

# Kinepolis Group

## Results 2018

February 21, 2019

KINEPOLIS GROUP





# Business review 2018

CEO, Mr. Eddy Duquenne

KINEPOLIS GROUP

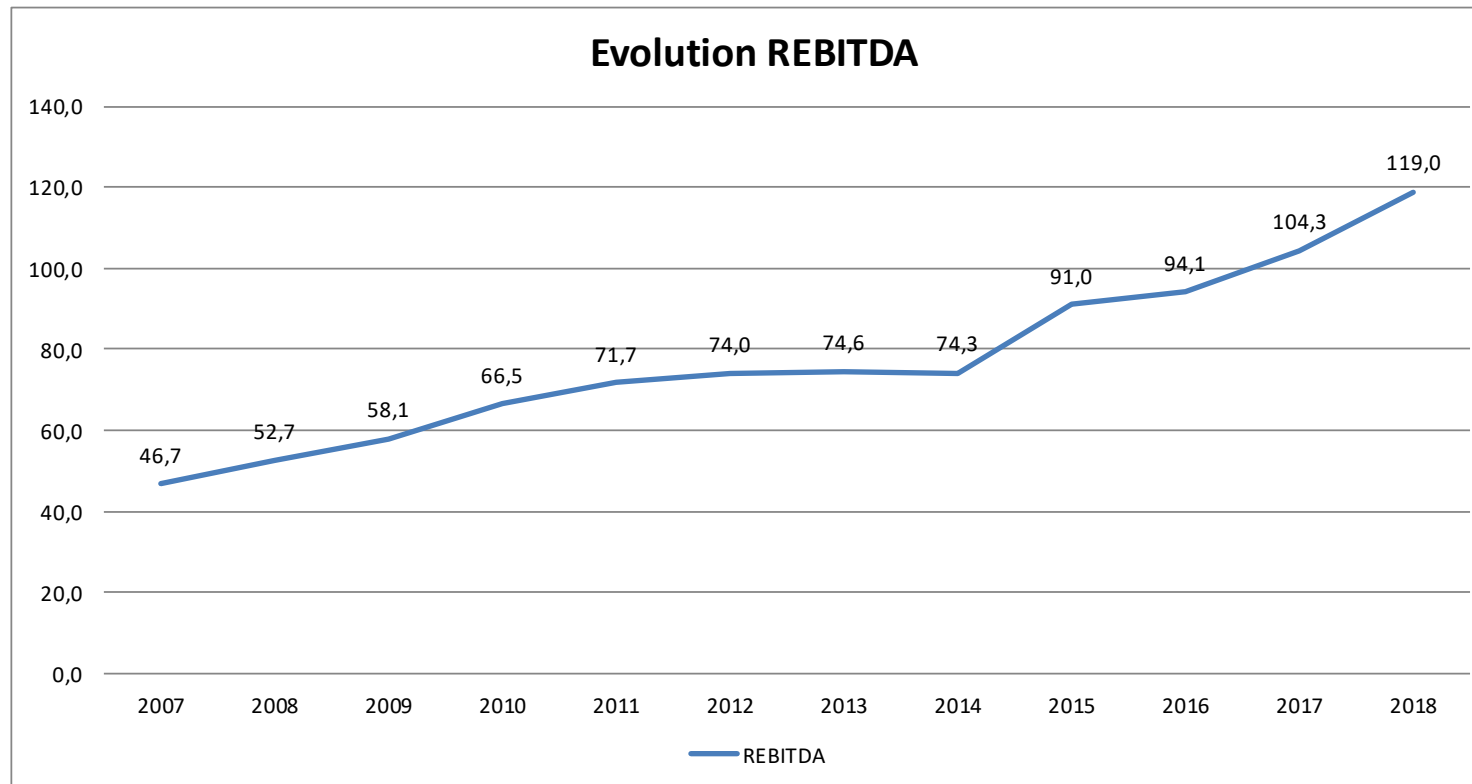


## EXECUTIVE SUMMARY

- ❑ Integration of Landmark Cinemas Canada on track
- ❑ Solid contribution of Landmark to overall Group results
- ❑ Further implementation of Group strategy and in particular premiumisation led to further increase in sales per visitor
- ❑ Weaker visitor numbers in European countries due to warm weather, the World Cup and a less successful film offering
- ❑ Further steps in expansion strategy



## RESULTS EXECUTION LONG TERM STRATEGY



|          | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------|------|------|------|------|------|------|------|------|------|------|------|------|
| leverage | 2,97 | 2,45 | 1,54 | 1,01 | 1,07 | 1,22 | 1,18 | 1,60 | 1,78 | 1,80 | 2,15 | 2,33 |



## KEY FINANCIALS

| €m                      | YE 2018          | YE 2017          | % Better / -Worse |
|-------------------------|------------------|------------------|-------------------|
| <b>Revenue</b>          | <b>475,9</b>     | <b>355,4</b>     | <b>33,9%</b>      |
| <i>Visitors ('000)</i>  | <i>35.591</i>    | <i>25.290</i>    | <i>40,7%</i>      |
| <b>EBITDAR</b>          | <b>145,1</b>     | <b>113,8</b>     | <b>27,5%</b>      |
| <b>REBITDAR</b>         | <b>146,9</b>     | <b>114,9</b>     | <b>27,9%</b>      |
| <i>REBITDAR Margin</i>  | € 4,12/Vis 30,8% | € 4,54/Vis 32,3% | -154 bps          |
| <b>EBITDA</b>           | <b>117,2</b>     | <b>103,2</b>     | <b>13,6%</b>      |
| <b>REBITDA</b>          | <b>119,0</b>     | <b>104,3</b>     | <b>14,1%</b>      |
| <i>REBITDA Margin</i>   | € 3,34/Vis 25,0% | € 4,12/Vis 29,3% | -434 bps          |
| <b>EBIT</b>             | <b>79,1</b>      | <b>72,9</b>      | <b>8,5%</b>       |
| <b>REBIT</b>            | <b>80,9</b>      | <b>74,0</b>      | <b>9,3%</b>       |
| <i>REBIT Margin</i>     | <i>17,0%</i>     | <i>20,8%</i>     | <i>-382 bps</i>   |
| <b>Profit</b>           | <b>47,4</b>      | <b>49,1</b>      | <b>-3,4%</b>      |
| <b>Recurring Profit</b> | <b>47,5</b>      | <b>44,7</b>      | <b>6,2%</b>       |
| <i>EPS (in €)</i>       | <i>1,76</i>      | <i>1,80</i>      | <i>-2,2%</i>      |
| <b>Free Cash Flow</b>   | <b>64,7</b>      | <b>59,4</b>      | <b>8,9%</b>       |

| €m                              | YE 2018      | YE 2017      | Better / -Worse |
|---------------------------------|--------------|--------------|-----------------|
| <b>Net Financial Debt (NFD)</b> | <b>276,8</b> | <b>224,3</b> | <b>-52,5</b>    |



# STRATEGY

## ☐ Results reflect **Strategic Pillars** set out in 2008

- ☐ Best Marketer
- ☐ Best Cinema Operator
- ☐ Best Real Estate Manager

## ☐ Further development and implementation of strategic pillars

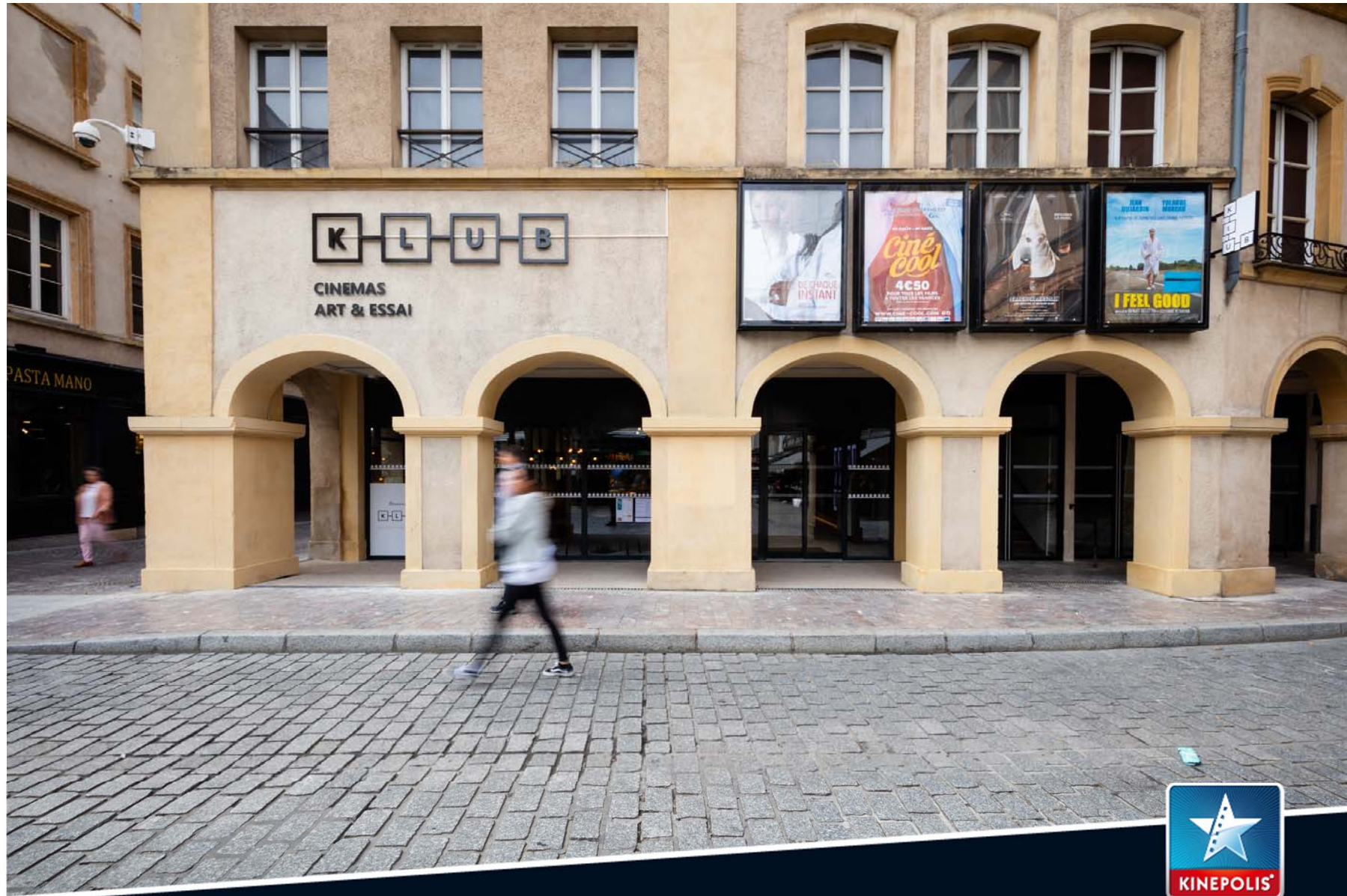
## ☐ **Highlights 2018**

- ☐ Development arthouse concept KLUB
- ☐ Remodeling Kinepolis Emmen, Oss, Den Helder, Rouen, Kirchberg
- ☐ Opening new 4DX theatres
- ☐ Roll-out laser strategy
- ☐ Opening first MarketPlace shop in Kanata, Canada
- ☐ Ann Jansen appointed as Chief Marketing & Sales Officer
- ☐ Integration Landmark Cinemas Canada





KLUB





KLUB







MARKETPLACE







MARKETPLACE



## MAJOR EVENTS

### ☐ Further steps in expansion strategy

- ☐ January 2018: acquisition NH Bioscopen, the Netherlands
- ☐ January 2018: announcement new project in CF Market Mall in Calgary, Canada
- ☐ February 2018: opening St. Albert in Alberta, Canada
- ☐ June 2018: opening Brighton Marketplace in East Saskatoon, Canada
- ☐ June 2018: opening 's Hertogenbosch, the Netherlands
- ☐ August 2018: opening KLUB Metz, France
- ☐ September 2018: opening Brétigny-sur-Orge, France
- ☐ November 2018: opening Fort McMurray in Alberta, Canada (replacement of existing complex)
- ☐ December 2018: announcement acquisition El Punt, Spain



## MAJOR EVENTS

- ❑ On 26 April 2018 the Belgian Competition Authority confirms the previous relaxation of the behavioral conditions, which means that the opening of new cinema complexes in Belgium is no longer subject to prior approval of the Competition Authority, but this will enter into force as of 26 April 2020. On 21 November 2018, the Court of Appeal has annulled the decision of the Competition Authority of 26 April 2018, on procedural grounds, judging that the composition of the College (BCA) that took the aforementioned decision should have been different from the College that took the previously annulled decision of 31 May 2017. On January 28, 2019 Kinopolis has submitted with the BCA an updated version of her request and expects a new decision of the BCA by the end of March 2019.

