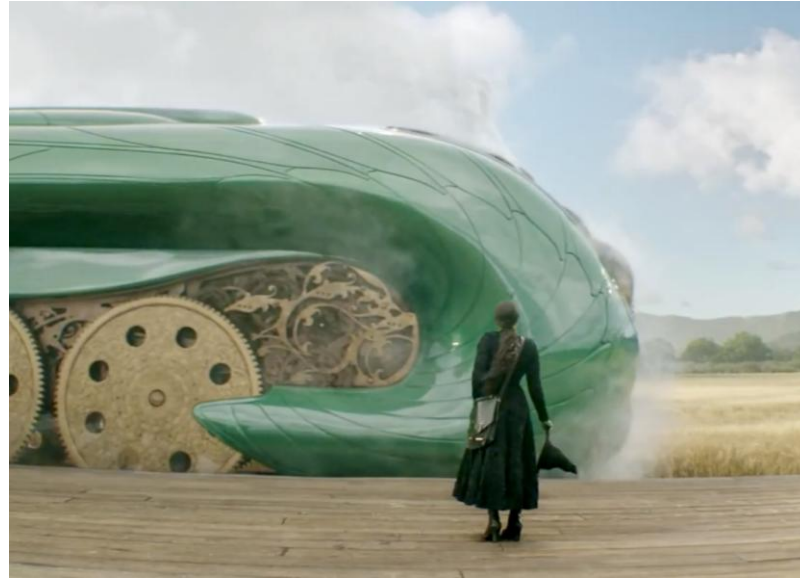


**Follow the Yellow Brick Road –
Reimagining Planning, Forecasting,
and Analytics at AMC Theatres**

AMC Theatres | Journey to the Cloud



Session Preview

By attending this session, you will learn ...

- **“Seize the Day”** – Using the EPM solution migration to the cloud as an opportunity to reimagine and optimally redesign FP&A business processes aligned to the business model.
- **Transformation Roadmap** – The critical importance of an intentional, phased roadmap providing the blueprint for initiatives and projects implemented over time.
- **The Flywheel Effect** – As new solutions & enhanced capabilities are used by FP&A practitioners, empowered end users drive continuous improvement, ideas for better features/functionality, & optimal solution adoption.

Today's Speakers



Debbi Webber

Senior Vice President Finance

dwebber@amctheatres.com

(816) 645-7965



Brian Thomas

Vice President Financial Planning & Analysis

brithomas@amctheatres.com

(913) 638-6557



Philip Peck

VP FP&A Transformation & Advisory

ppeck@pelotongroup.com

(773) 251-2138

Today's Agenda

- **Company Overviews**
- **Legacy Environment**
- **FP&A Transformation Journey**
- **Keys to Success and Next Steps on the Journey**
- **Lessons Learned and Key Takeaways**
- **Q&A**

Peloton Consulting Group



Advisory
Imagine The Possible



Consulting
Deliver Results



Managed Services
Manage The Application

Innovative Methodologies

Fit-to-Modern | Breakaway™

Innovative & Collaborative Approach

Solutions

EPM | ERP | SCM
HCM | CX
PaaS | WMS | Primavera

Transformation

Process Design | Best Practices
Technical Expertise
Information Strategy
Enterprise Change Management

Global Delivery

Local Consultants in
North America,
Latin America & Asia Pacific

Oracle

Certified Experts with Years of
Industry & Solution Experience

Industry

Retail | CPG | Manufacturing
Financial Svc. | Professional Svc.
High Tech | Wholesale Distribution

