Degroof Petercam Consumer Goods & ESG Conference

15 June 2023

Business Review 2022 – Q1 2023

KINEPOLIS GROUP

KINEPOLIS

- **72,7% of 2019 attendance in 2022 (+70,7% vs 2021), resulting in 90,6% of 2019 revenue and visitors Q1 2023 +36,1% compared to Q1 2022; 91,6% of Q1 2019 visitors**
  - Confirmation that strong films drive further recovery of visitor numbers
  - Hollywood content still in recovery mode, line up Q2 and Q3 very promising
- **Sales per visitor remain record high**, resulting in a faster recovery of turnover vs visitor numbers
- High **demand for premium movie experiences**
- Kinepolis gains in **profitability** and **financial strength**, thanks to the contribution of the Entrepreneurship plan, yearly budget exercise and expansion
- **Higher EBITDA and EBITDAL** compared to Q1 2022 and Q1 2019
- Positive net result each month, leading to strong cash flow generation in Q1 2023
- **Net financial debt**, excluding lease liabilities, slightly increases to € 424,8 million per 31 March 2023, due to significant investments and impact of working capital

HIGHLIGHTS 2022 & Q1 2023

- Strategic pillars
  - Best Marketer
  - Best Cinema Operator
  - Best Real Estate Manager
- Opening Kinepolis Metz Amphithéâtre (FR)
- Acquisition of cinemas in **Barcelona and Marbella (ES)** and successful integration of acquired cinema in **Amnéville** (FR)
- Acquisition and successful integration of cinema in **Belfort** (FR)
- **Progress laser transition**: 220 installations in 2022, 171 laser installations ordered for 2023
- Roll-out of Kinepolis concepts in Canada and US
  - **Premiere Seats** installed in 5 additional Landmark Cinemas (CA)
  - **Renovation of Landmark Waterloo**, Ontario (CA) to include recliners, Premiere Seats and Laser ULTRA
  - VIP seats in the US

CLOSURES AND REOPENINGS THEATRES

KEY FINANCIALS 2022

€m	YE 2022	YE 2021	% Better / -Worse	YE 2019
Revenue	**499,9**	**266,4**	**87,7%**	**551,5**
Visitors ('000)	*29 323*	*17 181*	*70,7%*	*40 341*
EBITDA	**150,2**	**72,7**	**106,8%**	**172,3**
EBITDA margin	€ 5,12/Vis *30,1%*	€ 4,23/Vis *27,3%*	*278 bps*	€ 4,27/Vis *31,3%*
EBITDAL	**114,0**	**38,5**	**196,0%**	**142,7**
EBITDAL margin	€ 3,89/Vis *22,8%*	€ 2,24/Vis *14,5%*	*834 bps*	€ 3,54/Vis *25,9%*
EBIT	**68,0**	**-6,5**	**1 138,6%**	**101,0**
EBIT margin	*13,6%*	*-2,5%*	*1 606 bps*	*18,3%*
Result	**27,5**	**-25,5**	**208,0%**	**54,4**
Result per share (in €)	*1,02*	*-0,94*	*208,2%*	*2,02*
Free Cash Flow	**70,1**	**48,9**	**43,4%**	**90,2**

€m	YE 2022	YE 2021	Evolution NFD
Net Financial Debt (NFD) excl. lease liabilities	**423,5**	**474,5**	**-50,9**

VISITORS FY 2022

Visitors (000's)	YE 2022	% of Tot	YE 2021	% of Tot	% Δ YoY
Belgium	5 800	19,8%	3 209	18,7%	80,7%
France	5 117	17,5%	3 224	18,8%	58,7%
Canada	7 553	25,8%	3 597	20,9%	110,0%
Spain	3 617	12,3%	2 519	14,7%	43,6%
The Netherlands	3 205	10,9%	1 957	11,4%	63,8%
United States	3 298	11,2%	2 198	12,8%	50,0%
Luxembourg	644	2,2%	420	2,4%	53,4%
Switzerland	89	0,3%	57	0,3%	57,0%
Total	**29 323**	**100,0%**	**17 181**	**100,0%**	**70,7%**