# KINEPOLIS GROUP



 Planned new complex

| Countries       | Complexes |           | Screens    |            | Market Share ** | Complexes in Ownership |               |
|-----------------|-----------|-----------|------------|------------|-----------------|------------------------|---------------|
|                 |           |           |            |            |                 | #                      | %Visitors     |
| Belgium         | 11        |           | 138        |            |                 | 10                     | 98%           |
| France          | 13        | +2        | 145        | +17        | 3%              | 9                      | 94%           |
| Canada          | 45        | +2        | 319        | +17        | 12%             | 9                      | 4%            |
| Spain           | 6         |           | 99         |            | 5%              | 2                      | 45%           |
| The Netherlands | 17        | +2        | 121        | +17        | 11%             | 11                     | 74%           |
| Luxembourg      | 3         |           | 22         |            | 87%             | 1                      | 63%           |
| Switzerland     | 1         |           | 8          |            | 1%              | 1                      | 100%          |
| Poland *        | 1         |           | 18         |            |                 | 1                      | n/a           |
| <b>Total</b>    | <b>97</b> | <b>+6</b> | <b>870</b> | <b>+51</b> |                 | <b>44</b>              | <b>57%***</b> |

\* 1 complex in Poland operated by Cineworld

\*\* Belgium - New platform Cinedata operational, but not all operators are participating yet  
Canada - Market share in Box Office content

\*\*\* 57% of ytd Q4 2018 visitors

\*\*\*\* Complex and screen additions are compared to 31 December 2017



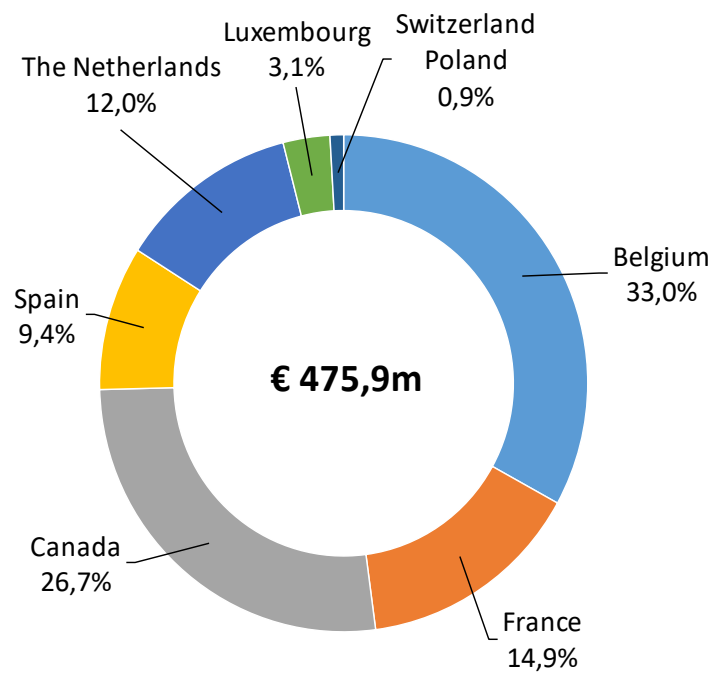


## PLANNED GREENFIELDS

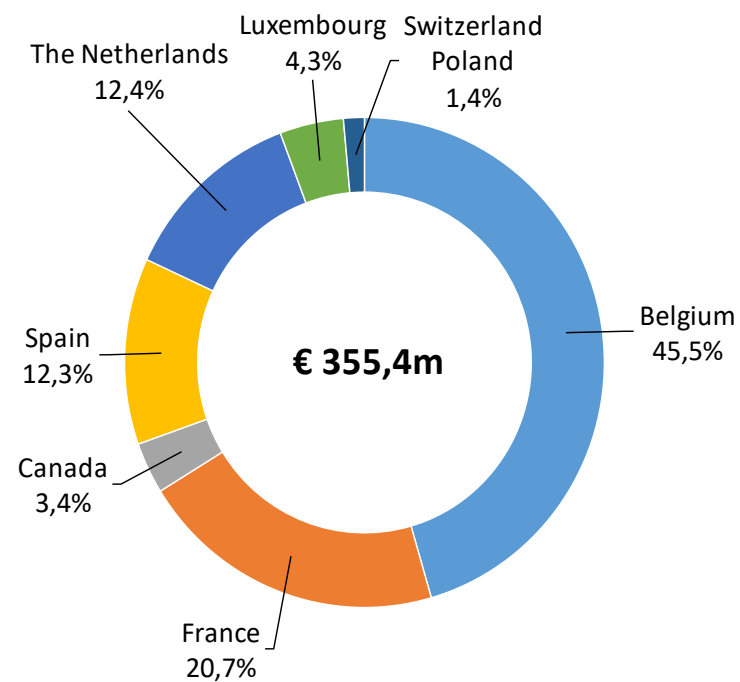
| Country         | City                  | # Screens | Est. Visitors / Year | Estimated opening |
|-----------------|-----------------------|-----------|----------------------|-------------------|
| France          | Servon                | 9         | 0,4 mio              | 2019              |
| The Netherlands | Schalkwijk Haarlem    | 6         | 0,3 mio              | 2020              |
| Canada          | Calgary (Alberta)     | 5         | 0,3 mio              | 2019              |
|                 | Regina (Saskatchewan) | 8         | 0,4 mio              | 2019              |
| <b>Total</b>    |                       | <b>28</b> | <b>1,4 mio</b>       |                   |



## REVENUE BY COUNTRY



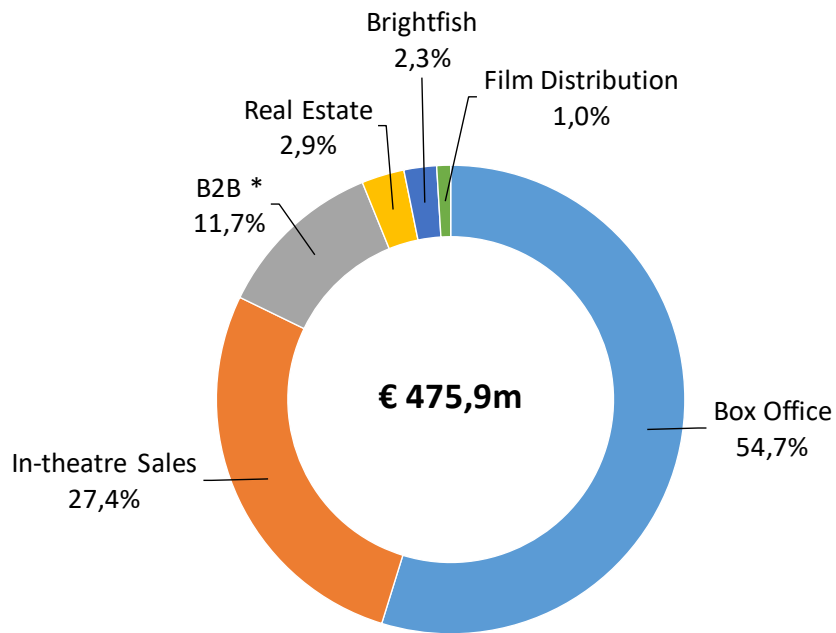
**YE 2018**



**YE 2017**

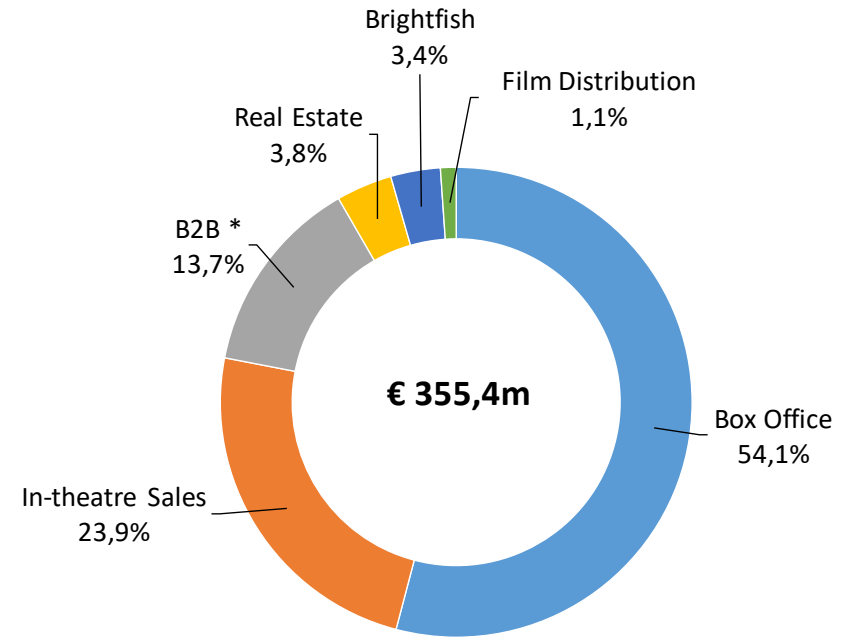


## REVENUE BY ACTIVITY



**YE 2018**

\* Including Cinema Screen Advertising



**YE 2017**

\* Including Cinema Screen Advertising



## VISITORS

| Visitors (000's) | YE 2018       | % of Tot      | YE 2017       | % of Tot      | % Δ YoY      |
|------------------|---------------|---------------|---------------|---------------|--------------|
| Belgium          | 7.987         | 22,4%         | 8.428         | 33,3%         | -5,2%        |
| France           | 6.571         | 18,5%         | 7.053         | 27,9%         | -6,8%        |
| Canada           | 11.630        | 32,7%         | 1.070         | 4,2%          | 986,9%       |
| Spain            | 4.306         | 12,1%         | 4.397         | 17,4%         | -2,1%        |
| The Netherlands  | 4.073         | 11,4%         | 3.177         | 12,6%         | 28,2%        |
| Luxembourg       | 920           | 2,6%          | 1.044         | 4,1%          | -11,9%       |
| Switzerland      | 104           | 0,3%          | 121           | 0,5%          | -14,0%       |
| <b>Total</b>     | <b>35.591</b> | <b>100,0%</b> | <b>25.290</b> | <b>100,0%</b> | <b>40,7%</b> |



## MOVIES

| Top 5 Movies 2018*        | 3D | Visitors (000's) |
|---------------------------|----|------------------|
| 1. Avengers: Infinity War | ✓  | 1.401            |
| 2. The Incredibles 2      | ✓  | 1.256            |
| 3. Jurassic World II      | ✓  | 1.161            |
| 4. Black Panther          | ✓  | 1.021            |
| 5. Bohemian Rhapsody      |    | 901              |
| <b>Top 5</b>              |    | <b>5.741</b>     |
| <b>Weight Top 5</b>       |    | <b>16,1%</b>     |

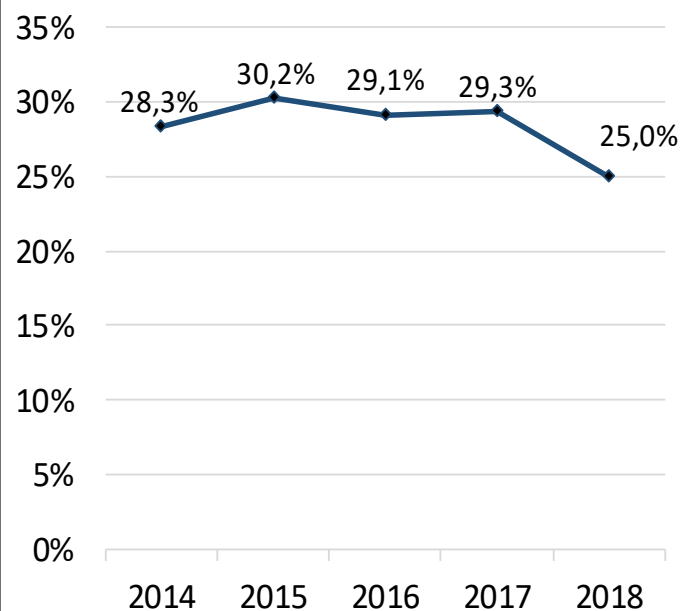
\* Growth top 5 thanks to expansion

| Top 5 Movies 2017                              | 3D | Visitors (000's) |
|------------------------------------------------|----|------------------|
| 1. Star Wars: Episode VIII - The Last Jedi     | ✓  | 816              |
| 2. Despicable Me 3                             | ✓  | 785              |
| 3. Beauty and the Beast                        | ✓  | 762              |
| 4. Fast & Furious 8                            |    | 701              |
| 5. Pirates of the Caribbean: Salazar's Revenge | ✓  | 668              |
| <b>Top 5</b>                                   |    | <b>3.731</b>     |
| <b>Weight Top 5</b>                            |    | <b>15,4%</b>     |

