<table>
<thead>
<tr>
<th>Rank</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>THE WORLD OF SPORT IS GROWING – AND EXPANDING</td>
</tr>
<tr>
<td>02</td>
<td>‘PARTNERSHIPS’ ARE BECOMING MORE IMMERSIVE AND REWARDING</td>
</tr>
<tr>
<td>03</td>
<td>THE COMPETITION TO CAPTURE NEW AUDIENCES IS INTENSE</td>
</tr>
<tr>
<td>04</td>
<td>BROADCAST MEDIA: MORE VALUABLE THAN EVER BUT UNDER THREAT</td>
</tr>
<tr>
<td>05</td>
<td>EMERGENCE OF FAST-GROWTH SPORTS AND EVENTS</td>
</tr>
<tr>
<td>06</td>
<td>SPORT UNDER INTENSE SCRUTINY AND GOVERNANCE IS KEY</td>
</tr>
<tr>
<td>07</td>
<td>DIGITAL AND SOCIAL: THE REVENUE ROADMAP IS STARTING TO UNLOCK</td>
</tr>
<tr>
<td>08</td>
<td>NEW TECHNOLOGIES TRANSFORMING THE FAN EXPERIENCE – AT VENUE AND AT HOME</td>
</tr>
<tr>
<td>09</td>
<td>INCREASED FOCUS ON BUILDING STRONG FAN RELATIONSHIPS IS PAYING BACK</td>
</tr>
<tr>
<td>10</td>
<td>EVERYTHING IS MEASURABLE AND ACCOUNTABILITY IS MORE IMPORTANT THAN EVER</td>
</tr>
</tbody>
</table>
01 THE WORLD OF SPORT IS GROWING – AND EXPANDING

03 THE COMPETITION TO CAPTURE NEW AUDIENCES IS INTENSE

07 DIGITAL AND SOCIAL: THE REVENUE ROADMAP IS STARTING TO UNLOCK
THE WORLD OF SPORT IS GROWING – AND EXPANDING
GLOBAL SPONSORSHIP SPEND IS FORECAST TO REACH OVER $62 BILLION BY 2017 - A 1.8X INCREASE FROM 2010

Source: Warc AdSpend Database; PwC Media Outlook; Emarketers; European Sponsorship Association Fact Sheet 2014; Repucom Analysis

Projected Global Sponsorship Spend ($B)

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>35.0</td>
<td>55.3</td>
<td>57.5</td>
<td>59.8</td>
<td>62.2</td>
</tr>
</tbody>
</table>

POTENTIAL FOR HIGHER GROWTH

There is potential for sponsorship growth to increase more than currently projected based on the impact of new inventory from digital media platforms - more inventory means more sponsorship opportunities.
GLOBAL MEDIA RIGHTS SPEND IS FORECAST TO REACH $45 BILLION BY 2017 - A 1.6X INCREASE FROM 2010

Projected Global Media Rights Spend ($B)

2010: 27.4
2014: 36.8
2015: 40.0
2016: 42.9
2017: 44.7

FACTORS FOR FUTURE GROWTH INCLUDE …

» Continued economic development in Asia, Latin America and Africa.

» Increased pay TV and broadband penetration in key developing markets.

» Technological advances and changing viewer consumptions habits.

» Aggressive new players entering the media rights landscape.

Source: Warc AdSpend Database; PwC Media Outlook; Emarketers; European Sponsorship Association Fact Sheet 2014; Repucom Analysis
THREE MAJOR DRIVERS OF GROWTH…

