



VFB Happening

24 maart 2018

Kinepolis Antwerpen

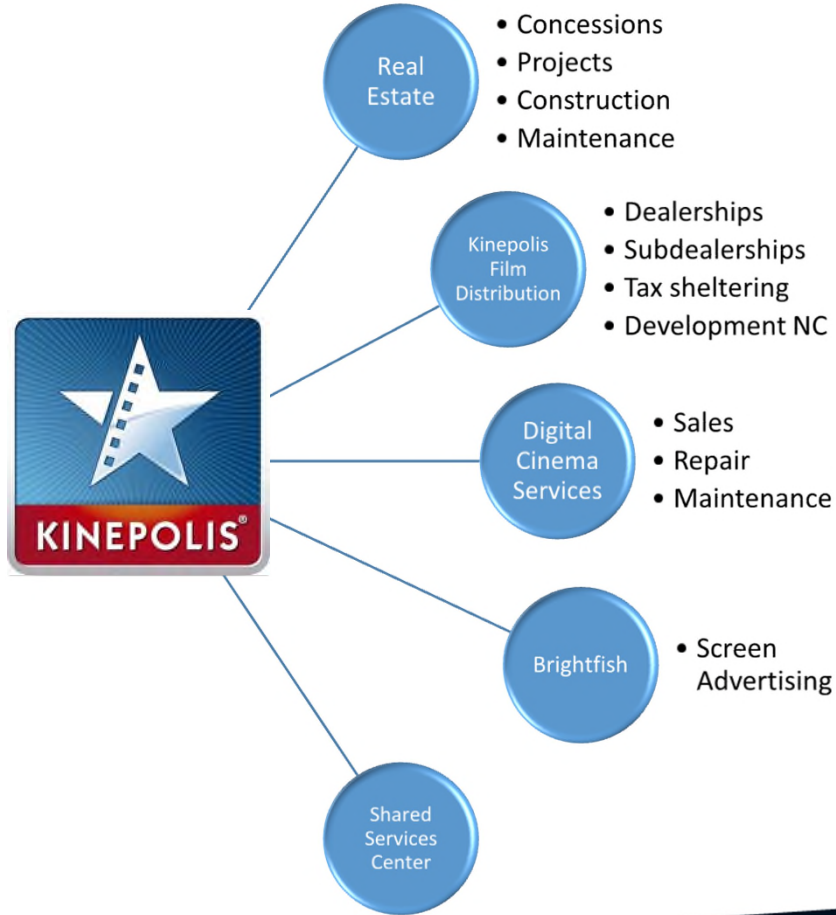
KINEPOLIS GROUP



Eddy Duquenne
CEO Kinopolis Group



Cinema
Operations



Kinepolis in Europe

2017

visitors in 2016  **23.8** mio

seats  125 134

theatres  512

complexes  50

countries  7

Grand Duchy of Luxembourg

 3

Belgium

 11

France

 11

Spain

 6

The Netherlands

 17

Switzerland

 1

Poland

 1







(*) The cinema in Poland is operated by a third party

- Planned Greenfields: Brétigny-sur-Orge (Fr), Den Bosch (NI)

Kinepolis in Canada:

