



Jan Bernhardsson, CEO

Ratos Capital Markets Day, March 2014

**NORDIC
CINEMA
GROUP**

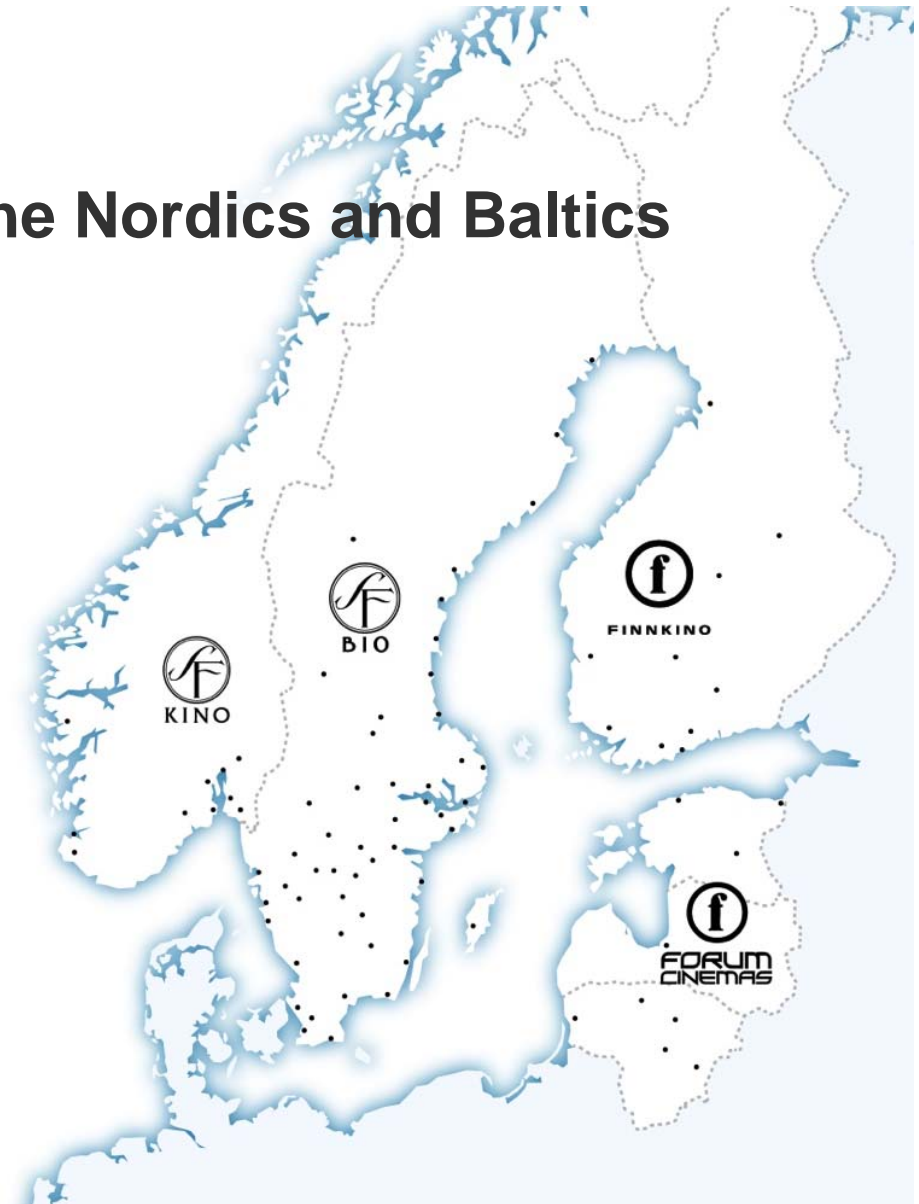




Largest cinema operator in the Nordics and Baltics

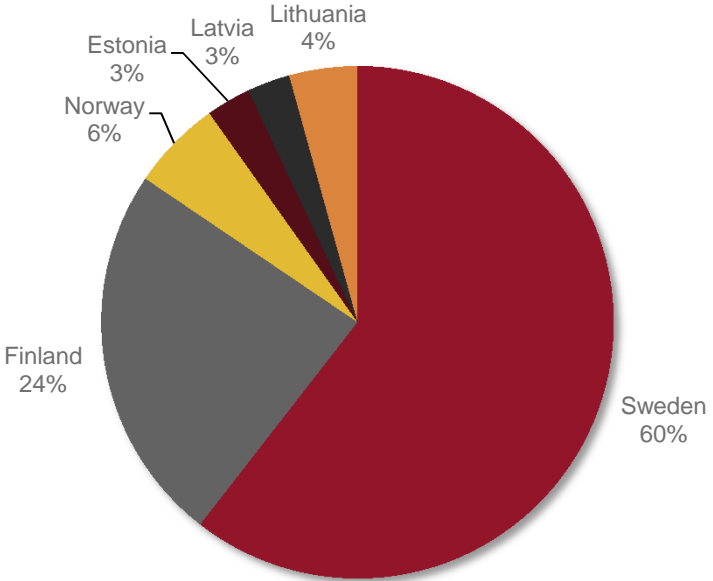
- The largest cinema operator in the Nordic and Baltic countries.
 - SEK 2 551 million in revenues (2013)
 - SEK 466 million in EBITDA (2013)
 - 27.1 m admissions (2013)*
 - 80 cities, 103 multiplexes, 590 screens, 81,626 seats*
 - 1,560 employees in full-time equivalents (2013)
