



Kinepolis Group



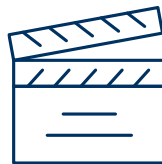
Enriching people's lives
through the power of movies.



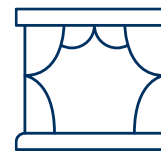
Kinepolis at a glance



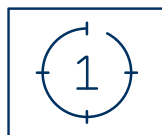
Kinepolis at a glance



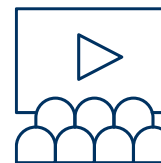
Since
1968



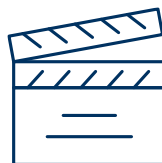
122
Complexes
In 9 countries



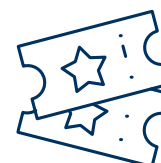
1,314
Screens



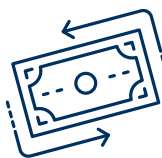
220,000
Seats



4
Brands

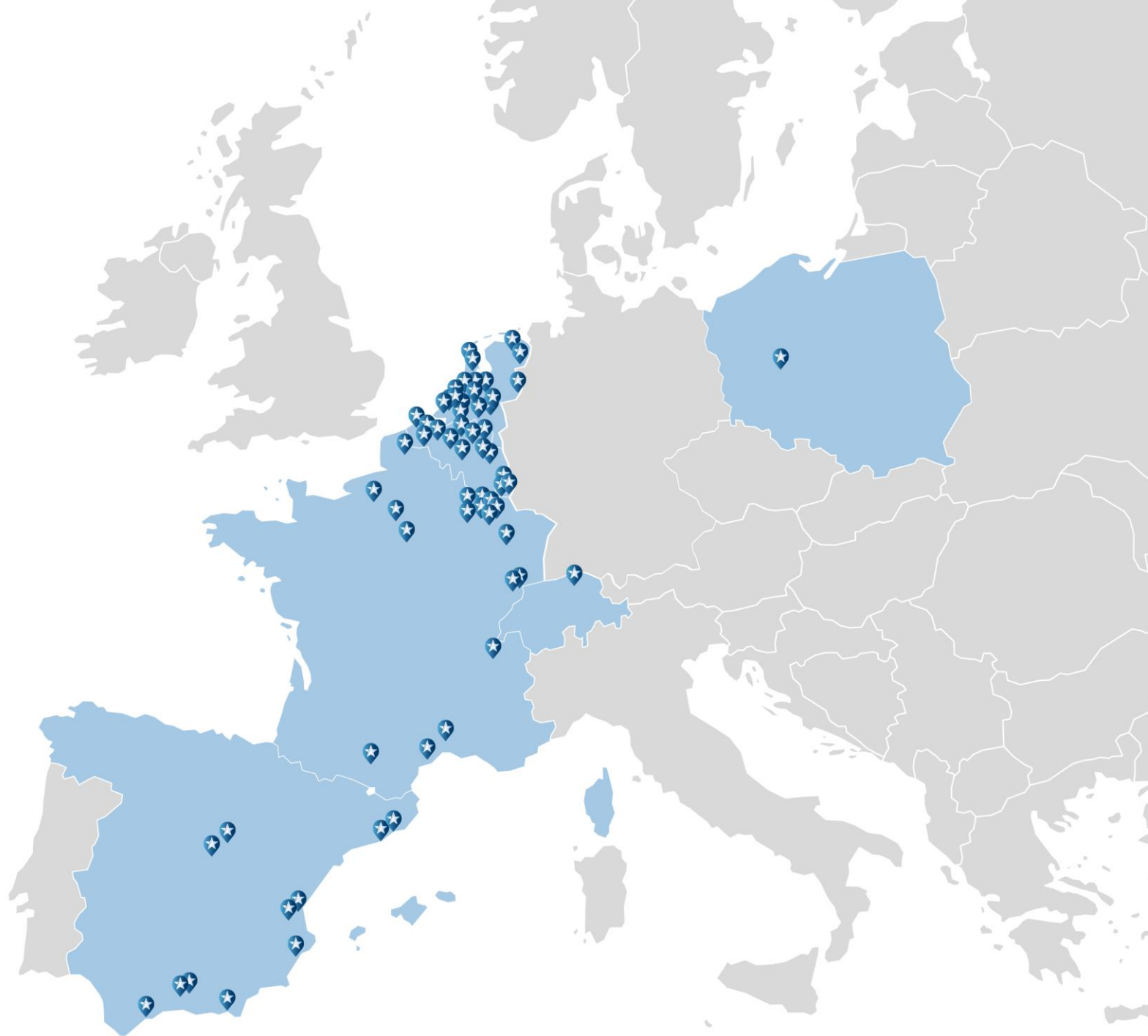
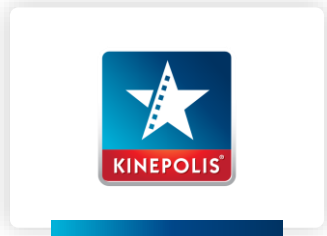


