



AGM 2024
SPEAKER BIOS

TABLE OF CONTENTS

Welcome Remarks	2
Panel Discussion I: The Case for Multi-Sports Team Ownership	4
Panel Discussion II: The New Sports Leagues	9
Spotlight: AI Meets ROI: Leveraging Artificial Intelligence in Film, Sports and Finance	18
Panel Discussion III: Global Soccer: The Perspective from Europe & the US	20
Panel Discussion IV: The Search for Alpha: Applying the RedBird Model to Financial Services	26
Panel Discussion V: Is Content Finally King: The Opportunity for Hollywood	30
Keynote: The Future of Sports	35

WELCOME REMARKS

Rob Klein, President, RedBird



Rob Klein
President, RedBird

Robert Klein is the President of the Firm.

In his current role, Robert oversees the non-investment operations of the Firm, including Capital Partnerships, Finance and Legal & Compliance. In this capacity, he is responsible for creating new products and partnerships to grow the Firm's global presence. Since joining RedBird in 2017, Robert has helped to drive AUM growth from \$1 billion to \$10 billion and has diversified RedBird's LP base to include global blue-chip pension plans, endowments, insurance companies, asset managers and family offices. He has also built internal teams to further support and institutionalize the Firm's operating infrastructure.

In addition to his Firm responsibilities, Robert is also a Board member and/or actively involved in select investments, including AC Milan, Main Street Advisors and Obra Capital. In this capacity, he advises on product creation, business building and capital advisory.

Prior to joining RedBird, Robert worked for ten years at JPMorgan most recently as Global Head of the Alternative Investments Group — a hedge fund, private equity/credit and real estate platform with over \$80 billion in assets under supervision. During his tenure at JPMorgan, Robert was also President of J.P. Morgan Alternative Asset Management, a \$13 billion hedge fund solutions provider that served both institutional and retail investors globally. He also served on the Private Bank's Global Investment Review Committee, the Private Equity Portfolio Advisory Committee, the firm's Commercial Real Estate Council, the Investment Management Americas Operating Committee, and the Private Bank Investment Team.

Philanthropically, Robert is currently a member of the Cornell University Council, Cornell ILR Advisory Council and on boards of organizations that combat hate globally. He is also a Friend of the Bruce Springsteen Archives & Center for American Music.

Robert holds a B.S. in Industrial and Labor Relations from Cornell University and an M.B.A. from NYU-Stern School of Business.

PANEL DISCUSSION I: THE CASE FOR MULTI-SPORTS TEAM OWNERSHIP

Panelists:

Sam Kennedy, CEO, Fenway Sports Group
Randy Levine, President, New York Yankees
Tom Werner, Chairman, Fenway Sports Group

Moderator:

Gerry Cardinale, Founder and CIO, RedBird



Sam Kennedy
CEO, Fenway Sports Group

Sam Kennedy is a Partner and Chief Executive Officer of Fenway Sports Group (FSG), a global sports, marketing, media, and real estate company, and serves as Chief Executive Officer for three of the company's holdings, the Boston Red Sox, Fenway Sports Management, and Fenway Sports Group Real Estate.

Kennedy became a partner in FSG in March 2021, formally joining the ownership group alongside new investors RedBird Capital, LeBron James, and Maverick Carter. Since that time, he has established and led a Strategy & Growth team made up of FSG executives and partners charged with researching and exploring opportunities for the company's future growth. He was appointed CEO of FSG in March 2024.

Kennedy is an investor in Strategic Sports Group (SSG), a consortium of American sports team owners who have made a minority investment in PGA TOUR Enterprises, the commercial arm of the PGA TOUR. In 2024, SSG closed on a major financial and strategic investment into PGA TOUR Enterprises in a partnership focused on maximizing revenue generation for the benefit of PGA TOUR players and finding opportunities to enhance the game of golf across the world. Kennedy serves on the Board of Directors of PGA TOUR Enterprises, which controls all commercial activities related to the PGA TOUR.

With over 30 years of experience working in Major League Baseball, Kennedy takes an active role in league matters and serves as Chairman of the President's Working Group (PWG) and on MLB's International Committee, charged with growing the game across the globe.

Kennedy began his career in sports as an intern for the New York Yankees in 1993. He joined the Boston Red Sox in 2002 after six years with the San Diego Padres from 1996-2001.



Randy Levine
President, New York Yankees

Randy L. Levine is of counsel in the New York City, New York, office of Jackson Lewis P.C. Randy is president of the New York Yankees.

A successful management labor lawyer since 1980, Randy has represented clients in the entertainment, sports, manufacturing, healthcare, hospitality and transportation industries, among others.

Before joining Jackson Lewis, Randy served as the deputy mayor for Economic Development, Planning and Administration for the City of New York, where he coordinated the Giuliani administration's economic development policies. Prior to joining the mayor's office, he served as the chief labor negotiator for Major League Baseball (MLB) and, in 1996, negotiated MLB's landmark labor agreement that led to the sport's return to prominence. Before joining MLB, Randy served as the commissioner of labor relations for the city of New York, where he negotiated several groundbreaking contracts with New York City municipal workers and successfully mediated disputes within the hotel, commercial real estate and entertainment industries.

Similarly, Randy serves as president of the New York Yankees, a position he has held since 2000. Some of the highlights of this role include:

- played the lead role in creating the Yankees Entertainment and Sports (YES) Network
- created Legends Hospitality Management, a leading hospitality and stadium services business, which includes the New York Yankees and Dallas Cowboys as principal partners
- led all aspects of the development and financing of the \$1.5 billion Yankee Stadium, including negotiations with local, state and federal governments
- played a prominent role in the Yankees' international brand expansion, including a transformational partnership in 2013 with Manchester City Football Club to acquire Major League Soccer League's 20th expansion team. The new team will be named New York City Football Club (NYCFC) and is slated to begin play in 2015.
- advised on all sponsorship and stadium advertising agreements, including multimillion-dollar agreements with major sponsorship categories
- participated in obtaining rights agreements with radio broadcasters

In addition to his work for the New York Yankees, Randy also led:

- the purchase and sale of the New Jersey Nets NBA team
- the purchase and sale of the New Jersey Devils NHL team

Previously, Randy served as principal associate deputy attorney general and principal deputy associate attorney general at the U.S. Department of Justice, where he was the recipient of several Exceptional Service Awards.