- Four brands – SF Bio, SF Kino, Finnkino and Forum Cinemas.
- Formed in May 2013 with the merger of SF Bio and Finnkino.
- Jointly owned by Ratos (58%), Bonnier (40%) and management and board (2%).

* Including partly-owned cinemas



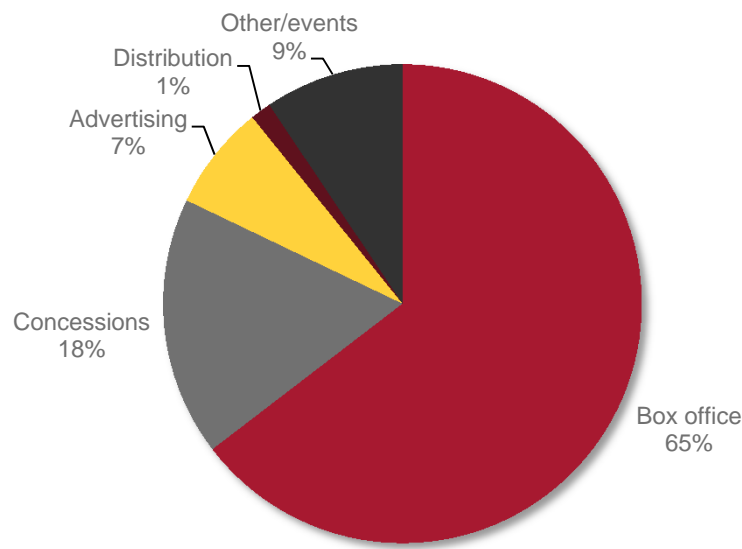
Box office accounts for 65 percent of revenues

Revenues by market 2013 (%)



■ Sweden ■ Finland ■ Norway ■ Estonia ■ Latvia ■ Lithuania

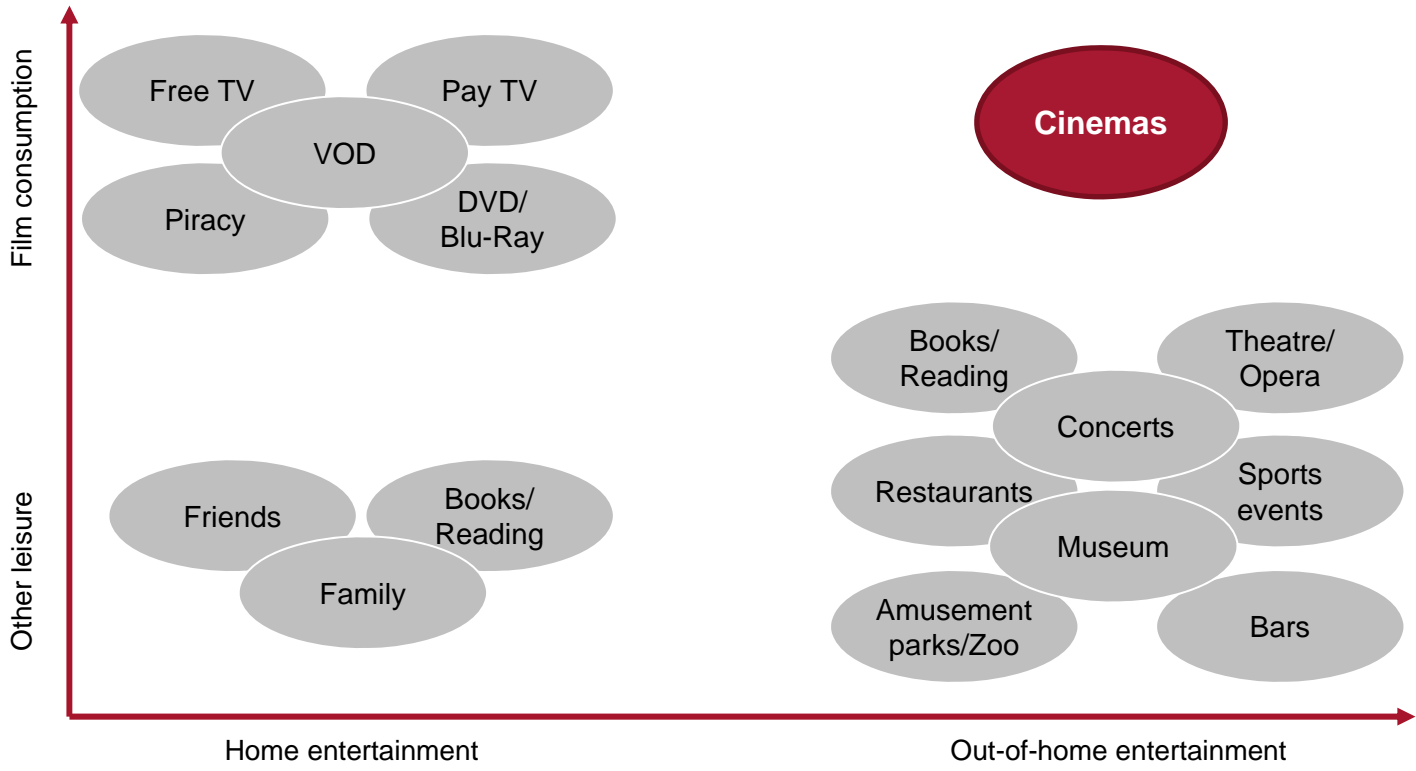
Revenues by segment 2013 (%)