AMC Theatres | Overview

100+ Years of Leading Theatrical Exhibition



Transformation into the Largest Global Theatre Circuit



Market Leader in the U.S. and Europe



Filmstaden Finnkino



Leader in Premium Moviegoing Experiences



Enhanced Food & Beverage with Premium and Specialty Menus

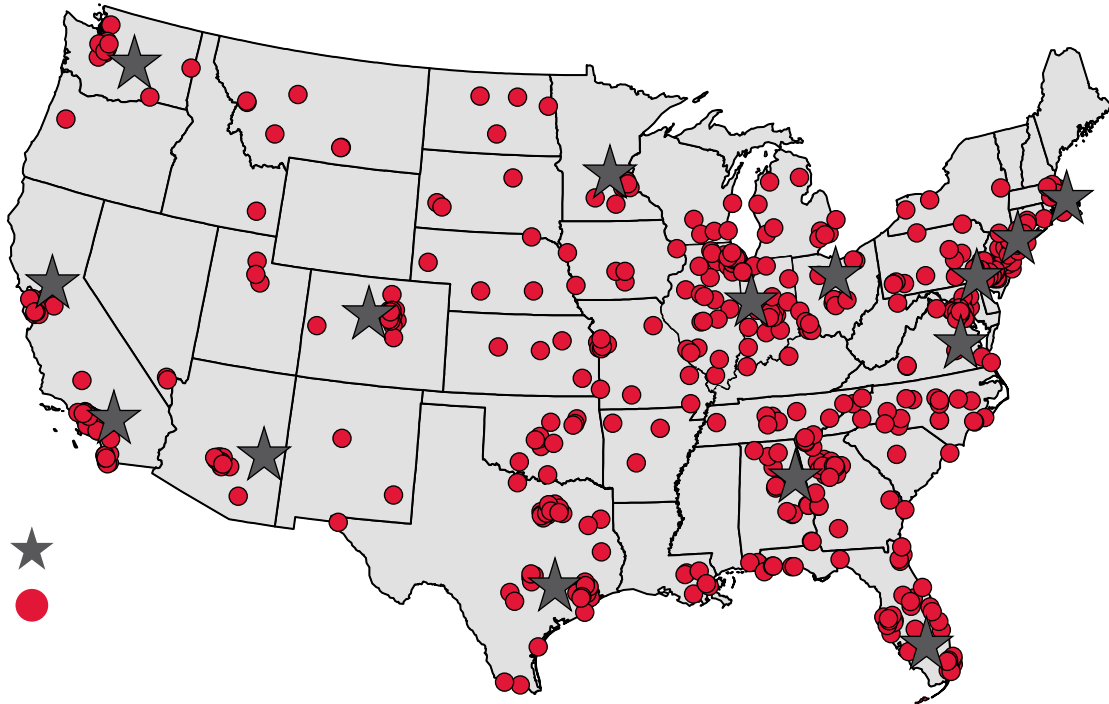


Unrivaled Loyalty Programs & Per Patron Metrics



AMC Theatres | Global Market Leadership

Domestic Theatres



534

U.S. Theatres¹

8 of 10

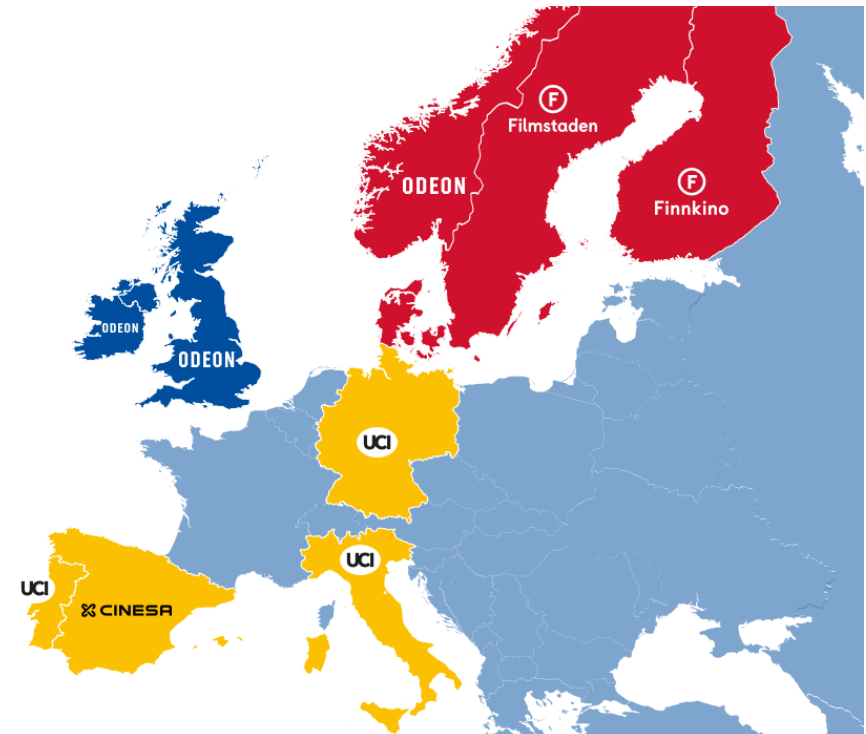
Highest Grossing Theatres¹

#1 or #2

In 18 of 25 Markets¹

Source: Company filings. | Note: ¹ As of 12/31/25.

International Theatres



322

International Theatres¹

#1 Operator

in 3 Countries¹

#2 Operator

in 5 Countries¹

IFP FP&A FORUM

AMC Theatres | Navigating Local vs. Global



ODEON CINEMAS GROUP
An AMC company

CINESA

F
Filmstaden

F
Finnkino

ODEON

UCI

- **Led By:** AMC Cross-Functional Analytics
 - **Composition:** Finance & Business SME
 - **Focused On:** Recurring updates & ad-hoc requests, including:
 - Delivering a monthly financial forecast to leadership based on an aligned set of assumptions
 - Collaborate on analysis to respond to leadership questions
 - Aligning on KPIs (& underlying data) that drive our business
 - **Tools:** Oracle EPM, Oracle OAC, Tableau
- **Led By:** Data Analytics & Insights Territory Leads
 - **Composition:** 3 Territory Hubs, SME Spokes
 - **Focused On:** Automated self-serve reporting, value-add analytics and insight
 - Weekly leadership trading packs
 - Self-serve Power BI dashboard culture, allowing analytics and insights to focus on bigger value questions
