

Forward-Looking Statements

This presentation contains various forward-looking statements that reflect management's current expectations or beliefs regarding future events. Investors are cautioned that reliance on these forward-looking statements involves risks and uncertainties. Although the Company believes that the assumptions used in the forward-looking statements are reasonable, any of these assumptions could prove to be inaccurate and, as a result, actual results could differ materially from those expressed or implied in the forward-looking statements. The factors that could cause actual results to differ materially from those expressed or implied in the forward-looking statements are, among others, 1) level of theater attendance or viewership of the Noovie pre-show; 2) the impact of pandemics, epidemics or disease outbreaks, such as the novel coronavirus (COVID-19) and the success of actions taken to mitigate such situations, vaccine rollouts and potential changes to consumer behavior; 3) the availability and predictability of major motion pictures displayed in theaters, 4) increased competition for advertising expenditures; 5) changes to relationships with NCM LLC's founding members; 6) inability to implement or achieve new revenue opportunities; 7) failure to realize the anticipated benefits of the 2019 amendments to the Company's exhibitor service agreements with Regal and Cinemark; 8) technological changes and innovations; 9) economic conditions, including the level of expenditures on and perception of cinema advertising; 10) our ability to renew or replace expiring advertising and content contracts; 11) our need for additional funding, risks and uncertainties relating to our significant indebtedness; 12) reinvestment in our network and product offerings may require significant funding and resulting reallocation of resources; 13) fluctuations in and timing of operating costs; and 14) changes in interest rates. In addition, the outlook provided does not include the impact of any future unusual or infrequent transactions; sales and acquisitions of operating assets and investments; any future non-cash impairments of intangible and fixed assets; amounts related to litigation or the related impact of taxes that may occur from time to time due to management decisions and changing business circumstances. The Company is currently unable to forecast precisely the timing and/or magnitude of any such amounts or events. Please refer to the Company's Securities and Exchange Commission filings, including the "Risk Factor" section of the Company's Annual Report on Form 10-K for the year ended December 31, 2020, as updated in the Company's Quarterly Reports on Form 10-Q for the quarter ended April 1, 2021, for further information about these and other risks. Investors are cautioned not to place undue reliance on any such forward-looking statements, which speak only as of the date they are made. The Company undertakes no obligation to update any forward-looking statement, whether as a result, of new information, future events or otherwise, except as required by law.

This presentation contains references to Non-GAAP financial measures including Adjusted OIBDA (Operating Income Before Depreciation and Amortization, Amortization of intangibles recorded for network theater screen leases, excluding share based payment costs, impairment of long-lived assets, and CEO transition costs). A reconciliation of these measures is available in this presentation and on the investor page of the Company's website at www.ncm.com.

What is NCM?



National CineMedia operates the largest cinema advertising network reaching movie audiences in the United States.

TO UNITE BRANDS
WITH THE
POWER
OF
MOVIES
AND **ENGAGE** MOVIE FANS
ANYTIME
AND
ANYWHERE

- In-theater advertising on the big screen and in theater lobbies
- Digital and mobile products and advertising targeting movie audiences on the go
- Digital-Out-of-Home advertising reaching movie audiences beyond theaters in a variety of complementary venues

NCM is an Attractive and Unique Investment Opportunity

1 CLEAR MARKET LEADER

- Over 20,600 screens
- Over 650 million attendees
- NCM captures approximately 70% market share across top 10 DMAs.

2 EXCLUSIVE, LONG-TERM AGREEMENTS WITH THEATERS

- Approximately 18 years remaining on agreements with the three largest US theater circuits (AMC, Cinemark and Regal).
- 50 exclusive agreements with additional Network Affiliate theaters.

3 MOST SIGNIFICANT CHANGE SINCE COMPANY'S INCEPTION

- Advertising platform with improved inventory including 5 minutes of lights down inventory plus 60-second Premium Platinum Spot.

4 HIGH MARGINS AND STRONG FCF GENERATION

- >45% annual Adjusted OIBDA margins
- 95+% unlevered FCF conversion driven by asset light business model with low capex requirements.

5 ROBUST MEDIA INDUSTRY TRENDS

- Consistent growth in historic media advertising spending (9% CAGR from 2017-2021⁽²⁾).
- Projected growth of 18% in media advertising in 2021⁽²⁾.

6 HIGHLY RESILIENT TO RECESSIONS

- Low cost of movie tickets makes cinema the live entertainment medium of choice in economic downturns.

(1) All financial figures as of December 26, 2019 unless otherwise indicated.

(2) eMarketer, 2021

Why Advertisers Love NCM



NCM Platform Provides Attractive and Differentiated Demographics

NCM Provides Unique Access to a Young Audience

AGE	30	35	40	45	50	55
	NCM NATIONAL CINEMEDIA			NBA	TOP CABLE PRIME	BROADCAST PRIME
					NFL	MLB

With Cultural Diversity

Moviegoing Frequency	Hispanics/ Latinos	African-Americans	Asian Americans
1+ TIMES/MONTH	132	116	126
1+ TIMES/WEEK	187	174	139
2-3 TIMES/WEEK	150	111	127

With Above-Average Income

US Population	NCM Moviegoers	Index to US Population
\$71,600	\$92,100	129

The Power of NCM's Advertising Platform

Key Metrics⁽¹⁾

Total Audience (in millions)	Over 650
Audience Share	63%
Opening Weekend Box Office Share	73%
Total Theaters ⁽³⁾	1,741
Total Screens ⁽³⁾	20,658
Screens-Per-Theater	11.9

Share of US Cinema Attendance Viewing Ads⁽²⁾



Top 10 DMAs



Top 25 DMAs



Top 50 DMAs



All DMAs

(1) All data as of December 26, 2019 unless otherwise indicated.

(2) Source: Nielsen Cinema DMA Summary Report January 2020; Nielsen Cinema Audience Report January – December 2019

(3) As of April 1, 2021

High-Quality Content Drives a Robust Audience

NCM provides advertising access to one of the largest audiences in a uniquely engaging setting.



