

# Investor Day

Chicago, Illinois March 15, 2017

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## **Company Representatives**



Adam Aron
Chief Executive Officer and President



**Craig Ramsey**Executive Vice President and Chief Financial Officer

## AMC Today - Global Scale & Diversity



AMC is the largest exhibitor in the US, in Europe and in the World

AMC's footprint including Nordic Cinema:

- Operates in 15 countries
- Over 1,000 theatres and 11,000 screens <sup>(1)</sup>
- 385mm of annual attendance (2)
- #1 operator in 8 countries; #1 or #2 operator in 11 countries (3)



Customer experience leader with universally deployable strategy and growth initiatives



Largest global procurer of films, theatrical food and beverage items, lighting and supplies

### Pro Forma Summary Financials (Ex-Nordic)<sup>(4)</sup>

(FY2016, \$ in mm)

Revenue

\$4,915

Adj. EBITDA Margin \$842 17%

(1) Includes 50 theatres in which Nordic has a "substantial minority interest".

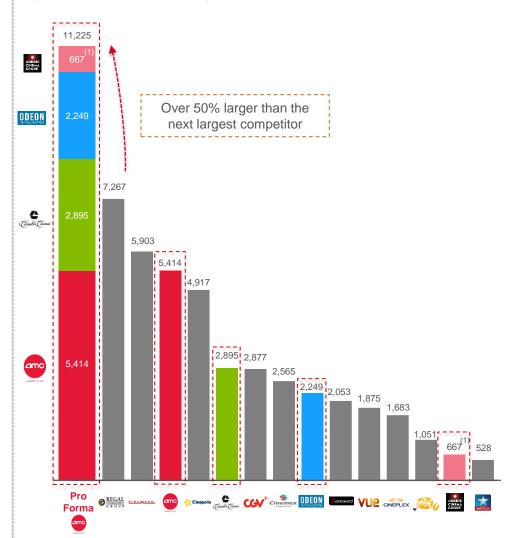
(2) LTM September 2016.

(3) Based on numbers of screens.

Represents AMC Pro-forma for Carmike and Odeon excluding synergies.

## Recent M&A Transactions Have Created Largest Circuit in the World

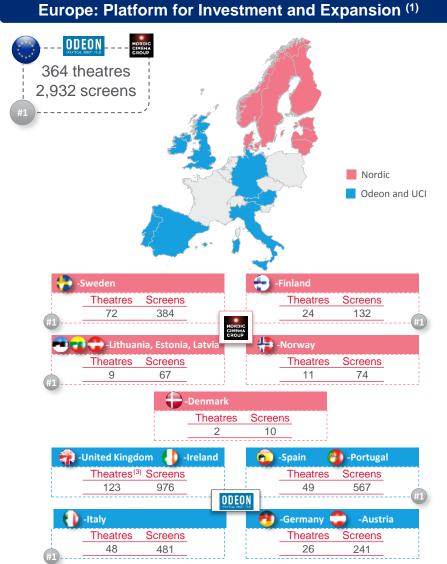
(Screen Count as of 12/31/16)



## Global Platform

Pro forma circuit, including Nordic, will have more than 1,000 theatres and 11,000 screens, in 15 countries (1)

## **U.S.: Large Market and Customer Experience Leader** 660 theatres 8,293 screens AMC Major Market AMC Location 183 Legacy 52% of U.S. #1 or #2 **AMC Recliner Population** Position in 22 Reseat Within 10 of the Top 25 Theatres (28% Miles U.S. Markets<sup>(2)</sup> of Circuit)



Note: Theatre and screen counts as of 12/31/2016.

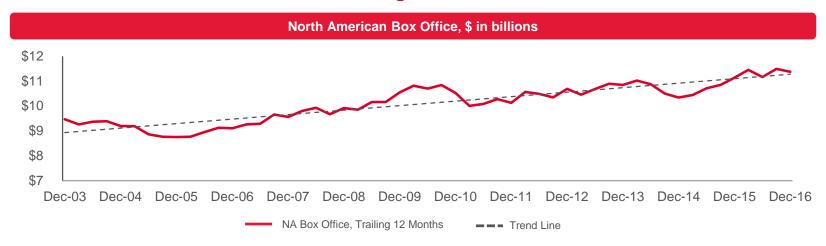
(1) Includes 50 theatres in which Nordic has a "substantial minority interest".

(2) Based on Box Office revenue.

(3) Includes one legacy AMC theatre (16 screens).