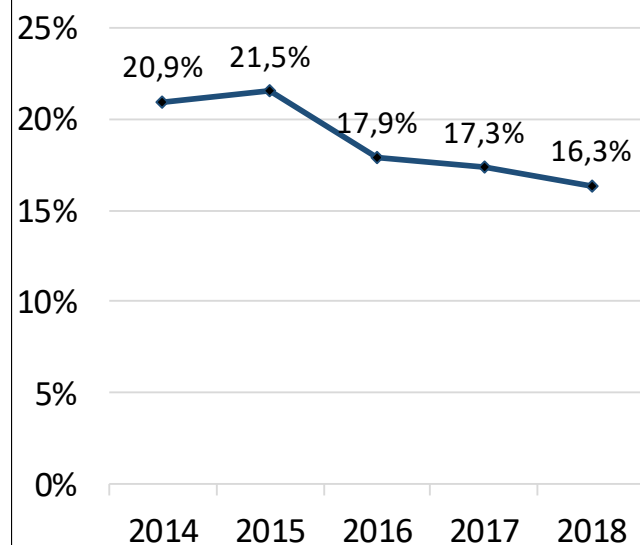


## RATIOS

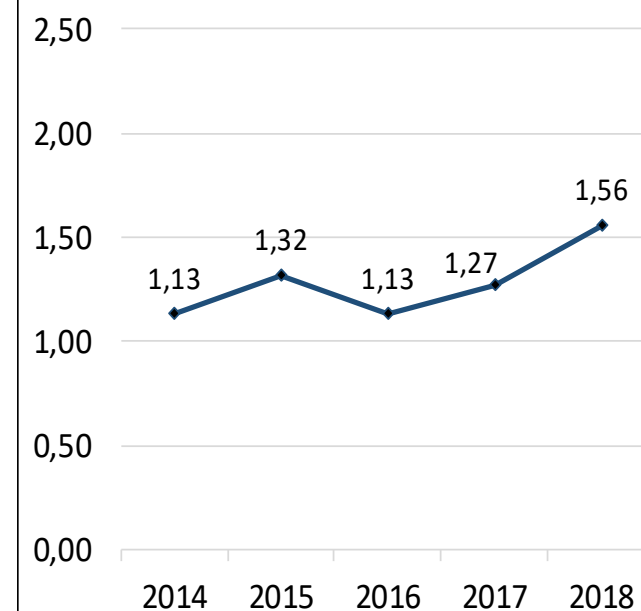
**REBITDA Margin**



**ROCE**



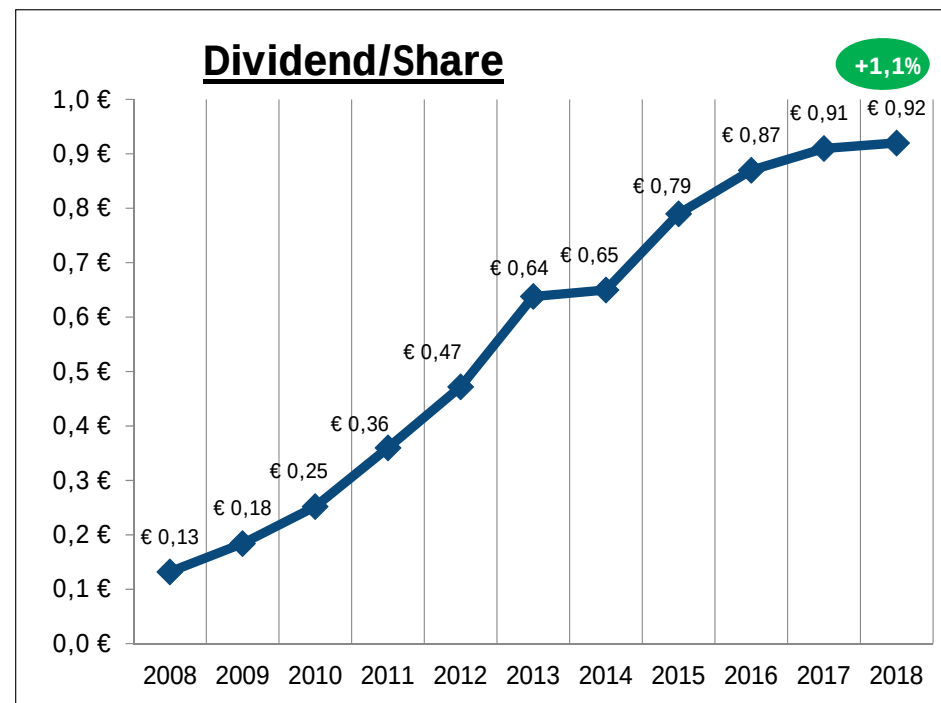
**Gearing**



## DIVIDEND PAYMENT

- Based on Net Income: € 47,4 m
- # Dividend eligible shares: 26.872.851\*
- € 0,92\* per share
- 15th year increase consecutively

\* Calculation based on number of treasury shares as at 19/02/2019.



## LINE-UP 2019

|                     | 2D                                                                                                                                                                                                                                                                             | 3D                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major sequels       | <ul style="list-style-type: none"> <li>• Creed II (Q1)</li> <li>• Fast &amp; Furious presents: Hobbs &amp; Shaw (Q3)</li> <li>• It: Chapter Two (Q3)</li> <li>• Kingsman 3 (Q4)</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>• How to Train Your Dragon: The Hidden World (Q1)</li> <li>• The Lego Movie 2: The Second Part (Q1)</li> <li>• Avengers: Endgame (Q2)</li> <li>• Toy Story 4 (Q2)</li> <li>• Spider-man: Far From Home (Q3)</li> <li>• The Secret Life Of Pets 2 (Q3)</li> <li>• Frozen 2 (Q4)</li> <li>• Star wars: Episode IX (Q4)</li> <li>• Jumanji 2 (Q4)</li> </ul> |
| New titles          | <ul style="list-style-type: none"> <li>• Green Book (Q1)</li> <li>• Glass (Q1)</li> <li>• Aladdin (Q2)</li> <li>• Dumbo (Q2)</li> <li>• Ad Astra (Q2)</li> <li>• Pokémon Detective Pikachu (Q2)</li> <li>• Once Upon a Time in Hollywood (Q3)</li> <li>• Joker (Q4)</li> </ul> | <ul style="list-style-type: none"> <li>• Alita: Battle Angel (Q1)</li> <li>• Captain Marvel (Q1)</li> <li>• The Lion King (Q3)</li> </ul>                                                                                                                                                                                                                                                        |
| Local               | <ul style="list-style-type: none"> <li>• Qu'est-ce qu'on a encore fait au Bon Dieu (Q1) FR-BE-LU</li> <li>• F.C. De Kampioenen (Q4) – BE</li> <li>• De Buurtpolitie 3 (Q4) – BE</li> <li>• Perdiendo el este (Q1) –SP</li> </ul>                                               | <ul style="list-style-type: none"> <li>• Los Japón (Q1) – SP</li> <li>• Nous finirons ensemble (Q1) – FR-BE</li> <li>• Hors norme (Q4) – FR</li> <li>• Verliefd op Cuba (Q1) – NL</li> </ul>                                                                                                                                                                                                     |
| Alternative content | <ul style="list-style-type: none"> <li>• Opera, Ballet, Theatre</li> <li>• Art: Exhibition on Screen (BE, FR, ES)</li> </ul>                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                  |





# Financial Review 2018

CFO, Mr. Nicolas De Clercq

KINEPOLIS GROUP





## FINANCIAL HIGHLIGHTS

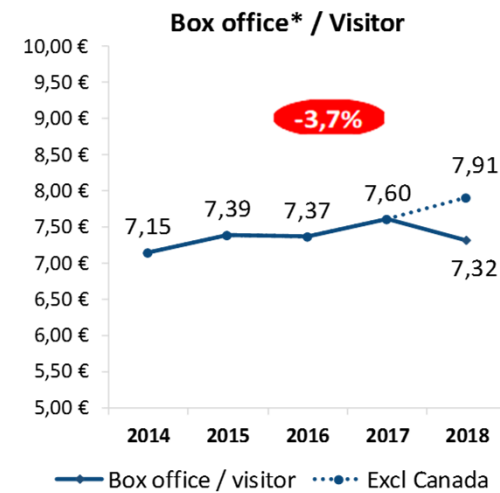
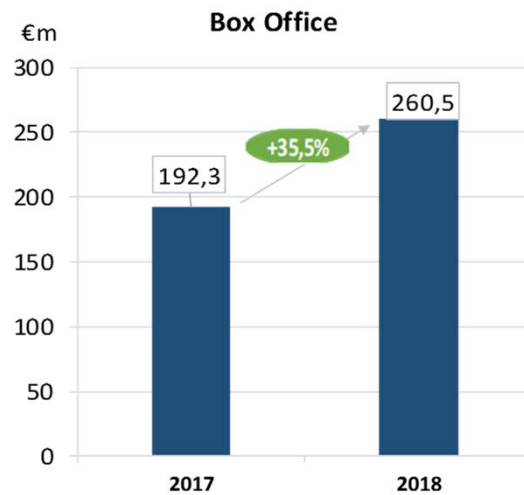
- ❑ Revenue up by 33,9% with 40,7% more visitors
  - ❑ Increase Visitors (+40,7%)
  - ❑ Increase Box Office (+35,5%)
  - ❑ Increase In-theatre Sales (+53,6%)
  - ❑ Increase B2B (+14,3%)
    - ❑ Increase Sales and Events (+13%)
    - ❑ Increase Screen Advertising (+20,2%)
  - ❑ Less revenue Brightfish (-11,8%)
  - ❑ Increase Film Distribution (+20,7%)
  - ❑ Increase Real Estate (+2,9%)
- ❑ REBITDA up by 14,1% and margin of 25% (29,3% YE 2017)
  - ❑ Stable cinema related revenue per visitor
  - ❑ Increased operational efficiency
  - ❑ Impact of Canada on ratios



## REVENUE BY COUNTRY

| Revenue €m      | YE 2018      | % of Tot      | YE 2017      | % of Tot      | % Δ YoY      | % Δ Y Vis    |
|-----------------|--------------|---------------|--------------|---------------|--------------|--------------|
| Belgium         | 156,6        | 33,0%         | 161,9        | 45,5%         | -3,3%        | -5,2%        |
| France          | 71,0         | 14,9%         | 73,4         | 20,7%         | -3,3%        | -6,8%        |
| Canada          | 127,0        | 26,7%         | 12,1         | 3,4%          | 947,3%       | 986,9%       |
| Spain           | 44,7         | 9,4%          | 43,7         | 12,3%         | 2,3%         | -2,1%        |
| The Netherlands | 57,2         | 12,0%         | 44,0         | 12,4%         | 30,0%        | 28,2%        |
| Luxembourg      | 14,9         | 3,1%          | 15,3         | 4,3%          | -2,7%        | -11,9%       |
| Other           | 4,4          | 0,9%          | 5,0          | 1,4%          | -10,6%       | -14,0%       |
| <b>Total</b>    | <b>475,9</b> | <b>100,0%</b> | <b>355,4</b> | <b>100,0%</b> | <b>33,9%</b> | <b>40,7%</b> |

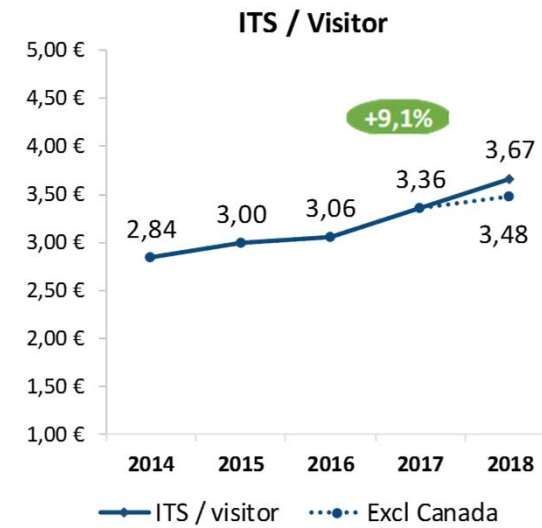
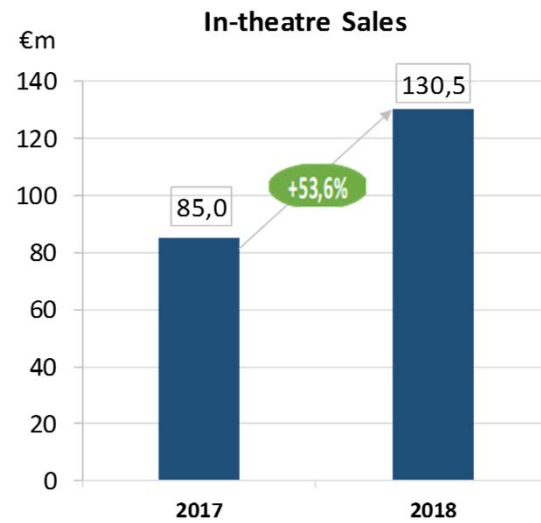
## EVOLUTION BOX OFFICE



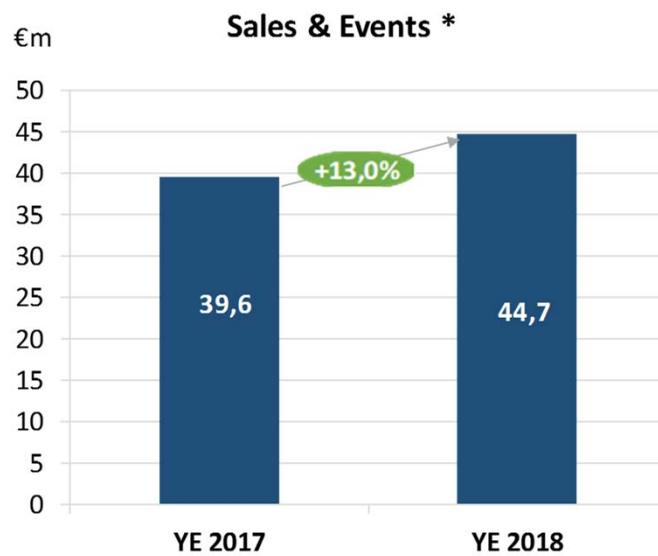
\* Box Office revenue after deduction of indirect taxes, including VPF revenue