TV, OTT and Streaming Media Trends 2011 vs. 2020

Media	Metric	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2011 v. 2020
OTT Video Service Viewers	(millions)	N/A	N/A	N/A	86.0	100.0	112.8	124.5	138.5	149.3	169.0	83.0
	% change					16.3%	12.8%	10.4%	11.2%	7.8%	13.2%	96.6%
Subscription (OTT) video: time spent per day	minutes	N/A	N/A	N/A	18.8	25.0	30.8	36.7	44.8	53.7	71.8	46.8
	% change					33.0%	23.2%	19.2%	21.9%	19.9%	6.6%	187.2%
Reported movie tix sold (NATO)	(billions)	1.280	1.360	1.340	1.270	1.320	1.314	1.236	1.304	1.244	0.223	-1.057
	% change	-4.4%	6.3%	-1.5%	-5.2%	3.9%	-0.5%	-5.9%	5.5%	-4.6%	-81.7%	-82.6%
Broadcast Prime	Avg Rating (18-49)	2.85	2.56	2.29	2.14	1.94	1.67	1.5	1.31	1.12	1.10	-1.75
	% change	-2.7%	-10.2%	-10.5%	-6.6%	-9.3%	-13.9%	-10.2%	-12.7%	-14.5%	-2.0%	-61.4%
Cable Prime	Avg Rating (18-49)	0.54	0.60	0.56	0.54	0.51	0.46	0.41	0.35	0.31	0.30	-0.24
	% change	22.7%	11.1%	-6.7%	-3.6%	-5.6%	-9.8%	-10.9%	-14.6%	-11.4%	-3.2%	-44.4%
Prime Time HUT Levels	(thousands)	113,719	112,622	110,760	107,020	104,117	99,927	95,624	89,950	85,768	81,897	-31,813
	% change	-1.3%	-1.0%	-1.7%	-3.4%	-2.7%	-4.0%	-4.3%	-5.9%	-4.6%	-4.5%	-27.9%

noovie® audience



ON-SCREEN

Cinema advertising and branded content entertainment prior to the movies.



LOBBY

Video, signage, and brand integrations in high-traffic areas.



DIGITAL

Suite of solutions to accelerate brand connections to custom movie audiences.



DOOH

Alignment with complementary place-based venues.



SPONSORSHIPS & EVENTS

Promotional and brand alliances to activate brand impact.

NCM Operates in a Dynamic Industry, Connecting with its Audience through a Variety of Mediums



BIG SCREEN



DIGITAL



LOBBY PROMOTIONS



LOBBY ENTERTAINMENT NETWORK

Add "BIG" Reach with Scale via High Profile Retail Channels

CAPTIVATE

10,000 Screens
1,500 Buildings



Elevator media displays
will serve :15 ads in high
traffic, premier office
and residential building

OFFICE AND RESIDENTIAL

atm.tv

8,500 Locations

New-to-Market
ATM Screens
with :15 video
and audio
capabilities



CONVENIENCE STORE

coinstar

4,000 Locations

Full Motion
:15 video
tailored by
time/day,
location or
weather



GROCERY STORE

ziosk

2,100 Locations



:15 video served
throughout the dining
cycle – by DMA, City,
State

RESTAURANTS

NCM's Growth Strategy

NCM's Growth Strategy

1. Increase the quality and value of our media inventory.
2. Diversify revenue mix
3. Expand our affiliate network by primarily focusing on adding key affiliates and screen counts in select markets
4. Accelerate the growth of our 1st and 2nd party consumer databases.
5. Upgrade our planning, proposal and inventory system to achieve a more seamless digital buying experience.
6. Continue investment in creating digital entertainment products and digital ad inventory.



Free Guy
October 2021

1 Increasing the Quality and Value of Our Media Inventory

- New premium inventory placement after the advertised movie showtime in our *Noovie* pre-show:
 - “**Lights-Down**”: five minutes of inventory that begins at the advertised showtime
 - “**Platinum**”: 60 seconds deeply embedded near the end of the trailers
- Actively improving quality and relevancy of our pre-show content to ensure that it is engaging today’s Millennial and Gen Z moviegoers
- Significantly scaling deterministic ticketing data to provide accurate attribution measurement to our on-screen and digital advertising clients



The Noovie Pre-Show on the Big Screen

SEGMENT 4

SEGMENT 3

SEGMENT 2

SEGMENT 1

SHOWCASE SEGMENT

TRAILER PACK + PLATINUM POSITION

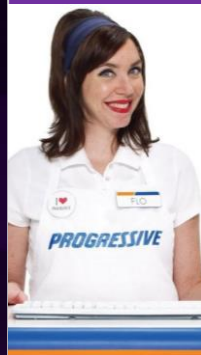
CONTENT



ADVERTISING + CONTENT



ADVERTISING + CONTENT



ADVERTISING + CONTENT



LIGHTS DOWN INVENTORY

COURTESY SPOT

BEVERAGE SUPPLIER AD

TRAILERS

PLATINUM AD

TRAILERS

BEVERAGE SUPPLIER AD

POSTED
SHOWTIME

SHOWTIME

2 Diversify Revenue Mix

- Roll up of DOOH properties

CAPTIVATE

atm.tv

coinstar

ziosk

- Explore Alternate Business opportunities which synergize with NCM platform

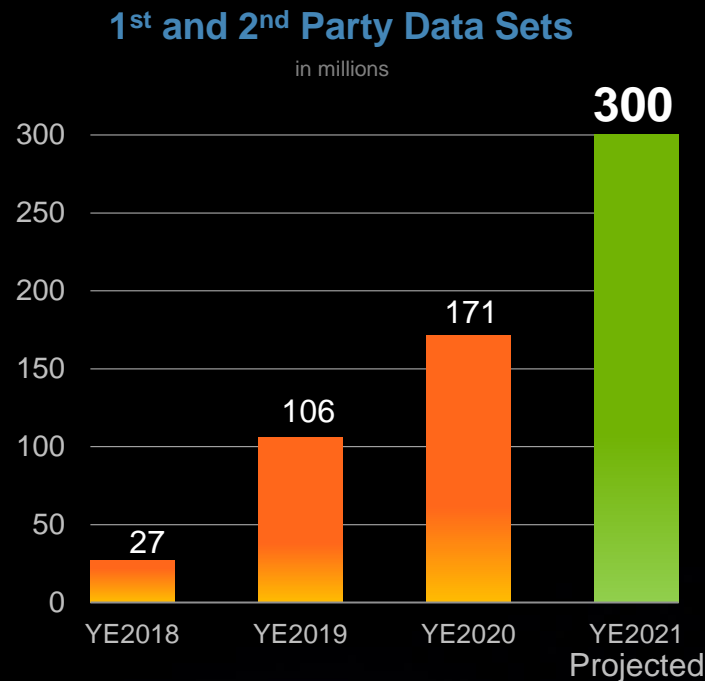
3 Expand Network by Adding Key Affiliates and Screen Counts in Select Markets

Targeting several new major exhibitors in key markets:

- Increase our overall impression and revenue base
- Extend our geographic coverage to additional markets
- Strengthen our reach in existing markets
- Expand new premium inventory placement throughout affiliate network
- Added Harkins Theatres, the fifth-largest exhibitor in America, increasing our network by 500 screens