Tom Werner
Chairman, Fenway Sports Group

Tom Werner has been involved in sports and entertainment for his entire career, now spanning more than five decades. While at ABC in the 1970s, he developed many primetime shows, including MORK AND MINDY, SOAP, and TAXI. Afterwards, Werner and his partner Marcy Carsey built the Carsey-Werner Company into the most successful independent studio in television history, creating such shows as THE COSBY SHOW, ROSEANNE, THIRD ROCK FROM THE SUN, and THAT SEVENTIES SHOW amongst others. Werner continues to produce today, including work on THE CONNERS for ABC, and THAT 90s SHOW for Netflix. Werner has received numerous Emmies, Golden Globes, and Peabody Awards, and has received the Lifetime Achievement Award from the Producers Guild of America.

Werner began his baseball career as the Managing General Partner of the San Diego Padres in 1990, at which time he helped create the Wild Card format in Baseball. In 2002, he joined forces with John Henry to purchase the Boston Red Sox, who at that time had not won a World Series since 1918. Since this acquisition, the Red Sox have won World Series titles in 2004, 2007, 2013, and 2018- more than any other baseball franchise in the 21st Century.

Werner has also been instrumental in establishing and overseeing the Red Sox Foundation, which has become the largest team charity in Baseball. Since its inception the Foundation has contributed over \$104 million to various non-profits. He also spearheaded the creation of the Home Base Program, which is recognized as a model of excellence in dealing with PTSD and traumatic brain injuries for Veterans. Werner was recently awarded the Secretary of Defense Medal for Outstanding Public Service, which was given to him by the Chairman of the Joint Chief of Staff, General Mark Milley.

Werner is also the Chairman of the Liverpool Football Club, which under Fenway Sports Group's tenure has won the Premier League trophy, the Champions League trophy as well as the FIFA World Cup title. In January, 2022 FSG also acquired the Pittsburgh Penguins Hockey Club, and most recently spearheaded the Strategic Sports Group, a consortium of American sports team owners investing in PGA TOUR Enterprises.



Gerry Cardinale
Founder and CIO, RedBird

Gerry Cardinale is the Founder, Managing Partner and Chief Investment Officer of RedBird Capital Partners. RedBird manages ~\$10bn billion of equity on behalf of a select group of blue-chip institutional and family office investors. The Firm's prior and current investment portfolio includes many of the world's most iconic entrepreneurs, properties and brands across the sports, media and entertainment industries – including Fenway Sports Group (Boston Red Sox, Liverpool FC, Pittsburgh Penguins, New England Sports Network); the Yankees Entertainment & Sports (“YES”) Network (New York Yankees and Amazon); Skydance Media (Larry and David Ellison); The Springhill Company (LeBron James and Maverick Carter); the XFL (Dwayne Johnson and his partner Dany Garcia); and European football's A.C. Milan which recently won Italy's Serie A Championship.

Since the Firm's inception, RedBird has also been an active investor and company builder in Financial Services -- a core competency of the Firm with a dedicated investment team that has invested over \$1 billion across Insurance & Insurance Distribution, Asset & Wealth Management and Fintech & Insurtech. Notable investments include Aquarian, a diversified life and annuity insurance carrier with over \$7 billion of assets and an affiliated asset manager; and Constellation, a managing general agent insurance distribution platform that RedBird scaled to a top 5 player in the industry in under two years before exiting to Truist in July 2021.

Prior to founding RedBird in 2014, Gerry spent 20 years at Goldman Sachs where he was a Partner of the firm and a senior leader of the Merchant Bank's private equity investing business. During his tenure, Gerry worked with entrepreneurs and family business owners to build several successful multi-billion-dollar companies, including the Yankees Entertainment & Sports (“YES”) Network, Legends Hospitality, and Suddenlink Communications.

In addition to his broad responsibilities as Chief Investment Officer, Gerry is actively engaged in company-building activities across the Firm's portfolio in its core industries of Sports, Media & Entertainment and Financial Services. He is also active in driving RedBird's commitment to diversity, equity and inclusion within the Firm as well as within the investment portfolio. Accordingly, 50% of the Firm's investment professionals and 30% of CEOs in its most recent fund are either female or diverse.

Philanthropically, Gerry is a Trustee of the Mount Sinai Health System in New York City and leads one of the multi-state Selection Committees that awards Rhodes Scholarships each year. Gerry received an Honors BA from Harvard University where he graduated Magna Cum Laude and an M.Phil in Politics and Political Theory from Oxford University where he was a Rhodes Scholar.

PANEL DISCUSSION II: THE NEW SPORTS LEAGUES

Panelists:

Russ Brandon, CEO, United Football League

Brian Rolapp, Chief Media and Business Officer, National Football League

Andrew Schleimer, CFO, TKO

Eric Shanks, CEO, Fox Sports

Brett Yormark, Commissioner, Big 12

Moderator:

Jeff Zucker, CEO, RedBird IMI



Russ Brandon
CEO, United Football League

In his role, he oversees day-to-day operations of the league while directing strategic planning for business and football operations on both the league and team levels.

Prior to joining the UFL, Russ served as Managing Partner/ President of the Buffalo Bills, President/Alternate Governor of the Buffalo Sabres and COO of Pegula Sports and Entertainment (PSE), managing all aspects of the day-to-day business and administrative operations of the three entities.

For over two decades with the Bills organization, Russ earned several promotions. After joining as Executive Director of Business Development, he moved through the ranks to become Chief Operating Officer in 2008. In 2010, he was promoted to Chief Executive Officer before being named President and CEO in 2013. In 2014, Russ played a lead role in the sale of the Bills franchise from the Ralph Wilson estate to the Pegula family for a record breaking 1.4B transaction securing the Bills future in Western New York.

Russ and his team also architected the regionalization strategy to drive deeper economic and fan engagement by moving training camp to Rochester, NY and preseason and regular season games to Toronto, Canada. He led several value enhancing initiatives by overseeing multiple stadium/training facility renovations and lease extensions, securing the first ever stadium naming rights in Bills history with New Era, and the first outdoor hockey game which assisted in the creation of the NHL's popular outdoor series. He also led strategy to bring major events to Buffalo's KeyBank Center and New Era Field including the NHL Draft, NHL Scouting Combine, NCAA March Madness, IIHF World Junior Championship, NCAA Frozen Four and several concerts at both facilities.

Russ was a member of several league working groups and in 2011, NFL Commissioner Roger Goodell appointed him to the NFL's Business Ventures Committee, which oversees various business verticals of the league, including consumer products, sponsorship, and marketing.