 - Aligning on country & territory KPIs to improve reporting and analysis
 - **Tools:** Oracle EPM, Power BI, Databricks

Today's Agenda

- Company Overviews
- Legacy Environment
- FP&A Transformation Journey
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Fundamental Challenge | “Turning the Crank”



EPM (Enterprise Performance Management) Landscape

- On-premise EPM environment evolved over time. **Fixes, band-aids, & updates without strategic build plan.**
- **Complex, fragmented solution.** Cumbersome, high latency data movement. Lacked alignment to business.
- **Heavy dependency on Excel models** for key planning activities (e.g., forecast process)



Planning, Forecasting, & Reporting Processes

- **Manually intensive, offline financial forecast process.** Excessively detailed annual budget process.
- Non-standard planning & forecasting processes across domestic and international operations
- **Lack of integrated “what-if” modeling,** business simulation, and scenario analysis & planning



Management Reporting & Analysis

- **High dependency on complex, hard to administer & maintain, multiple application solution**
- Weekly Flash Report coined “vomit of numbers”. Lack of self-service, dashboards, and visualization.
- Significant efforts required to stage, validate, potentially adjust, and finalize reporting data sets



FP&A Function

- **Significant time spent validating & reconciling data,** manipulating models, producing outputs
- Missed opportunities for advanced analysis, developing insights, & proactive business partnering
- Increasing demands from executive leadership exacerbated by rapidly evolving industry environment