4 Accelerating the Growth of Our 1st and 2nd Party Consumer Databases



- New Founding Member data will enhance film title targeting
- Renewed deal with largest location-based data provider
- Exploring new data partnerships
- Theatre openings improve data growth trajectory

5 Upgraded Our Planning, Proposal and Inventory System in January 2021



F9 – The Fast Saga
June 2021

- Maximize revenue through inventory optimization
- Increase our operational efficiency and effectiveness with new technology platform
- Upgrade of our systems to make it easier and faster for advertisers to buy cinema in today's more seamless digital buying environment
- Reduces capex through the conversion from internally developed systems to third party cloud-based platform
- Implemented in January 2021 and will reduce our overhead by approximately \$8 million per year from the historical run rate of a couple of years ago

6 Continued Investment in Creating Consumer-Facing Digital Entertainment Products and Digital Ad Inventory

- Expand our digital ecosystem and user base of movie fans with NCM owned-and-operated products: *Noovie.com*, *Noovie Arcade* and *Noovie Trivia*
- Enhanced digital entertainment products create improved engagement; resulting in 1st party data collection and brand sponsorship opportunities
- Integrated on-screen, out-of-home and online campaigns create unique value delivery to brands
- Nearly 5 million installs of our Noovie branded gaming products facilitates improved targeting for movie fans both in-theatre and beyond



Building a Product Portfolio to Engage Consumers, Improve Value of Ad Inventory and Grow Data while Engaging Moviegoers 360°— Before, During & After the Theater Experience



noovie audience ACCELERATOR

NCM's Noovie Audience Accelerator digital product helps advertisers reach movie audiences at every point along their movie-going journey.

IDENTIFY



NCM O&O Properties

(Noovie ARcade, Noovie Trivia, Noovie.com)



Verve Geo-Fence
Theater Location



Identified in-theater
through Beacon



NCM Behind the
Screens Panel



DELIVER MESSAGING TO NCM's MOVIE AUDIENCE CROSS PLATFORM



- A18+
- Love Action/Adventure Films
- Tech-savvy, heavy social media users
- In the market for a new car

NCM Attribution Studies: Deliver a Highly Measurable ROI



+17%
LIFT

Telco Retailer
Foursquare
(Lift In Store Visits)

+12%
LIFT

Cable Program Tune-in
PlacIQ & Comscore
(Lift In Tune-in Percentage)

+12%
LIFT

Holiday Retailer
Foursquare
(Lift In Store Visits)

+42%
LIFT

Burger QSR
Session M
(Lift In Store Visits)

Source: Foursquare ; Comscore/PlacIQ, Session M

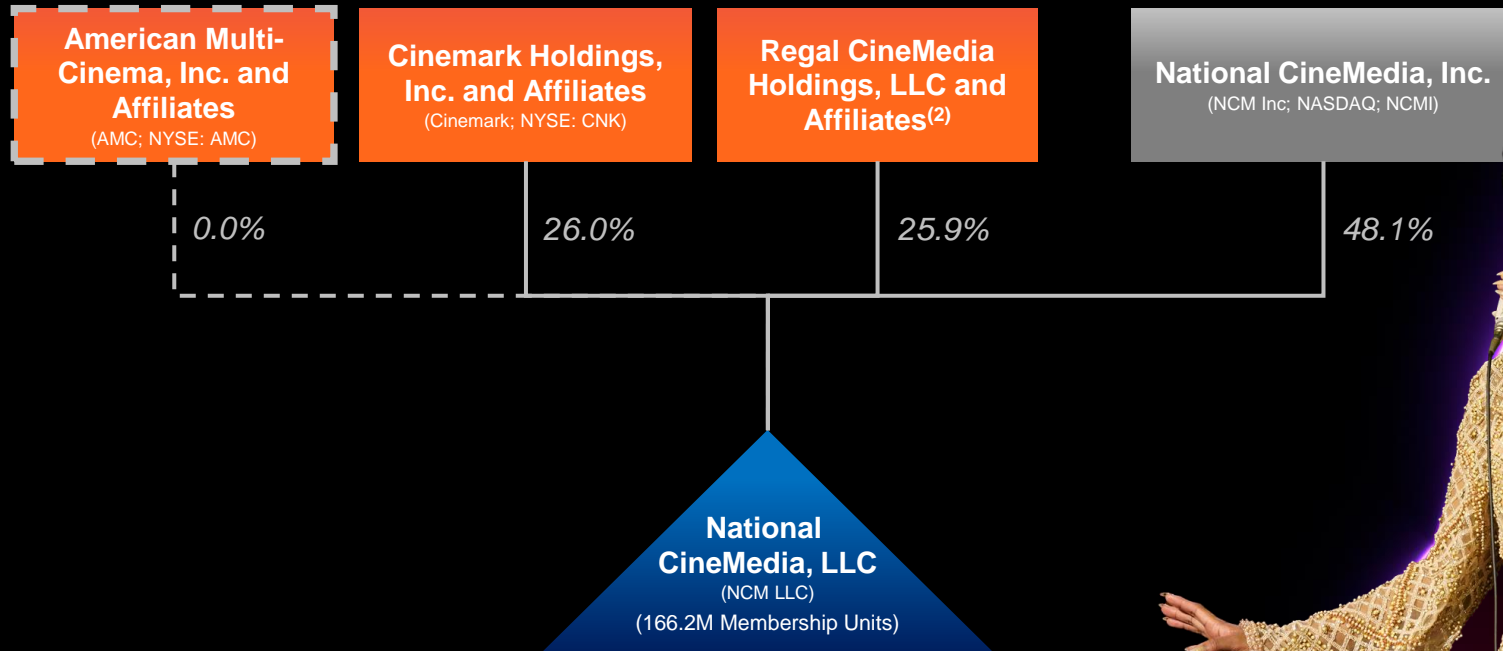
Improve Value of Ad Inventory and Grow Data while Engaging Moviegoers 360°