■ Box office ■ Concessions ■ Advertising
■ Distribution ■ Other/events



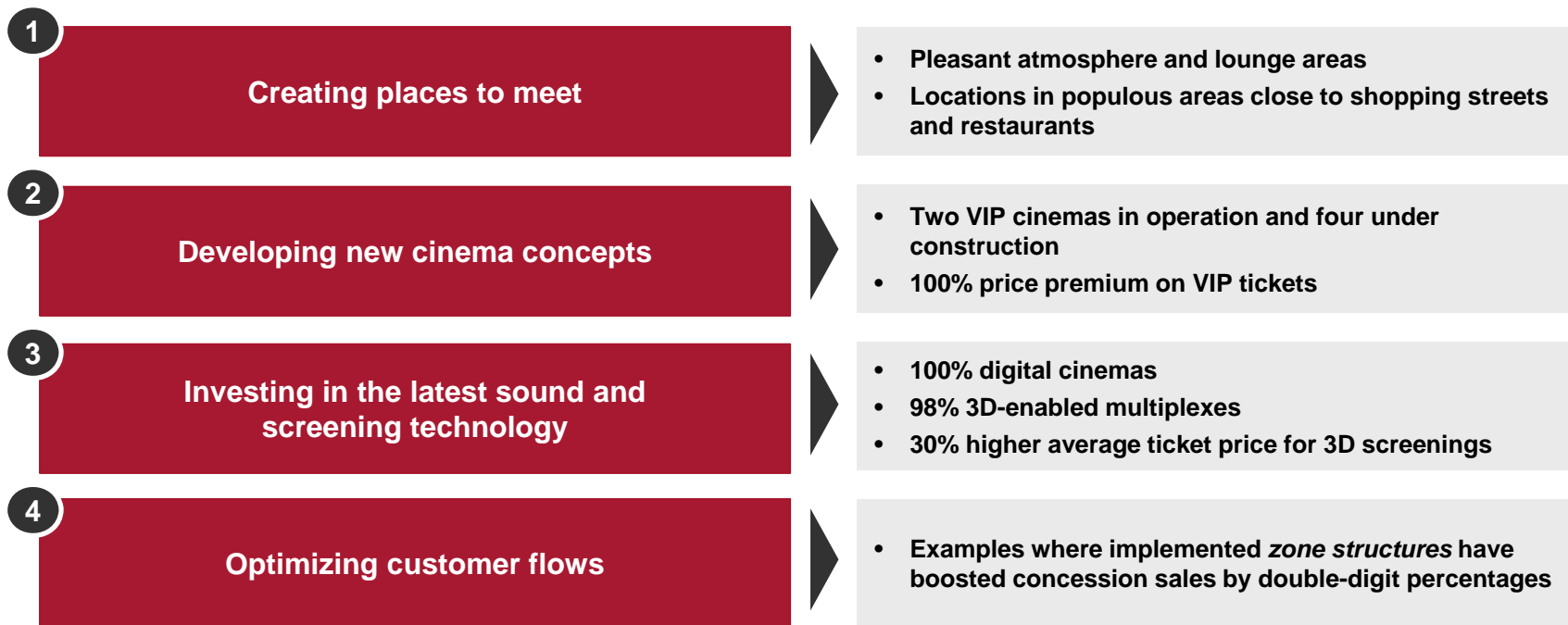
The cinema is an affordable out-of-home entertainment activity