“Carpe Diem” | Defining the Future of FP&A



Unprecedented Industry Changes

- **Pandemic.** Theatre closures, investor uncertainty, **cash preservation / liquidity needs**
- Streaming, premium experiences, social media, tech evolution, advanced analytics
- Greater demands from executive leadership
- **Need for increased frequency of multi-option forecasts**
- Imperative for robust what-if modeling, scenarios, playbooks



Re-Envision FP&A Processes → Best Practice

- **Explore and embrace the “art of the possible”**
- Push for world-class FP&A capabilities based on industry & functional best practices
- **Alignment of Treasury 13- week Cash Flow & FP&A forecasts**
- Establish standardization and harmonization across organization
- Enhance analysis while improving quality, accuracy, & timeliness of outputs



EPM Cloud – Move, Improve, Optimize

- Use move to the cloud as **opportunity to re-envision FP&A processes** vs. “lift and shift”
- **Rationalize & streamline EPM architecture** in conjunction with business process transformation
- Explore adjacent domain areas and **increase cross-functional collaboration** (e.g., labor cost planning)

Today's Agenda

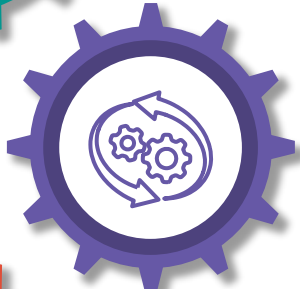
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Guiding Principles



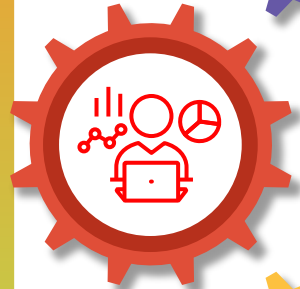
Fit to Purpose FP&A Business Process Design

- Industry & functional best practices. **Rationalized level of detail.** Standardization.
- **Accelerate analysis, insights, resource allocation, & decision-making cycle time**



Clearly Defined FP&A and EPM Roadmap

- Build the foundation, **expand/enhance**, optimize over time
- **Deliver value incrementally. Drive solution adoption & continuous improvement.**



Sustainable & Self-Sufficiency

- **Create greater FP&A capacity** to accommodate ever-increasing business demands
- Finance team ownership for solution administration, maintenance, & enhancements



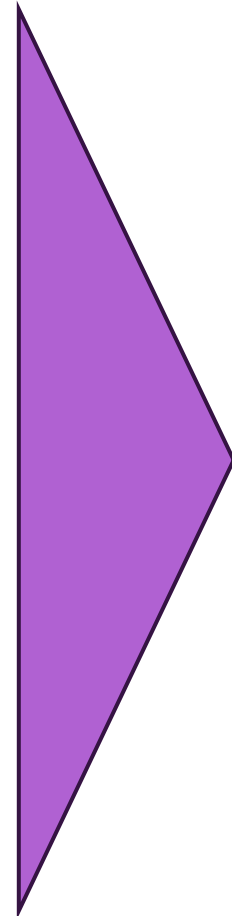
World Class Planning, Forecasting, & Analytics Leveraging EPM Solution

- **Integrated system enabled driver-based modeling, planning, and forecasting**
- **Robust system generated reports, analytics, & ad-hoc capabilities**

Getting Started | Establishing the Roadmap

Phase 0 Assessment

- Current State Deep Dive
- Best Practice Future State FP&A Process Vision
- Unwind & Re-Imagine EPM Solution Architecture
- Improvement Opportunities
- Initiative Prioritization
- Strategic Roadmap
- Business Justification



