



## Provide the best cinema experience to give our customers a choice of how to watch a movie, with a variety of retail offerings, all underpinned by the best customer service

Our people continue to be pivotal in delivering our vision to be “The Best Place to Watch a Movie”. It’s the “Tiny Noticeable Things” our people do which differentiate our customers’ experience. Therefore, recruiting high quality employees and investing in their training is at the heart of our strategy.

Providing our customers with choice is key – this includes the movies they can watch, how they watch them, the type of venue they watch them in and a variety of retail offerings provided to cater for all demographics.

### WHAT WE ACHIEVED

- Record number of admission of over 308m across the Group following the Regal acquisition.
- Our “BeMore” programme, which supports our top talent displaying potential and fulfils our internal succession requirements.
- Awarded 58 scholarships to management staff in the US.
- Further enhanced our customer loyalty programme including Regal Crown Club®.

### MEASURING OUR PROGRESS ADMISSIONS

# 308m

Growth +2.6%



## Expand and enhance our estate to provide consistent, high quality, modern cinemas

When selecting new sites for development or sites for refurbishment we consider the location, accessibility, competition, and other local economic factors. We also have a selective site closure programme when the lease terms have expired and it is not commercially beneficial or feasible to renew these leases.

### WHAT WE ACHIEVED

- Acquisition of Regal in February 2018 with 559 sites and 7,314 screens.
- Opening of 13 new sites: 6 in the US, 6 in the UK and 1 in the ROW.

#### US

- Delta Shores (CA) 14 screens
- Celebration Pointe (FL) 10 screens
- Lynbrook (NY) 13 screens
- MGM Springfield (MA) 7 screens
- Cinebarre Palace Stations (NV) 9 screens
- Santa Fe (NM) 6 screen

#### UK

- Weston-Super-Mare 7 screens
- Dover 6 screens
- Speke 11 screens
- Picturehouse West Norwood 4 screens
- Picturehouse Ashford 6 screens
- Watford 9 screens

#### ROW

- Ramnicu Valcea (Romania) 6 screens

- A further four refurbishments were completed in the UK.

### MEASURING OUR PROGRESS NUMBER OF NEW SCREENS

# 108

2017: 109

### TOTAL NUMBER OF SCREENS

# 9,518

2017: 2,217

### NUMBER OF MAJOR REFURBISHMENTS COMPLETED

# 4

2017: 6



## Be technological leaders in the industry to offer the latest audio and visual technology

We want to be at the forefront of providing the latest technology to our customers. We continue to strengthen and deepen our partnership and relationships with our technology partners ScreenX, IMAX and 4DX.

### WHAT WE ACHIEVED

- The first ScreenX in Europe was opened in the UK at Speke.
- We are one of the largest operators of IMAX screens in the US and across Europe.
- The Group is the only provider of 4DX in the UK and an extensive provider in the US and Europe.
- We continued to develop and roll out our own Premium Large Format, with 116 across the Group at the end of 2018.

### MEASURING OUR PROGRESS NUMBER OF PREMIUM FORMATS

# 130

IMAX screens (2017: 35)

# 53

Number of 4DX screens (2017: 38)

# 19

Number of ScreenX (2017: 0)

# 116

Number of PLF (2017: 11)



## Drive value for shareholders by delivering our growth plans in an efficient and effective way

To be able to reward our shareholders we remain focused on driving revenues, increasing earnings and prudently managing our cash position.

### WHAT WE ACHIEVED

- Delivered double digit revenue and Adjusted EBITDA growth.
- Adjusted diluted EPS (rights adjusted) increased by 20.4% to 27.2c.
- The Group maintained its dividend pay-out ratio for another year, increasing the full year cash dividend paid by 163.1%.
- Continued focus on driving efficiencies following the completion of the Regal acquisition on 28 February 2018.

### MEASURING OUR PROGRESS AVERAGE TICKET PRICE \$

# 9.3

Growth +2.4%

### RETAIL SPEND PER PERSON \$

# 4.3

Growth +3.6%

### ADJUSTED PRO-FORMA EBITDA \$m

# 1,072.4

Growth +9.4%

### ADJUSTED DILUTED EPS C (RIGHTS ADJUSTED)

# 27.2

Growth +20.4%