



Jan Pomoell

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Ratos's investment in Nordic Cinema Group ("NCG")

- Finnkinno was acquired from Sanoma in April 2011
 - Enterprise Value ("EV") EUR 96,4m
 - Ratos's investment EUR 45,1m (SEK 402m)
 - Ratos's ownership 98%
- In May 2013, Finnkinno and SF Cinema Nordic merged to create NCG
 - EV approx SEK 3 billion
 - Ratos received SEK 38m in cash
 - Ratos's ownership 58%, Bonnier 40%, management and Board of Directors 2%
- Ratos's team
 - Jan Pomoell (responsible for the holding)
 - Lina Arnesson

Investment attractions & rationale for the transaction

Investment attractions

- Low risk: stable, unyclical market as well as strong market positions and brands
- Potential to increase concession and advertising sales
- Room for growth through new cinemas
- Normalization of the profits in the Baltics

Rationale for the transaction

- Great fit: two market leaders focused on delivering a top-of-the-line cinema experience
- Increased stability: decreased dependency on domestic movies from one specific country
- Critical size: NCG is an attractive platform in the ongoing consolidation and an IPO candidate
- Synergies

Focus areas going forward

- Integration
- Organisation
- Norway and Baltics: selective M&A
- Synergies and operational improvements



Q&A