TO UNITE BRANDS
WITH THE
POWER
OF
MOVIES
AND **ENGAGE** MOVIE FANS
ANYTIME
AND
ANYWHERE



Financial Highlights

Ownership and Corporate Structure⁽¹⁾

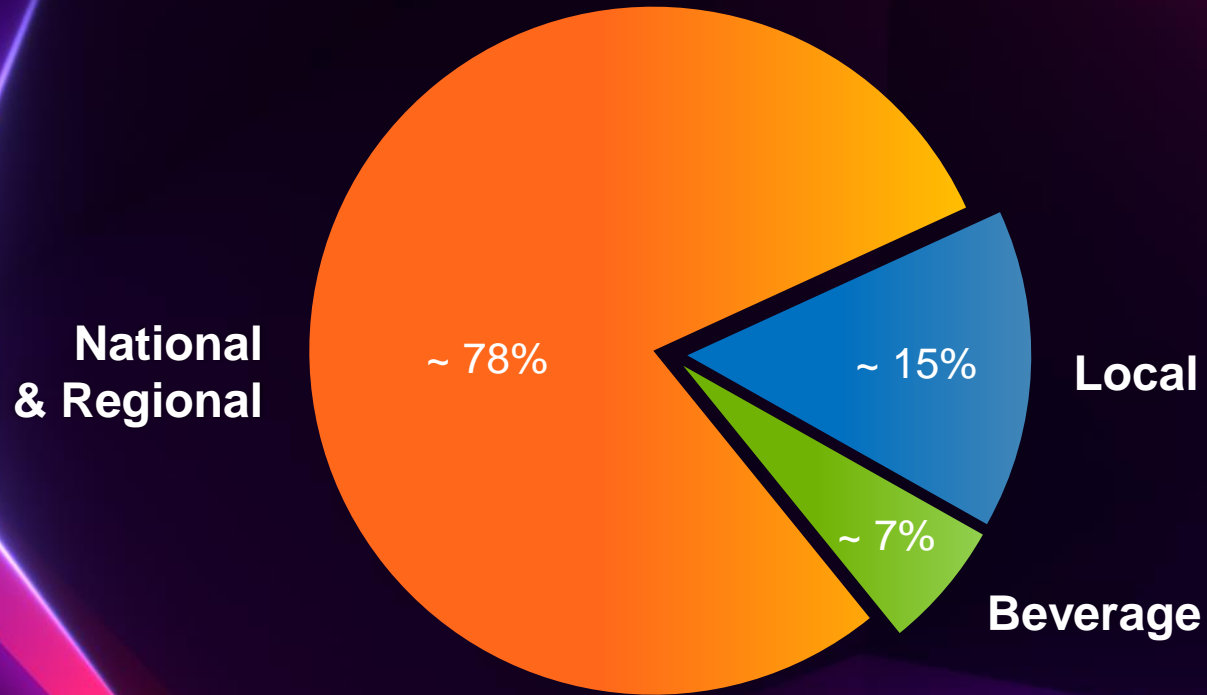


(1) Ownership as of April 1, 2021.

(2) Subsidiary of Cineworld Group plc (LSE: CINE.L)

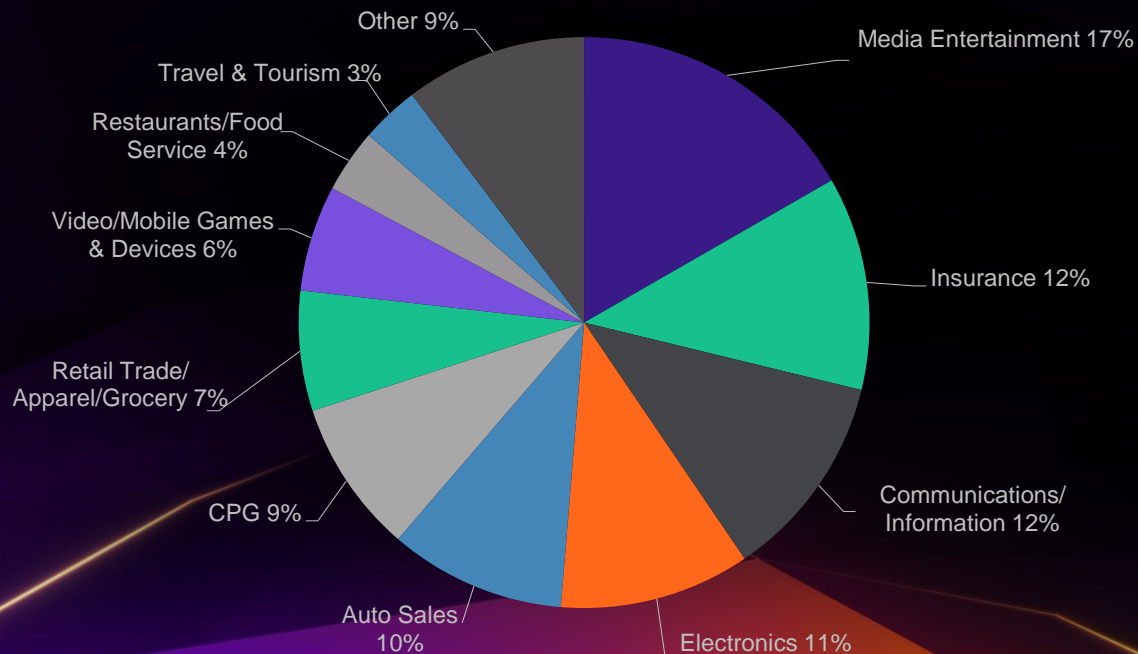


Historical Revenue Composition



Expanding and Diversifying National Client Base

2019 National Ad Revenue by Category⁽¹⁾



Added 49 new national brands in 2019.

Fastest growing categories:

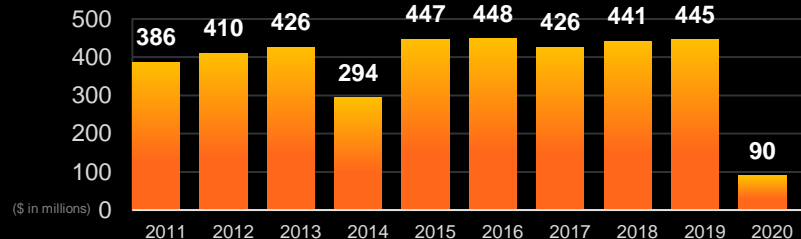
- Insurance – 68%
- Restaurants/Food Service – 68%
- Professional/Trade/Business Services – 56%

(1) Excludes revenue from Founding Member's Beverage Concessionaire Advertising.