FP&A Roadmap

	Phase 1: Q2 - Q3 '23	Phase 2: Q3 - Q4 '23	Phase 3 and Beyond: 2024 +
Key Initiatives	<ul style="list-style-type: none"> Dom Rolling Fcst Model Int'l Rolling Fcst Model Move GA Fcst to Dom Fcst HR Rptg Model Enhancements Redesign Mthly Rptg Package(s) EDM - Extend for Planning Phase 1 	<ul style="list-style-type: none"> Budget Process Assess / Redesign Fin Rptg Appl. (Weekly) Move Daily Logic to Fin Rptg Redesign Weekly Rptg Package Move Stats to EDW EDM - Extend for Phase 2 	<ul style="list-style-type: none"> Finalize New Budget Process Enable New Budget Capabilities Food / Bev - Cloud Application EDM - Extend for Phase 3 Capital Planning - Workforce DRM - Full Migration to EDM
Business Capabilities / Benefits	<ul style="list-style-type: none"> EPM Cloud enabled driver-based forecast models for Dom and Int'l with rolling time horizon Ability to flex key business drivers & run multiple scenarios at summarized levels Consolidation of Dom + Int'l w/ push to HR for variance reporting & analysis (actionable) Ability to select Int'l version for promotion to Dom model Enable O&A forecast process and SICR Act vs. Budget reporting and variance commentary in Dom Fcst Enhanced monthly reporting, incl. forecast scenario Provide ability to support adj. EBITA to Cash forecast Configure and leverage EDM for Planning specific master / meta data management Sunset GA Fcst model 	<ul style="list-style-type: none"> Cloud based domestic weekly reporting solution built by day optimized for usability, performance, & adoption Purpose built budget & forecast day-week allocations in common financial reporting solution Ability to accommodate necessary international day-week allocations in financial reporting solution Rationalized, streamlined weekly reporting package Sunset legacy Daily Cube for allocations Sunset legacy Data cube Comprehensive industry best practices-based budget process assessment, future state process vision, and budget process design 	<ul style="list-style-type: none"> Streamlined, efficient & effective, best practice budgeting process optimally aligned to the LRP and rolling forecast planning processes Integrated business planning solution providing robust "what-if" analysis, simulation, and scenario management Purpose built capital asset & projects planning capabilities supporting domestic and international 100% cloud based EPM environment All necessary EPM meta data transitioned to EDM Full migration of legacy DRM to EDM including data governance and ERP maintenance



Future State - FP&A and EPM Key Initiatives and Transformation Roadmap

	Phase 1: Q2 - Q3 '23	Phase 2: Q3 - Q4 '23	Phase 3 and Beyond: 2024 +
Key Initiatives	<ul style="list-style-type: none"> Dom Rolling Fcst Model Int'l Rolling Fcst Model Move GA Fcst to Dom Fcst MR Rptg Model Enhancements Redesign Mthly Rptg Package(s) EDM - Extend for Planning Phase 1 	<ul style="list-style-type: none"> Budget Process Assess / Redesign Fin Rptg Appl. (Weekly) Move Daily Logic to Fin Rptg Redesign Weekly Rptg Package Move Stats to EDW EDM - Extend for Phase 2 	<ul style="list-style-type: none"> Finalize New Budget Process Enable New Budget Capabilities Food / Bev - Cloud Application EDM - Extend for Phase 3 Capital Planning - Cloud Appl. DRM - Full Migration to EDM
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Planning
 Reporting
 Data Management

Business Capabilities Delivered

Integrated Business Planning Processes

- **Driver-based modeling & planning** through entire P&L starting w/industry assumptions
- System enabled labor cost planning (HR collaboration), **capex planning & prioritization**.
- **Fit for purpose level of detail**. Rolling forecast horizon. Support for Domestic & Int'l forecast needs.

