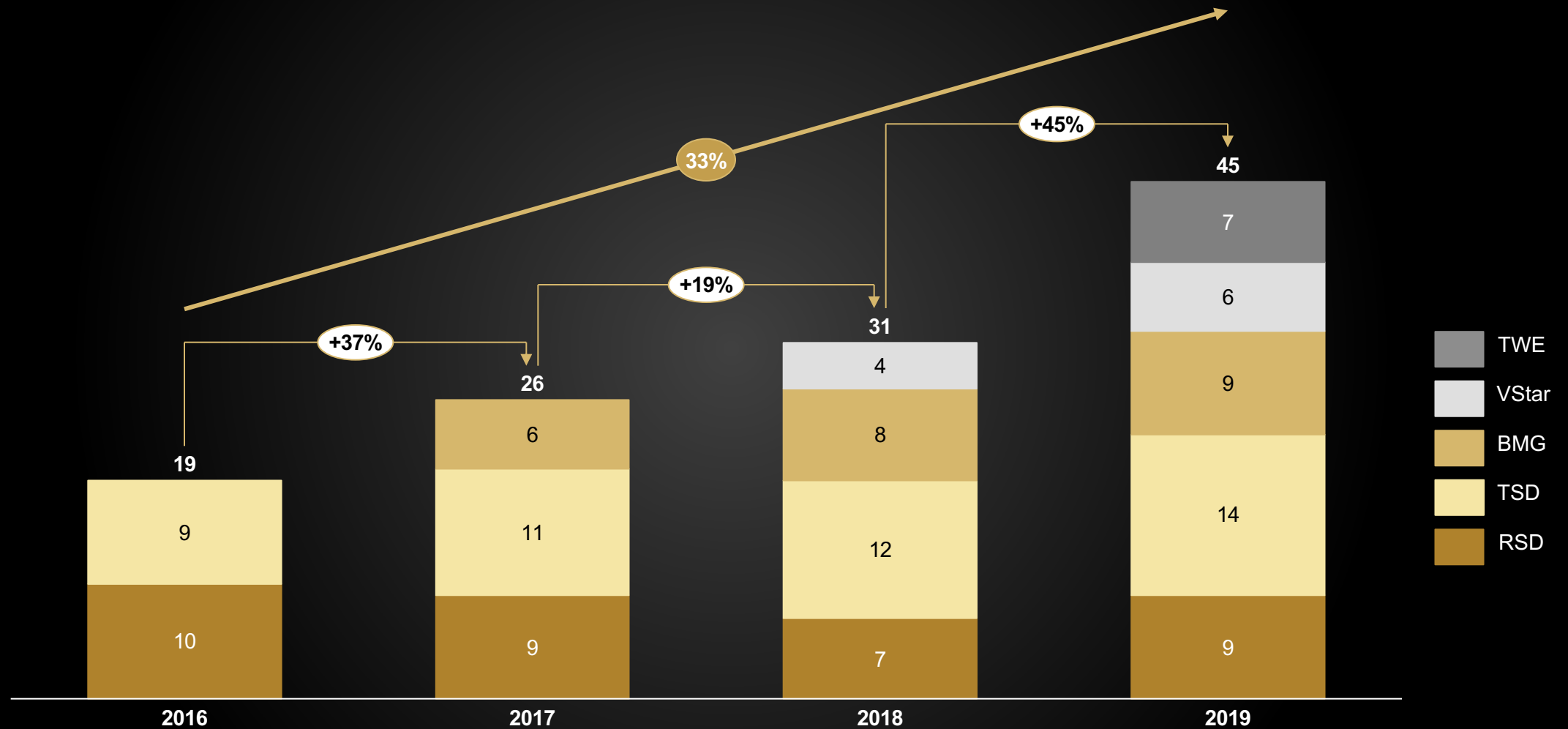


B2B

CIRQUE DU SOLEIL®
events + experiences



CDSEG – SHOW EVOLUTION



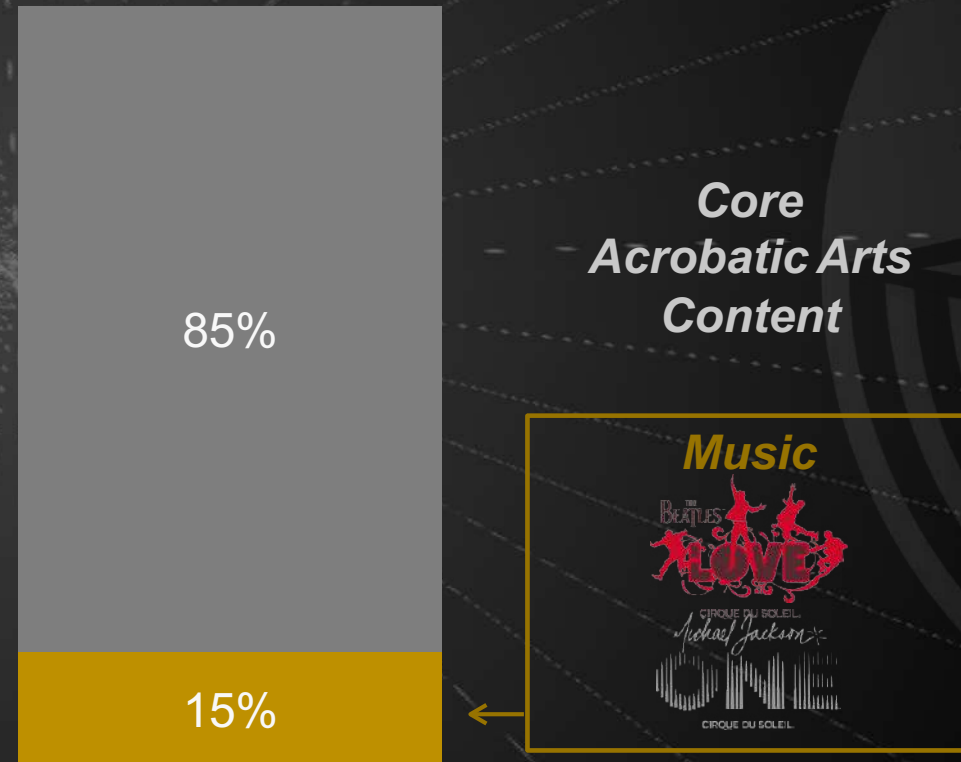
2016-2019 – excludes CDS Events & Experiences and Cirque Dreams
 Note: includes all shows operating in any given year (i.e., incl. shows opened or closed partway through the year)

CIRQUE DU SOLEIL HAS EVOLVED FROM TRADITIONAL ACROBATIC FOCUSED CONTENT...



Touring & Resident Show EBITDA at Acquisition

% of Show-Level Total



Show-Level EBITDA

...TO INCREASINGLY DIVERSIFIED LIVE ENTERTAINMENT PLATFORM

Music



CIRQUE DU SOLEIL
Michael Jackson



3rd Party IP

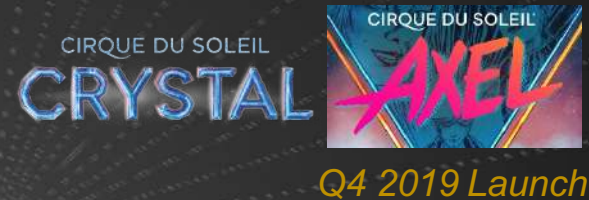


nickelodeon



New Show Formats

Ice Shows



Q4 2019 Launch

Cruise Ships



Dinner Show



Holiday Show



Experiential



2020
Planned
Launch

New Markets



Q4 2018 Launch





**OUR FORMER
GOVERNANCE (2015-2020)**

55%



25%

FOSUN 复星

20%





NEW OWNERSHIP

(as of November 24, 2020)

Group of Creditors*

- The Catalyst Group Inc.
- Soundpoint Capital
- CBAM Partners
- Other Creditors

*<https://www.cirquedusoleil.com/press/news/2020/cirque-du-soleil-entertainment-group-confirms-closing-of-sale-transaction>