Financial Performance

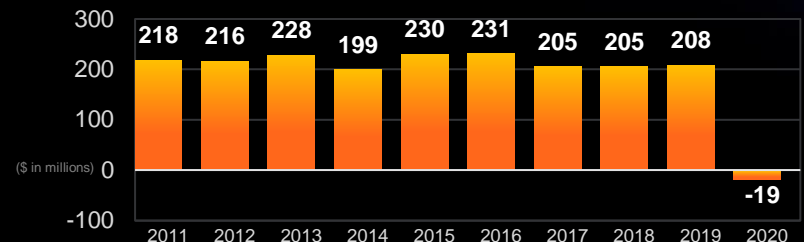
Advertising Revenues

(excludes Fathom)⁽¹⁾



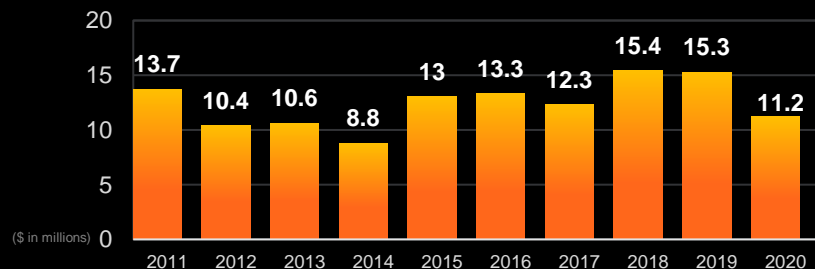
Adjusted OIBDA

(excludes Fathom)⁽¹⁾⁽²⁾



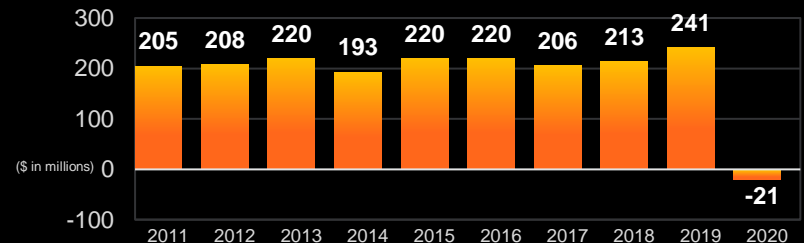
Adj. OIBDA margin 56.4% 52.7% 53.5% 50.6% 51.5% 51.5% 48.1% 46.5% 46.7% -21.5%

Capital Expenditures



Free Cash Flow

(excludes Fathom)⁽¹⁾⁽²⁾

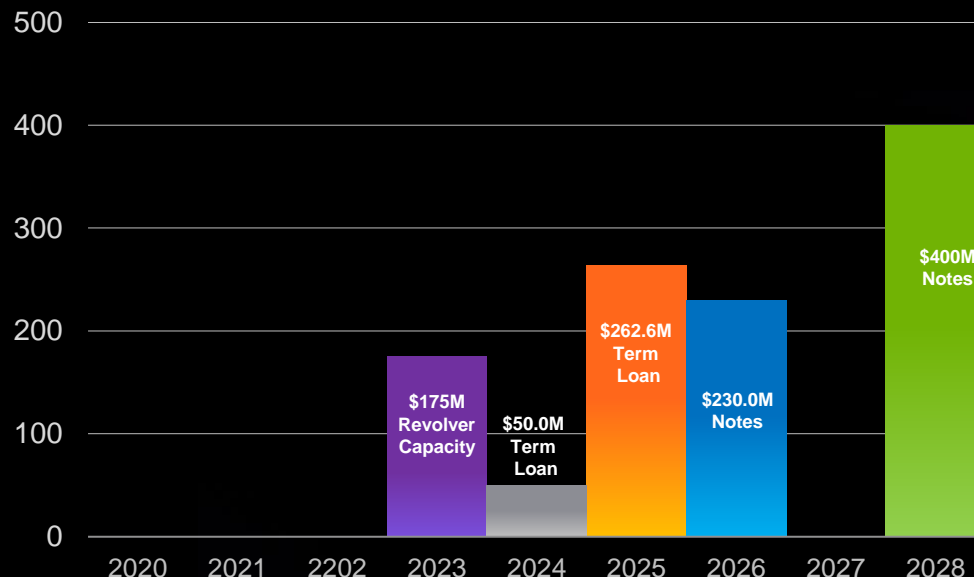


(1) Excludes Fathom revenues and Adjusted OIBDA for 2011-2013 as that business was sold December 2013.

(2) Adjusted OIBDA represents a non-GAAP measure (operating income before depreciation and amortization expense adjusted to also exclude amortization of intangibles recorded for network theater screen leases, non-cash share-based compensation costs, early lease termination expense, Chief Executive Officer transition costs, impairments of long-lived assets and fathom operating income.) See reconciliation to the comparable GAAP measure in the Appendix of this presentation.

Debt Structure (NCM LLC)

(\$ in millions)



(1) The revolving credit facility will mature on June 20, 2023. The term loans will mature on December 20, 2024 and June 20, 2025, respectively.

(2) The term loan maturing in 2025 amortizes at a rate equal to 1.00% annually, to be paid in equal quarterly installments. As of April 1, 2021, the Company has paid principal of \$7.4 million, reducing the outstanding balance to \$262.6 million.

(3) Leverage defined as Net Debt/(LTM Adjusted OIBDA plus Founding Member Integration Payments).

Capital Structure

- \$175M Sr. Secured Revolver Capacity due 2023⁽¹⁾ (L+350)
- \$50M Sr. Secured Term Loan due 2024⁽¹⁾ (L+800)
- \$262.6M Sr. Secured Term Loan due 2025⁽¹⁾⁽²⁾ (L+400)
- \$400M 5.875% Sr. Secured Notes Due 2028
- \$230M 5.75% Sr. Unsecured Notes Due 2026
- Average Debt ~67% Fixed
- Previous Credit Rating: B2 / B
- Current Credit Rating: Caa1 / CCC+

Q4 2020 Leverage⁽³⁾

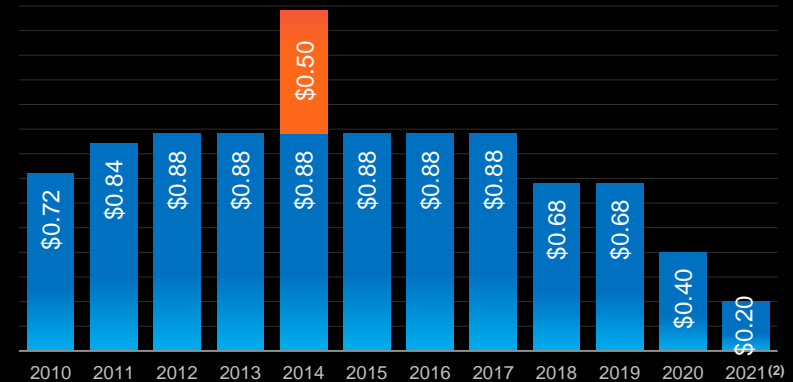
- On March 8, 2021, obtained waiver of any non-compliance with leverage ratio financial covenants occurring through the quarter ended June 30, 2022, and made certain other modifications to the credit agreement.