"What-If" Modeling & Simulation

- System enabled base, high, & low plan versions enabling robust risks & opportunities analysis
- **Ability to flex business drivers across value chain & see the complete financial impact**
- On-demand modeling, scenario analysis, & operational changes as business dynamics change

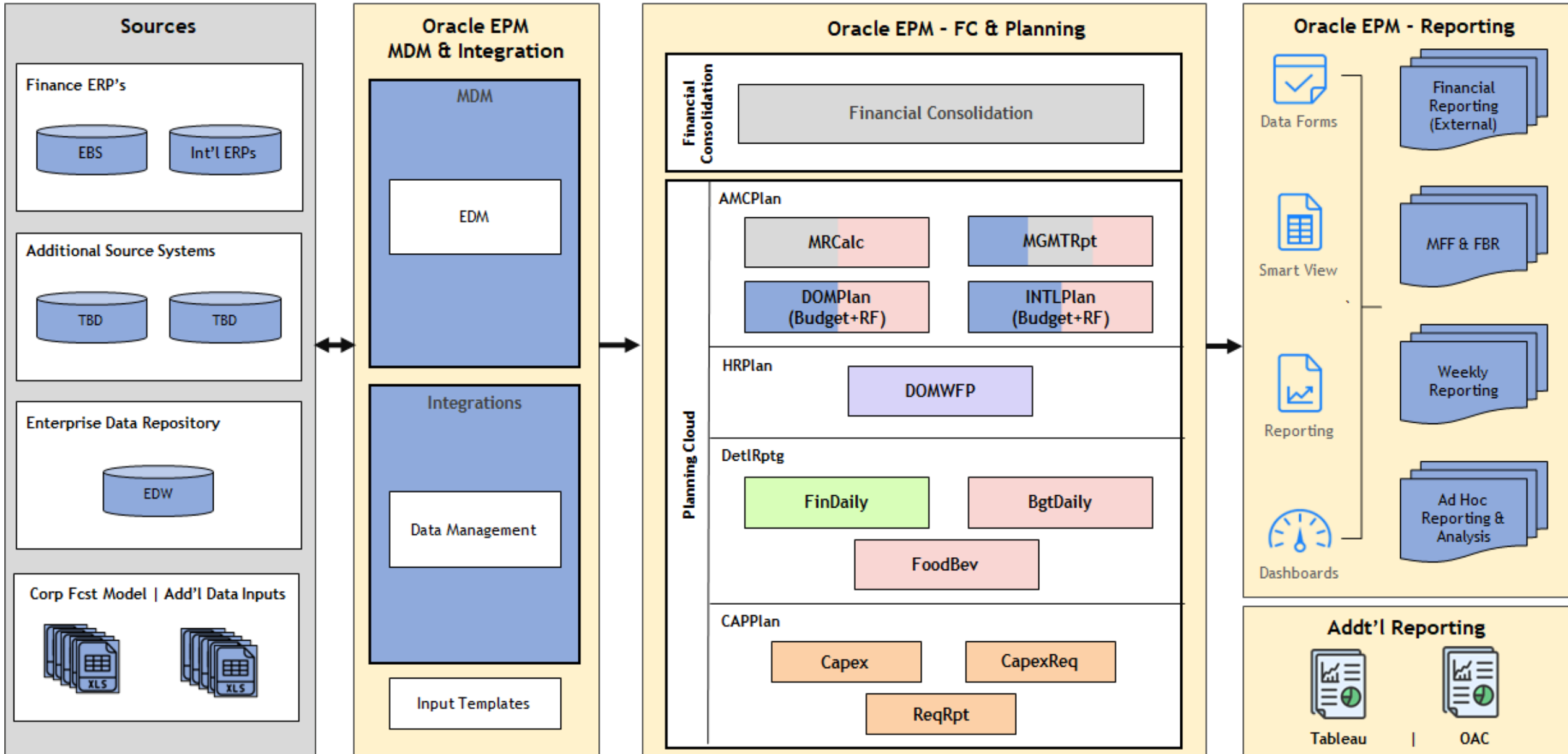
Reporting & Analysis

- Redesigned Reporting Packages with **prioritized business data, KPI's, comparisons, visuals**
- **Streamlined, automated report generation** process eliminating data latency & reconciliations
- Enhanced standard reports & common analytic views with user-friendly ad hoc query & analysis