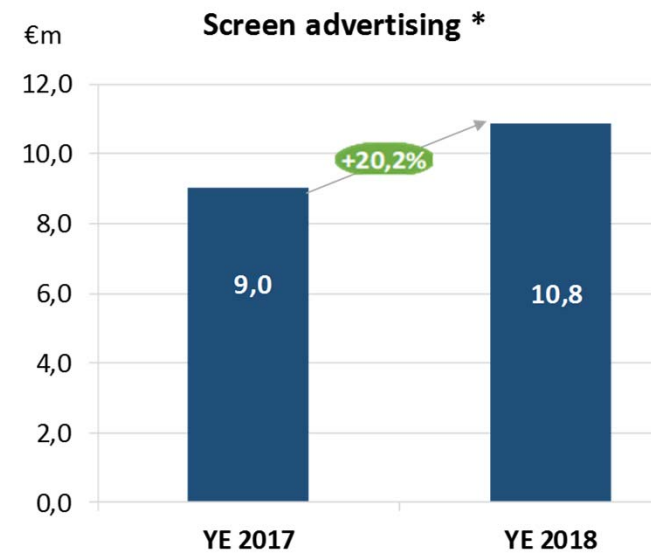
## EVOLUTION ITS



## B2B REVENUE



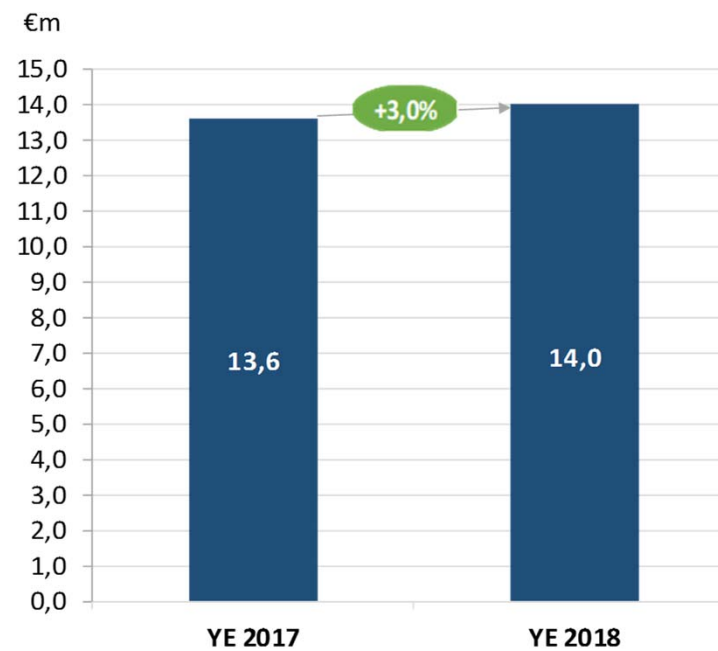
\* Excluding Brightfish



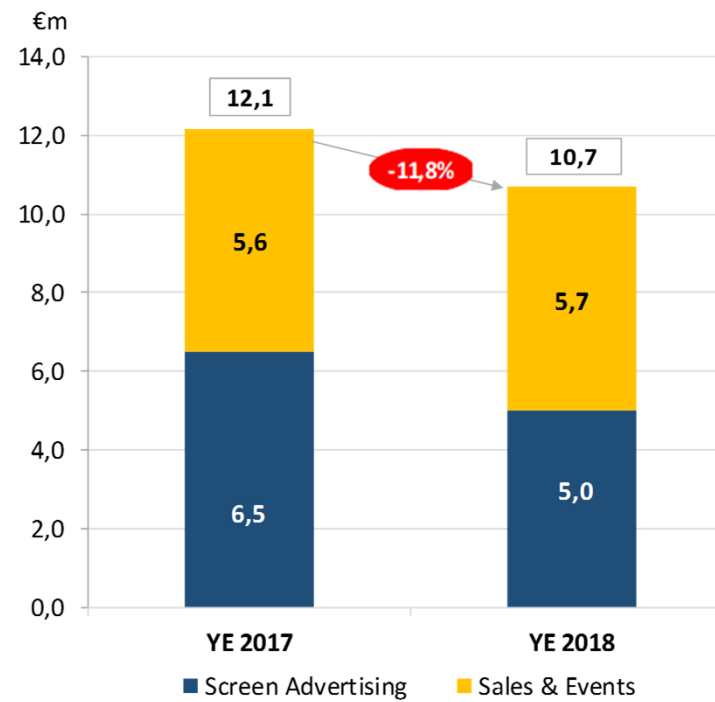
\* Excluding Brightfish



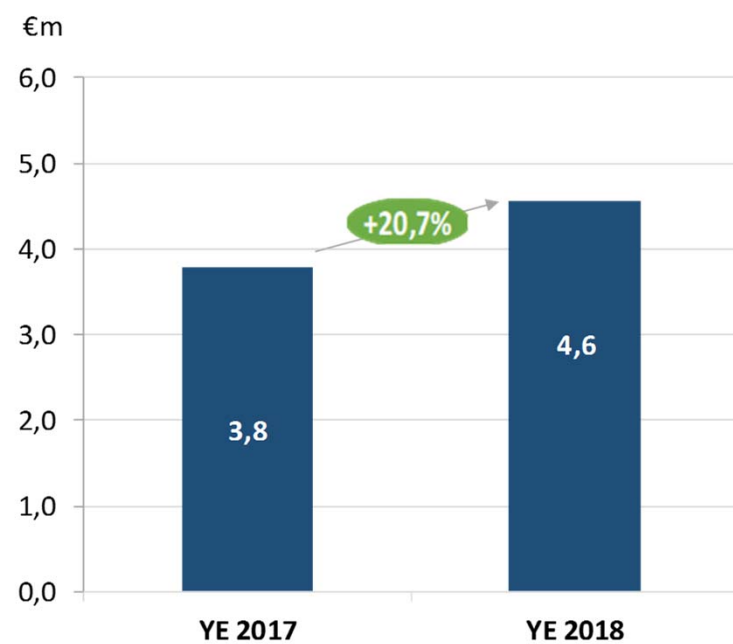
## REAL ESTATE AT FLAT FX



## BRIGHTFISH

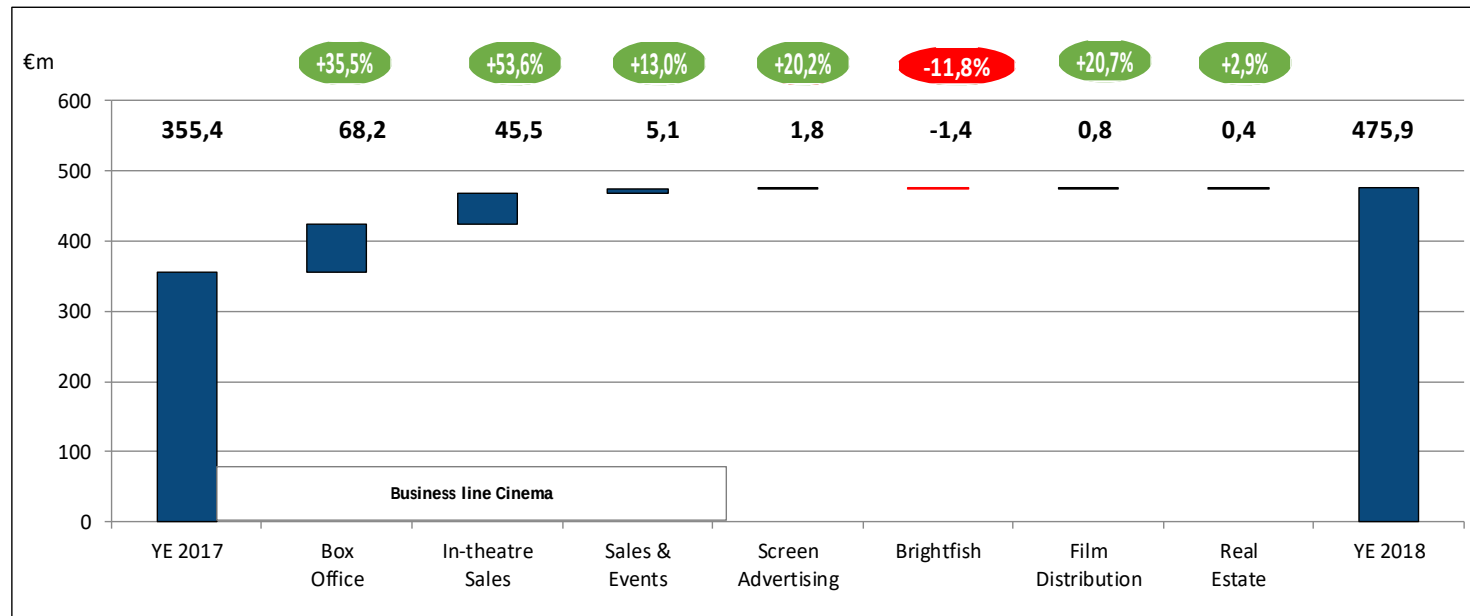


## FILM DISTRIBUTION



|            |    |    |
|------------|----|----|
| # releases | 31 | 34 |
|------------|----|----|

## REVENUE BY ACTIVITY



## RECURRING OPERATING COSTS

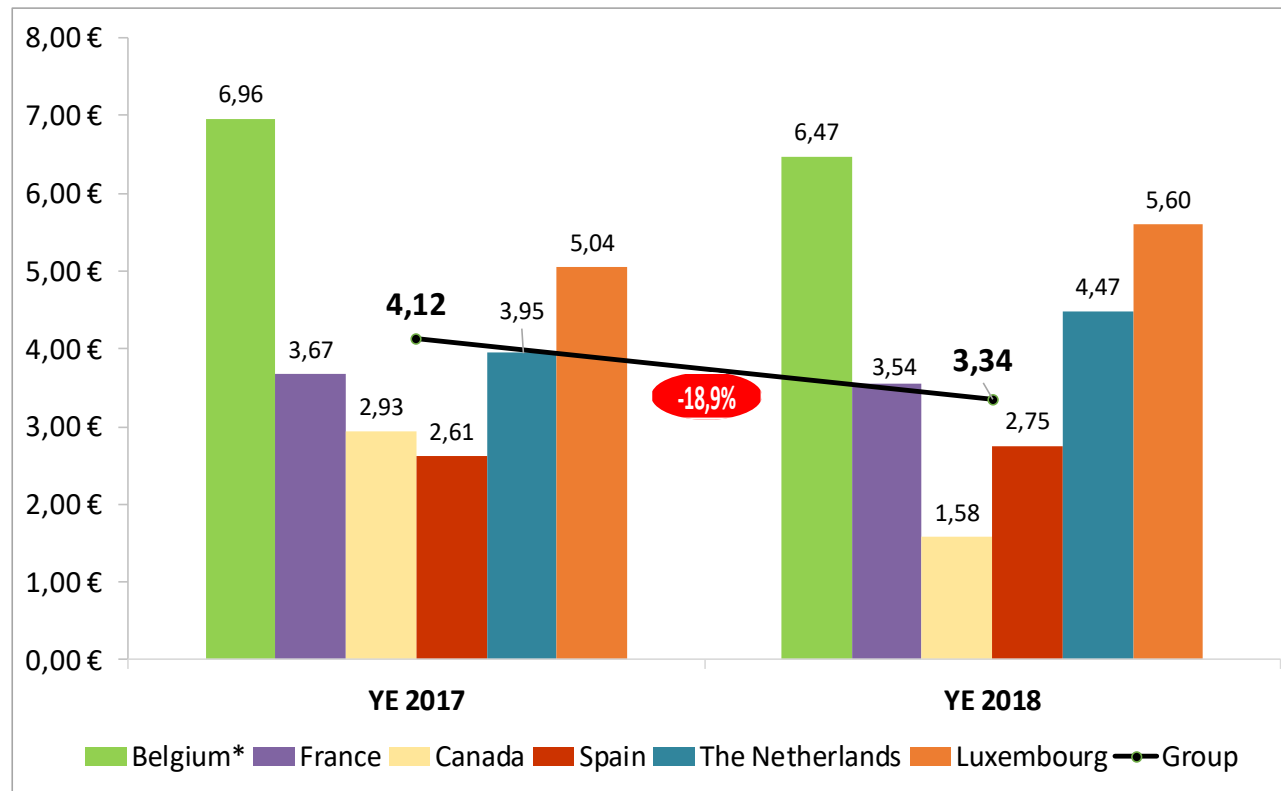
| €m                                      | YE 2018      | YE 2017      | % Better / -Worse |
|-----------------------------------------|--------------|--------------|-------------------|
| Recurring Marketing & Selling expenses  | -24,9        | -20,1        | -23,9%            |
| Recurring Administrative Expenses       | -26,2        | -21,2        | -23,6%            |
| Recurring Other Operating Income / Cost | 1,8          | 1,0          | 85,9%             |
| <b>Recurring Operating Costs</b>        | <b>-49,3</b> | <b>-40,4</b> | <b>-22,2%</b>     |
| Non-Recurring Operating Costs           | -1,8         | -0,1         | -1366,7%          |
| <b>Total Operating Costs</b>            | <b>-51,1</b> | <b>-40,5</b> | <b>-26,2%</b>     |