Strong Cash Flow and Stable, Tax Advantaged Dividend⁽¹⁾

STRONG CASH FLOW

- Average Adjusted OIBDA margins⁽²⁾: ~47%
- Capital Expenditures: ~3% of revenue
- Cash Interest Expense: ~\$57M Annually

DIVIDENDS PAID PER SHARE



(1) For tax purposes, NCM's dividends are treated as non-dividend distributions to stockholders.

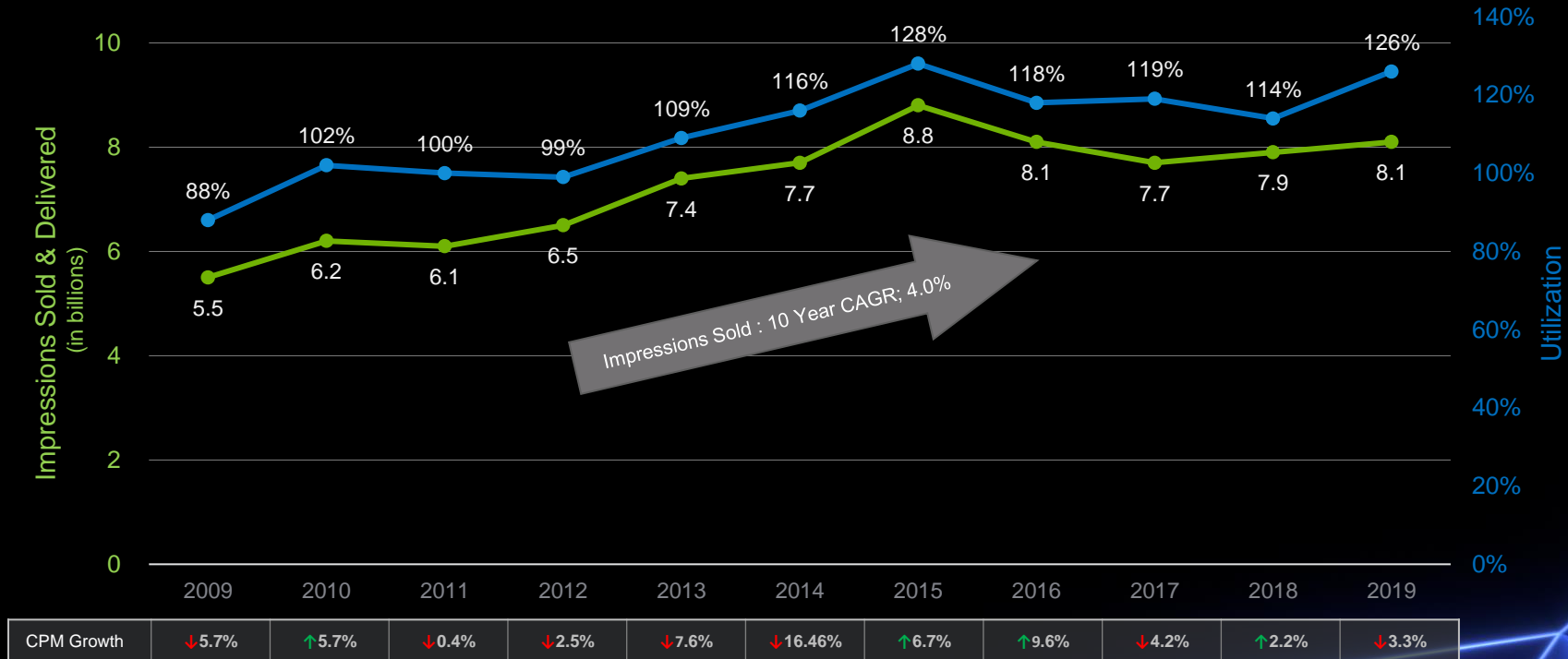
(2) Represents a non-GAAP measure as Adjusted OIBDA/Revenue, calculated as an average of 2017, 2018 and 2019.

Q&A

Appendix

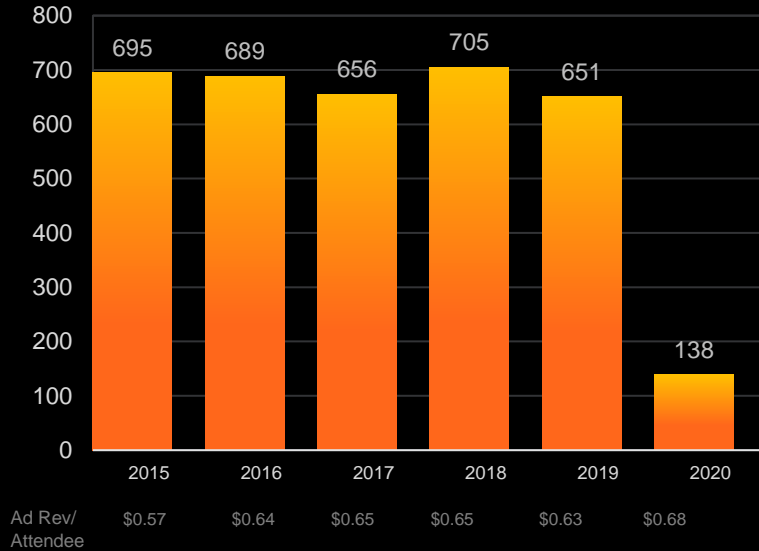


National On-Screen Advertising Drivers



Annual Network Growth

Total Attendees
(in millions)