Top 5 Movies 2022	3D	Visitors (000's)
1. Top Gun: Maverick		2 133
2. Avatar: The Way of Water	✓	1 599
3. Minions: The Rise of Gru	✓	1 410
4. Jurassic World: Dominion	✓	1 194
5. Doctor Strange in the Multiverse of Madness	✓	1 108
Top 5		**7 444**
Weight Top 5		**25,4%**

Top 5 Movies 2021	3D	Visitors (000's)
1. Spider-Man: No Way Home	✓	1 352
2. No Time to Die	✓	1 193
3. Dune (2021)	✓	704
4. Fast & Furious 9	✓	668
5. Shang-Chi and the Legend of the Ten Rings	✓	610
Top 5		**4 528**
Weight Top 5		**26,4%**

VISITORS Q1 2023

Visitors (000's)	Q1 2023	% of Tot	Q1 2022	% of Tot	% Δ YoY
Belgium	1 580	19,6%	1 286	21,7%	22,9%
France	1 645	20,4%	1 175	19,8%	40,0%
Canada	1 882	23,3%	1 371	23,1%	37,3%
Spain	960	11,9%	700	11,8%	37,2%
The Netherlands	907	11,2%	604	10,2%	50,3%
United States	885	11,0%	650	10,9%	36,3%
Luxembourg	191	2,4%	133	2,2%	43,6%
Switzerland	27	0,3%	19	0,3%	44,2%
Total	**8 078**	**100,0%**	**5 936**	**100,0%**	**36,1%**

Q1 2019
1 843
1 987
2 555
1 088
1 084
238
25
8 820

NEW BUILDS OPENED IN 2022

Kinepolis Metz
Amphithéâtre

ACQUISITIONS IN 2022

Kinepolis Mataró (Barcelona)

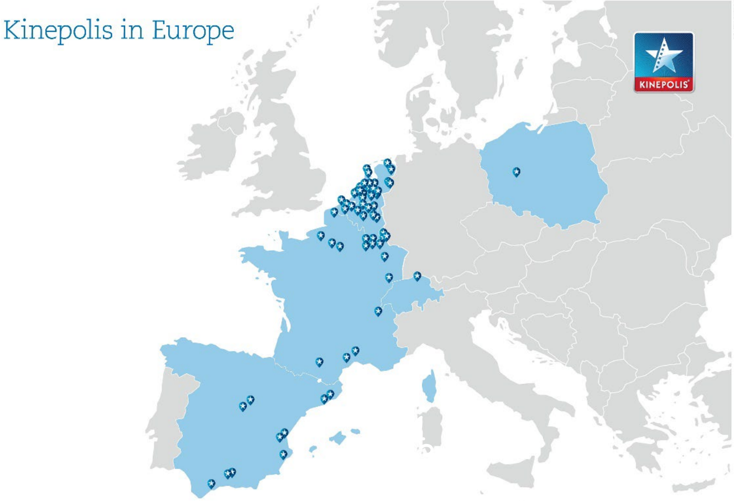
Kinepolis La Cañada (Marbella)

ACQUISITIONS IN 2022

Kinepolis Amnéville (FR)

ACQUISITIONS IN 2023

Kinepolis Belfort (FR)



Countries	Complexes ***		Screens ***		Market Share	Complexes in Ownership	
						#	%Visitors
Belgium	11		138			10	98%
France	17	+1	190	+14	4%	11	82%
Canada	38		312		13%	3	1%
Spain	10		157		7%	3	32%
The Netherlands	20		147		11%	13	66%
United States	10		164		0%	7	71%
Luxembourg	3		22		84%	1	64%
Switzerland	1		8		1%	1	100%
Poland *	1		18			1	n/a
Total	**111**		**1 156**			**50**	**57%****