He began his sports business career as a member of the Rochester Red Wings (then Triple A affiliate of the Baltimore Orioles) serving in many capacities, including assistant general manager. He also worked a four-year stint with the Florida Marlins, and was a member of the 1997 World Series championship organization.

The East Syracuse, New York native holds a bachelor's degree in communications from St. John Fisher College, where he was a four-year letterman in baseball and football. In 2004, he was inducted into the St. John Fisher College Sports Hall of Fame and was a recipient of the Street and Smith's Sports Business Journal's Forty-Under-40 award in 2001.



Brian Rolapp
Chief Media and Business Officer,
National Football League

Brian Rolapp was named by NFL Commissioner Roger Goodell the Chief Media and Business Officer of the NFL in March of 2017. Rolapp had served as the Executive Vice President of NFL Media and President and CEO of NFL Network since March 2014, where he succeeded industry veteran Steve Bornstein.

In his role as the Chief Media and Business Officer, Rolapp oversees all NFL Media businesses, including broadcasting, NFL Network, NFL Films, and NFL Digital Media. He also leads the development, negotiation and implementation of strategy of the NFL's content rights, including television contracts and digital media rights. In addition, Rolapp manages the NFL's sponsorship, advertising sales and consumer products groups.

Rolapp has spearheaded some of the largest and most comprehensive arrangements with major corporations in NFL history. Rolapp oversaw the March 2021 long-term agreements with media partners Amazon, CBS, ESPN/ABC, FOX, and NBC for the distribution of NFL games over television and digital platforms, as well as additional media rights, providing fans more ways to watch NFL games than ever before.

Additionally, Rolapp helped devise and implement the League's "Tri-Cast" distribution model (broadcast, cable & digital) that led to landmark streaming deals with Twitter and Amazon for Thursday Night Football.

Rolapp oversaw the renewal of the NFL's multi-year partnership with Verizon which was announced in late 2017. The new agreement with Verizon has provided unprecedented digital access to live NFL games for hundreds of millions of NFL fans, particularly on mobile devices.

Under Rolapp's leadership overseeing the NFL's media division, the League's properties have flourished. Rolapp drove NFL Network and NFL RedZone distribution deals with the country's largest television providers that has led to distribution for both channels in more than 72 million homes. In 2017, for the first time in its 14-year history, NFL Network was the second most-watched sports cable network during the NFL regular season while the League's digital offerings are routinely among the top-five most viewed sports properties during the season. NFL Films, the most honored filmmaker in sports television history with 131 Sports Emmy Awards, has expanded its programming relationships under Rolapp's guidance with recent deals with HBO, Amazon, Showtime, and others. Additionally, Rolapp has helped the NFL secure partnerships to license content to some of the biggest names in media. Since 2013, NFL Media has teamed with Twitter, YouTube, Facebook, and Snapchat on partnerships that deliver uniquely packaged official NFL content, enabling millions of NFL fans worldwide to engage with the NFL on their favorite social channels

In his role overseeing the NFL's sponsorship business, Rolapp helped engineer a wide-ranging agreements with NFL partners including Microsoft, Verizon, Visa and others, including an expansion of the League's partnership with Bose which has produced new state-of-the-art headsets for all NFL coaches to use in-game, enhancing on-field communications and play calling. Finally, in the area of NFL Consumer Products, Rolapp and his team completed a number of key contract renewals, including the League's partnerships with Nike, Under Armour, Fanatics, and Electronic Arts.

Prior to his promotion to Executive Vice President of NFL Media and President and CEO of NFL Network, Rolapp was the Chief Operating Officer of NFL Media, where he developed the media group's strategic plans and managed the NFL's digital businesses, including NFL.com and the cross platform licensing of NFL content. Rolapp was instrumental in increasing the NFL's owned-and-operated media assets by bringing in-house the operations of NFL.com, the most trafficked sports league website. Before joining the NFL in 2003, Rolapp served as Director, Business Development for NBC Universal in New York, in which he was instrumental in NBC's cable and new media strategies, including NBC's acquisition of Vivendi Universal Entertainment's cable assets USA Network, Sci-Fi and Trio. Rolapp was a member of the media investment banking team at CIBC World Markets prior to joining NBC Universal.

Rolapp is a graduate of Brigham Young University and the Harvard Business School. He is a member of Sports Business Journal's Forty Under 40 Hall of Fame. Rolapp resides in Darien, Connecticut with his wife and four children.



Andrew Schleimer
CFO, TKO

Andrew Schleimer is the Chief Financial Officer of TKO Group Holdings. He will also continue serving as Chief Financial Officer of UFC, having served in that position since September 2016. He also served as Deputy Chief Financial Officer of Endeavor from February 2021 to September 2023. From July 2014 to September 2016, Mr. Schleimer served as the Executive Vice President & Chief Financial Officer of Digital Turbine, Inc. (Nasdaq), a provider of end-to-end solutions for mobile technology companies to enable advertising and monetization functions.

From October 2012 to July 2014, Mr. Schleimer served as an advisor and advisory board member of Digital Turbine, Inc. (formerly known as Mandalay Digital Group). From September 2010 to October 2012, Mr. Schleimer served as the Executive Vice President of Strategic Development of Dick Clark Productions. From January 2006 to July 2010, Mr. Schleimer served as the Executive Vice President of Strategy Development & In-Park Services for Six Flags Entertainment Corporation (NYSE). Mr. Schleimer began his career in investment banking at UBS Financial Services as part of the M&A group, with a particular focus on media and entertainment. Mr. Schleimer graduated from Cornell University with a Bachelor of Science in Hotel and Restaurant Management, with a focus on real estate finance.



Eric Shanks
CEO, Fox Sports

Eric Shanks is Chief Executive Officer and Executive Producer of FOX Sports. Shanks oversees all entities within FOX Sports, including the sports television arm of the FOX Broadcasting Company; FS1, FS2; FOX Soccer Plus; FOX Deportes; FOX College Sports and FOX Sports Digital. Additionally, Shanks serves as the Chairman of the USFL's Board of Directors.

An accomplished inventor, producer and executive, Shanks has worked his way up from a Broadcast Associate in the year FOX Sports launched to becoming its CEO and Executive Producer. Named to the position in June 2010 at age 38, he is believed to be the youngest executive to lead a broadcast network sports division ever.