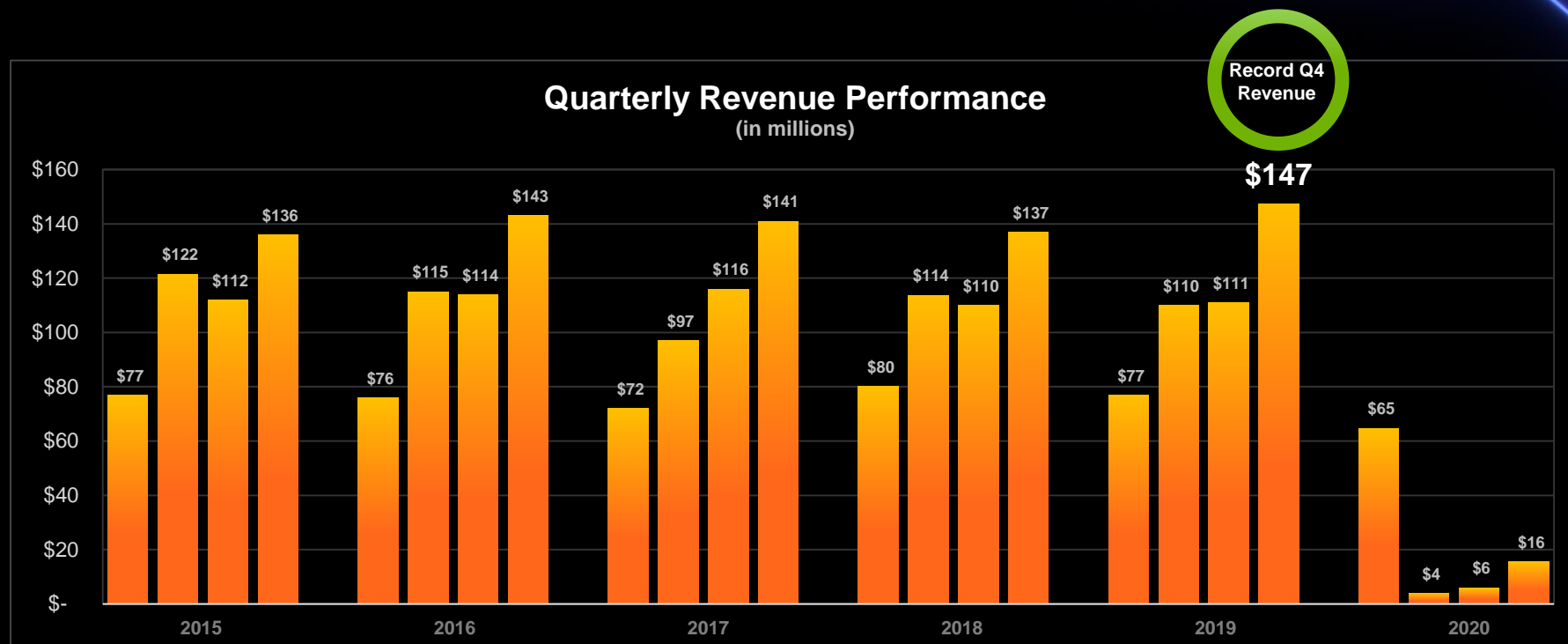
Total Screens
(in thousands)⁽¹⁾⁽²⁾



(1) Screen counts as of period end, in thousands.

(2) Revenue / Screen calculations based on average screen count for each fiscal year.

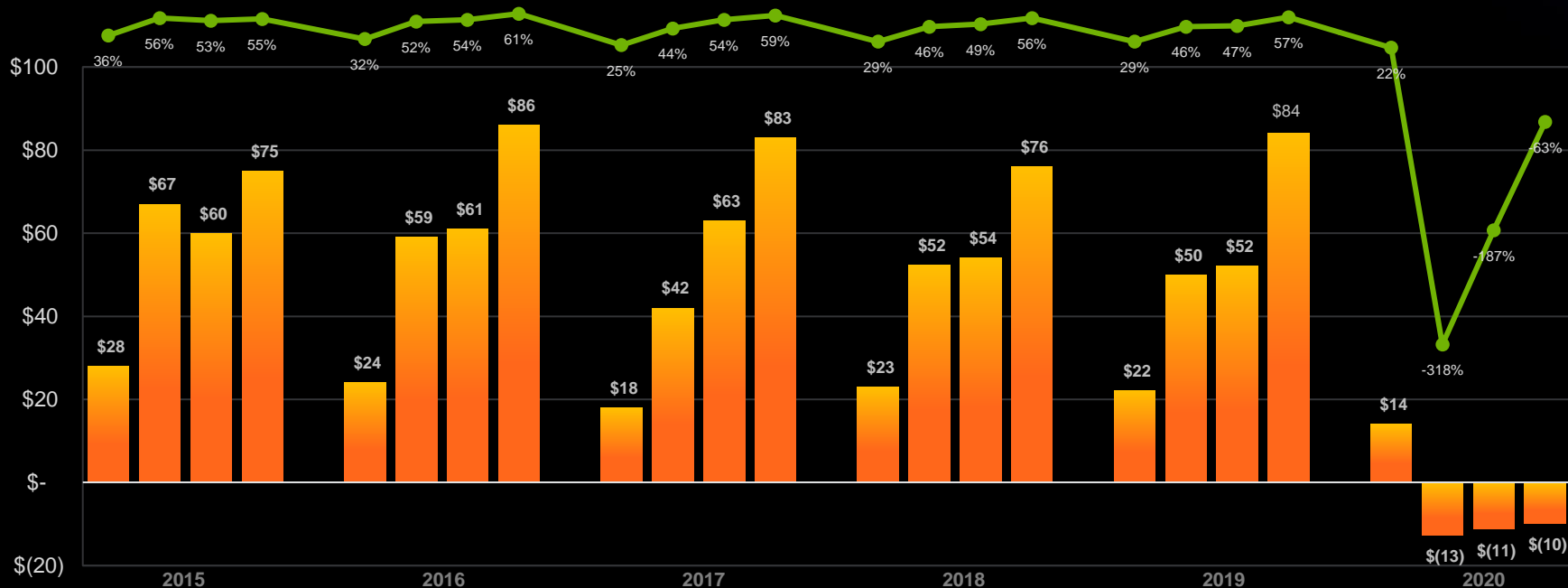
Historical Revenue Performance



(1) Quarterly revenue for the periods prior to December 31, 2013, does not include revenue from the Fathom business that was sold December 2013.

Quarterly Adjusted OIBDA Performance

Adjusted OIBDA and OIBDA Margin
(in millions)



(1) Includes the Fathom business that was sold December 2013..

(2) Represents a non-GAAP measure. See annual reconciliation to the comparable GAAP measure on slide 44 and the Financial Information – GAAP Reconciliations section of the Company's investor page at investor.ncm.com.