## NON-RECURRING ITEMS

| €m                                          | YE 2018     | YE 2017     |
|---------------------------------------------|-------------|-------------|
| Dismissal fees                              | -0,5        | -0,8        |
| Legal fees                                  | -0,3        | -1,6        |
| Expansion costs                             | -0,8        | -0,5        |
| Gain / Loss on disposal PPE                 | -0,3        | 1,7         |
| Other                                       | 0,3         | -0,1        |
| <b>EBITDA</b>                               | <b>-1,8</b> | <b>-1,2</b> |
| <b>Depreciation &amp; Impairment losses</b> | <b>-0,5</b> | <b>-</b>    |
| <b>Provisions</b>                           | <b>0,5</b>  | <b>0,1</b>  |
| <b>Financial result</b>                     | <b>0,4</b>  | <b>0,6</b>  |
| <b>Income tax expense</b>                   | <b>1,2</b>  | <b>4,8</b>  |
| <b>Net impact of non-recurring items</b>    | <b>-0,1</b> | <b>4,3</b>  |



## EVOLUTION REBITDA\* PER VISITOR

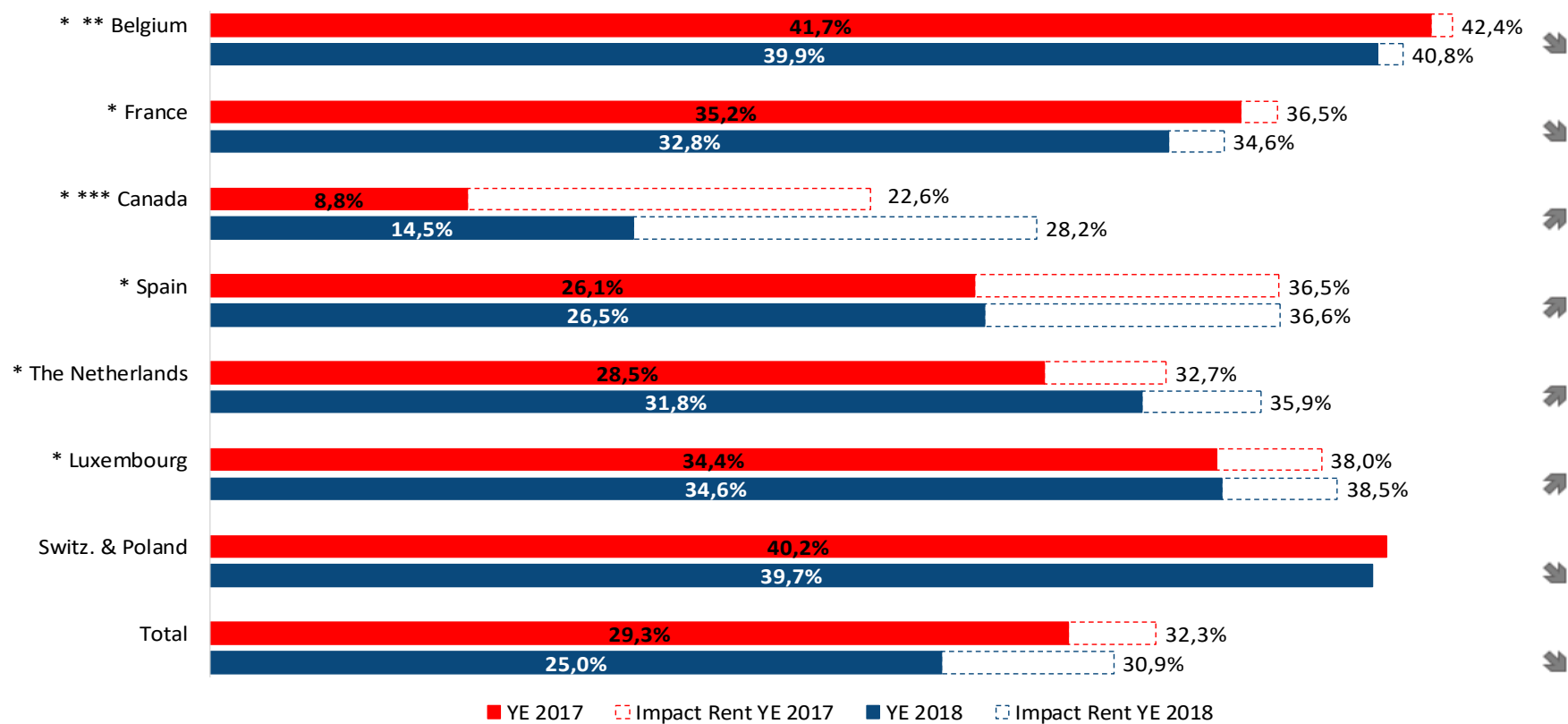


\* Per country excluding corporate entities, KFD & Brightfish revenue ; total all including.

## REBITDA BY COUNTRY

| €m                   | YE 2018      | % of Total    | YE 2017      | % of Total    | % Better / -Worse | % Δ Y Vis    |
|----------------------|--------------|---------------|--------------|---------------|-------------------|--------------|
| Belgium              | 40,3         | 33,9%         | 44,0         | 42,1%         | -8,2%             | -5,2%        |
| France               | 23,3         | 19,6%         | 25,9         | 24,8%         | -10,1%            | -6,8%        |
| Canada               | 18,4         | 15,4%         | 3,1          | 3,0%          | 485,7%            | 986,9%       |
| Spain                | 11,9         | 10,0%         | 11,5         | 11,0%         | 3,4%              | -2,1%        |
| The Netherlands      | 18,2         | 15,3%         | 12,5         | 12,0%         | 45,2%             | 28,2%        |
| Luxembourg           | 5,1          | 4,3%          | 5,3          | 5,0%          | -2,2%             | -11,9%       |
| Switzerland & Poland | 1,8          | 1,5%          | 2,0          | 1,9%          | -11,9%            | -14,0%       |
| <b>TOTAL</b>         | <b>119,0</b> | <b>100,0%</b> | <b>104,3</b> | <b>100,0%</b> | <b>14,1%</b>      | <b>40,7%</b> |

## REBITDA & REBITDAR



\* REBITDAR (i.e. REBITDA excluding rent for Valencia, Plaza Mar 2 (Alicante) and Alcobendas in Spain, Rouen, Brétigny & Metz in France, complexes in Belgium, The Netherlands, Luxembourg and Canada). Impact rent added back indicated with dotted lines.

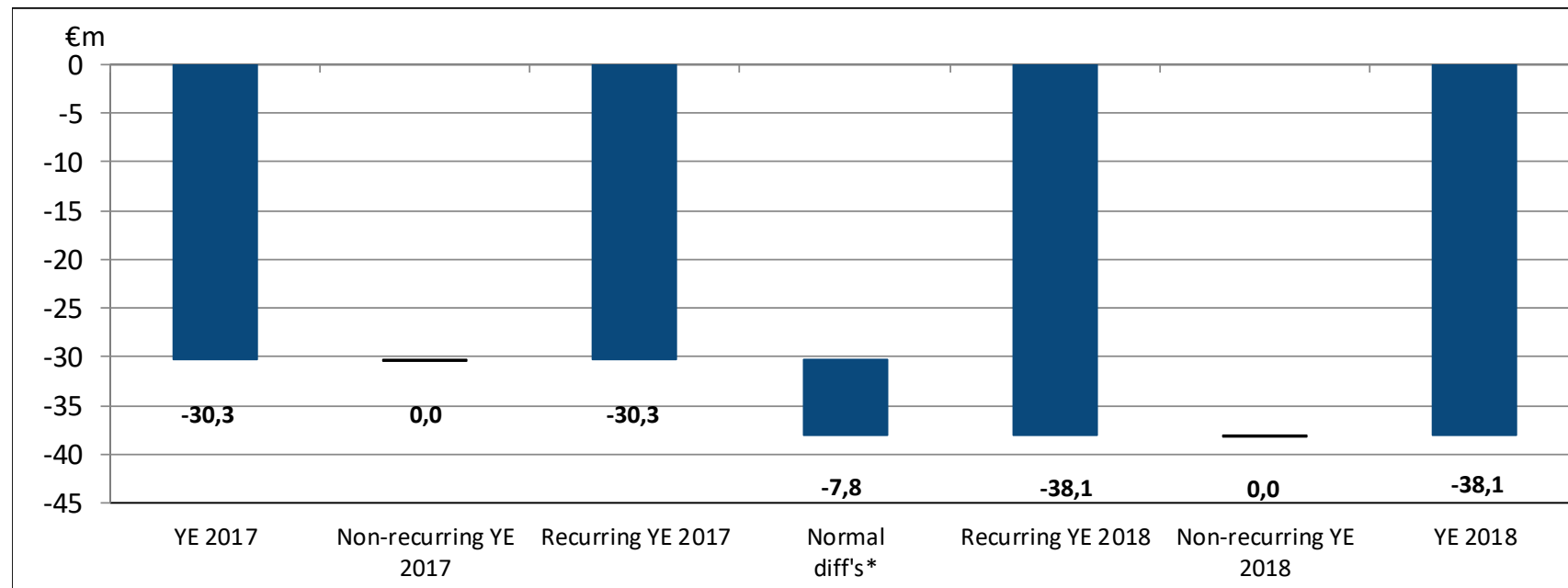
\*\* Excluding corporate entities, KFD & Brightfish

\*\*\* 2017 figures based on management accounts, not consolidated accounts



- ☐ The new standard (IFRS 16 - Leases) becomes effective as from the 1<sup>st</sup> of January 2019.
- ☐ This standard has a major impact on the accounting treatment of leases:
  - ☐ The balance sheet will grow due to the fact that all material leases will be booked on the asset and liability side of the balance sheet.
  - ☐ For the income statement, only the service component of a lease will stay above EBITDA and the other components will be reported under EBITDA, respectively under the lines depreciations and interest expenses.
- ☐ All this will influence many financial ratios, but no impact on financial covenants.

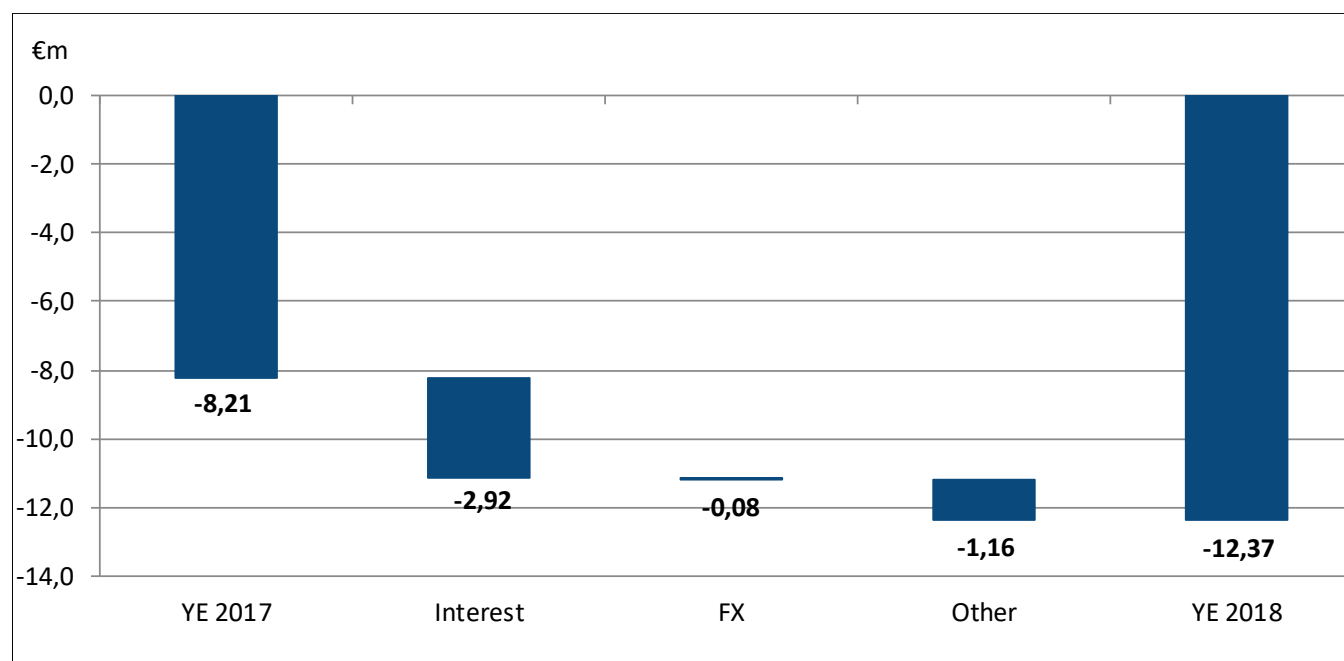
## DEPRECIATION, AMORTIZATION, PROVISIONS



\* € -7,8 M of which € -6,7 M is related to Canada.