Shanks' appointment is the very definition of the American corporate success story. Named Sports Business Journal's 2023 Sports Executive of the Year, and member of its prestigious "40 Under 40" Hall of Fame, Shanks is a winner of more than 20 Sports Emmy Awards and holder of 11 U.S. patents. He oversees programming, production, field and studio operations, marketing, promotion, communications, business and legal affairs for America's top-rated sports network.

He also directs all aspects of FOX Sports' television investments and partnerships, and was instrumental in the formation of FoxBet, a groundbreaking partnership with and investment in the Stars Group. In addition, Shanks spearheads the division's strategy of pursuing major event programming to ensure FOX Sports' position as a premier network sports broadcaster.

Shanks served as Executive Vice President for entertainment for DIRECTV from 2004-2010, where he invented the NFL RedZone channel. He was responsible for DIRECTV's original entertainment, regional sports networks, advanced products and advertising sales. In that role, Shanks developed innovative content and services that were compelling and distinct. His advances include the launch of DIRECTV on DEMAND, the creation of the NFL RedZone, as well as the partnership between DIRECTV and Augusta National for the multiscreen coverage of The Masters.

In 2001, Shanks created Sky Italia's sports networks for NewsCorp. He created Sky Sports 1 and 2 and oversaw the acquisition of Serie A rights and was the executive producer there during its inaugural launch season.

Shanks originally joined FOX Sports in 1994, the network's inaugural NFL season. He also served on production crews for FOX Sports' coverage of the NHL and MLB. Shanks helped develop the yellow first-down line that is a staple of today's televised football coverage and the FOXTrax "glowing puck." He began his sports television career as a broadcast associate at CBS Sports in 1993.

Shanks serves on the Board of Directors for the Big Ten Network; and holds a seat on the Board of Governors and chairs the Pacific Region for the Boys and Girls Club of America.

An Indiana native, Shanks attended Indiana University and now resides in Los Angeles with his wife, Brenda, daughter Maisie and sons, Jack and David.



Brett Yormark
Commissioner, Big 12

Recognized as one of the most dynamic and innovative executives in sports and entertainment, Brett Yormark began his tenure as the fifth commissioner of the Big 12 Conference on August 1, 2022. He previously held positions at Roc Nation, Brooklyn Sports & Entertainment and NASCAR.

In his time as Commissioner of the Big 12, Yormark has elevated the Conference to new heights. Yormark executed a media rights deal with ESPN and Fox, a deal that will run through 2030-31. Additionally, Yormark has placed an emphasis on marketing, brand building and storytelling that has resonated across the college athletics landscape. In the first two years of his tenure, Yormark has overseen the early departure of Oklahoma and Texas as well as the integration of eight new Big 12 members. Additionally, he led a revamping of the Big 12 Football and Basketball Championships that resulted in revenue and digital engagement highs. Yormark has taken an innovative approach to ensure the Conference resides in places it never has before, creating the first-ever Big 12 Business Advisory Board, executing a partnership with the National Football League to operate a conference-wide Pro Day, teaming up with New York City Parks Department for a summer activation at historic Rucker Park, and bringing celebrity talent such as Fat Joe, Ashanti, Shaq and DJ Khaled into the Big 12 marketing fold.

Yormark served three years as the COO of Roc Nation and Co-CEO of Roc Nation Unified before moving to the Big 12. Roc Nation is a full-service entertainment company supporting a diverse roster of talent via artist management, music publishing, touring, production, strategic brand development and more. The client list includes some of the world's most recognizable names in the entertainment and sports worlds, such as Rihanna, Alicia Keys, DJ Khaled, Robin Thicke, Megan Thee Stallion, Christina Aguilera, LaMelo Ball, Romelu Lukaku and Kevin De Bruyne. The company was founded in 2008 by JAY-Z and has offices in New York City, London and Los Angeles.

Yormark joined the company in the fall of 2019 and in his role as COO, focused on optimizing operational resources and building company infrastructure to support continued growth. Yormark also supervised sponsorship, licensing, content partnerships, and brand strategy. In addition, he spearheaded Roc Nation Unified, the organization's commercial and consultative arm that works with artists, athletes, leagues, teams, and brands.

Prior to Roc Nation, Yormark spent 14 years as President and CEO of Brooklyn Sports & Entertainment (BSE) Global, which manages and controls Barclays Center, the Brooklyn Nets, and the Nets' NBA G League team, the Long Island Nets. During his tenure, he also expanded BSE's venue footprint by leading the renovation, reopening and subsequent operation of NYCB LIVE, home of the Nassau Veterans Memorial Coliseum on Long Island, and Manhattan's iconic Webster Hall. While at BSE Global, Yormark had oversight for all facets of Barclays Center and NYCB LIVE, including operations, event programming, sales, and marketing.

After joining the Nets in 2005, Yormark led the team's 2012 move to Brooklyn, including the rebranding that established the Nets as a global lifestyle brand. In overseeing the transformation from New Jersey to Brooklyn, Yormark led the team to placements in the top tier of every major business matrix, including ticket sales, merchandise and sponsorship.

Under his leadership, Barclays Center and NYCB LIVE were consistently named among the industry's top venues worldwide in ticket sales by leading industry publications such as Billboard, Pollstar, and VenuesNow. Yormark brought the hottest names in music to the venues under his purview, including opening Barclays Center with eight consecutive nights of sold-out shows from legendary rapper JAY-Z. Barclays Center and NYCB LIVE also welcomed legends including Barbra Streisand, Bruce Springsteen, Beyoncé, Billy Joel, Elton John, Coldplay, J. Cole, Kendrick Lamar, Pearl Jam, and many more.

On the sports side of the business, he brought professional boxing back to Brooklyn for the first time since 1931 and saw Barclays Center host dozens of world championship fight nights. College basketball also became a mainstay in Brooklyn, with Yormark securing agreements to host the NCAA Men's Basketball Tournament, the ACC Men's Basketball Tournament, and the Atlantic 10 Men's Basketball Tournament, alongside matchups between many of the nation's top programs such as Kentucky, Kansas, Duke, and North Carolina, among others.

Before BSE Global, Yormark worked for NASCAR for six years, where he helped build the stock-car racing company into a major sports property. Yormark was named the maximum three times to the "Forty Under 40" list by Sports Business Journal and was selected twice to the "40 Under 40" list by Crain's New York Business. He is also on the board of the City Parks Foundation, the TJ Martell Foundation and NYC & Company.

Yormark is the proud father of Madison and Drake and is married to Elaina Scotto.