* 1 complex in Poland operated by Cineworld

** 57% of Q1 2023 visitors

*** Complex and screen additions are compared to 31 December 2022

ESG

Customer experience excellence	Wellbeing & development of employees	Green building & infrastructure
• **CSI:** 424 K surveys completed in 2022 (+35% vs. 2021); partial implementation in Canada (full roll-out in 2023) • € 21,5 million invested in maintenance & roll-out **premium moviegoing experiences** • Acceleration **laser transition** • Introduction **Movie Club** loyalty formula, roll-out **CINE K**, … • 43% of content programmed in 2022 (Kinepolis Europe) was **local content** • 20% of 2022 titles programmed was **alternative content** (2% of BO)	• **PSI**: 81% response rate (+5% vs. 2021) • Relaunch of **self-learning organization** & bottom-up budget exercise: 11,2% of fixed employees are **budget owners**; US budget owners participated in budget planning process for the first time • **Yearly performance cycle** for 100% of employees • **Internal mobility**: 1 out of 2 vacancies filled internally • Provided **first work experience** to more than 710 students in 2022 in BeLux • Highly **diverse workforce**, with 35 to 52% women in middle & higher management	• **Carbon footprint** measured since 2021 but evolution not relevant due to Covid-19 impact • Energy consumption: significant **efficiency gains** through intelligent building management systems and laser transition • **Laser transition**: 220 upgrades in 2022, resulting in 41% laser screens (62% in Europe) vs. 25% per end of 2021. 154 additional upgrades foreseen in 2023 (target: 56% laser per end of 2023)