Credit Agreement Amendment

- On March 8, 2021, NCM LLC entered into an additional amendment to its Credit Agreement, dated as of June 20, 2018.
- Among other things, the Credit Agreement Second Amendment provides for:
 - (i) certain modifications to the negative covenants;
 - (ii) a waiver of non-compliance with the consolidated net total leverage and consolidated net senior secured leverage financial covenants through the quarter ended June 30, 2022;
 - (iii) the consolidated net total leverage ratio and consolidated net senior secured leverage ratio financial covenants to be set to 6.75 to 1.00 and 5.50 to 1.00, respectively, for the quarter ending on or about September 29, 2022, and
 - (iv) with respect to NCM LLC's audited financial statements for the fiscal year ended December 31, 2020, a waiver of the requirement to deliver such financial statements without a "going concern" or like qualification or exception.
- The Credit Agreement Second Amendment also:
 - (i) grants security interests in certain assets of NCM LLC and other potential loan parties that are not currently pledged to the lenders, and
 - (ii) increases the applicable margin of the existing term loans and revolving loans issued under the Credit Agreement in an amount equal to 1.00%.
- Additionally, pursuant to the terms of the Credit Agreement Second Amendment, NCM LLC is restricted from making available cash distributions until after NCM LLC delivers a compliance certificate for the quarter ending on or about September 29, 2022, and, thereafter, NCM LLC may only make available cash distributions if:
 - (i) no default or event of default under the Credit Agreement has occurred and is continuing;
 - (ii) the senior secured financial covenant leverage ratio is equal to or less than 4.00 to 1.00; and
 - (iii) the aggregate principal amount of all outstanding revolving loans under the Credit Agreement is \$39.0 million or less.

Credit Agreement Amendment

- In addition, pursuant to the Credit Agreement Second Amendment, NCM LLC will incur new incremental term loans in an aggregate principal amount of \$50.0 million, the proceeds of which will be used for general corporate purposes. The New Incremental Loans will have substantially similar terms to the existing term loans (after giving effect to the Credit Agreement Second Amendment), except that the New Incremental Loans will:
 - (i) have a cash interest rate of LIBOR plus 8.00%,
 - (ii) have a maturity of December 20, 2024, and
 - (iii) be subject to prepayment premiums if the Borrower prepays the New Incremental Loans before maturity.
- In connection with the grant of the Additional Collateral to the lenders under the Credit Agreement, NCM LLC concurrently entered into an amendment to the Security Agreement, dated as of October 8, 2019 made by NCM LLC, as issuer, in favor of JPMorgan Chase Bank, N.A., as collateral agent, relating to that certain Indenture, dated as of October 8, 2019, between NCM LLC, as issuer and Wells Fargo Bank, National Association, as trustee, relating to NCM LLC's Notes due 2028. This amendment grants a security interest in the Additional Collateral for the benefit of the holders of the Secured Notes.

Non-GAAP Reconciliations

Operating Income to Adjusted OIBDA and Adjusted OIBDA Margin

(\$ in millions (unaudited))

	FY 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2020	Q1 2021
Operating income	\$ 153.9	\$ 11.0	\$ 40.2	\$ 42.3	\$ 60.8	\$ 154.3	\$ 10.9	\$ 37.7	\$ 40.0	\$ 72.7	\$ 161.3	\$ 4.9	\$ (23.8)	\$ (21.3)	\$ (20.8)	\$ (61.0)	\$ (28.3)
Depreciation expense	11.0	2.8	3.1	3.1	3.6	12.6	3.3	3.3	3.4	3.6	13.6	3.2	3.2	3.1	3.6	13.1	3.3
Amortization expense (1)	26.6	6.7	6.9	6.9	6.8	27.3	—	—	—	—	—	—	—	—	—	—	—
Amortization of intangibles recorded for network theater screen leases (1)	—	—	—	—	—	—	6.9	7.0	6.8	6.0	26.7	6.1	6.1	6.2	6.2	24.6	6.1
Share-based compensation costs (2)	11.2	2.8	2.1	1.3	1.6	7.8	0.8	2.1	1.4	1.2	5.5	0.2	0.1	0.8	1.1	2.2	2.7
CEO transition costs	0.6	—	—	—	3.4	3.4	0.2	0.1	0.1	—	0.4	—	—	—	—	—	—
Impairment of long-lived assets (3)	—	—	—	—	—	—	—	—	—	—	—	—	1.7	—	—	1.7	—
Early lease termination expense	1.8	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Adjusted OIBDA	\$ 205.1	\$ 23.3	\$ 52.3	\$ 53.6	\$ 76.2	\$ 205.4	\$ 22.1	\$ 50.2	\$ 51.7	\$ 83.5	\$ 207.5	\$ 14.4	\$ (12.7)	\$ (11.2)	\$ (9.9)	\$ (19.4)	\$ (16.2)
Integration and encumbered theater payments	12.9					22.7					21.7					1.4	
Capital expenditures	(12.3)					(15.4)					(15.3)					(11.2)	
Free cash flow	\$ 205.7					\$ 212.7					\$ 213.9					\$ (29.2)	
Total revenue	\$ 444.8	\$ 80.2	\$ 113.7	\$ 110.1	\$ 137.4	\$ 441.4	\$ 76.9	\$ 110.2	\$ 110.5	\$ 147.2	\$ 444.8	\$ 64.7	\$ 4.0	\$ 6.0	\$ 15.7	\$ 90.4	\$ 5.4
Adjusted OIBDA margin	46.1%	29.1%	46.0%	48.7%	55.5%	46.5%	28.8%	45.6%	46.8%	56.7%	46.7%	22.3%	-317.5%	-186.7%	-63.1%	-21.5%	-300.0%

(1) Following the adoption of ASC 842, as discussed in our current report on Form 10-Q filed with the SEC on May 6, 2019 for the quarter ended March 28, 2019, amortization of the ESA and affiliate intangible balances is considered a form of lease expense and has been reclassified to this account as of the adoption date, December 28, 2018. The Company adopted ASC 842 prospectively and thus, prior period balances remain within amortization expense.

(2) Share-based compensation costs are included in network operations, selling and marketing and administrative expense in the financial statements.

(3) The impairments of long-lived assets primarily relate to the write off of certain internally developed software.

Experienced Management Team

Name	Title	Previous Experience
Thomas F. Lesinski	Chief Executive Officer	<ul style="list-style-type: none">▪ CEO since August 2019; Board Director since 2014▪ CEO and Board Director, Sonar Entertainment▪ Founder and CEO, Energi Entertainment▪ President, Paramount Pictures▪ Executive Vice President, WarnerBros.
Clifford E. Marks	President of Sales and Chief Marketing Officer	<ul style="list-style-type: none">▪ President, Sales and Marketing, Regal CineMedia (since formation in 2002)▪ Senior VP, ESPN / ABC Sports
Sarah K. Hilty	Executive VP General Counsel	<ul style="list-style-type: none">▪ EVP, General Counsel and Secretary since February 2018▪ Deputy General Counsel-Corporate, CH2M Hill▪ Partner, Hogan & Hartson, LLP
Scott D. Felenstein	Chief Revenue Officer	<ul style="list-style-type: none">▪ CRO since April 2017▪ EVP, National Advertising Sales, Discovery Communications▪ Senior VP, Discovery Channel / Science Channel / American Heroes Channel / Velocity

The NCM team has a diverse mix of sales, media and technical expertise.