31 MIO
Visitors in 2025



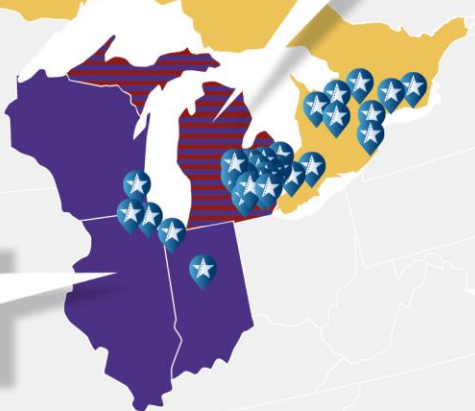
565 MIO
Turnover in 2025

Cinema operator active in Europe





Cinema operator active in Canada and USA





Kinepolis Brétigny-sur-Orge (FR)

Landmark

**FIRST DATE
OR DATE NIGHT**
Experience the Movies — Only in Theatres
Landmark
CINEMA

IMAX
with Laser
Most Theatres
by Design

**EXPERIENCE
THE MOVIES**
Premium Seats
LUXURY
IMAX
IMAXScreen.com
Landmark
CINEMA

Landmark Waterloo, Ontario



Kinepolis Core activities



Box Office



In-theatre sales



Real estate



Business-
to-Business



Film distribution

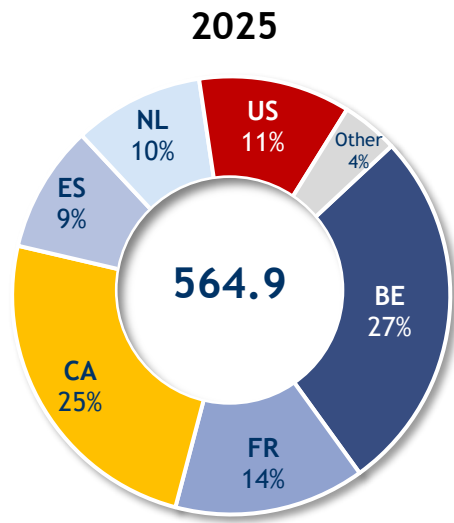


Brightfish -
Screen
advertising

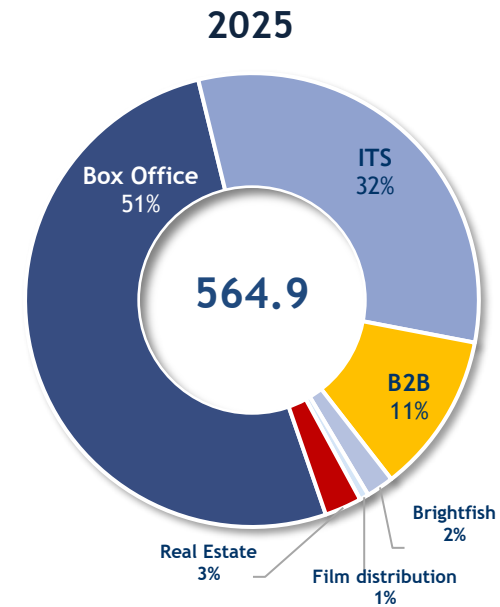


Revenue

By country & activity



* 'Other' includes Luxembourg, Switzerland and Poland.



* 'B2B' includes sales & events and screen advertising



The Kinopolis strategy



3 pillar strategy



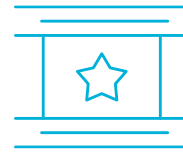
Best cinema operator



Self-learning organization
5% exercise



Innovation
Premiumisation



Best marketer



Active programming &
Awareness strategies



Digital marketing &
Experience



Best real estate manager



Company risk profile



Redevelopment of
overcapacity

core strategy

3 pillar
strategy



Best cinema operator

1



Self-learning organisation based on Business ownership



**Customer
Satisfaction
(CSI)**

The icon shows a hand with the index finger pointing at two stars.

**Employee
Satisfaction
(PSI)**

The icon shows three stylized human figures with three stars above them.

**Financial
KPIs**

The icon shows a person standing on a bar chart with three bars of increasing height.

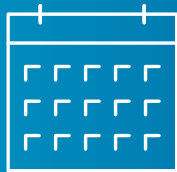
ESG KPIs







Continuously investing in the relationship with our visitors to provide an offer that meets their wishes and needs.



Active
programming



Digital
marketing



Experience





Nintendo + ILLUMINATION
THE SUPER MARIO BROS. MOVIE

Nintendo ILLUMINATION
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ILLUMINATION ENTERTAINMENT



LASER
ULTRA
by
KINEPOLIS®

LASER
ULTRA
by
KINEPOLIS®

14



LASER
ULTRA
by
KINEPOLIS®

core strategy

3 pillar
strategy



Best real estate manager

3



“Committed to continuing the optimal management, use and management of our unique real estate portfolio.