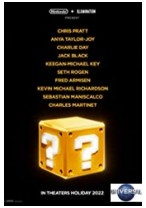
GREEN STAR KINEPOLIS

KINEPOLIS

Q2

2023

04



SUPER MARIO BROS

DUNGEONS & DRAGONS

EVIL DEAD

05

GUARDIANS OF GALAXY 3

FAST X

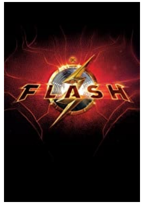
THE LITTLE MERMAID

THE BOOK CLUB 2

LOVE AGAIN

06

TRANSFORMERS



THE FLASH

INDIANA JONES

ELEMENTAL

NO HARD FEELING S

NO HARD FEELINGS

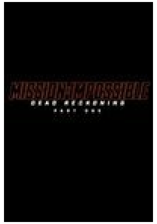
SPIDER-MAN INTO THE SPIDERVERSE

KINEPOLIS

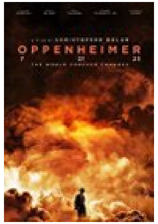
Q3

2023

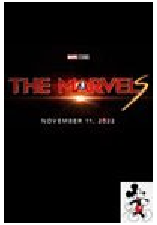
07	08	09



MISSION IMPOSSIBLE
DEAD RECKONING



OPPENHEIMER



THE MARVELS

THE MEG 2

THE HAUNTED
MANSION

THE NUN 2

THE NUN 2

UNTITLED
WARNER
MOVIE

A HAUNTING
IN VENICE

BARBIE

INSIDIOUS
5

INSIDIOUS
FEAR THE
DARK

TEENAGE MUTANT
NINJA TURTLES

THE
EQUALIZER
3

THE
EQUALIZER 3

NEXT GOAL
WINS

Taika Waititi

KINEPOLIS

Q4

2023

10

EXORCIST SEQUEL

EXORCIST SEQUEL

PAW PATROL 2

TROLLS 3

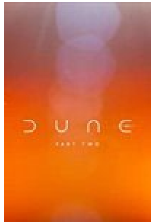
TROLLS 3

UNTITLED DREAMWORKS ANIMATION

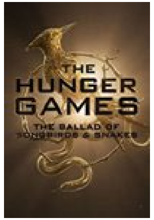
EXPENDABLES 4

EXPENDABLES 4

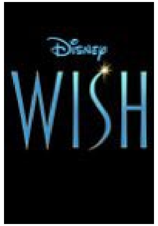
11



DUNE 2



THE HUNGER GAMES SEQUEL



WISH

12

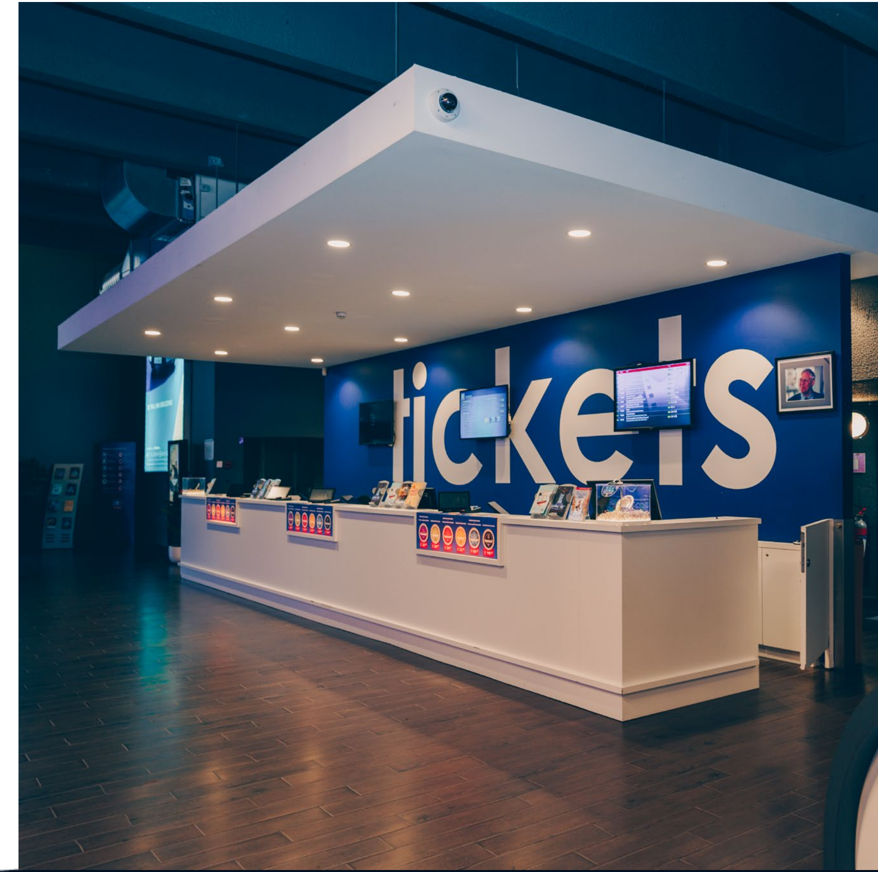
WONKA

AQUAMAN 2

GHOSTBUSTERS SEQUEL

MIGRATION

Financial Review 2022 – Q1 2023



KINEPOLIS GROUP

FINANCIAL HIGHLIGHTS YTD Q1 2023

- **Revenue of € 499,9 million with 29,3 million visitors in 2022**
  - 90,6% of revenue 2019
  - 72,7% of visitors 2019

- **Revenue up by 87,7% with 70,7% more visitors compared to 2021**
  - Increase box office (+82,6%)
  - Increase In-theatre sales (+89,4%)
  - Increase B2B (+150,8%)
    - Increase Sales and Events (+168,3%)
    - Increase Screen Advertising (+91,3%)
  - Increase Brightfish (+16,3%)
  - Increase Film Distribution (+127,5%)
  - Increase Real Estate (+26,3%)

- **EBITDAL up by 196,0% with a margin of 22,8% (14,5% last year), EBITDAL margin of 25,9% in 2019**

- **Net financial debt**, excluding lease liabilities, slightly increases to € 424,8 million or + € 1,3 million per 31/03/2023, due to significant investments and impact of working capital

- **Covenants met per 31/03/2023, covenant holiday extended until 30/06/2023**

OPERATING COSTS

€m	YE 2022	YE 2021	% Better / -Worse	YE 2019
Marketing and selling expenses	-23,5	-14,3	-64,5%	-27,9
Administrative expenses	-28,1	-22,4	-25,7%	-30,3
Other operating income / cost	5,1	23,7	-78,3%	1,6
Operating Costs	**-46,5**	**-12,9**	**-259,7%**	**-56,6**