MAJOR SPORTS SPONSORSHIP GROWTH

<table>
<thead>
<tr>
<th>Sport</th>
<th>2011</th>
<th>2014</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>$5.6B</td>
<td>$7.9B</td>
<td>+12%</td>
</tr>
<tr>
<td>Motorsport</td>
<td>$2.8B</td>
<td>$3.1B</td>
<td>+4%</td>
</tr>
<tr>
<td>American Football</td>
<td>$1.0B</td>
<td>$1.4B</td>
<td>+11%</td>
</tr>
<tr>
<td>Golf</td>
<td>$786M</td>
<td>$960M</td>
<td>+7%</td>
</tr>
<tr>
<td>Basketball</td>
<td>$530M</td>
<td>$845M</td>
<td>+17%</td>
</tr>
<tr>
<td>Tennis</td>
<td>$533M</td>
<td>$622M</td>
<td>+5%</td>
</tr>
<tr>
<td>Rugby</td>
<td>$355M</td>
<td>$483M</td>
<td>+11%</td>
</tr>
<tr>
<td>Baseball</td>
<td>$332M</td>
<td>$386M</td>
<td>+5%</td>
</tr>
<tr>
<td>Cricket</td>
<td>$289M</td>
<td>$298M</td>
<td>+1%</td>
</tr>
<tr>
<td>Cycling</td>
<td>$283M</td>
<td>$421M</td>
<td>+14%</td>
</tr>
</tbody>
</table>

EMERGING MARKETS & NEW PROPERTIES

- Azerbaijan
  - Baku 2015
  - SOCAR
  - UEFA
  - ATLÉTICO MADRID
  - eSports

Digital Only, IPTV, & OTT

- Rights Holder-Owned & 24-Hour Sports Networks

EVOLVING DISTRIBUTION & CONSUMPTION

- Arts, Entertainment, Public Spaces
- France, UAE, UK
BUT MAJOR NEW INVESTMENTS ARE COMING FROM FURTHER EAST...

Global Spend Distribution p.a. ($,M)

**Middle East**
- 2011: 292
- 2012: 491
- 2013: 712
- 2014: 805

**North America**
- 2011: 3.644
- 2012: 4.522
- 2013: 5.075
- 2014: 4.891

**APAC**
- 2011: 1.251
- 2012: 1.558
- 2013: 2.184
- 2014: 2.251

**Europe**
- 2011: 6.275
- 2012: 7.095
- 2013: 7.479
- 2014: 7.297

ASIAN AND MIDDLE EAST BRANDS...

- Demonstrated the highest increases in sponsorship spend across all global regions.
- Significantly outpaced North American (10%) and European (5%) brand spend growth.
- Aiming to gain an even larger presence in global sport in coming years.

Source: Repucom SponsorGlobe analysis
Chinese firms acquiring stakes in sports properties...

$1.2B (100%)  $45M (20%)

Major commitments from sponsors emanating from Asia...

$20M p.a.

....including the likes of Manchester City.

$400M

13%

Major domestic brands leading sponsorship of these events and investing heavily

....while many of the world’s major events head to Asia.

Pyeongchang 2018
Tokyo 2020
Russia 2018
Qatar 2022
Beijing 2022
Japan 2019
Dubai 2020

EXPO 2020
WE ARE SEEING MORE RIGHTS HOLDERS TRYING TO MONETIZE THEIR GLOBAL FAN BASE THROUGH SPONSORSHIP

New FIFA Approach to Sponsorship Strategy for 2018 and 2022 Cycles

- 3rd tier Regional Supporters will have limited tangible media exposure, but will be able to utilise FIFA intellectual property across their designated region.

- Mostly about IP value and Digital rights and assets that can open up opportunities across markets not previously accessible.
WE ARE SEEING FOUR TYPES OF FAST-GROWTH SPORTS AND EVENTS

**E SPORTS**

- A new ‘sport’, eCommerce has grown faster than any traditional sport.
- Massive participation, elite-level events sell-out arenas, mainstream broadcaster and sponsor interest.

**NEW FORMATS LEAGUES/EVENTS**

- Creation of new leagues to reach new audiences and better fit with modern era.
- Traditional sports rights holders are staging new events to engage with fans and drive revenues streams.

**FITNESS & PARTICIPATION**

- More fitness options for people globally.
- Rise of spinning classes.
- Personal fitness driven by tracking through wearables.
- Social & fun running - group runs, running for fitness and fun, not for timed racing.
- Personal coaching.

**COMBAT SPORTS**

- Continued growth and success of more combat sports on TV.
- Capturing hearts and minds around the world.
- Growth may be stymied by regulation in certain markets.
There are a plethora of technologies (all at various stages) revolutionizing the sports and fan experience.