KINEPOLIS

BOWLING

Brasserie



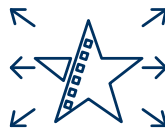
Successful execution of expansion strategy since 2014



Based on

Improvement potential

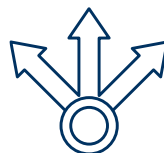
Derived from core strategy



Integration of

Kinepolis' way

of working and management structure



From 23 to 122

Cinemas to date
(Europe and North-America)



Timeline 2014-2026

Covid-19



2015
Takeover Utopolis
cinemas in The
Netherlands, Lux
& France
Entrance Lux
market



2017
Takeover of
Landmark
Cinemas
(Canada)



2019
Takeover MJR
Digital
Cinemas (US)

2020-2022
Opening of
5 new-
builds (FR
(2), NL (2),
CA(1))



2026
Takeover
Emagine
Entertainment
(US)

2014
Takeover of two
Spanish
cinemas
(Madrid &
Alicante)

2014
Takeover Wolff
Bioscopen cinema
group
Entrance Dutch
market



2016
Opening of 5 new-
build cinemas
(Dordrecht, Breda,
Granada, Fenouillet,
Utrecht)



2017
Takeover
NH
Bioscopen
(NL)

2018
Takeover El
Punt (ES)
Opening
various
new-builds
(FR, NL,
CA)

2022
Takeover of
2 Spanish
cinemas
(Barcelona/
Marbella)
And 1
French
cinema
(Annéville)

2023
Takeover
2 French
cinemas
(Belfort,
Béziers)

2024
Takeover of
Spanish
cinema
(Almería)



Key elements for growth



Further recovery visitor numbers driven by Hollywood offering expected to be fully recovered by 2026

Internal expansion (premium concepts)

External expansion

Key elements for future growth



Roll-out of premium formats

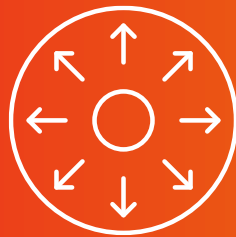
and new product development

For a state-of-the-art experience
Supported by the newest cinema technologies

Internal expansion

premium formats & products

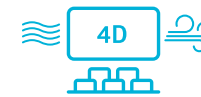
Supported by market demand
for more experience



Premium formats & products



IMAX



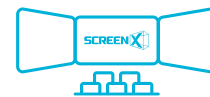
4DX



Laser Ultra



3D



Screenx



Cosy seats



Vip seats



Premiere seats



SCREENX



ScreenX, 270° viewing experience

Laser ULTRA combines the unique image quality of Barco's 4K laser projector with immersive Dolby Atmos sound





4DX - 4D movie experience with moving seats, weather simulations and scent effects, perfectly synchronised with the on-screen action.



Cosy Seats Plus, Kinopolis Leidschendam (NL)



Premiere Seats, Landmark Waterloo

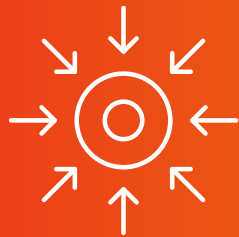


Value creation as driver for M&A

Targetting family-held mid-size businesses

External expansion

Supported by Kinopolis
outperforming the market



In macro-economic healthy regions

Preference to have real estate on board

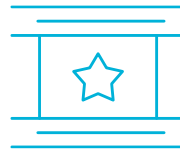


ESG focus areas

Business integrity & good governance



Best cinema operator



Best marketer



Best real estate manager



Development & empowerment of employees



Employee well-being, diversity and inclusion



Customer Experience excellence



Green and resilient building & infrastructure



Responsible waste management



Human capital self-learning company culture



Empowering employees

to actively contribute to the development of the company and its results



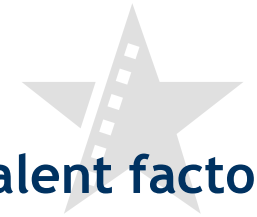
Business ownership

stimulates entrepreneurship



Innovation Lab

all employees are encouraged to think out of the box and come up with new ideas



Talent factory

high internal mobility rate



Yearly Employee survey

PSI



Yearly performance cycle

for 100% of employees



Roll out of intelligent building management systems

save up to 50% energy consumption

52 cinemas equipped with a tailor-made BMS at the end of 2025



Ongoing investments in transition to laser projection

75% of Kinepolis' screens was laser at the end of 2025

Target: 83% by the end of 2026

Towards net zero emissions by 2050



**Creating value for employees,
customers, shareholders and partners
as well as the environment and
communities Kinopolis is part of.**



International recognition

Awards

Global Achievement in Exhibition 2014 (CinemaCon, Las Vegas)

Exhibitor of the Year 2017 (CineEurope, Barcelona)

Entrepreneur of the Year 2019 (Onderneming v/h jaar, Brussels)

Milestone award 2024 (CineEurope, Barcelona)



READY

FOR THE FUTURE