Near Term Growth Drivers

- Evolved Organizational Structure
- “Super” Market Touring Strategy and New Major Market Development (e.g., New York City)
- Kids & Family Market Expansion
- Invest Behind Leading Position in Magic Live Entertainment
- Extension into TV Content and Media
- Additional Strategic Acquisitions

WHERE WE WERE BEFORE PANDEMIC

Cirque du Soleil Entertainment Group

***285**

MILLION LIVE SPECTATORS

15

MILLION LIVE SPECTATORS PER YEAR

***2B**

AUDIENCE REACH ON TV / SOCIAL MEDIA

44

ACTIVE PRODUCTIONS

***1,500**

EVENT PERFORMANCES

4,900

EMPLOYEES
(1,500 in Quebec)

1,400

ARTISTS

92

NATIONALITIES

34

LANGUAGES

***450**

CITIES

***65**

COUNTRIES

* Since inception

**DIVERSIFIED LIVE ENTERTAINMENT GROUP BASED IN MONTREAL,
WITH GLOBAL SCALE AND REACH**

OUR FAMILY PRE-PANDEMIC

4 900

CIRQUESTERS

1 400

ARTISTS

92

NATIONALITIES

34

LANGUAGES
SPOKEN

CAST & CREW

OFFICE EMPLOYEES



36%

56%



64%

44%

10+ YEARS
OF SENIORITY

12%

18%

AVERAGE
AGE

37

40

COVID-19 IMPACT

COVID-19 has had a dramatic but temporary impact, effectively requiring a total shut down of our business and resulting in nearly \$100M in lost revenue per month

Over 44 active shows and productions have been shut down given government restrictions on social gatherings, including:

- 14 Touring Shows have been mandated to be shut down given local government restrictions on large events
- Six Las Vegas resident shows forced to close given Nevada State Government restrictions
- Six Blue Man Group resident shows and two touring shows
- Four family & kids touring shows, including Paw Patrol Live and Trolls Live
- Norwegian Cruise and MSC Cruise productions
- Other large events and entertainment productions (e.g., Trois Rivieres)

Several new production launches temporarily delayed

- Cirque du Soleil Creactive launch in Toronto, ON delayed
- Orlando resident show launch delayed given temporary closure of Walt Disney World
- America's Got Talent live delayed given temporary closure of Luxor Casino, Las Vegas
- Pre-paid sales requested from customers, driving negative cash flow
- Circumstances required temporary layoffs of ~4,400 employees

TODAY



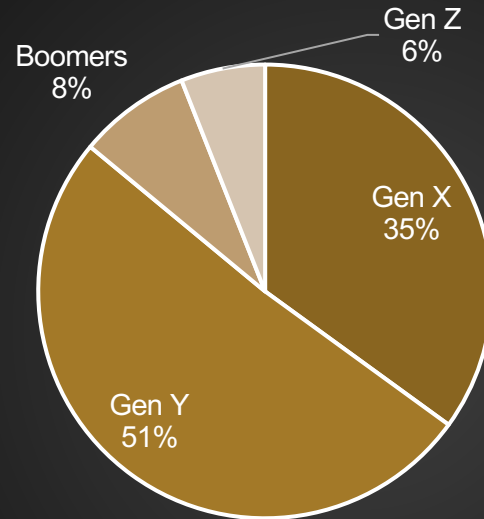
OUR FAMILY TODAY...AND STILL GROWING!