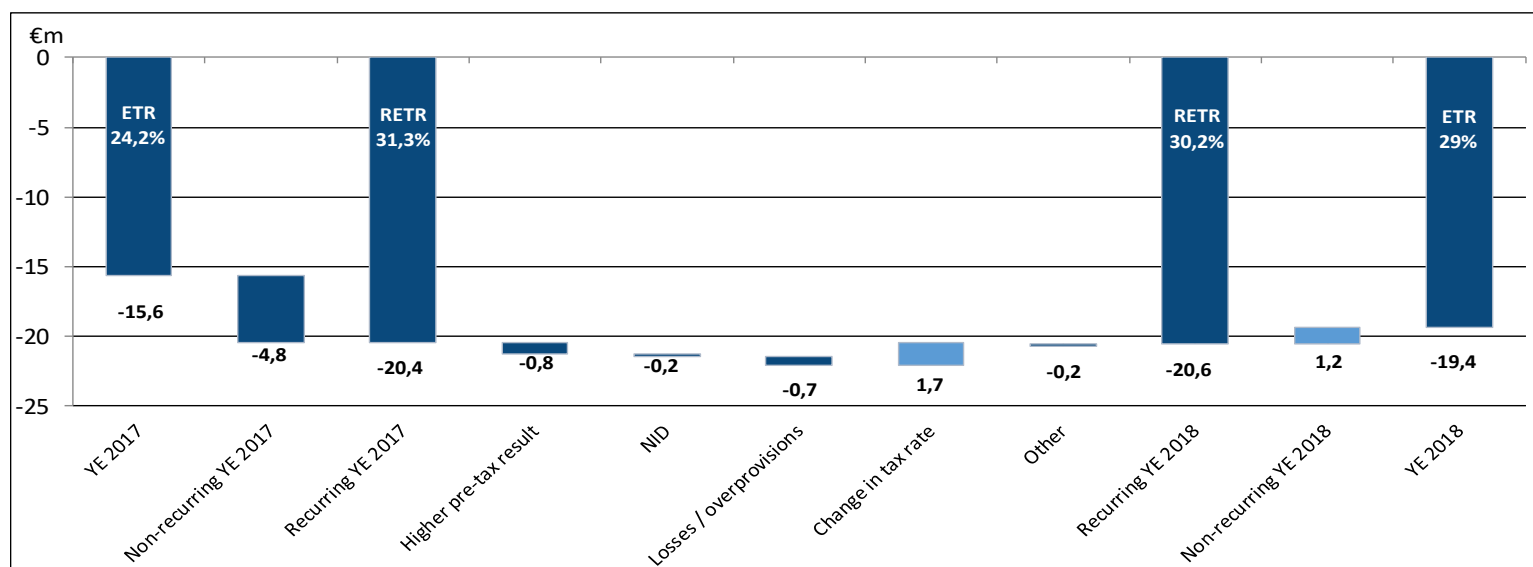
## FINANCIAL RESULT

| €m                               | YE 2018       | YE 2017      | % Better / -Worse |
|----------------------------------|---------------|--------------|-------------------|
| Interest Expense                 | -10,30        | -7,39        | -39,5%            |
| Other (CNC, Derivates, FX)       | -2,07         | -0,83        | -149,9%           |
| <b>Financial (Cost) / Income</b> | <b>-12,37</b> | <b>-8,21</b> | <b>-50,6%</b>     |



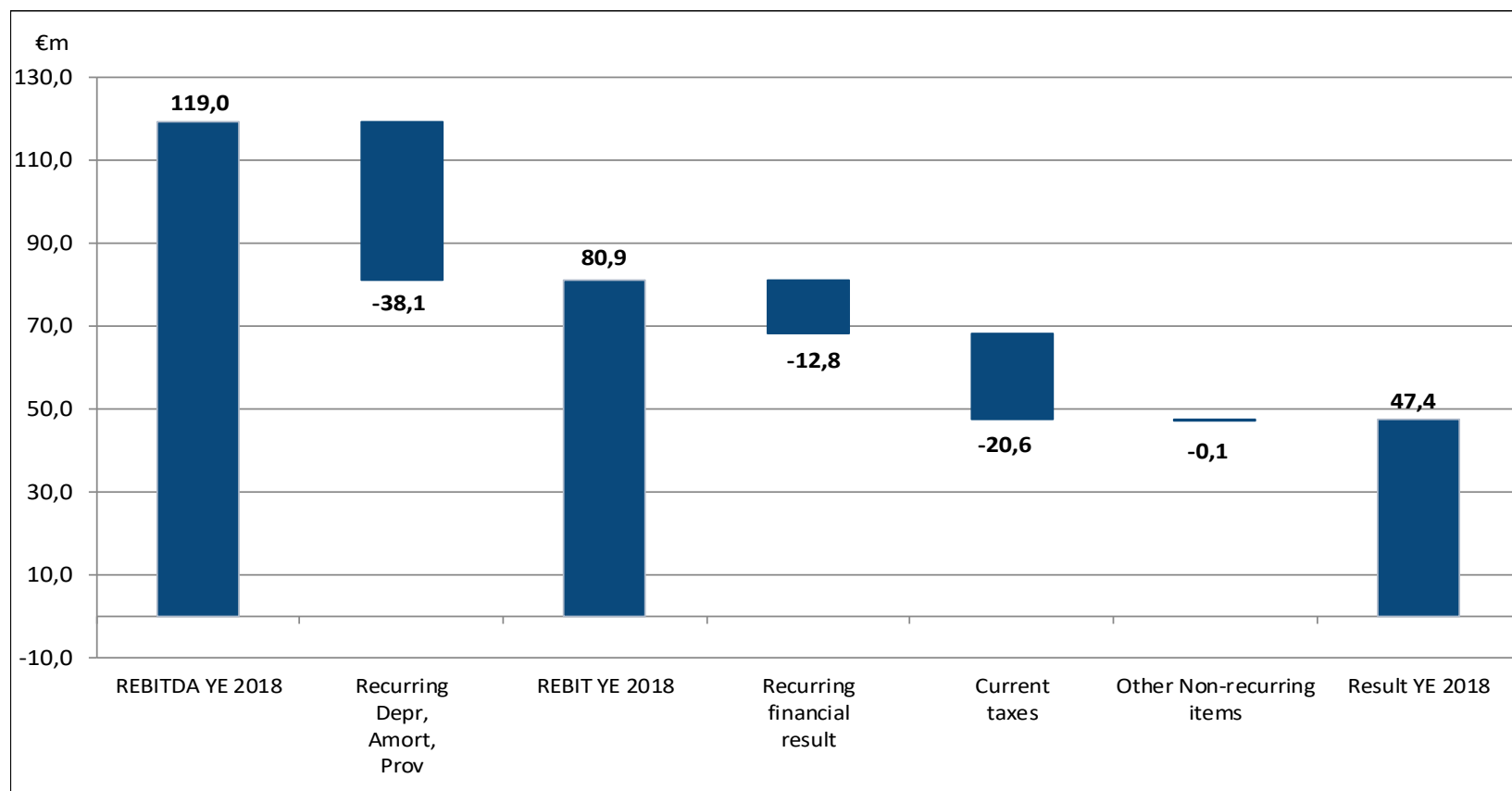
## TAXES

| €m                                           | YE 2018      | YE 2017      | % Better / -Worse |
|----------------------------------------------|--------------|--------------|-------------------|
| Profit before taxes                          | 66,8         | 64,7         | 3,2%              |
| <b>Taxes</b>                                 | <b>-19,4</b> | <b>-15,6</b> | <b>-23,8%</b>     |
| Profit                                       | 47,4         | 49,1         | -3,4%             |
| <b>Effective Tax Rate ('ETR')</b>            | <b>29,0%</b> | <b>24,2%</b> | <b>482 bps</b>    |
| Tax effect on non-recurring items            | 1,2          | 4,8          | -74,4%            |
| <b>Recurring Effective Tax Rate ('RETR')</b> | <b>30,2%</b> | <b>31,3%</b> | <b>-112 bps</b>   |



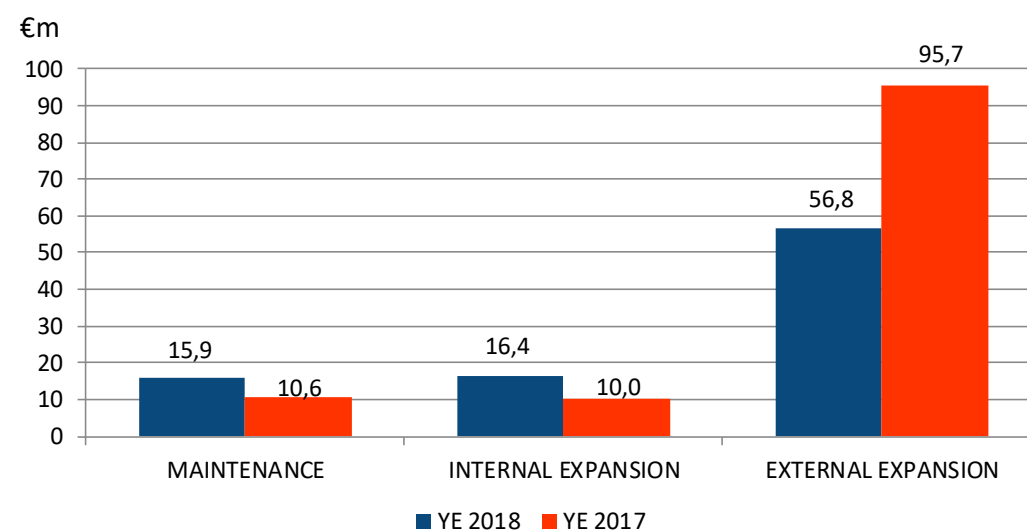


## REBITDA TO NET RESULT

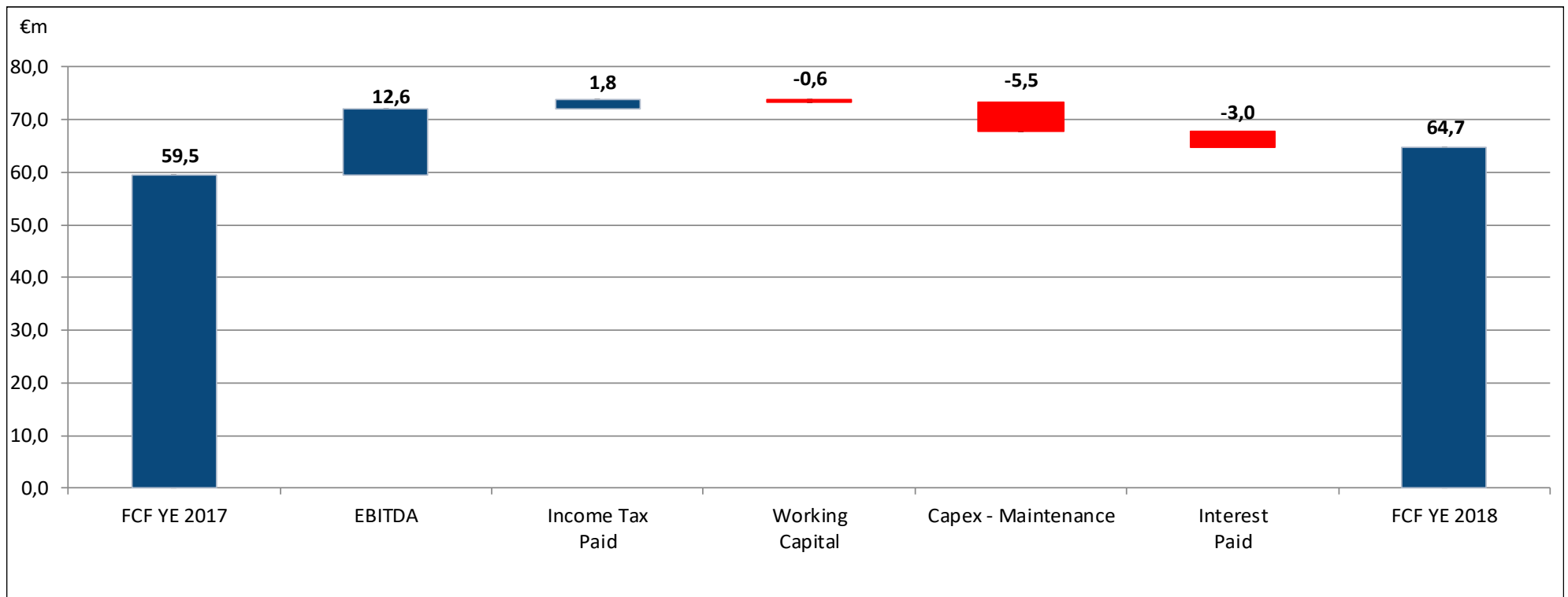


## INVESTMENTS

| €m                                          | YE 2018     | YE 2017      |
|---------------------------------------------|-------------|--------------|
| Belgium                                     | 12,3        | 11,0         |
| France                                      | 4,3         | 3,0          |
| Canada                                      | 7,6         |              |
| Spain                                       | 3,5         | 3,1          |
| The Netherlands                             | 3,7         | 1,1          |
| Luxembourg                                  | 0,9         | 0,3          |
| Other                                       | 0,1         | 0,2          |
| <b>Maintenance &amp; Internal Expansion</b> | <b>32,4</b> | <b>20,6</b>  |
| <b>External Expansion</b>                   | <b>56,8</b> | <b>95,7</b>  |
| <b>TOTAL</b>                                | <b>89,1</b> | <b>116,3</b> |