KINEPOLIS

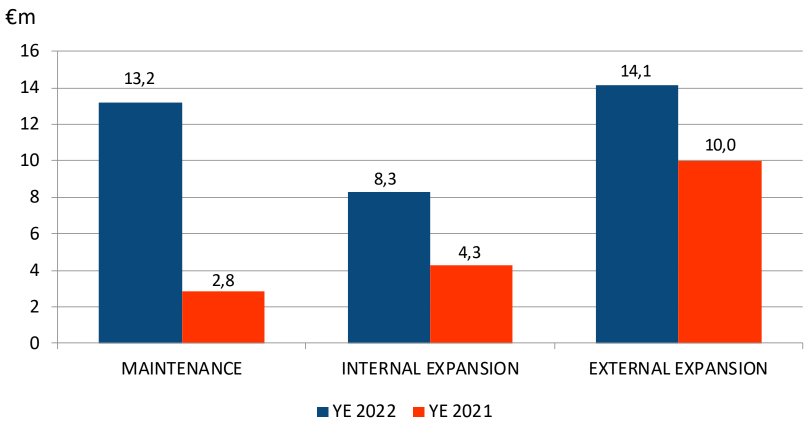
EBITDA(L) BY COUNTRY

EBITDA - €m	YE 2022	% of Total	YE 2021	% of Total	% Better / -Worse	% Δ Y Vis
Belgium	37,9	25,3%	9,4	12,9%	305,5%	80,7%
France	25,5	17,0%	19,0	26,2%	33,9%	58,7%
Canada	33,1	22,0%	16,5	22,7%	100,5%	110,0%
Spain	11,7	7,8%	7,8	10,7%	50,5%	43,6%
The Netherlands	21,5	14,3%	11,6	15,9%	85,9%	63,8%
United States	14,2	9,5%	4,7	6,5%	202,5%	50,0%
Luxembourg	5,6	3,8%	2,7	3,8%	106,9%	53,4%
Switzerland & Poland	0,7	0,4%	1,0	1,4%	-33,3%	57,0%
TOTAL	**150,2**	**100,0%**	**72,7**	**100,0%**	**106,8%**	**70,7%**

EBITDAL - €m	YE 2022	% of Total	YE 2021	% of Total	% Better / -Worse	% Δ Y Vis
Belgium	35,6	31,2%	7,0	18,2%	407,1%	80,7%
France	23,3	20,4%	16,8	43,5%	38,9%	58,7%
Canada	13,2	11,6%	-1,9	-5,0%	787,9%	110,0%
Spain	7,9	6,9%	4,0	10,4%	96,3%	43,6%
The Netherlands	17,7	15,5%	7,9	20,4%	124,9%	63,8%
United States	10,5	9,2%	1,6	4,0%	574,7%	50,0%
Luxembourg	5,1	4,5%	2,2	5,8%	130,2%	53,4%
Switzerland & Poland	0,7	0,6%	1,0	2,6%	-33,3%	57,0%
TOTAL	**114,0**	**100,0%**	**38,5**	**100,0%**	**196,0%**	**70,7%**

KINEPOLIS

€m	YE 2022	YE 2021	YE 2019
Belgium	5,6	2,2	14,4
France	2,4	0,9	6,7
Canada	5,6	1,8	11,5
Spain	1,7	0,3	2,7
The Netherlands	1,7	0,7	5,3
United States	3,7	0,3	
Luxembourg	0,6	0,8	3,0
Other	0,1		0,4
Maintenance & Internal Expansion	**21,5**	**7,1**	**43,9**
External Expansion	**14,1**	**10,0**	**198,3**
TOTAL	**35,6**	**17,1**	**242,2**