EPM Solution

- Purpose-built models – Rolling Forecast, Annual Plan, Mgmt & Daily Rptg, Workforce, Capital
- Streamlined, automated master & meta data management with governance & controls
- Near-real time calculations, data updates, data movements, **snapshots, & archival**

Oracle EPM - Future State Architecture



“Day in the Life of” | Key Enhancements



Planning Philosophy - Driver-Based Modeling & Planning

- Pervasive driver-based planning throughout solution
- **Laser focus on key drivers (& drivers of drivers)**, including industry estimates (Box Office, timing, market share), average ticket price, food & beverage per patron, variable/direct/fixed operating expenses, etc., that cascade through entire P&L



EPM Systems Landscape – Ability to “Turn the Crank” Much Faster

- Vastly simplified EPM solution architecture. Reduce data movement, real-time updates, and **eliminate nightly manual report refreshes**
- Capital prioritization & decision-making enabled via **information within EPM, not Excel**



Business Process Rationalization, Simplification, & Automation

- “Fit to purpose” level of account and cost center level of detail
- Simplified G&A expense forecasting **integrated with Rolling Forecast process**
- **Automated weekly reporting dashboards** and eliminated unnecessary offline manual entries

Today's Agenda

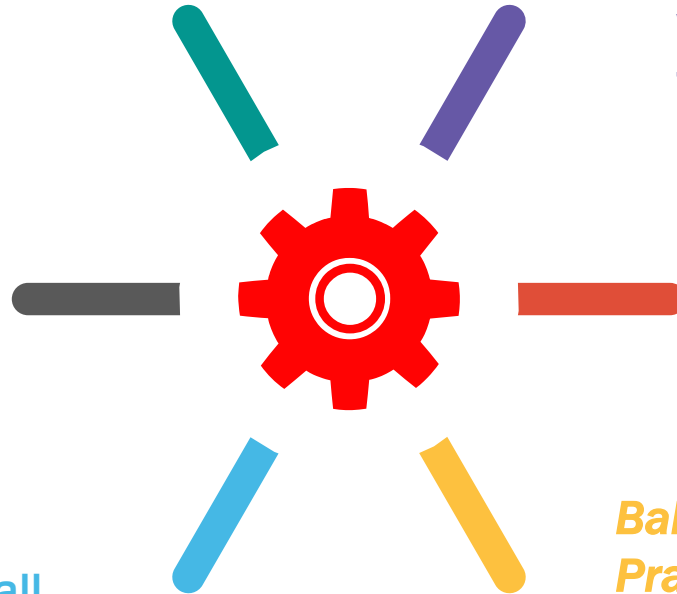
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Keys to Success

Internal Resource Commitment – Active, committed, and ongoing participation from core SME's is essential. They own the solution.

Phased Delivery – Break the program into manageable phases to reduce risk and maintain momentum—avoid the “big bang” trap.

Program / Project Management – Ensure strong governance through all facets of the program (timeline, task accountability, decision-making, budget)



Phase 0 Assessment – Invest time up front to understand the current environment, establish future state vision, and define FP&A / EPM transformation roadmap.

Solid Implementation Partner – Select a partner who brings industry knowledge, functional & technical expertise, and strong POV's

Balance Idealized End State with Practical Reality– Does the investment required to deliver the extra capabilities support the value?