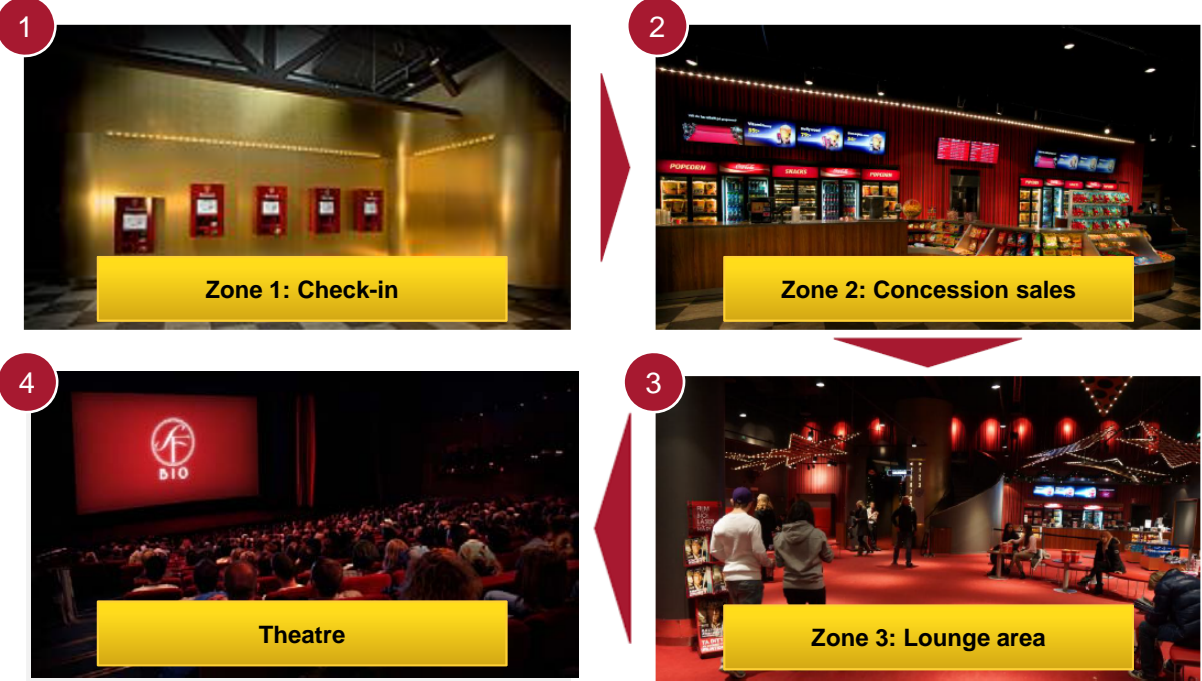


Creating world-class cinema experiences

Creating world-class cinema experiences



Zone concept optimizes customer flow and increase concession spending



Market



The Nordic Cinema Group



Sweden

- **69% market share**
(+16% partly owned)
- 22 cities
- 36 multiplexes
- 244 screens
- 32,226 seats
- 11.4 m admissions (2013)



Norway

- **8% market share**
(+16% partly owned)
- 6 cities
- 6 multiplexes
- 34 screens
- 3,823 seats
- 0.9 m admissions (2013)



FINNKINO

Finland

- **70% market share**
(+2% partly owned)
- 10 cities
- 14 multiplexes
- 96 screens
- 15,096 seats
- 5.4 m admissions (2013)



