

DELIVERING ON OUR PURPOSE

OUR VISION

To be “The Best Place to Watch a Movie”.

OUR PURPOSE

To provide our customers with a choice of how to watch a movie, in modern state-of-the-art cinemas with the latest technology and a variety of retail offerings, all underpinned by great customer service.

WHAT DIFFERENTIATES US

1. Diversification of markets and brands

The geographic spread of our business reduces exposure to volatility in individual markets. It also provides opportunities across both mature and growth markets.



2. Latest technology

We are technological leaders in the industry, offering our customers the latest audio and visual technology. We have seven different formats in which our customers can watch a movie: regular screens, 3D, 4DX, IMAX, ScreenX, Premium Large Format (Superscreen and RPX) and VIP auditoriums. We set our prices according to the format the customer chooses and not the movie they choose.



5. What we do, we do well

We have optimal management structures supported by effective staff planning in our cinemas allowing teams to be focused on operational excellence and maximising face time with customers. We believe it's the “Tiny Noticeable Things” our people do which make the difference.

Read more **page 28**

4. Innovation

We are always striving to bring the latest innovation to our cinemas – not only through technology but through the design of our new and refurbished sites and retail offerings. We achieve this through the considerable in-house experience we have across our teams.

3. Enhance existing estate

We optimise our portfolio through selected refurbishment and new sites, ensuring we deliver a consistently high quality offering across the Group. Our refurbishment and construction programme is at the heart of our strategy.

OUR BUSINESS IS UNDERPINNED BY



OUR PEOPLE

Our people are the face of our business. They are focused on ensuring that our customers feel more from the very start of their cinema experience. A well established training and development programme is used to maintain and continually improve standards.



OUR TRUSTED COMMERCIAL RELATIONSHIPS

Delivering a high quality film slate is one of the key external drivers of our business. While we do not have control over the content, our close and long-standing relationships with the film distributors are fundamental to providing the best and most varied selection for our customers at the right time. Our brands are important to our commercial partners, helping to deepen our relationships with the film distributors, retail suppliers, advertisers and landlords.



OUR FINANCIAL STRENGTH

Focus on cost enables us to maintain healthy margins, which in turn drive the cash flow needed to continue to invest in and expand our estate. This continued investment ensures that we are able to reach as many customers as possible with the high quality experience we believe in. We manage investment in our estate in conjunction with the maintenance of a strong Balance Sheet, making the business financially secure, flexible and able to make returns to shareholders.



RISK MANAGEMENT AND GOVERNANCE

Maintaining and monitoring an effective system of risk management and internal control ensures that our business, people and assets are safeguarded and that material financial errors and irregularities are prevented or detected.

THE VALUE WE SHARE

CUSTOMERS



By delivering our vision to be “The Best Place to Watch a Movie”, we are ensuring that our customers feel more and will want to come back to our cinemas again and again.

2.6%

admission growth year on year

WIDER COMMUNITIES



We give back to our local communities through a range of activities and initiatives such as partnering with distributors on charity screenings, providing free shows for organisations and working with local schools and organisations.

\$5m

donated by the Regal Foundation

EMPLOYEES



The investment we make in our people, particularly through learning and development, and the way we operate are key to maintaining our happy and motivated workforce.

12 years

average length of manager service

INVESTORS



We remain focused on driving revenues, increasing earnings and prudently managing our cash position, to ultimately provide returns to shareholders. We create value for shareholders through our focus on continually aiming to enhance the experience for our customers. We share the value we generate by reinvesting in the business and expanding our offer to customers, rewarding our employees and paying dividends to our shareholders.

+9.4%

Adjusted Pro-forma EBITDA growth

Read more **page 31**