Technologies by Stages of Success:

<table>
<thead>
<tr>
<th>Speculative</th>
<th>Early Stages</th>
<th>Maturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>New apps - Periscope / Meerkat</td>
<td>Virtual Reality</td>
<td>Fantasy Sports</td>
</tr>
<tr>
<td>Drones</td>
<td>Augmented Reality</td>
<td>Connected Stadiums</td>
</tr>
<tr>
<td>New social media apps - Snapchat</td>
<td>3D Projections</td>
<td>Beacons</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stadium/Team Mobile App</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Statistics</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LED Screens</td>
</tr>
</tbody>
</table>
THE EXPLOSION IN THE TRACKING AND WEARABLES CATEGORY IS A PERFECT EXAMPLE

<table>
<thead>
<tr>
<th>TECHNOLOGY</th>
<th>APPLICATION</th>
<th>SOFTWARE</th>
<th>HARDWARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPS &amp; MOVEMENT TRACKING</td>
<td>Running</td>
<td></td>
<td><img src="image" alt="Smartwatch" /></td>
</tr>
<tr>
<td></td>
<td>Cycling</td>
<td><img src="image" alt="Smartwatch" /></td>
<td><img src="image" alt="Garmin" /></td>
</tr>
<tr>
<td></td>
<td>Football</td>
<td><img src="image" alt="micoach" /></td>
<td><img src="image" alt="Zebra" /></td>
</tr>
<tr>
<td></td>
<td>American Football</td>
<td><img src="image" alt="Microsoft" /></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Golf, Swimming</td>
<td><img src="image" alt="Golfshot" /></td>
<td><img src="image" alt="Bushnell" /></td>
</tr>
<tr>
<td>HEALTH TRACKING</td>
<td>Sleep, weight</td>
<td><img src="image" alt="Fitbit" /></td>
<td><img src="image" alt="Garmin" /></td>
</tr>
<tr>
<td>SMART/CONNECTED CLOTHING &amp; EQUIPMENT</td>
<td>Bras, jerseys, socks - tracking multiple metrics</td>
<td><img src="image" alt="LUMO" /></td>
<td><img src="image" alt="Zepp" /></td>
</tr>
<tr>
<td></td>
<td>Sport equipment – Football, Baseball &amp; Softball, Tennis</td>
<td><img src="image" alt="LUMO" /></td>
<td><img src="image" alt="Zepp" /></td>
</tr>
</tbody>
</table>
SOCIAL MEDIA IS DRIVING THE UPTAKE OF MANY OF THESE ACTIVITIES

A MAJOR SHIFT IN SPORT PARTICIPATION

Moving away from traditional club settings to informal gatherings, organised on digital and social media platforms

TRADITIONAL CLUBS

INFORMAL GROUP FITNESS

[Images of traditional clubs and informal group fitness activities]
THE NBA IS A GLOBAL LEADER IN EMBRACING TECHNOLOGY

**SOCIAL MEDIA**
- 1st League with 1 billion loops on Vine
- New partnership with Verizon – Go90
- Leverages players on social media

**ARENA IMPROVEMENTS**
- On-Course projection for Cavs, 76ers, Clippers, Hawks & Kings
- iBeacon technology installed in arenas

**VIRTUAL REALITY**
- Used for player training
- 1st league to stream a game in virtual reality

**HEALTH**
- Partnership with GE promotes sports health and research
- Pistons invested in Kitman labs to monitor player injury risk and optimize athletic performance

**INNOVATIVE PARTNERSHIPS**
- Teams partnering with Facebook to broadcast training camp practices live
- Lebron James and other players use the Uninterrupted video platform (Turner Sports & Warner Bros JV) to talk with fans
WHAT DO WE EXPECT TO HAPPEN?

» Sponsorship and media rights will continue to grow at a steady pace.

» Asia and Middle East stakeholders will continue to invest but growth may be impacted by economic (eg. oil prices) and political issues.

» The technology sector will continue to be the fastest growing sponsorship category.

» The experience for fans will become more immersive and more personal, wherever they are – and revenue opportunities from this will become real.

» Something new and revolutionary will emerge that we haven’t even thought of!