Jeff Zucker
CEO, RedBird IMI

Jeff Zucker is the CEO of the RedBird IMI and an Operating Partner at RedBird Capital Partners. RedBird IMI is a joint investment vehicle focused on acquiring, investing in and building large scale media, entertainment and sports content properties on a global basis.

Jeff has had one of the most storied careers in media, creating new brands and resurrecting old ones. He spent the last three decades in leadership roles across every part of media, including news, sports, entertainment, and digital innovation.

Most recently, Jeff served as President of CNN, from 2013-2022, and Chairman of WarnerMedia Sports from 2019-2022. In Jeff's nine years at CNN, he oversaw a dramatic turnaround of the global news network, driving it to its largest audiences ever and turning it into the most used digital news and information outlet in the world. At WarnerMedia Sports he was responsible for all programming acquisitions, production, marketing, league relations and sales. The portfolio included partnerships with the NBA, NHL, MLB and the NCAA for the Men's Basketball Championship.

Prior to CNN and WarnerMedia Sports, Jeff spent 25 years at NBC Universal. His ascent at NBC began in 1986 as a researcher for NBC Sports' coverage of the 1988 Summer Olympic Games in Seoul. He then took over NBC's Today show at the age of 26 and re-invented the historic morning news program. After ten years there and four years as the President of NBC Entertainment, he became the President and CEO of NBCUniversal, from 2007-2011.

While CEO of NBCUniversal, he also co-founded the online streaming service Hulu, in 2007.

A 14-time Emmy Award winner and three-time Peabody Award recipient, Jeff received a BA in American History from Harvard College. He served as president of The Harvard Crimson from 1985 to 1986.

SPOTLIGHT: AI MEETS ROI: LEVERAGING ARTIFICIAL INTELLIGENCE IN FILM, SPORTS AND FINANCE

Hamid Biglari, Chief Strategy Officer & Chairman of Financial Services
and Asset Management, RedBird



Hamid Biglari
Chief Strategy Officer & Chairman of Financial
Services and Asset Management, RedBird

Hamid Biglari is a Partner of the Firm, Chief Strategy Officer and Chairman of Asset Management & Financial Services.

In that capacity, he helps to oversee the financial services investment portfolio, the application of AI across the Firm and its portfolio companies across all sectors, and the Firm's strategic growth initiatives globally.

Prior to joining RedBird, Hamid had a distinguished and diverse 30-year career in financial services. From 2017 to 2022, he was a senior executive at Point72 Asset Management, where he co-led the Firm's global equities trading organization as well as advanced analytics associated with PM portfolio construction, forensics, and performance assessment.

From 2000 to 2013, he was a senior executive at Citigroup, ending his tenure there as Vice Chairman & Global Head of Emerging Markets. He was a member of Citigroup's Operating Committee and held various senior management roles, including Chief Strategy Officer of Citigroup, Chief Operating Officer of Citi's global investment banking and trading business, and Global Head of Investment Banking for Financial Institutions.

Prior to Citigroup, Hamid was a Partner at McKinsey & Company, where he co-led the Firm's investment banking consulting practice. Before that, he was a theoretical nuclear physicist at Princeton University's Plasma Physics Laboratory, the nation's leading center for controlled thermonuclear fusion research.

Hamid sits on the Board of Directors of SparkCognition, a global provider of enterprise AI solutions. He is a member of the Council on Foreign Relations and a Vice-Chair of Asia Society's Board of Trustees. He also sits on the President's Advisory Council and Advisory Board of the Bendheim Center for Finance at Princeton University. While at Citigroup, he was a member of the US-China Business Council. From 2013 to 2015, he was a Board member of Avolon Holdings, the global jet leasing company, and Head of its Compensation Committee, until its sale to HNA Group.

An Iranian-American, Hamid was awarded the Ellis Island Medal of Honor in 2009, given for outstanding contributions to the United States by immigrants.

He holds a Ph.D. degree in Astrophysical Sciences from Princeton University.

PANEL DISCUSSION III: GLOBAL SOCCER: THE PERSPECTIVE FROM EUROPE & THE US

Panelists:

Don Garber, Commissioner, Major League Soccer
Zlatan Ibrahimović, Operating Partner, RedBird
Richard Scudamore, Former CEO, Premier League
Gareth Southgate, Former Manager, England

Moderator:

James Fontanella-Khan, Financial Times



Don Garber
Commissioner, Major League Soccer

Don Garber was named commissioner of Major League Soccer, the first division professional soccer league in the United States and Canada, in 1999. During his 25 years with MLS, the league has expanded from 10 to 30 clubs, added dozens of new owners, established 26 soccer stadiums, and secured a transformative global media partnership with Apple TV.

Through his efforts, MLS has developed into one of the top soccer leagues in the world and has helped establish the United States as a true soccer nation.

Early in his tenure, he created MLS WORKS, a league-wide community outreach initiative dedicated to addressing important philanthropic and social issues.

Prior to joining MLS, Garber spent 16 years in a variety of sales, marketing, programming, and event management positions at the National Football League. In 1996, he launched NFL International, a division that was responsible for all aspects of the NFL's business outside the United States, with offices in Canada, England, Mexico, Japan and Germany.

Commissioner Garber serves on a variety of professional and philanthropic boards, including the board of directors for the United States Soccer Federation, the FIFA Football Stakeholders Committee, and The Football World League Association. Garber is a member of the Board of Directors of the Paley Center for Media and the Billion Oyster Project.

Garber is a member of the Broadcast and Cable Hall of Fame, the National Soccer Hall of Fame and is in the Athletic Hall of Fame for his Alma mater, SUNY Oneonta. He has received an Honorary Doctorate of Humane Letters from both Montclair State University and the State University of New York.



Zlatan Ibrahimović
Operating Partner, RedBird

Zlatan Ibrahimović is an Operating Partner at RedBird Capital across its Sports and Media & Entertainment investment portfolio. In this capacity, he also serves as a Senior Advisor to AC Milan Ownership and Senior Management.

Zlatan is one of the most iconic football players to have ever played the game. He left his mark on every team he played for, winning 34 trophies between Malmo, Ajax, Juventus, Inter Milan, Barcelona FC, AC Milan, Paris Saint-Germain, Manchester United and the Los Angeles Galaxy.

Over the course of his career, Zlatan scored over 570 goals, including more than 500 club goals, and has scored in each of the last four decades. Zlatan was named the best player in Italy's Serie A three times (2008, 2009, 2011) and was named the best player in France's Ligue 1 three times (2012, 2013, 2015). He was also Serie A's top scorer in 2009 and 2012, Ligue 1's top scorer in 2012, 2013 and 2015 and the all-time top scorer for the Swedish national team.