## Industry is Large and Stable with Attractive Value Proposition

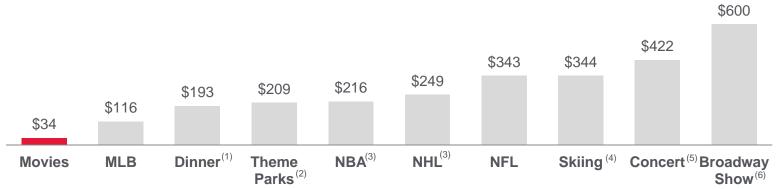
#### The Box Office Has Demonstrated a Positive Long-Term Trend



#### **Movies Offer Value vs Other Out-of-Home Entertainment Options**



#### **Average Ticket Price for a Family of Four**



Source: Rentrak, National Association of Theatre Owners, Wall street research, MPAA, Ticketmaster.

Note: North America box office figures represent the U.S. and Canada.

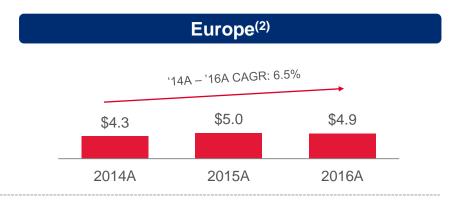
- (1) Based on \$39 pix-fixe dinner plus 24% in tax and tip.
- (2) Theme park average ticket data based on latest available from 2014.
- (3) NBA and NHL data is for 2014-15 season.
- (4) Based on Killington single-day lift tickets for 2017.
- (5) Based on Billy Joel tickets at Madison Square Garden.
- (6) Based on Lion King Broadway tickets at \$150 per ticket, including tax.

## Record Industry Box Office and AMC Initiatives Create Growth Potential

#### Record Box Office Performance in 2015 and 2016

(Box Office in \$ billions)(1)





#### 2017 Films

- Lego Batman Movie IMAX
- Beauty and the Beast IMAX
- The Fate of the Furious IMAX
- Guardians of the Galaxy 2 IMAX
- Pirates of the Caribbean: Dead

Men Tell No Tales - IMAX

- Wonder Woman IMAX
- Cars 3
- Despicable Me 3
- Thor: Ragnarok
- Justice League
- Star Wars Episode

VIII - IMAX

# GUARGIANS







#### **2018 Films**

- Bad Boys for Life
- The Predator
- Wreck It Ralph 2
- Avengers: Infinity War
- Star Wars: Han Solo
- Toy Story 4

- Jurassic World 2
- Ant-Man & The Wasp
- Secret Life of Pets 2
- Fantastic Beasts and
  - Where to Find Them 2
- Avatar 2









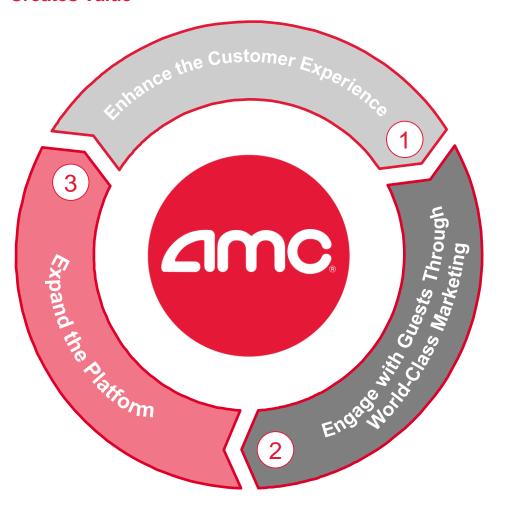
IMAX : Indicates Film has been already announced in IMAX Format

Source: Wall Street research, Screen Digest.

- (1) As of 12/31/16.
- (2) Based on AMC's footprint in Europe. Includes Germany, Austria, U.K., Ireland, Spain, Portugal, Italy, Finland, Estonia, Latvia, Lithuania, Norway and Sweden.