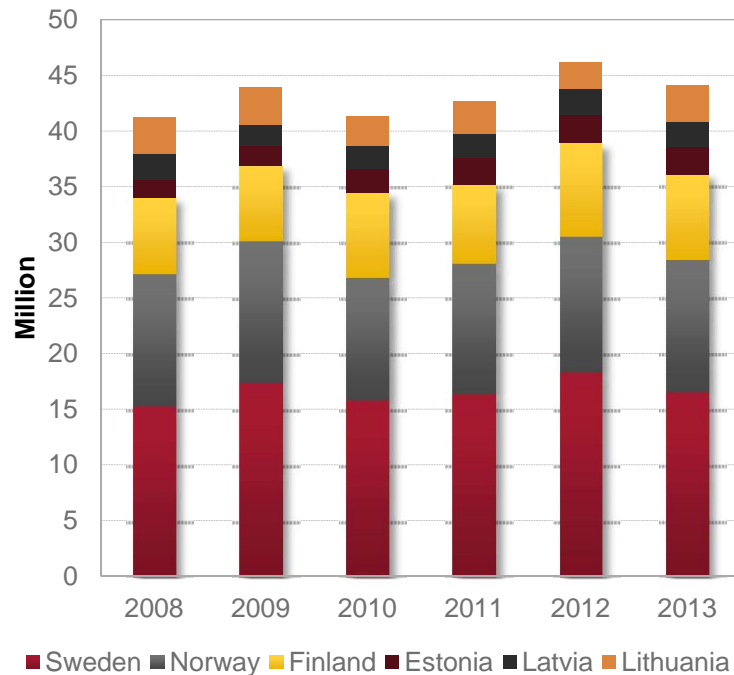
FORUM
CINEMAS

Estonia, Latvia, Lithuania

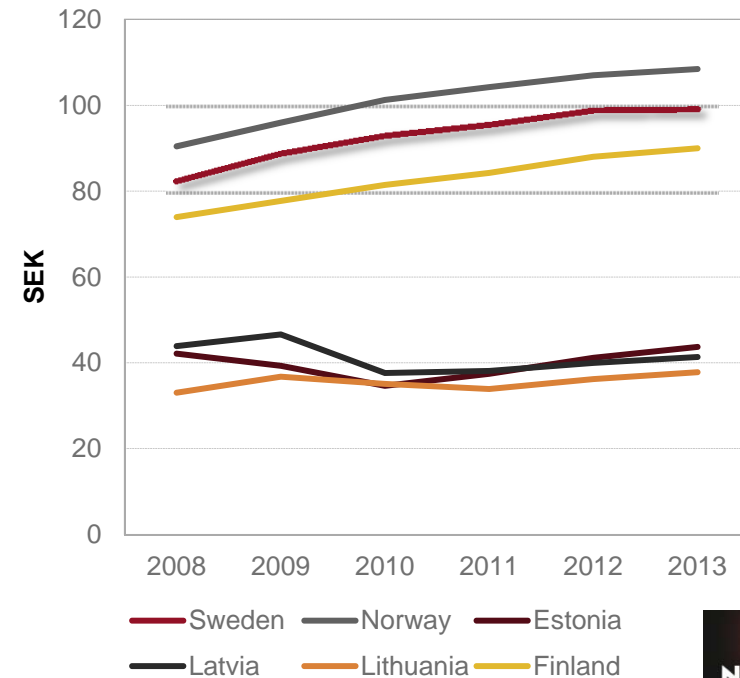
- **51%, 45% and 76% market share**
- 9 cities
- 10 multiplexes
- 70 screens
- 13,570 seats
- 4.8 m admissions (2013)