Zlatan is a personality whose name resonates far beyond the confines of the football pitch. His prowess on the field has enabled him to build a global brand as an entrepreneur, published author, marketing and advertising specialist and investor. With 123 million social media followers, Zlatan is a global influencer of unquestionable scale and appeal, as well as a best-selling author for his autobiography "I Am Zlatan" which ranks as one of the most successful sports biographies. Zlatan is also a humanitarian who looks to give back, teaming up with the United Nations World Food Program (WFP) to raise awareness of the extent to which hunger persists as a global problem and the 805 million people who are suffering from hunger today.



Richard Scudamore
Former CEO, Premier League

From 1999 until 2019, Richard Scudamore was the Chief Executive and then Executive Chairman of the Premier League. During this period he was accountable to the club owners for all elements of the league's operations including regulatory, legal and political matters, and the sale of broadcasting and central commercial rights across 225 international markets.

Under his leadership the organisation used the strong platform provided by its 20 Member Clubs to successfully increase interest in the competition to become the most watched in the World; grow revenues in the UK and internationally from an annual £124m to £3.3bn and invest in and support football development at all levels of the sport.

During his time at the Premier League Richard became Chairman of the World League's Forum and co-chaired the UK Government's Sports Business Council. He was a Founding Trustee of the Football Foundation which has installed or improved over 5000 community sports facilities across the UK since 2000.

Before joining the Premier League, Richard was Chief Executive of the Football League. Prior to that, Richard was Senior Vice-President of the Thomson Corporation, responsible for their US newspaper publishing division.

Richard currently advises Redbird on their sport, media and entertainment investments; is a Director of interactive technology company Monterosa; and provides strategic advice to a number of other international businesses and sporting organisations.



Gareth Southgate
Former Manager, England Football

Gareth Southgate is an English professional football manager and former player, who played as a defender and midfielder. He was the manager of the England men's national team from 2016 until 2024.

Southgate began his career with Crystal Palace, making his debut in 1990, and was appointed club captain in 1993, winning the First Division championship that season (1993–94). Having made over 150 appearances for Palace, he was signed by Aston Villa in 1995, winning the League Cup in 1996 and reaching the 2000 FA Cup final, before departing for Middlesbrough, where he won another League Cup in 2004 and reached the 2006 UEFA Cup final. Internationally, Southgate made 57 appearances for the England team between 1995 and 2004. He played every game of England's campaign in UEFA Euro 1996, though his penalty miss sent England out in the semi-final; he also featured in both the 1998 FIFA World Cup and UEFA Euro 2000. He retired in 2006 at the age of 35, having made more than 500 league appearances across his three clubs.

Immediately following his retirement, Southgate was appointed manager of Middlesbrough, staying in the role until his dismissal in 2009. He also managed the England under-21 team from 2013 to 2016, before succeeding Sam Allardyce as the senior team's manager in 2016. He led England to the 2018 FIFA World Cup semi-finals, the UEFA Euro 2020 final, the 2022 FIFA World Cup quarter-finals, and the UEFA Euro 2024 final. In 2018 and 2021 he won the BBC Sports Personality of the Year Coach Award.



James Fontanella-Khan
Financial Times

James Fontanella-Khan is US deals editor at the Financial Times covering deals across America. Along with Arash Massoudi, he is the co-creator of the FT's corporate finance newsletter Due Diligence and of the FT's weekly business of sport briefing Scoreboard.

PANEL DISCUSSION IV: THE SEARCH FOR ALPHA: APPLYING THE REDBIRD MODEL TO FINANCIAL SERVICES

Panelists:

Haig Ariyan, CEO, Arax Investment Partners
Chad Levine, CEO, Bishop Street Underwriters
Mike Zabik, Partner, RedBird

Moderator:

Hamid Biglari, Chief Strategy Officer & Chairman of Financial
Services and Asset Management, RedBird



Haig Aryan
CEO, Arax Investment Partners

Haig Aryan is the Founder and Chief Executive Officer of Arax Investment Partners.

At Arax, Haig oversees all operations, strategic direction, and leadership of the firm. Prior to joining Arax, Haig was the President and CEO of Alex. Brown, America's first investment banking firm. While at Alex. Brown, Haig oversaw 220 Financial Advisors in 18 offices and \$70B in client assets. Haig was the Head of Global Wealth Solutions, the product and solutions platform supporting all of Raymond James' more than 8,000 affiliated advisors. Prior to leading the sale and integration of Alex. Brown to Raymond James Financial, Haig was the head of Deutsche Bank Wealth Management in the Americas.

Haig joined Alex. Brown & Sons in 1996 as a client advisor in Greenwich, Connecticut. After several years of building a successful practice working with high-net-worth families and playing an integral role in Deutsche Bank's acquisition of BT Alex. Brown, Haig was named Regional Executive of the Greenwich office. In 2005, he was promoted to manage the midtown New York City office, while continuing to oversee the Greenwich business. He was also responsible for opening Deutsche Bank's Wall Street branch. In 2009, Haig served as Head of the Eastern Region of Private Client Services and one year later was appointed the Head of the American wealth management franchise. Haig started his career at Dean Witter Reynolds.

Haig is active on the board of trustees of the Diocese of the Armenian Church as well as the central council of the Armenian General Benevolent Union (AGBU). He has served as chairman of the Armenian Church Endowment Fund's investment committee and is a member of the board of the Dadourian Foundation, a private family foundation based in New York. Haig is also a member of the board of the MassMutual Trust Company.

Haig holds a B.S. from Rutgers University.



Chad Levine
CEO, Bishop Street Underwriters

Chad Levine is the CEO of Bishop Street Underwriters. Prior to this, Chad was Aon Affinity's Chief Strategy Officer (CSO) and a member of the Executive Committee, responsible for strategic planning and execution across a portfolio of 25+ specialty insurance programs.

Prior to his role at Affinity, Chad held leadership positions in Aon's Corporate Strategy, Health & Benefits, carrier consulting businesses. Additionally, Chad led strategic client relationships, business development and large-scale SaaS implementations at Aon eSolutions, a Risk Management and Policy Administration software business.

Chad holds a B.S. in Business Administration from Miami University and an MBA from Duke's Fuqua School of Business.



Mike Zabik
Partner, RedBird

Mike Zabik is a Partner of the Firm and leads its Financial Services investment business.