SO WHAT DOES THIS MEAN FOR RIGHTS HOLDERS?
THE COMPETITION TO CAPTURE NEW AUDIENCES IS INTENSE
People are **intensely** interested in fewer things

**15%**
decline in number of categories people are very interested in 2008-2014

People are **generally** interested in more things

**8%**
increase in number of categories people are slightly interested in 2008-2014
WE ARE SEEING INTENSE FOCUS NOW ON 2 KEY SEGMENTS: MILLENNIALS & WOMEN

GLOBAL PURCHASING POWER 2016

MILLENNIALS

$2.5 Trillion

WOMEN

$30 Trillion

SOURCES:
MILLENNIALS ARE POWERFUL, PRESENTING DIFFERENT OPPORTUNITIES AND CHALLENGES FOR BRANDS AND RIGHTS HOLDERS

» Loyal and publicly supportive of brands they are ‘friends’ with.

» Power to destroy brands that do not have their best interests at heart.

» 4 in 5 say they’d be more likely to purchase from a company that supports a cause they care about.
Examples of community and cause-focused campaigns, which are appealing to Millennials…

Manchester United and Aon

» Manchester United and Aon are committed to serving the community together, including programmes like ‘Skills and Drills’ football clinics with children from local charities.

FC Barcelona and UNICEF

» FC Barcelona and UNICEF joined forces in 2006 and Millennial icon Lionel Messi is one of the fund’s global goodwill ambassadors. Under the current deal the club donates £1.25m a year to Unicef.
MILLENNIALS ALSO CARE ABOUT DIFFERENT THINGS…

The sports and brands that understand these differences are thriving.

MILLENNIALS AROUND THE WORLD MORE LIKELY TO..

» Attend music concerts, festivals & professional sports events.
» Participate in sports & fitness activities.
» Engage with social media.
» Be interested in celebrities & fashion, & fashionable causes.
» Watch and play basketball or volleyball.
» Watch and participate in martial arts.
» Twin screen, using sports apps during the game.
» Do live betting online.
» Play futsal and other new formats.

.. BUT LESS LIKELY TO…

» Watch or play baseball, tennis or golf.
» Watch athletics & figure skating.
» Watch or do competitive cycling or swimming.
» Watch motorsports or snooker.
THE BIGGEST SOURCE OF NEW POTENTIAL FANS IS ACTUALLY WOMEN...

30% increase in number of women interested in football 2011-2015

>100 MILLION MORE FEMALE FOOTBALL FANS GLOBALLY
» **FWWC 2015**: FOX (USA) scored its biggest ever audience for a football match (semi-final: average audience **8.4 million**).

» New female leagues & properties under development... but work to be done to properly structure, promote and sell them.

» New focus for both elite & grassroots women’s sport in some established markets - backed by powerful social and media campaigns.

#CoverTheAthlete
» New AFL Franchise-Based Competition to be launched in 2017.
» AFL to cover the establishment costs of each of the teams.
» Game and format modified to create a unique proposition that is suited to. Women – not just a “me-too” of the men’s game.
WHAT DO WE EXPECT TO HAPPEN?

» The quest to attract and engage Millennials will continue for every rights-holder and sponsor.

» An increasing recognition that female sports fans are powerful and influential purchasers of merchandise, and less ‘tokenism’.

» Greater investment and innovation in women’s sport, from grassroots to professional levels.

SO WHAT DOES THIS MEAN FOR RIGHTS HOLDERS?
DIGITAL & SOCIAL THE REVENUE ROADMAP IS STARTING TO UNLOCK
AS AN INDUSTRY, WE ARE NOW FOCUSING HEAVILY ON MONETISATION
AS AN INDUSTRY, WE ARE NOW FOCUSING HEAVILY ON MONETISATION

COMMUNITY ESTABLISHMENT → GROW & ENGAGE FANS → MONETISE

RIGHTS HOLDER

Facebook, Twitter, Snapchat, YouTube, Instagram
ALL INDUSTRY STAKEHOLDERS ARE UNLOCKING WAYS TO MONETIZE DIGITAL CONTENT
ALL INDUSTRY STAKEHOLDERS ARE UNLOCKING WAYS TO MONETIZE DIGITAL CONTENT – ALL IN A WAY THAT BENEFITS THE FAN
ALL INDUSTRY STAKEHOLDERS ARE UNLOCKING WAYS TO MONETIZE DIGITAL CONTENT – ALL IN A WAY THAT BENEFITS THE FAN