Admissions and ticket prices increasing in the Nordics and stable in the Baltics

Admissions, 2007-2013

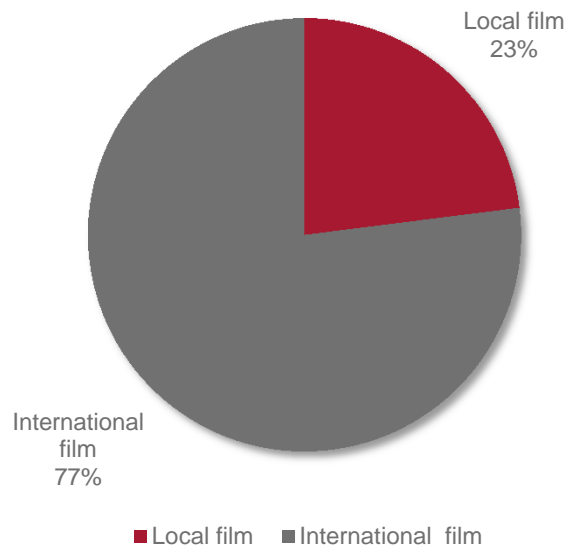


Average ticket price, 2007-2013

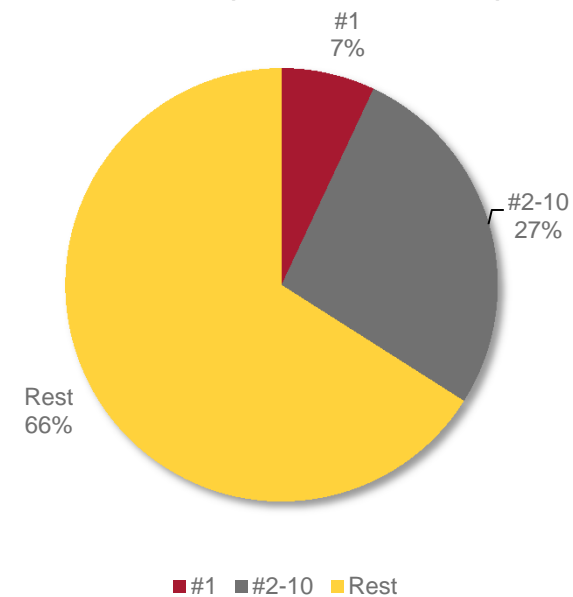


Local content represents around 20-25% of cinema admissions

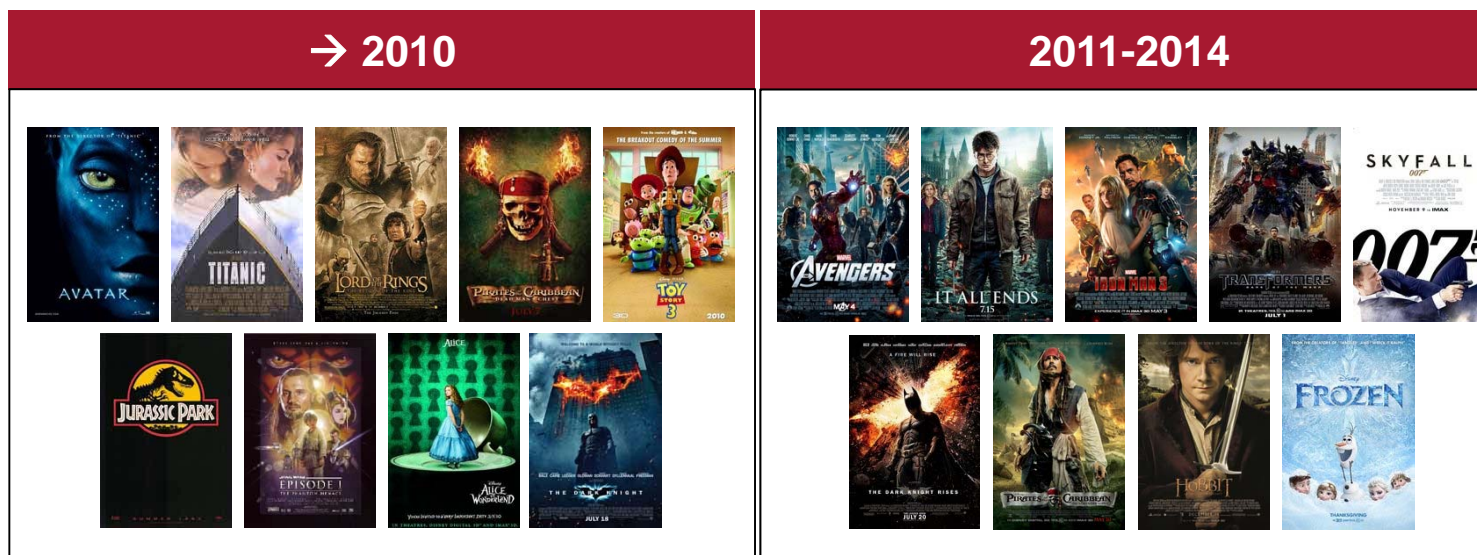
Local content, average market share (Sweden 2006-2013)



Top-10 films, average contribution to admissions (Sweden 2006-2013)