GLOBAL HEADCOUNT



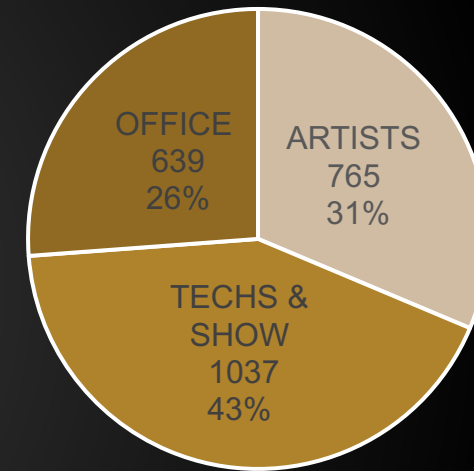
2,441

AGE DIVERSITY



39 years old
AVERAGE AGE

HEADCOUNT BY JOB CATEGORY



75% of hires
are **REHIRES** (as of Nov. 2021)

85 Open positions
(as of Nov. 2021)

OUR CAPABILITIES



CREATION

Concepts that fit needs

Creative design and development

Creative project design

Venue design



PRODUCTION

Concepts refinement

Preliminary production budget design

Creative projects production

Casting and training of artists



DISTRIBUTION

Finalizing production plans

Engage all required resources

Managing project development

We are ONE OF CANADA'S PRE-EMINENT BRANDS AND AMONG THE MOST LOVED IN THE WORLD

Consumer Score¹: 46

Consistently the #1 most unique brand of 3,600 surveyed brands



95%
AWARENESS

85%
GLOBAL BRAND NPS

9.1/10
BRAND LOVE

1. Calculation of "Consumer Score": Customers are asked, on a scale from 0 to 10, to recommend the company, product or service to a friend or colleague; scores of 9 and 10 are recognized as Promoters; scores of 7 or 8 are recognized as Passives; scores of 6 or lower are Detractors; the percent of responders that are Detractors are subtracted from the percent of responders that are Promoters; the result is the Consumer Score
Source: BAV Initial Insights as of January 2016 and Company Management as of September 2017

DIGITAL FOOTPRINT



13 MILLION

FANS ON OUR SOCIAL NETWORKS



3 MILLION+

DAILY ADVERTISING IMPRESSIONS



46K+

DAILY VIEWS ON CDS YOUTUBE CHANNEL



20 MILLION

MEMBER PROFILES IN OUR DATABASE



100K+

DAILY SITE VISITS



70%+

OF OUR TRAFFIC IS ON MOBILE



2 MILLION

E-MAILS SENT WEEKLY
(avg over last 4 years)

RELAUNCH PLAN

TSD

CIRQUE DU SOLEIL
LUZIA

7 janvier – Londres

CIRQUE DU SOLEIL
KOOZÀ

12 janvier – Punta Cana

CIRQUE DU SOLEIL
KUAIOS
CABARET OF LIBERTIES

14 avril – Toronto

CIRQUE DU SOLEIL
Cortco

17 mai – Split

CIRQUE DU SOLEIL
CRYSTAL

Am. du Nord - Printemps 2022

CIRQUE DU SOLEIL
OVO

1er juin – Alberta

CIRQUE DU SOLEIL
BAZZAR

7 septembre – Sao Paulo

Affiliates

VStar

Trolls LIVE!

Jan 15 – Pittsburgh



3 sept – Albany (tbc)

19 oct – Lakeland (tbc)

Blue Man Group

Boston – Fév



World Tour, Apr 2 – Sendai

National Tour, Feb 24 – Syracuse

The Works

CIRCUS1903

16 décembre – Londres

NEW YORK
NEW YORK
ENTERTAINMENT CENTER

(New show) May – Las Vegas – tbc

THE
ILLUSIONISTS

TBD

E+E

Icons, Jeddah – 28 fév.

MÜV, Andorre – Juil. 2022

Vive Nos Divas, 3-Rivières – Juil. 2022

KSA National Day – 23 sept 2022

THE CHALLENGE



As a brand built around live performance and audience experience, we want to stay relevant. We want to pivot in the short term and diversify in the long term to succeed in the digital space.

- I. What alternatives are open to us to do so by business, by product, by channel, by platform, by market, by demographic, etc. ?**
- II. Which one (s) will have the greatest impact now and over time and what is the best strategy to implement what you recommend ?**

merci

CIRQUE DU SOLEIL®

ENTERTAINMENT GROUP