- Monetisation of digital platforms
- Digital team / platforms ROI
- Enhanced experience
- Sponsorship ROI
- Activation ROI
- Social Media Platform
- Additional paid media spend by brand / rights holders
- Monetisation impressions
WE ARE SEEING 3 KEY WAYS TO UNLOCK VALUE THROUGH SOCIAL MEDIA ASSETS

FAN STORIES™

NEW ASSETS

VIDEO
BASED ON OUR RESEARCH THERE ARE 50+ TYPES OF FAN STORIES TO ACTIVATE AND MONETIZE

- Team Announcements
- Fan Competitions
- Event Statistics
- Fantasy Game
- Player Statistics
- Player / Team of the Month
- Goal of the Month
- Q&A
- "Behind the Scenes" Content
- Event Highlights
- Training Content

FAN STORIES™

REPUcom
THE CREATION OF ENTIRELY NEW DIGITAL ASSETS IS CREATING NEW SPONSORSHIP OPPORTUNITIES
THE RUGBY WORLD CUP 2015 AND THE NFL ARE 2 BEST PRACTICE EXAMPLES OF MONETIZING SOCIAL MEDIA THROUGH VIDEO
THE ESTABLISHED PLATFORMS ARE LIKELY TO DEVELOP NEW REVENUE MODELS TO SHARE REVENUE WITH RIGHTS HOLDERS

PREVIOUSLY...

NOW....
NEW PLATFORMS ARE BEING SET-UP THAT SHARE VALUE WITH RIGHTS HOLDERS

ENTERTAINMENT
build audience and engage with entertaining social mobile user feeds

TECHNOLOGY
share and express your voice using fun, addictive posting tools

ECONOMICS
get paid 80% of advertising revenue from your original content

80%
20%
WHAT DO WE EXPECT TO HAPPEN?

» Monetization of digital will become the major revenue stream in Sport

» Rights Holders and Brands will work together to target micro-segments of fans to ensure optimum tailored content and engagement, and maximum effectiveness as a result.

» Rights Holders will invest in in-house digital production (especially video) capabilities and become digital activations agencies to capture more of the value in digital.

» Facebook and Twitter will create revenue sharing models and other sports specific sports revenue-sharing platforms will take hold.

SO WHAT DOES THIS MEAN FOR RIGHTS HOLDERS?
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>THE WORLD OF SPORT IS GROWING – AND EXPANDING</td>
</tr>
<tr>
<td>02</td>
<td>‘PARTNERSHIPS’ ARE BECOMING MORE IMMERSIVE AND REWARDING</td>
</tr>
<tr>
<td>03</td>
<td>THE COMPETITION TO CAPTURE NEW AUDIENCES IS INTENSE</td>
</tr>
<tr>
<td>04</td>
<td>BROADCAST MEDIA: MORE VALUABLE THAN EVER BUT UNDER THREAT</td>
</tr>
<tr>
<td>05</td>
<td>EMERGENCE OF FAST-GROWTH SPORTS AND EVENTS</td>
</tr>
<tr>
<td>06</td>
<td>SPORT UNDER INTENSE SCRUTINY AND GOVERNANCE IS KEY</td>
</tr>
<tr>
<td>07</td>
<td>DIGITAL AND SOCIAL: THE REVENUE ROADMAP IS STARTING TO UNLOCK</td>
</tr>
<tr>
<td>08</td>
<td>NEW TECHNOLOGIES TRANSFORMING THE FAN EXPERIENCE – AT VENUE AND AT HOME</td>
</tr>
<tr>
<td>09</td>
<td>INCREASED FOCUS ON BUILDING STRONG FAN RELATIONSHIPS IS PAYING BACK</td>
</tr>
<tr>
<td>10</td>
<td>EVERYTHING IS MEASURABLE AND ACCOUNTABILITY IS MORE IMPORTANT THAN EVER</td>
</tr>
</tbody>
</table>