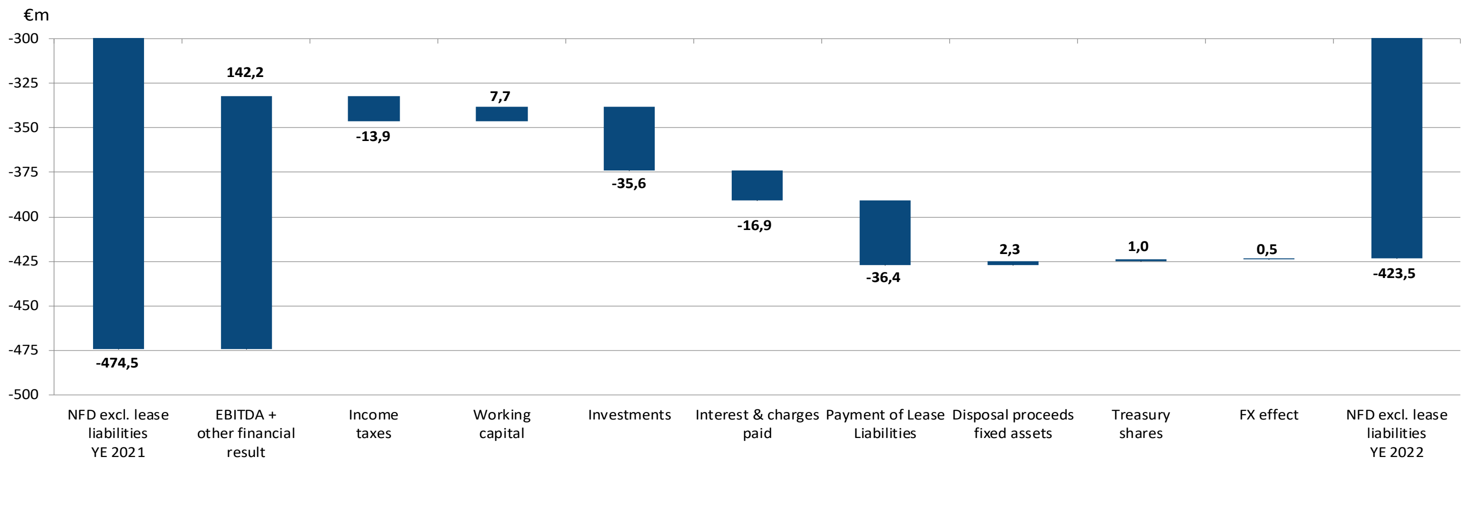


FREE CASH FLOW EVOLUTION

	H1 2022	Q3 2022	Q4 2022	H2 2022	YE 2022	YE 2019
OCF after lease payments	45 387	23 311	37 066	60 377	105 765	140 949
Working capital	-10 709	-13 522	31 980	18 458	7 749	8 776
Income taxes paid	-563	-9 666	-3 651	-13 317	-13 880	-25 718
Capital exp – maintenance	-3 842	-4 892	-4 463	-9 356	-13 197	-20 956
Interest paid	-4 552	-580	-11 188	-11 768	-16 319	-12 882
Free cash flow	**25 722**	**-5 349**	**49 744**	**44 395**	**70 117**	**90 169**
Capital exp - digitalization, remodeling & expansion	-3 851	-5 230	-5 479	-10 708	-14 559	-45 267
Proceeds from sales of financial and intangible assets and PPE	148	29	2 101	2 130	2 278	5 942
Acquisition of subsidiary, net of cash acquired			-7 858	-7 858	-7 858	-173 930
Treasury shares	1 045				1 045	
Dividend payments						-24 723
FCF after expansion exp, dividends & treasury shares	**23 064**	**-10 550**	**38 508**	**27 959**	**51 023**	**-147 809**
FCF excl. working capital	**36 431**	**8 173**	**17 764**	**25 937**	**62 368**	**81 393**