## AMC's Strategy: Enhance + Engage + Expand

Leveraging AMC's Success Across a Larger Base Creates Value





- Comfort and convenience initiatives
  - Recliner seating / Reserved seating
- Food & Beverage
  - Coke Freestyle / MacGuffins / Expanded Food Offerings





IMAX / Dolby Cinema at AMC / PLF



## 2 Engage

- World class marketing
  - Rapidly growing AMC Stubs loyalty program
  - Newly re-launched website, mobile apps and social media
  - Pricing optimization
- New U.S. Theatre Branding
- Targeted programming

## 3 Expand

- Disciplined and value accretive acquisitions
  - Three acquisitions totaling over \$3.25bn executed in past 12 months <sup>(1)</sup>
- Increases pipeline to deploy initiatives
- Global procurement savings
- Overhead efficiency







## 1 Quicken Pace of Theatre Innovation Deployment

#### Recliner Reseats at Legacy AMC (1)



# Progress to Date at Legacy AMC

Screens:<sup>(2)</sup> 1,898 % of Legacy AMC 35%

**Growth to Date**(3)

Attendance: 47%

ATP: 7%

Total Revenue: 64%

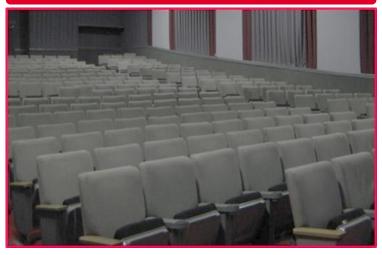
# Legacy AMC Pipeline

**Screens** 

2017: 2,650

2018: 3,350

#### **Pre-Renovation Theatres**





#### **Renovated Theatres**



Excludes Odeon, Carmike and Nordic.

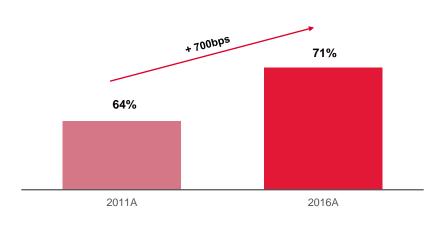
(3)

- (2) As of December 31, 2016. Includes 1,740 recliner screens, 110 DIT recliner screens and 48 Dolby Cinema recliner screens
  - First 74 locations converted prior to January 1, 2016, excludes screens acquired, DIT and Dolby recliner screens.

## 1 Legacy AMC Food & Beverage Innovation has Increased Revenue

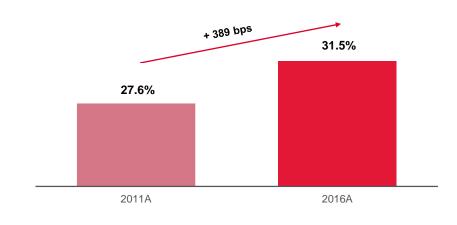
#### **Growing F&B Take Rates...**

(F&B Take Rate as % of Total Attendance)(1,2)



#### ... Have Diversified Legacy AMC's Revenues...

(F&B Revenues as a % of Total Revenue)(2)



#### ...And Improved F&B Margins

(LTM as of 12/31/16)(2)









<sup>(1)</sup> For legacy AMC (excludes Odeon, Carmike, and Nordic).

## 1 Sight and Sound Remains an Opportunity (1)



- Largest IMAX operator in the US with 178 locations expected to be open by end of March 2017
- Premium Large Format (PLF) experience
- Global brand
- Announced expansion with a total of 185 IMAX screens to be operational by 2019



- Largest Dolby Cinema operator in the US with 48 locations
- Dolby Atmos Sound, HDR Laser, with power recliners
- 50 additional Dolby Cinema at AMC auditoriums are expected to be open by the end of 2017
- Announced acceleration of up to 160 auditoriums by the end of 2018

#### Prime at **AMC**.



- Prime at AMC proprietary PLF experience
- Designed for smaller locations that can't support high-end premium investment
- No shared economics
- Launches March 2017

## World Class Marketing to Drive Growth (1)



- Introduced new free loyalty tier, relaunched paid tier
- More than doubled membership since January 1, 2016
- Surpassed 6 million member households
- Early box office and food & beverage results are very positive



- New website and Smartphone app rolled out in December 2016
- More graphically rich interface
- More robust content
- Increase ease of use, drive action, online ticketing growth

#### **Increased Focus on Pricing**



- New Vice President of Pricing and new pricing department
- First pricing department in AMC's 95-year history
- Dedicated to optimizing pricing across box office and food & beverage
- Develop pricing strategies and competitive actions

**New U.S. Theatre Branding** 



- AMC Theatres 400 theatres, larger, more urban markets, AMC amazing
- AMC Classic Theatres 200 theatres, midsized, non-urban, value oriented
- AMC Dine-In Theatres 60 theatres, full kitchens, MacGuffins, full dining service
- Aligns guest expectations and cost structure