In his current role, Mike leads all sourcing, execution, company building and monetization initiatives across the FIG portfolio. Since 2014, the Firm has invested over \$1 billion in Financial Services investments across six platform investments and multiple add-on acquisitions. Mike is responsible for the Firm's investments in Arax Investment Partners, Aquarian Holdings, Obra Capital, Main Street Advisors and Grafine Partners, and is actively involved in Zenith Shipping. Mike also led RedBird's investment in Constellation Affiliated Partners, an MGA platform, sold to Truist in July 2021 and was involved in OneTeam Partners, which was exited in September 2022.

In addition to his active investment responsibilities, Mike leads the Portfolio Financing Team, which has structured the portfolio company financings across the platform investments and over 100 add-on acquisitions.

Prior to joining RedBird, Mike was a Vice President at Ares Management LLC for four years, and before that was an Associate at Kelso & Company. Mike began his career at Deutsche Bank in the firm's Leveraged Finance and Private Debt businesses.

Mike holds a B.S. in Finance and Accounting from Indiana University.

PANEL DISCUSSION V: IS CONTENT FINALLY KING: THE OPPORTUNITY FOR HOLLYWOOD

Panelists:

David Ellison, Founder and CEO, Skydance Media
Ari Emanuel, CEO, Endeavor
Jeff Shell, Chairman, RedBird Sports and Media

Moderator:

David Faber, CNBC



David Ellison
Founder and CEO, Skydance Media

David Ellison is Chief Executive Officer of Skydance Media, the diversified media company he founded in 2010 to create elevated, event-level entertainment for global audiences. As CEO, he sets and executes the strategic vision for the company across all of its divisions: feature film, television, interactive, animation and new media. David currently oversees Skydance's upcoming film slate including *Top Gun: Maverick*, *The Tomorrow War*, *Snake Eyes*, *The Adam Project* and the upcoming seventh and eighth installments of the *Mission: Impossible* series. Under his leadership, Skydance has produced a number of blockbuster and critically acclaimed films including Tom Clancy's *Without Remorse*, *The Old Guard*, *6 Underground*, *Mission: Impossible - Fallout*, *Annihilation*, *Star Trek Into Darkness* and *Star Trek Beyond*, the *Jack Reacher* films and the Academy Award-nominated *True Grit*.

In 2013, David launched Skydance Television, which boasts a diverse slate of series including three Emmy-nominated series: *Grace and Frankie* and *Altered Carbon* on Netflix and Tom Clancy's *Jack Ryan* on Amazon. The slate also includes *Condor* on EPIX, *Foundation* on Apple TV+ and *Reacher* on Amazon.

In 2016, David formed Skydance Interactive, a dedicated subsidiary that creates and owns original virtual reality games and licensing. The studio's library includes the critically acclaimed VR survival-horror game *The Walking Dead: Saints and Sinners* and the mech-shooter *Archangel: Hellfire*.

David launched an animation division at Skydance in 2017, with the purpose of producing a bold and original slate of high-end animated feature films and television series. The division's animated feature film slate includes *Luck* and *Spellbound*. In 2020, David formed Skydance Animation Madrid which expanded the creative capability, scale and leverage of the studio. In 2018,

David announced that Skydance had entered into a partnership with Tencent Holdings Limited, a leading provider of Internet value added services in China.

In 2020, he announced the formation of strategic partnerships with Redbird Capital and CJ E&M, culminating in a \$275 million equity capital expansion that saw Skydance's valuation increasing to \$2.3 billion. This partnership with CJ E&M expanded Skydance's global television business, providing the company a strong foothold in South Korea's entertainment market and access to CJ E&M's expansive library of wildly popular entertainment. David is an accomplished pilot and a lifelong film enthusiast.

He attended the School of Cinematic Arts at USC and is a member of the Producers Guild of America as well as the Television Academy. He resides in Southern California with his wife, musician Sandra Lynn.



Ari Emanuel
CEO, Endeavor

Ariel Emanuel is the Chief Executive Officer of Endeavor Group Holdings and has served in that position since October 2017. He also serves as a director of Endeavor. Mr. Emanuel is also Chief Executive Officer of TKO Group Holdings, Inc. (NYSE: TKO), a premium sports and entertainment company comprising UFC and WWE, and became a Director of TKO in September 2023. TKO is majority owned and controlled by Endeavor. He previously served as the Co-Chief Executive Officer of Endeavor since July 2014, and as Co-Chief Executive Officer of WME since 2009. He has previously worked for ICM Partners and InterTalent. Mr. Emanuel is a graduate of Macalester College.



Jeff Shell
Chairman, RedBird Sports and Media

Jeff Shell is the Chairman of RedBird Sports and Media.

Jeff was previously Chief Executive Officer of NBCUniversal. He oversaw the company's valuable portfolio of news, sports, and entertainment networks, a premier motion picture company, significant television production operations, a leading television stations group, and world-renowned theme parks.

Previously, Jeff was Chairman of NBCUniversal Film and Entertainment. In this role, he oversaw the content creation, programming and distribution engines behind NBCUniversal's film and network television businesses including NBC Entertainment, Universal Filmed Entertainment Group (UFEG), Telemundo and NBCUniversal International. He was also responsible for driving the extensions of the company's intellectual property and consumer product strategy with Universal Brand Development, as well as the expansion of the go-to destination for moviegoers with Fandango.

Jeff previously served as Chairman of UFEG, a position he held since 2013. Over the course of his tenure, Universal celebrated four years of record profit, and the two most profitable years in the studio's 107-year history with titles from some of its biggest franchises such as *Fast & Furious*, *Jurassic World* and Illumination's *Despicable Me*. With Jeff's oversight, Universal Brand Development's portfolio grew extensively to include Consumer Products, Games and Digital Platforms, and Live Entertainment. Fandango's portfolio expanded to include a global suite of ticketing properties, including MovieTickets.com, Flixster, Ingresso.com and Fandango Latin America. Additionally, the company acquired DreamWorks Animation in 2016, and under Shell's leadership, the global family entertainment company and its feature film and television brands became an integral part of UFEG.

Prior to joining UFEG, Jeff served as Chairman of NBCUniversal International. In this role, he managed all aspects of NBCUniversal's international businesses including International TV Distribution, Global Television Networks and International Television Production. He also oversaw, in partnership with their domestic leaders, CNBC International, International Theatrical Marketing and Distribution, International Home Entertainment and International Theme Parks Operations.