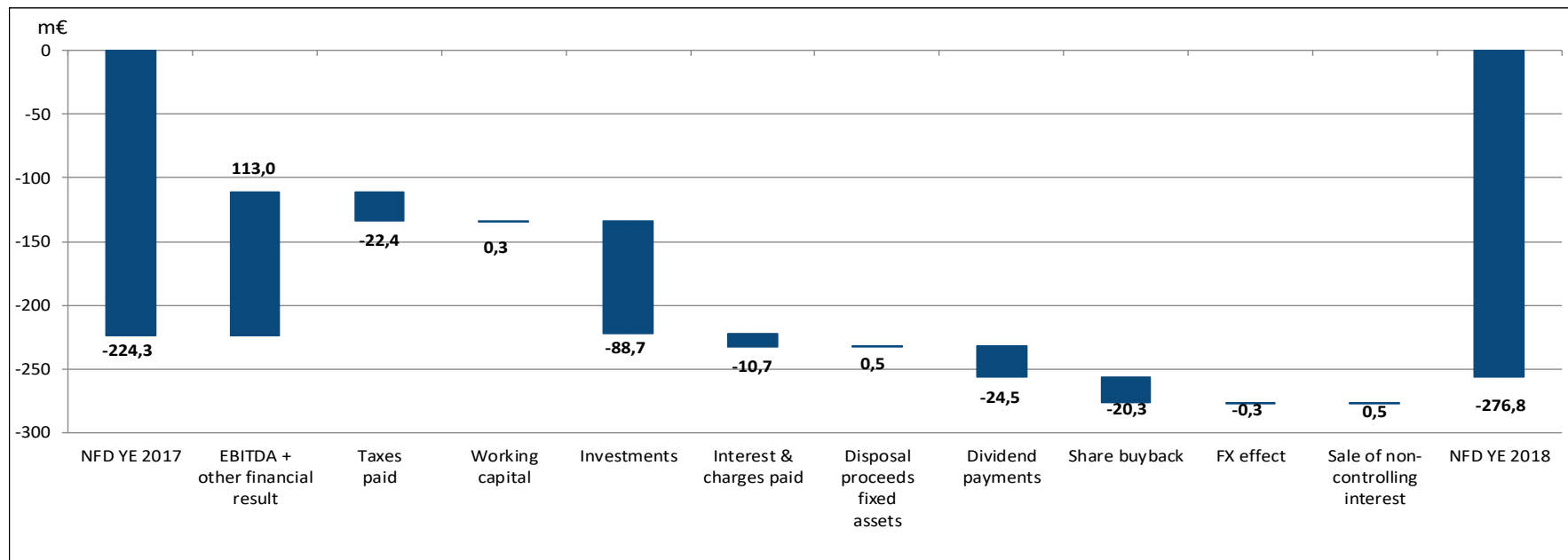


## FREE CASH FLOW: YE 2018 VS YE 2017



## NET FINANCIAL DEBT EVOLUTION

| €m                              | YE 2018      | YE 2017      | Better/-Worse | % Better/ -Worse |
|---------------------------------|--------------|--------------|---------------|------------------|
| <b>Net Financial Debt (NFD)</b> | <b>276,8</b> | <b>224,3</b> | <b>-52,5</b>  | <b>-23,4%</b>    |
| Leverage ratio*: NFD/REBITDA**  | 2,33         | 2,15         |               |                  |



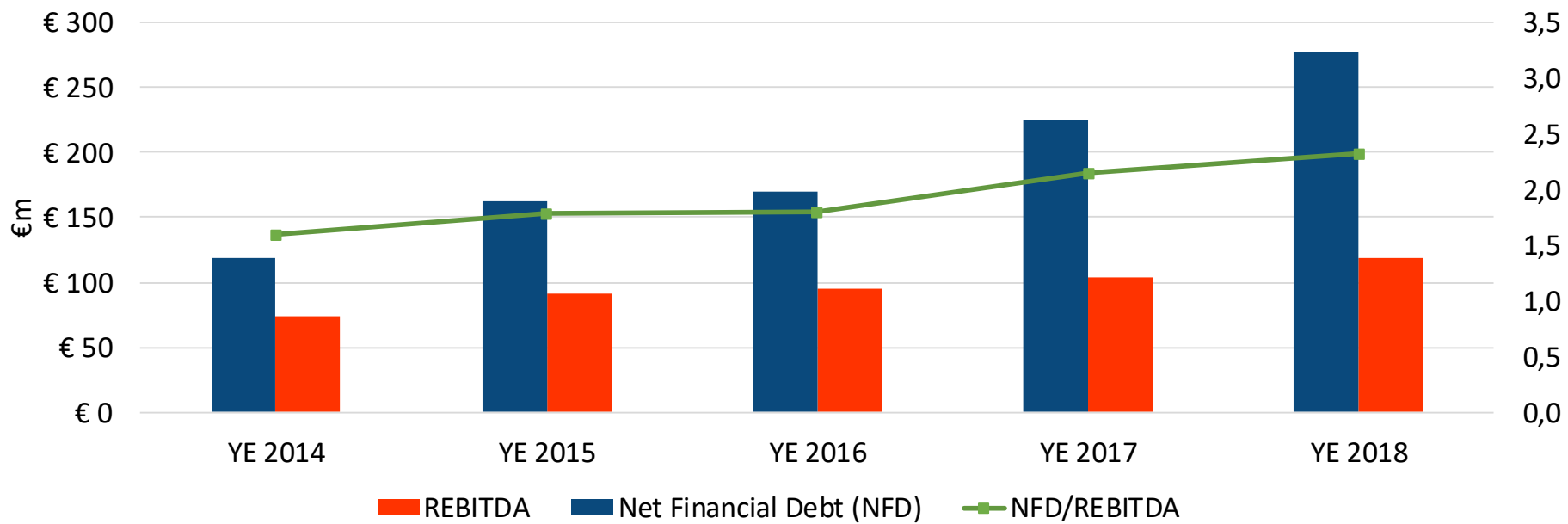
\* Not clubdeal definition

\*\* Corrected REBITDA 12 months Canada



## NET FINANCIAL DEBT EVOLUTION

| €m                             | YE 2018 | YE 2017 | Better/-Worse | % Better/ -Worse |
|--------------------------------|---------|---------|---------------|------------------|
| Net Financial Debt (NFD)       | 276,8   | 224,3   | -52,5         | -23,4%           |
| Leverage ratio*: NFD/REBITDA** | 2,33    | 2,15    |               |                  |

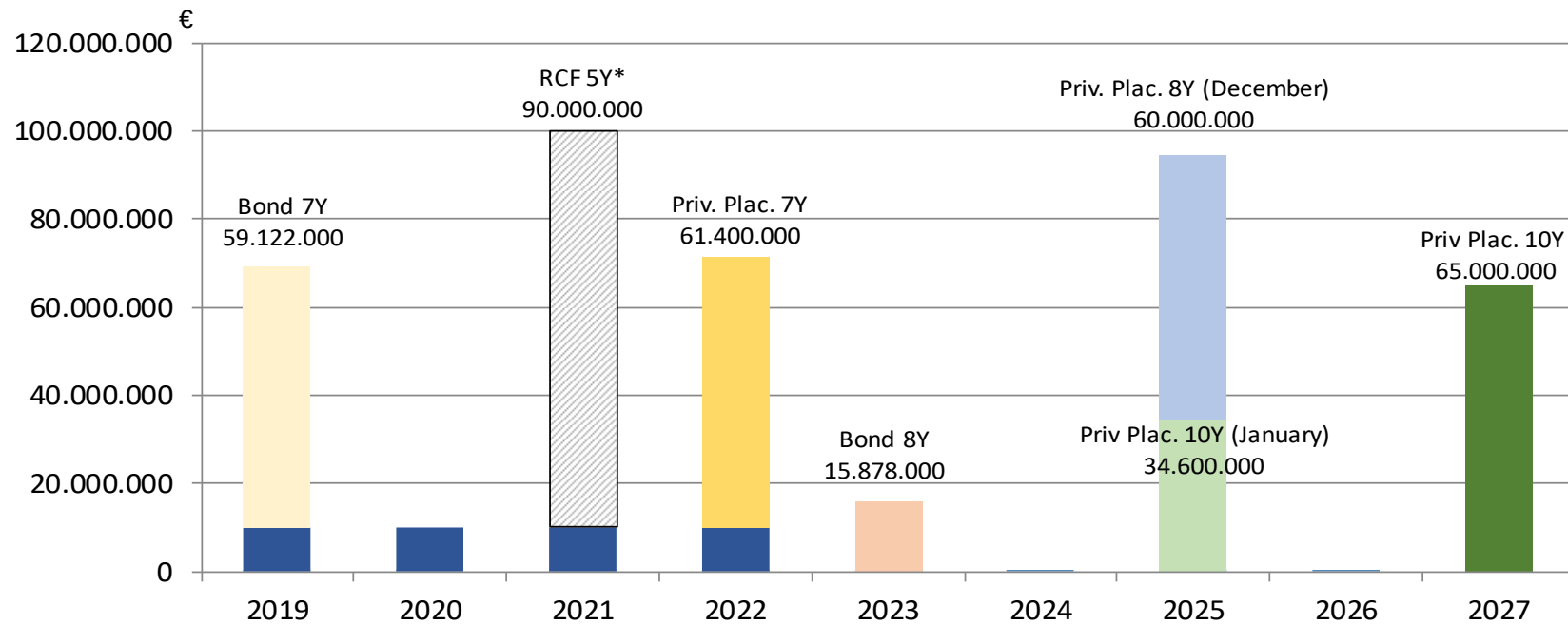


\* Not bank definition

\*\* Corrected REBITDA 12 months Canada



## MATURITY PROFILE FINANCIAL DEBT



\* Revolving credit facility not drawn end 2018

## BALANCE SHEET

| €m                          | 31/12/2018   | % of Total    | 31/12/2017   | % of Total    |
|-----------------------------|--------------|---------------|--------------|---------------|
| Intangible assets           | 9,7          | 1,4%          | 9,0          | 1,3%          |
| Goodwill                    | 94,9         | 13,9%         | 86,4         | 12,0%         |
| Property, plant & equipment | 424,3        | 62,3%         | 390,0        | 54,1%         |
| Investment property         | 17,0         | 2,5%          | 17,7         | 2,5%          |
| Deferred taxes              | 1,4          | 0,2%          | 1,2          | 0,2%          |
| Other receivables           | 10,8         | 1,6%          | 10,1         | 1,4%          |
| <b>Non-current assets</b>   | <b>558,2</b> | <b>82,0%</b>  | <b>514,5</b> | <b>71,4%</b>  |
| Inventories                 | 4,9          | 0,7%          | 4,8          | 0,7%          |
| Trade & other receivables   | 43,0         | 6,3%          | 40,8         | 5,7%          |
| Current taxes               | 2,4          | 0,4%          | 0,8          | 0,1%          |
| Cash & cash equivalents     | 65,4         | 9,6%          | 157,4        | 21,8%         |
| Assets Held for Sale        | 7,0          | 1,0%          | 2,7          | 0,4%          |
| <b>Current assets</b>       | <b>122,7</b> | <b>18,0%</b>  | <b>206,4</b> | <b>28,6%</b>  |
| <b>Assets</b>               | <b>680,9</b> | <b>100,0%</b> | <b>721,0</b> | <b>100,0%</b> |

|                   | 31/12/2018 | 31/12/2017 |
|-------------------|------------|------------|
| Gearing ratio*    | 1,56       | 1,27       |
| Current ratio**   | 0,67       | 1,30       |
| Solvency ratio*** | 26,1%      | 24,5%      |
| ROCE****          | 16,3%      | 17,3%      |

\*: Gearing ratio: Net Financial Debt / Equity

\*\*: Current ratio: Current Assets / Current Liabilities

\*\*\*: Solvency ratio: Total Equity / Total Equity & Liabilities

\*\*\*\*: ROCE: Current operating profit / Capital employed

| €m                                                   | 31/12/2018   | % of Total    | 31/12/2017   | % of Total    |
|------------------------------------------------------|--------------|---------------|--------------|---------------|
| <b>Capital &amp; share premium</b>                   | <b>20,1</b>  | <b>3,0%</b>   | <b>20,1</b>  | <b>2,8%</b>   |
| Consolidated reserves                                | 161,5        | 23,7%         | 157,6        | 21,9%         |
| Translation differences                              | -4,2         | -0,6%         | -1,3         | -0,2%         |
| Equity attributable to equity holders of the parents | 177,4        | 26,1%         | 176,4        | 24,5%         |
| Non-controlling interests                            | 0,2          | 0,0%          |              |               |
| <b>Equity</b>                                        | <b>177,6</b> | <b>26,1%</b>  | <b>176,4</b> | <b>24,5%</b>  |
| Loans and borrowings                                 | 272,7        | 40,0%         | 342,1        | 47,5%         |
| Provisions & employee benefits                       | 15,1         | 2,2%          | 17,7         | 2,5%          |
| Deferred tax liabilities                             | 20,5         | 3,0%          | 18,2         | 2,5%          |
| Other payables                                       | 11,2         | 1,6%          | 8,2          | 1,1%          |
| <b>Non-current liabilities</b>                       | <b>319,5</b> | <b>46,9%</b>  | <b>386,1</b> | <b>53,6%</b>  |
| ST financial debt                                    | 69,8         | 10,3%         | 39,9         | 5,5%          |
| Provisions                                           | 2,2          | 0,3%          | 2,5          | 0,3%          |
| Working capital                                      | 106,3        | 15,6%         | 108,3        | 15,0%         |
| Current taxes                                        | 5,3          | 0,8%          | 7,7          | 1,1%          |
| <b>Current liabilities</b>                           | <b>183,7</b> | <b>27,0%</b>  | <b>158,4</b> | <b>22,0%</b>  |
| <b>Equity &amp; liabilities</b>                      | <b>680,9</b> | <b>100,0%</b> | <b>721,0</b> | <b>100,0%</b> |