Blockbusters are growing in importance

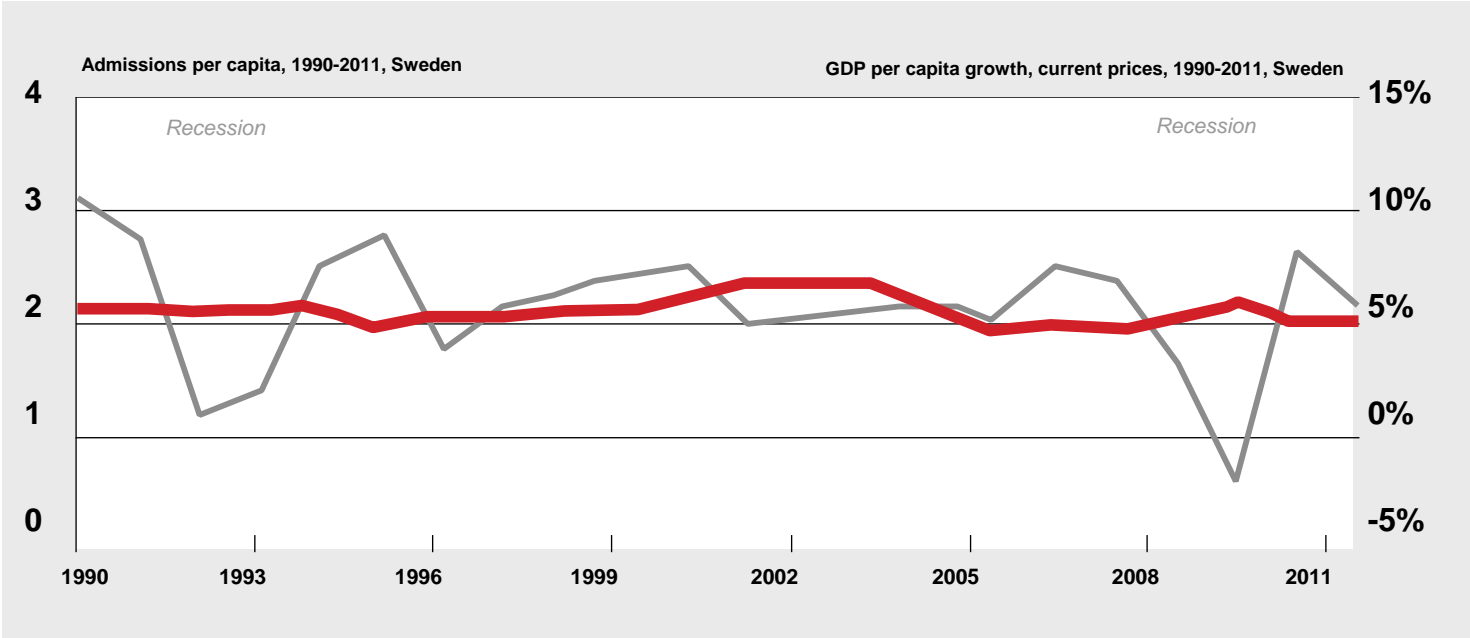


Half of all blockbusters grossing more than \$1bn were released during the past three years

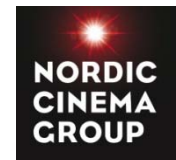
Strong pipeline of upcoming Hollywood blockbusters

| 2014 | 2015 | 2016 | 2017 |
|--|---|--|--|
| <ul style="list-style-type: none"> • The Hobbit: There and Back Again • Hunger Games: Mockingjay part 1 • Frozen • Interstellar  | <ul style="list-style-type: none"> • Bond #24 • Star Wars: Episode VII • Hunger Games: Mockingjay del 2 • The Minions  | <ul style="list-style-type: none"> • Avatar 2 • Pirates of Caribbean 5 • Ice Age 5 • Finding Dory  | <ul style="list-style-type: none"> • Avatar 3 • Despicable Me 3 • Giants • Blue Sky animation • Ferdinand 3D  |

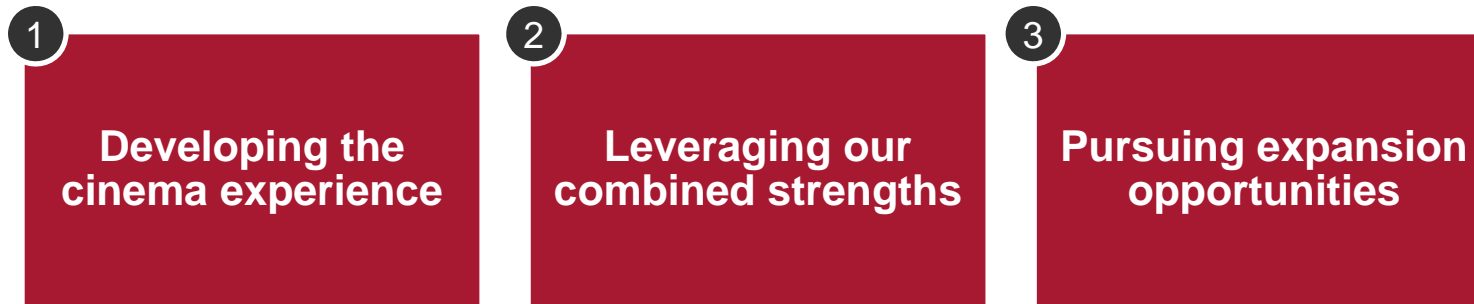
The cinema market is 'recession-proof'