Prior to joining NBCUniversal, Jeff served as President of Comcast Programming Group where he was responsible for managing Comcast's national and regional television networks including E! Entertainment Network, the Golf Channel, International Channel Networks, and Comcast Sports Group, just to name a few. Under his leadership, Comcast's networks grew significantly in distribution, viewership and profitability during his six-year tenure. Before Comcast, Jeff was CEO of Gemstar TV Guide International leading the business through a number of legal and operational challenges. Previous to Gemstar, he held several positions at News Corporation including President, FOX Cable Networks Group. He also held leadership roles at The Walt Disney Company and Salomon Brothers prior to joining News Corporation.

Jeff serves on the board of several non-profit organizations including the National Constitution Center and organizations focused on public school reform.

Jeff received his Master's Degree in Business Administration from Harvard University and his Bachelor's Degree in Economics and Applied Mathematics from University of California, Berkeley.



David Faber
CNBC

The face of business morning news on CNBC, David Faber co-hosts the network's signature show Squawk on the Street. The investigative journalist has been the first to report on several of the top financial stories of the century including the WorldCom scandal, the bail out of the hedge fund Long Term Capital Management, and numerous takeovers.

During his 20-year-plus tenure at CNBC, Faber has become a cornerstone of the network. Known for his unique journalistic style, which has been described as a "calm demeanor with an underlying sense of urgency," he specializes in breaking stories, interviewing corporate titans such as Rupert Murdoch, and producing economically relevant documentaries, including The Age of Wal-Mart, which won him a Peabody and DuPont Award.

Faber's most recent book *And Then the Roof Caved In* examines the real causes of the 2008 Financial Crisis through an extensive collection of primary sources who give insider accounts of decisions and actions that led up to the economic downfall.

KEYNOTE: THE FUTURE OF SPORTS

Panelists:

Gerry Cardinale, Founder and CIO, RedBird

Roger Goodell, Commissioner, National Football League

Moderator:

Scott Wapner, CNBC



Gerry Cardinale
Founder and CIO, RedBird

Gerry Cardinale is the Founder, Managing Partner and Chief Investment Officer of RedBird Capital Partners. RedBird manages ~\$10bn billion of equity on behalf of a select group of blue-chip institutional and family office investors. The Firm's prior and current investment portfolio includes many of the world's most iconic entrepreneurs, properties and brands across the sports, media and entertainment industries – including Fenway Sports Group (Boston Red Sox, Liverpool FC, Pittsburgh Penguins, New England Sports Network); the Yankees Entertainment & Sports (“YES”) Network (New York Yankees and Amazon); Skydance Media (Larry and David Ellison); The Springhill Company (LeBron James and Maverick Carter); the XFL (Dwayne Johnson and his partner Dany Garcia); and European football's A.C. Milan which recently won Italy's Serie A Championship.

Since the Firm's inception, RedBird has also been an active investor and company builder in Financial Services -- a core competency of the Firm with a dedicated investment team that has invested over \$1 billion across Insurance & Insurance Distribution, Asset & Wealth Management and Fintech & Insurtech. Notable investments include Aquarian, a diversified life and annuity insurance carrier with over \$7 billion of assets and an affiliated asset manager; and Constellation, a managing general agent insurance distribution platform that RedBird scaled to a top 5 player in the industry in under two years before exiting to Truist in July 2021.

Prior to founding RedBird in 2014, Gerry spent 20 years at Goldman Sachs where he was a Partner of the firm and a senior leader of the Merchant Bank's private equity investing business. During his tenure, Gerry worked with entrepreneurs and family business owners to build several successful multi-billion-dollar companies, including the Yankees Entertainment & Sports (“YES”) Network, Legends Hospitality, and Suddenlink Communications.

In addition to his broad responsibilities as Chief Investment Officer, Gerry is actively engaged in company-building activities across the Firm's portfolio in its core industries of Sports, Media & Entertainment and Financial Services. He is also active in driving RedBird's commitment to diversity, equity and inclusion within the Firm as well as within the investment portfolio. Accordingly, 50% of the Firm's investment professionals and 30% of CEOs in its most recent fund are either female or diverse.

Philanthropically, Gerry is a Trustee of the Mount Sinai Health System in New York City and leads one of the multi-state Selection Committees that awards Rhodes Scholarships each year. Gerry received an Honors BA from Harvard University where he graduated Magna Cum Laude and an M.Phil in Politics and Political Theory from Oxford University where he was a Rhodes Scholar.



Roger Goodell
Commissioner, National Football League

Roger Goodell is the eighth chief executive of the National Football League. He took office on September 1, 2006, 24 years after he joined the league where he held numerous football and business operations roles prior to being elected Commissioner. Commissioner Goodell's priorities have focused on improving all aspects of the game for fans, players, and the clubs, while successfully growing the popularity of the NFL and its 32 teams around the world. Fan interest in the NFL has soared on all platforms, including the largest domestic audiences in television history, as well as enormous growth in digital and social media engagement. Under Commissioner Goodell's leadership, the NFL has focused on improvements to player health and safety, benefits for retired players, the league's personal conduct policy, social responsibility programs, diversity in hiring practices, revenue sharing, stadium development, fan experience, media innovation, international development, officiating and rules changes. These enhancements have increased the quality, safety and enjoyment of the game.



Scott Wapner
CNBC

Scott Wapner is host of CNBC's "Fast Money Halftime Report" (M-F, 12PM-1PM ET) and "Closing Bell" (M-F, 3PM-4PM ET), which broadcast from the New York Stock Exchange. Wapner is known for interviewing some of the world's most influential investors, drilling down into stocks and sectors and navigating viewers through breaking news and market moves during and after the trading day.

Roger Goodell is the eighth chief executive of the National Football League. He took office on September 1, 2006, 24 years after he joined the league where he held numerous football and business operations roles prior to being elected Commissioner. Commissioner Goodell's priorities have focused on improving all aspects of the game for fans, players, and the clubs, while successfully growing the popularity of the NFL and its 32 teams around the world. Fan interest in the NFL has soared on all platforms, including the largest domestic audiences in television history, as well as enormous growth in digital and social media engagement. Under Commissioner Goodell's leadership, the NFL has focused on improvements to player health and safety, benefits for retired players, the league's personal conduct policy, social responsibility programs, diversity in hiring practices, revenue sharing, stadium development, fan experience, media innovation, international development, officiating and rules changes. These enhancements have increased the quality, safety and enjoyment of the game.