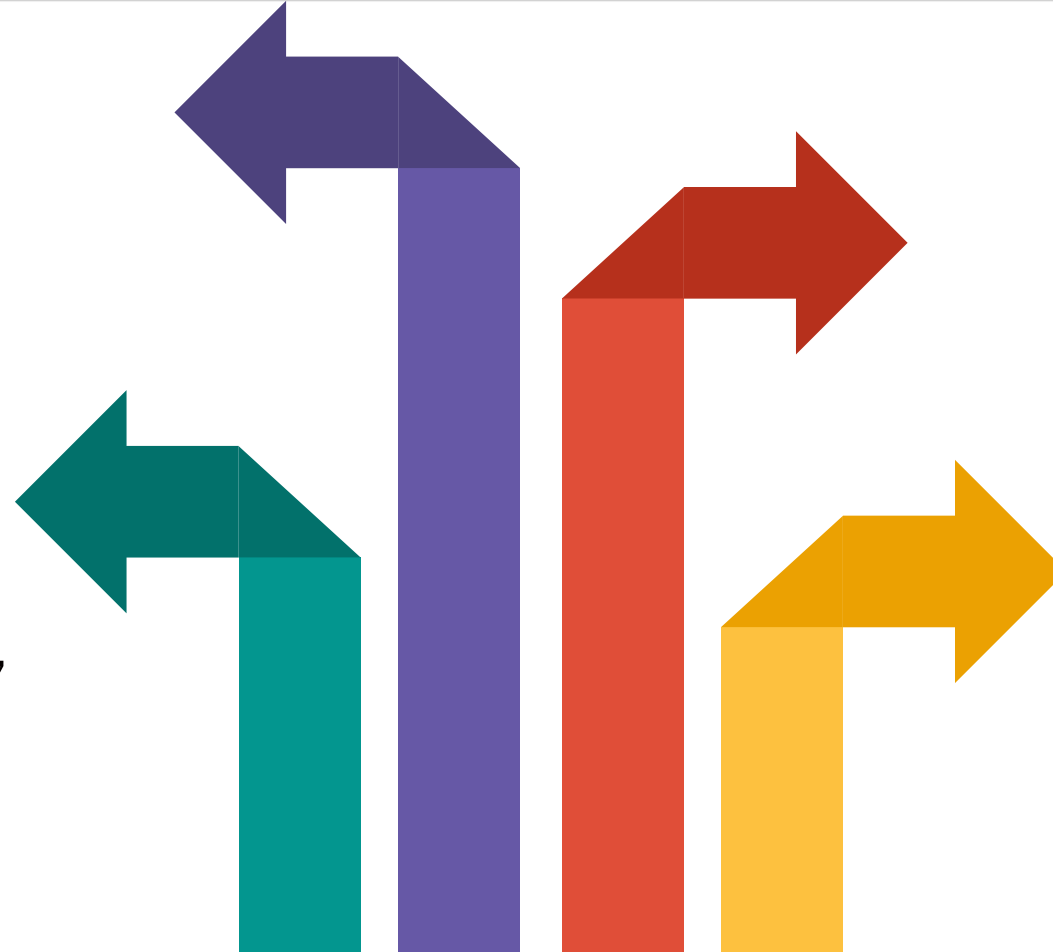
Next Steps on the Journey

Operational Drivers

Extend EPM modeling to include more operational drivers for system enabled algorithms, business calcs, and advanced planning

Cash Forecasting

Explore using purpose built, driver-based EPM Cash Forecasting model with embedded analytics



Global Business Analytics

Work underway to improve the fidelity, consistency, and detail of International data. Drive global view of key business drivers.

Leading Edge Capabilities

Drive efficiency & effectiveness in the forecasting process using Predictive Analytics, ML, AI

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Lessons Learned and Key Takeaways

- **Starting the Journey**
 - *Trust your instincts and control your destiny. It's not too late to pivot from the prior plan.*
- **Creating the FP&A & EPM Roadmap**
 - *One size does not fit all. Define a roadmap that best suits your team and business needs.*
- **Moving to the Cloud Transformation Philosophy**
 - *“Lift and Shift” vs. “Move, Improve, Optimize”*
- **Business Drivers Modeled and Actively Updated**
 - *Less is more. Focus on the critical drivers (fewer inputs) and reforecast more frequently.*
- **Delivering Capabilities in the EPM Solution vs. Excel**
 - *Not everything needs to live in the tool. Be thoughtful of the complexity built into your solution.*

Q&A



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