Strategy and Objectives



Three strategic focus areas



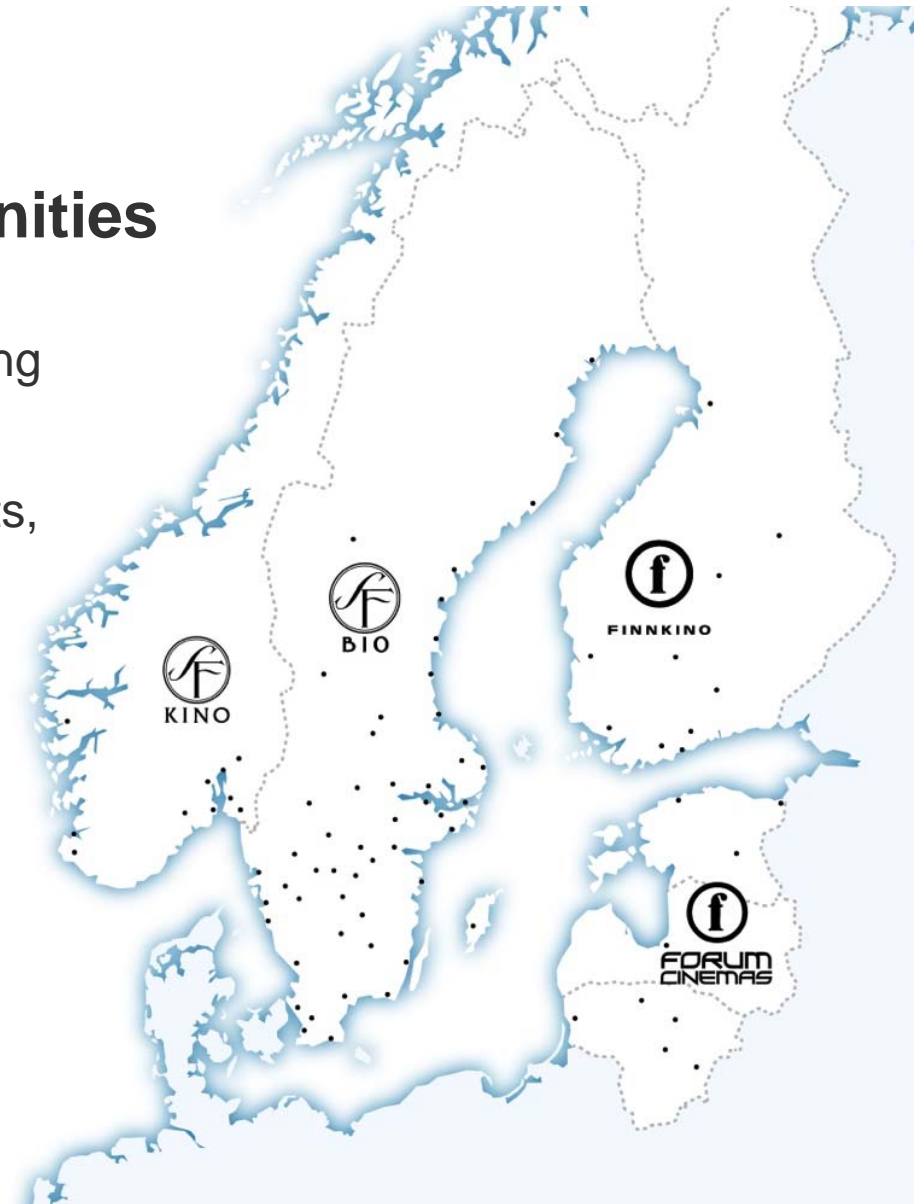
Driving integration through sharing best practices and realizing synergies

Examples

| | |
|---|--|
| Sharing best practice in the group | <ul style="list-style-type: none">• Double-digit growth in gross profit on concessions since May 2013 |
| Centralized procurement of e.g. concessions and equipment | <ul style="list-style-type: none">• Upcoming procurement of equipment for 5 new multiplexes in the group |
| Combining advertising sales capabilities across the region | <ul style="list-style-type: none">• Identifying new sales opportunities by sharing client lists |
| Realize cost synergies by sharing functions | <ul style="list-style-type: none">• Centralized IT investments and development of new sales channels and ticketing solutions |

Pursuing expansion opportunities

- Intention to grow in both new and existing markets.
- Sweden and Finland are mature markets, but we see significant growth opportunities in the Baltic region and Norway.
- Focus on prime locations in major and mid-sized cities with population growth.







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