## SHAREHOLDERS

|                          | 19/02/2019 |      | 17/08/2018 |      |
|--------------------------|------------|------|------------|------|
|                          | # Shares   | %    | # Shares   | %    |
| Total shares outstanding | 27.365.197 | 100% | 27.365.197 | 100% |

| Reference Shareholders & Free Float         | # Shares   | %      | # Shares   | %      |
|---------------------------------------------|------------|--------|------------|--------|
| Kinehold Bis, Pentascoop and Mr. Joost Bert | 13.192.268 | 48,21% | 13.192.268 | 48,21% |
| Treasury shares (own shares)                | 492.346    | 1,80%  | 492.346    | 1,80%  |
| Free Float                                  | 13.680.583 | 49,99% | 13.680.583 | 49,99% |

| Other*                             | # Shares  | %     | # Shares  | %     |
|------------------------------------|-----------|-------|-----------|-------|
| Axa SA                             | 1.367.032 | 5,00% | 1.523.555 | 5,57% |
| BNP Paribas Investment Partners SA | 1.368.974 | 5,00% | 1.368.974 | 5,00% |
| Blackrock Investment Mgt Ltd       | 1.115.517 | 4,08% | 1.115.517 | 4,08% |

\* Resulting from transparency notices received





## FINANCIAL CALENDAR

|           |            |                                                   |
|-----------|------------|---------------------------------------------------|
| Thursday  | 21/02/2019 | Annual results 2018<br>Press & analyst meeting    |
| Wednesday | 08/05/2019 | General Meeting Kinopolis Group                   |
| Wednesday | 08/05/2019 | Business Update Q1 2019                           |
| Thursday  | 22/08/2019 | Half Year results 2019<br>Press & analyst meeting |
| Thursday  | 14/11/2019 | Business Update Q3 2019                           |





# Annexes

# Financial Statements

## Results 2018

KINEPOLIS GROUP



## REALIZED ACQUISITIONS AND GREENFIELDS (2014 – 2018)

| Country         | City                           | # Complexes | # Screens  | Est. Visitors / Year | Realized |
|-----------------|--------------------------------|-------------|------------|----------------------|----------|
| Spain           | Alicante                       | 1           | 16         | 1,0 mio              | Q2 2014  |
|                 | Alcobendas - Madrid            | 1           | 12         |                      |          |
|                 | Nevada – Granada               | 1           | 8          | 0,4 mio              | Q4 2016  |
| The Netherlands | Wolff Bioscopen                | 9           | 46         | 1,6 mio              | Q3 2014  |
|                 | Acq. Building Enschede (Wolff) |             |            |                      | Q2 2015  |
|                 | Dordrecht (greenfield)         | 1           | 6          | 0,3 mio              | Q1 2016  |
|                 | Breda (greenfield)             | 1           | 10         | 0,5 mio              | Q3 2016  |
|                 | Utrecht (greenfield)           | 1           | 14         | 1,2 mio              | Q1 2017  |
|                 | NH Bioscopen                   | 2           | 13         | 0,6 mio              | Q1 2018  |
|                 | 's Hertogenbosch (greenfield)  | 1           | 7          | 0,4 mio              | Q2 2018  |
|                 | Acq. Building Utrecht (City)   |             |            |                      | Q3 2018  |
| NL, LUX, FR     | Utopolis Group                 | 9           | 63         | 2,4 mio              | Q4 2015  |
| France          | Bourgoin                       | 1           | 12         | 0,6 mio              | Q3 2015  |
|                 | Rouen                          | 1           | 14         | 0,4 mio              | Q1 2016  |
|                 | Fenouillet (greenfield)        | 1           | 8          | 0,4 mio              | Q4 2016  |
|                 | Metz (Palace) (greenfield)     | 1           | 7          | 0,2 mio              | Q3 2018  |
|                 | Brétigny-sur-Orge (greenfield) | 1           | 10         | 0,5 mio              | Q3 2018  |
| Canada          | Landmark                       | 44          | 303        | 10,2 mio             | Q4 2017  |
|                 | St. Albert (greenfield)        | 1           | 8          | 0,3 mio              | Q1 2018  |
|                 | Saskatoon (greenfield)         | 1           | 7          | 0,3 mio              | Q2 2018  |
|                 | Fort McMurray *                | 1           | 8          | -                    | Q4 2018  |
| <b>Total</b>    |                                | <b>79</b>   | <b>572</b> | <b>21,3 mio</b>      |          |

\* Replacement of existing 6 screen theatre in ownership by rented one



## CONSOLIDATED INCOME STATEMENT

| €m                                  | YE 2018             | YE 2017             | % Better / -Worse   |
|-------------------------------------|---------------------|---------------------|---------------------|
| Revenue                             | 475,9               | 355,4               | 33,9%               |
| Cost of Sales                       | -345,7              | -242,0              | -42,8%              |
| <b>Gross profit</b>                 | <b><u>130,2</u></b> | <b><u>113,4</u></b> | <b><u>14,8%</u></b> |
| <i>Gross profit %</i>               | <i>27,4%</i>        | <i>31,9%</i>        |                     |
| Marketing & selling expenses        | -25,2               | -20,4               | -23,6%              |
| Administrative expenses             | -26,9               | -22,8               | -18,0%              |
| Other operating income and expenses | 1,0                 | 2,7                 | -61,7%              |
| <b>EBIT</b>                         | <b><u>79,1</u></b>  | <b><u>72,9</u></b>  | <b><u>8,5%</u></b>  |
| <i>EBIT %</i>                       | <i>16,6%</i>        | <i>20,5%</i>        |                     |
| Financial result                    | -12,4               | -8,2                | -50,6%              |
| <b>Profit before tax</b>            | <b><u>66,8</u></b>  | <b><u>64,7</u></b>  | <b><u>3,2%</u></b>  |
| Income tax expense                  | -19,4               | -15,6               | -23,8%              |
| <b>Profit</b>                       | <b><u>47,4</u></b>  | <b><u>49,1</u></b>  | <b><u>-3,4%</u></b> |
| <i>Profit %</i>                     | <i>10,0%</i>        | <i>13,8%</i>        |                     |
| <b>EBITDA</b>                       | <b><u>117,2</u></b> | <b><u>103,2</u></b> | <b><u>13,6%</u></b> |
| <i>EBITDA %</i>                     | <i>24,6%</i>        | <i>29,0%</i>        |                     |



## CONSOLIDATED BALANCE SHEET

| €m                              | 31/12/2018   | 31/12/2017   | % Better / -Worse |
|---------------------------------|--------------|--------------|-------------------|
| Intangible assets               | 9,7          | 9,0          | 6,8%              |
| Goodwill                        | 94,9         | 86,4         | 9,8%              |
| Property, plant & equipment     | 424,3        | 390,0        | 8,8%              |
| Investment property             | 17,0         | 17,7         | -4,0%             |
| Deferred tax assets             | 1,4          | 1,2          | 20,7%             |
| Other receivables               | 10,8         | 10,1         | 6,6%              |
| <b>Total non-current assets</b> | <b>558,2</b> | <b>514,5</b> | <b>8,5%</b>       |
| Inventories                     | 4,9          | 4,8          | 3,5%              |
| Trade & other receivables       | 43,0         | 40,8         | 5,4%              |
| Current income taxes            | 2,4          | 0,8          | 187,3%            |
| Cash & cash equivalents         | 65,4         | 157,4        | -58,5%            |
| Assets held for sale            | 7,0          | 2,7          | 161,8%            |
| <b>Total current assets</b>     | <b>122,7</b> | <b>206,4</b> | <b>-40,6%</b>     |
| <b>TOTAL ASSETS</b>             | <b>680,9</b> | <b>721,0</b> | <b>-5,6%</b>      |

## CONSOLIDATED BALANCE SHEET

| €m                                                    | 31/12/2018   | 31/12/2017   | % Better / -Worse |
|-------------------------------------------------------|--------------|--------------|-------------------|
| Capital & share premium                               | 20,1         | 20,1         | 0,0%              |
| Consolidated reserves                                 | 161,5        | 157,6        | 2,5%              |
| Translation differences                               | -4,2         | -1,3         | -225,1%           |
| Equity attributable to equity holders of the parents  | 177,4        | 176,4        | 0,6%              |
| Non-controlling interests                             | 0,2          |              |                   |
| <b>Total equity</b>                                   | <b>177,6</b> | <b>176,4</b> | <b>0,7%</b>       |
| Interest bearing loans & borrowings                   | 272,7        | 342,1        | -20,3%            |
| Provisions & employee benefits                        | 15,1         | 17,7         | -14,5%            |
| Deferred tax liabilities                              | 20,5         | 18,2         | 13,0%             |
| Derivates                                             | 0,2          | 0,2          | -1,4%             |
| Other payables                                        | 11,0         | 8,0          | 38,0%             |
| <b>Total non-current liabilities</b>                  | <b>319,5</b> | <b>386,1</b> | <b>-17,3%</b>     |
| Interest bearing loans & borrowings & bank overdrafts | 69,8         | 39,9         | 75,0%             |
| Provisions                                            | 2,2          | 2,5          | -10,7%            |
| Trade & other payables                                | 106,3        | 108,3        | -1,8%             |
| Current income tax liabilities                        | 5,3          | 7,7          | -30,9%            |
| <b>Total current liabilities</b>                      | <b>183,7</b> | <b>158,4</b> | <b>16,0%</b>      |
| <b>TOTAL EQUITY &amp; LIABILITIES</b>                 | <b>680,9</b> | <b>721,0</b> | <b>-5,6%</b>      |

## CASH FLOW STATEMENT

| €m                                               | YE 2018      | YE 2017       | Better / -Worse |
|--------------------------------------------------|--------------|---------------|-----------------|
| Profit before tax                                | 66,8         | 64,7          | 2,1             |
| Adjustments for:                                 |              |               |                 |
| Depreciation, amortization & provisions          | 36,2         | 29,8          | 6,4             |
| Government grants                                | -1,1         | -0,9          | -0,2            |
| Gains / losses on sale of PPE & financial assets |              | -1,8          | 2,1             |
| Financial result & Share based payments          | 11,0         | 8,7           | 2,2             |
| <b>Cash generated from operations</b>            | <b>113,0</b> | <b>100,5</b>  | <b>12,6</b>     |
| Working capital movements                        | 0,3          | 1,0           | -0,6            |
| Income taxes (paid)/ received                    | -22,4        | -24,1         | 1,8             |
| <b>Net cash from operating activities</b>        | <b>91,0</b>  | <b>77,3</b>   | <b>13,7</b>     |
| Acquisition of (in)tangible assets               | -61,2        | -32,8         | -28,4           |
| Acquisition of subsidiary, net of cash acquired  | -27,5        |               | 56,0            |
| Proceeds from sales of PPE                       | 0,5          | 15,8          | -15,3           |
| <b>Net cash used in investing activities</b>     | <b>-88,2</b> | <b>-100,5</b> | <b>12,3</b>     |
| Sale of non-controlling interests                | 0,5          |               | 0,5             |
| Interests (paid)/ received                       | -10,3        | -7,3          | -3,0            |
| Treasury shares                                  | -20,3        |               | -20,3           |
| Dividends paid                                   | -24,5        | -23,7         | -0,8            |
| New loans / repayment of loans                   | -39,9        | 167,4         | -207,3          |
| <b>Net cash used in financing activities</b>     | <b>-95,0</b> | <b>136,4</b>  | <b>-231,4</b>   |
| <b>Net cash flow</b>                             | <b>-92,2</b> | <b>113,2</b>  | <b>-205,4</b>   |



## FREE CASH FLOW

| €m                                                              | YE 2018      | YE 2017      | Better / -Worse |
|-----------------------------------------------------------------|--------------|--------------|-----------------|
| <b>Cash Flow before WC movements &amp; tax paid</b>             | <b>113,0</b> | <b>100,5</b> | <b>12,6</b>     |
| Income taxes paid                                               | -22,4        | -24,1        | 1,8             |
| Working capital                                                 | 0,3          | 1,0          | -0,6            |
| Capital exp – maintenance                                       | -15,9        | -10,4        | -5,5            |
| Interest paid                                                   | -10,3        | -7,3         | -3,0            |
| <b>Free cash flow</b>                                           | <b>64,7</b>  | <b>59,5</b>  | <b>5,2</b>      |
| Capital Exp - Digitalization & Remodeling, Expansion & Acq AHFS | -45,3        | -22,3        | -22,9           |
| Proceeds from sales of financial and intangible assets and PPE  | 0,5          | 15,8         | -15,3           |
| Acquisition of subsidiary, net of cash acquired                 | -27,5        |              | 56,0            |
| Sale of non-controlling interests                               | 0,5          |              | 0,5             |
| Treasury shares                                                 | -20,3        |              | -20,3           |
| Dividend payments                                               | -24,5        | -23,7        | -0,8            |
| <b>CF after expansion exp, dividends &amp; treasury shares</b>  | <b>-51,9</b> | <b>-54,2</b> | <b>2,3</b>      |