Landmark Cinemas 2017

- seats  55 157
- theatres  302
- complexes  43
- countries  6

➤ + Opening St. Albert 15/02/2018



Yukon
 2

British Columbia
 15

Alberta
 10

Saskatchewan
 1


Manitoba
 5

Ontario
 10



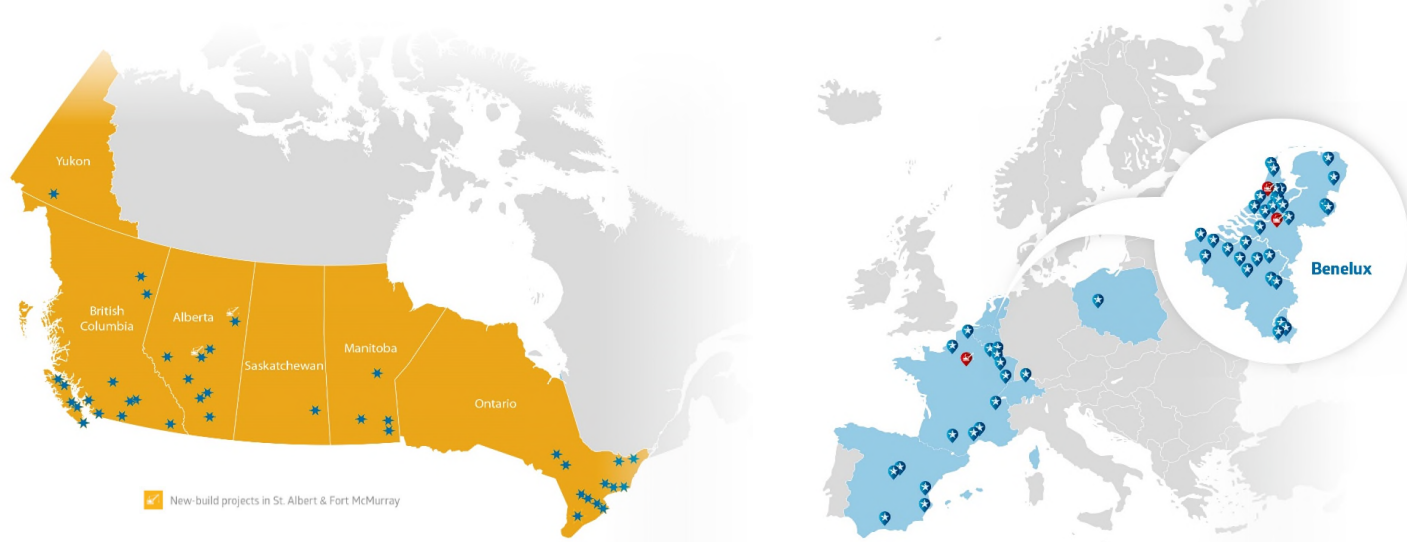
Total Kinepolis Group:

- 94 cinemas
- 822 screens
- >180,000 seats

 New-build projects in St. Albert & Fort McMurray



Kinepolis Group today



Countries	Complexes	Screens	Market Share **	Complexes in Ownership	
				#	%Visitors
Belgium	11	138	47%	10	98%
France	11	128	4%	9	96%
Spain	6	99	5%	2	46%
The Netherlands	17 +2	117	9%	9	66%
Luxembourg	3	22	90%	1	63%
Switzerland	1	8	1%	1	100%
Poland *	1	18		1	n/a
Canada	44 +44	310	+310	10	4%
Total	94	840		43	79%***

* 1 complex in Poland operated by Cineworld

** Belgium - New platform Cinedata operational, but not all operators are participating yet
Canada - Full year 2017 market share in Box Office content

*** 79% of 2017 visitors

**** Complex and screen additions are compared to 31 December 2016



Key Figures 2017

VISITORS

25.3 million

TURNOVER

355.4 million EUR

CURRENT PROFIT

44.7 million EUR



REBITDA

104.3 million EUR





Three strategic pillars



Best marketer



Best cinema operator



Best real estate manager



Best cinema operator



- Budget Ownership
- Financial KPI's
- Customer Satisfaction
- People Satisfaction
- “Micro-manage to get macro-results”