## 3

## Acquisitions Provide Scale and Growth Opportunities



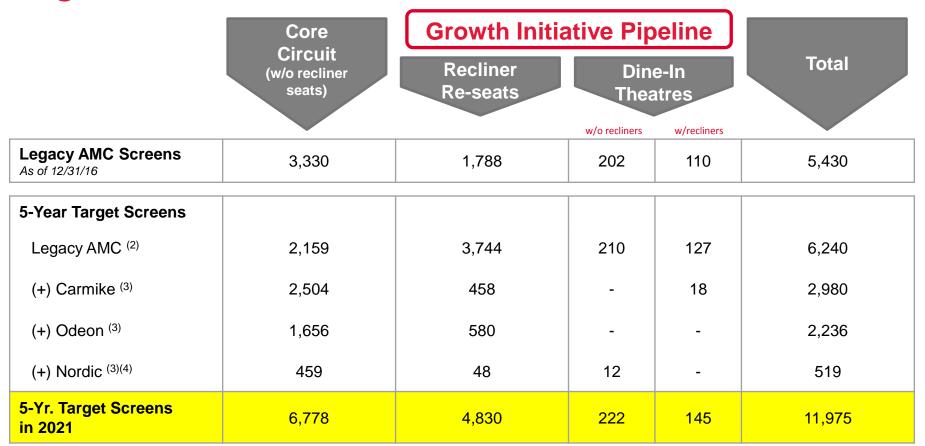




Theatres / Screens (1)	271 / 2,923	245 / 2,249	118 / 667 <sup>(2)</sup>	
Geographic Footprint	Suburban and rural U.S.	Western and Southern Europe	Scandinavia, Nordic and Baltic Regions	
Rationale	<ul> <li>✓ Combined the #2 and #4         U.S. theatre exhibitors to create the customer experience leader</li> <li>✓ Limited geographic overlap and complementary genre box office performance</li> <li>✓ Apply AMC's proven growth initiatives and management expertise to Carmike's business</li> <li>✓ Extensive cost synergies (Film, F&amp;B and G&amp;A)</li> </ul>	<ul> <li>✓ Largest European exhibitor with prime locations</li> <li>✓ Theatre renovations could lead to meaningful increase in Odeon EBITDA</li> <li>✓ Attractive valuation relative to European public comparables</li> <li>✓ The Pound was near all-time lows vs the Dollar which reduced the purchase price</li> </ul>	<ul> <li>Expands AMC's leadership position in Europe and Globally</li> <li>Compelling market share</li> <li>High-quality operator with attractive growth and margins</li> <li>Attractive new build pipeline – Nordic has 10 theatres in development</li> <li>Opportunity to combine bac office functions with Odeon</li> </ul>	
Cost Synergies	~\$35mm	~\$10mm	~\$5mm	
Equity Issued In Connection with Transaction	\$624mm <sup>(3)</sup>	\$157mm <sup>(4)</sup>	\$268mm <sup>(5)</sup>	

- Theatre and screen counts as of 12/31/2016. Carmike circuit as of acquisition date of 12/21/2016.
- (2) Includes a substantial minority interest (~50% ownership) in 50 associated theatres to which Nordic provides a variety of services.
- (3) Represents the issuance of 8,189,808 AMC Class A Common Stock in connection with the Carmike Acquisition and \$350 million of equity proceeds used to repay the Carmike funded bridge. Based on a closing share price of \$33.45 on 12/20/2016.
- (4) Represents the issuance of 4,536,466 AMC Class A Common Stock in a private placement in connection with the Odeon Acquisition. Based on a closing share price of \$34.55 on 11/29/2016.
- (5) Represents net proceeds after repayment of the Carmike funded bridge from the \$640mm of gross primary proceeds raised in February 2017.

## Larger Platform for Growth Initiatives (1)



- ✓ Acquisitions Doubled Addressable Screen Count
- ✓ Opportunity to Triple the Number of Recliners in Legacy AMC
- ✓ Recliner Screens will Increase From 35% to 42% of Circuit in Five Years

<sup>(1)</sup> Incremental initiatives by AMC. These objectives are aspirational, are subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management, and are based upon assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be material. Nothing in this presentation should be regarded as a representation by any person that these objectives will be achieved and the Company undertakes no duty to update its objectives.

<sup>(2)</sup> Includes new builds, spot acquisitions, conversions and closures.

<sup>(3)</sup> Includes conversions and committed new builds.

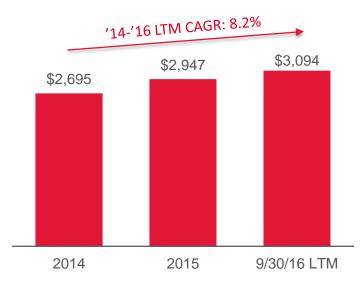
<sup>(4)</sup> Three-year targeted screens.