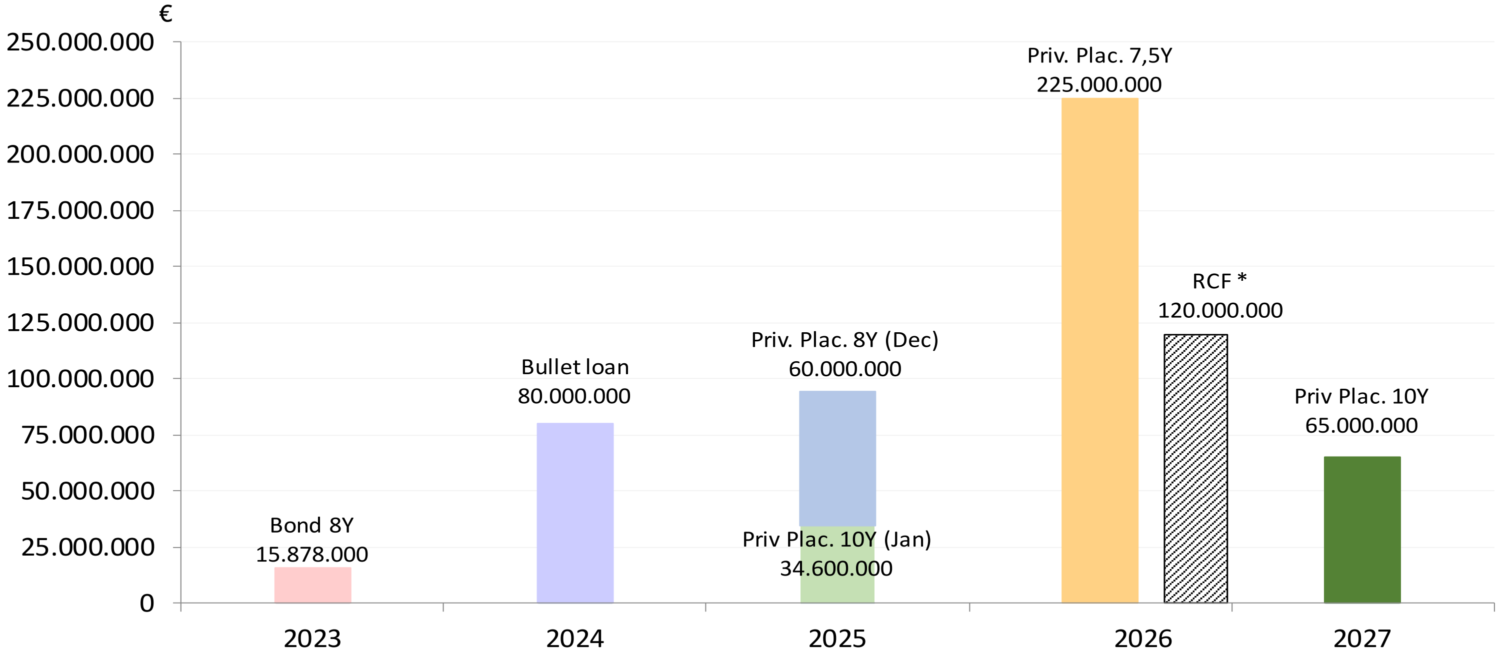
NET FINANCIAL DEBT EVOLUTION

€m	YE 2022	YE 2021	Better/-Worse	NFD Evolution
Net Financial Debt (NFD) excl. lease liabilities	**423,5**	**474,5**	**50,9**	**10,7%**
Net Financial Debt (NFD) incl. lease liabilities	793,9	865,0	71,1	8,2%
Leverage ratio*: NFD / EBITDA	5,28	11,90		
Leverage ratio*: NFD excl. lease liabilities / EBITDAL	**3,72**	**12,32**		



* Not club deal definition

MATURITY PROFILE FINANCIAL DEBT **



* Commercial paper drawn for € 12,5 million per 31/12/2022 – this lowers the availability of the RCF for the same amount (€ 3,5 million ancillary facilities)

** Excluding IFRS 16 lease liabilities

Weighted average maturity of credit lines per 31/12/2022: 3,23 years

FINANCIAL CALENDAR

Thursday	17/08/2023	Semestrial results 2023 Press & Analyst Meeting
Thursday	26/10/2023	Business update Q3 2023
Thursday	22/02/2024	Annual results 2023 Press & Analyst Meeting

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Q&A

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Thank you

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