Best marketer

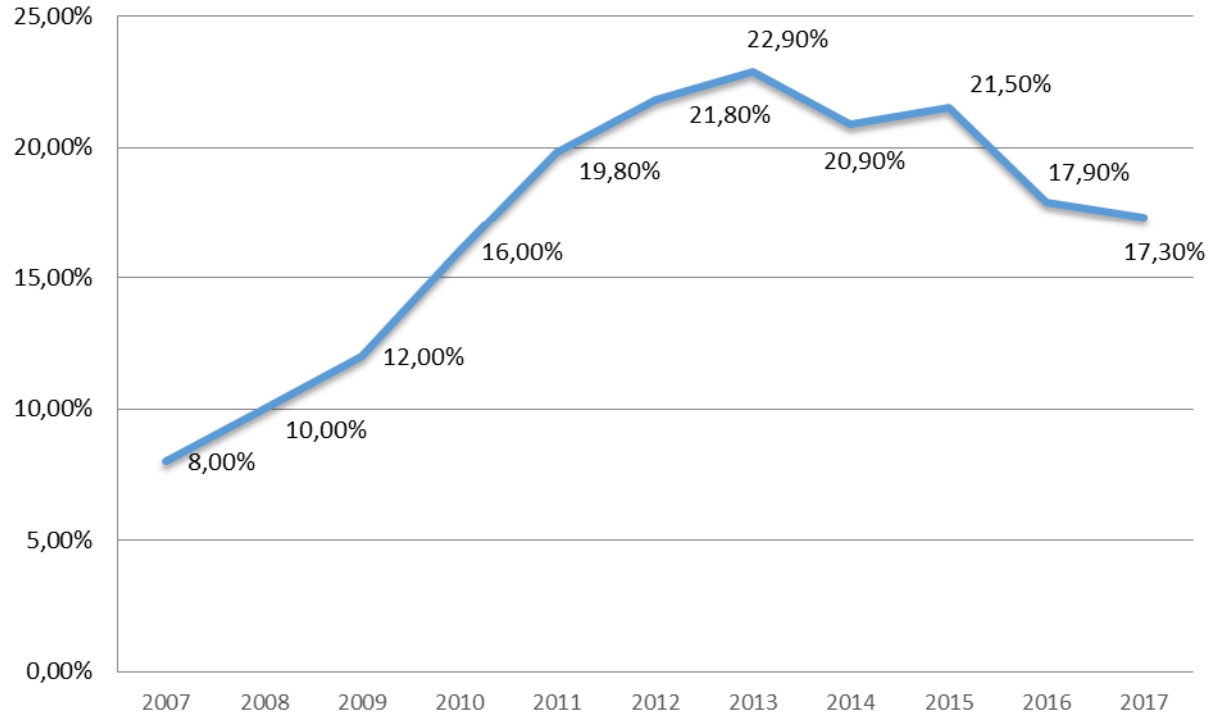


- Customer knowledge and -segmentation
- Preference Center
- Net Promotor Score
- Active Programming
- Digitalisation
- Ultimate movie experience