## AMC Has Delivered Above and Beyond December 2013 IPO Story

#### **Legacy AMC Revenue**

(\$ in millions)





#### **Average Ticket Price**

\$9.43 \$9.61 \$9.60	
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#### **Concession Per Patron**

\$4.26 \$4.62 \$4.79			
	\$4.26	\$4.62	\$4.79

Note: Excludes financial impact from Odeon, Carmike and Nordic acquisitions.

CAGR through 9/30/2016 LTM.

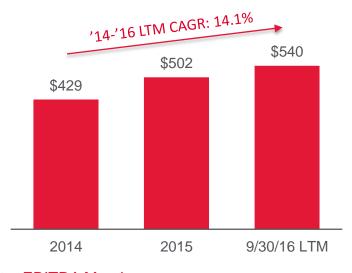
Represents long-term targets at time of IPO.

Includes Regal and Cinemark.

#### **Legacy AMC Theatre Adjusted EBITDA**

(\$ in millions)





#### Theatre EBITDA Margin

	10.570	17.070	17.070	
Operating	g Cash Flow			

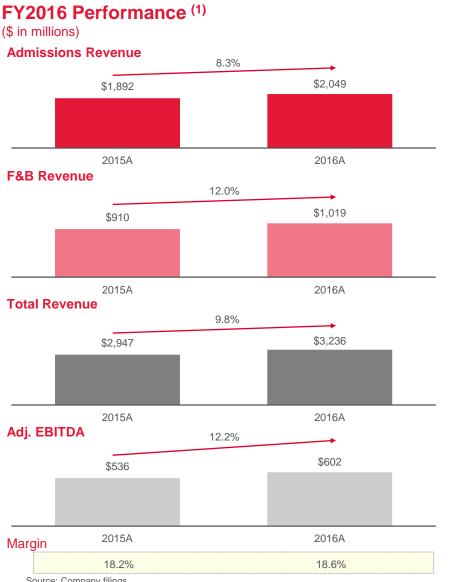
\$297 \$468 \$470

17 0%

17 5%

## **AMC's Recent Financial Performance**

AMC has had a strong last 12 months, with EBITDA up over 12% from same time last year.



#### **Key Messages**

- 2016 Domestic Box Office grew ~2% YoY to an all-time high of \$11.4 billion
- AMC exceeded \$3 billion in annual revenues for the first time ever
- 59% growth (YoY) in AMC Theatres offering recliners. Recliners now represent 35% of the legacy AMC footprint
- Redesigned AMC Stubs program exceeds 6 million members
- AMC initiates new International reporting segment

Results for the 2016 fourth quarter include the contribution from two acquisitions completed during the quarter. On November 30, 2016, AMC completed the transaction to acquire Odeon & UCI Cinemas Holdings Ltd., and on December 21, 2016, AMC completed the transaction to acquire Carmike Cinemas, Inc.

## 2016 Pro Forma Results

AMC, Odeon & Carmike LTM 12/31/2016

Nordic Information LTM 9/30/16









\$375M Total Revenue

> \$5M Expected Nordic Synergies

Operating margins greater than legacy AMC's margins

## **AMC Investment Highlights**

- #1 operator in the U.S., Europe and the World
- Exhibition industry is large and stable with a positive outlook
- ✓ Proven track record of success
- Large pipeline of theatres to deploy proven growth initiatives
- Well positioned to deliver superior results through our growth strategies
- Financing of recent acquisitions reflect commitment to both debt and equity stakeholders

# **Appendix**

## Reconciliation of Pro Forma Adjusted EBITDA:

(dollars in thousands) (unaudited)

		LTM December 31,	
		2016	
Earnings from Continuing operations	\$	(19,357)	
Plus:			
Income tax provision	\$	27,862	
Interest expense	\$	241,129	
Depreciation and amortization	\$	475,675	
Impairment of long-lived assets	\$	9,036	
Certain operating expenses (2)	\$	23,129	
Equity in earnings of non-consolidated entities	\$	(51,947)	
Cash distributions from non-consolidated entities	\$	40,052	
Investment income	\$	(10,154)	
Other expense	\$	90,829	
General and administrative expense-unallocated:			
Merger, acquisition and transaction costs	\$	1,281	
Stock-based compensation expense (3)	\$	14,612	
Adjusted EBITDA (1)	\$	842,147	