Best real estate manager



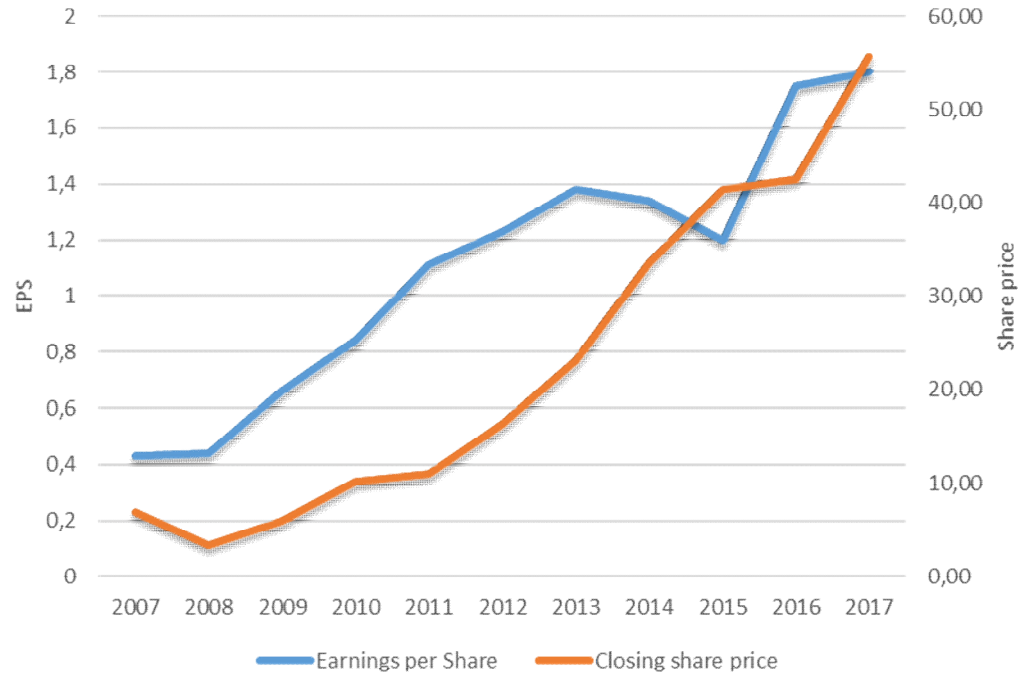
Return on Capital Employed



*From “the ultimate cinema experience”
to “the ultimate movie experience”*



EPS & Share Price



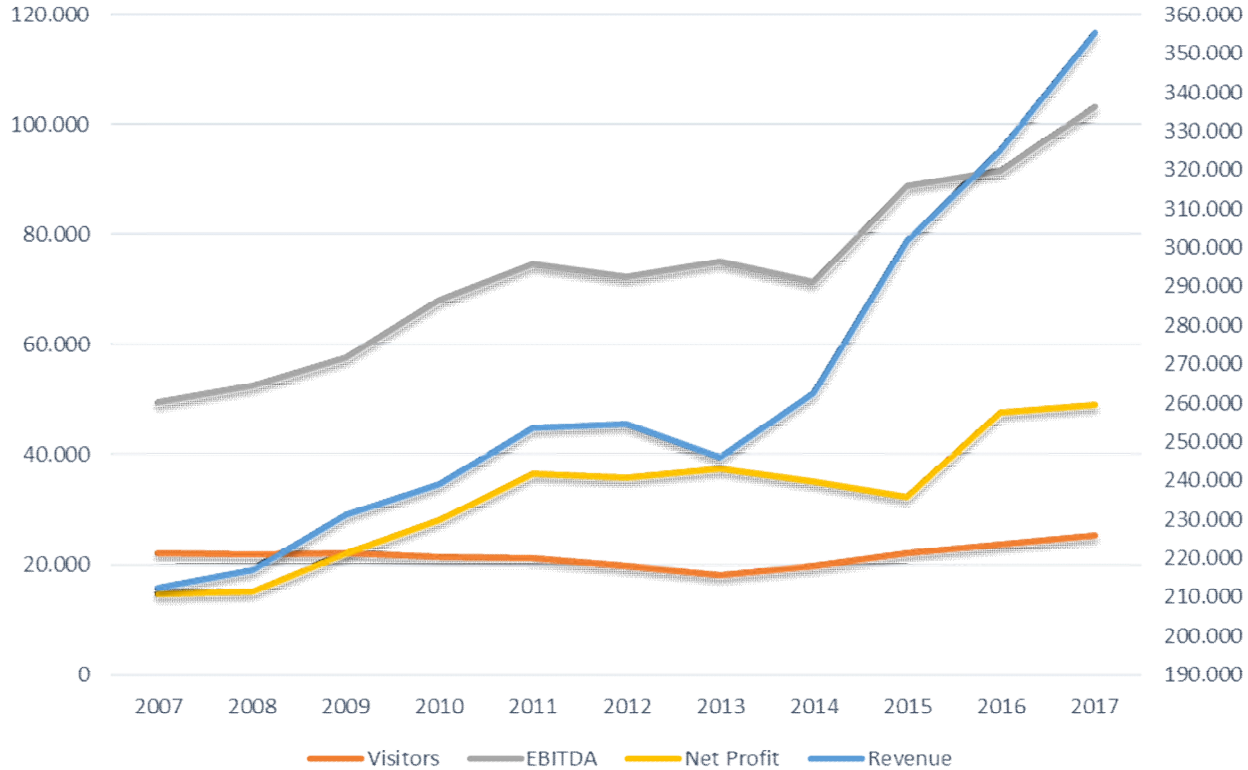
* In 2014 houden de gegevens per aandeel rekening met de aandelensplitsing in vijf vanaf 1 juli 2014



*From a “self-learning” to a
“self-innovating” organisation*

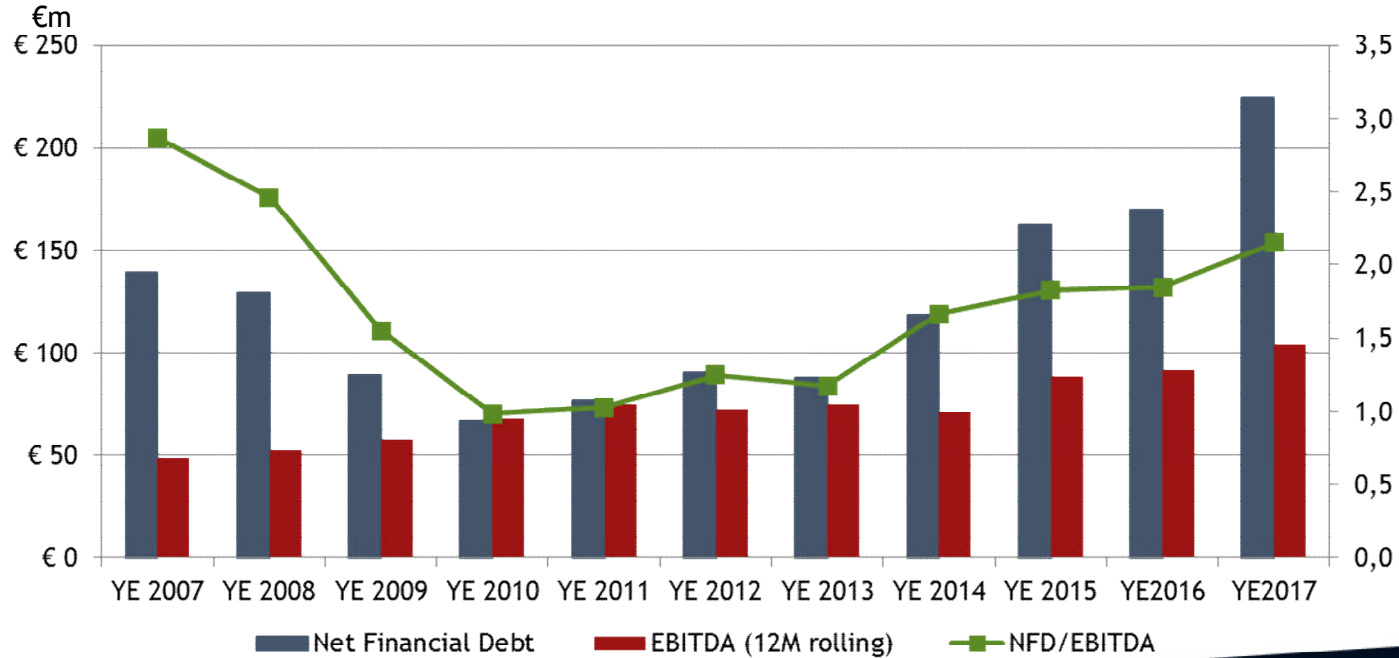


Financial Performance



Financial leverage

€m	YE 2017	YE 2016	Better/-Worse	% Better/ -Worse
Net Financial Debt (NFD)	224,3	169,8	-54,6	-32,1%
Leverage ratio*: NFD/REBITDA	2,15	1,79		



* Not Bank definition



Human Capital

“Plus est en nous”



- People Satisfaction Index
- Personal Coaching
- Talent Factory
- Kinepolis Academy
- Kinepolis University



Expansion



Expansion strategy





Q & A

Thank you

KINEPOLIS GROUP



