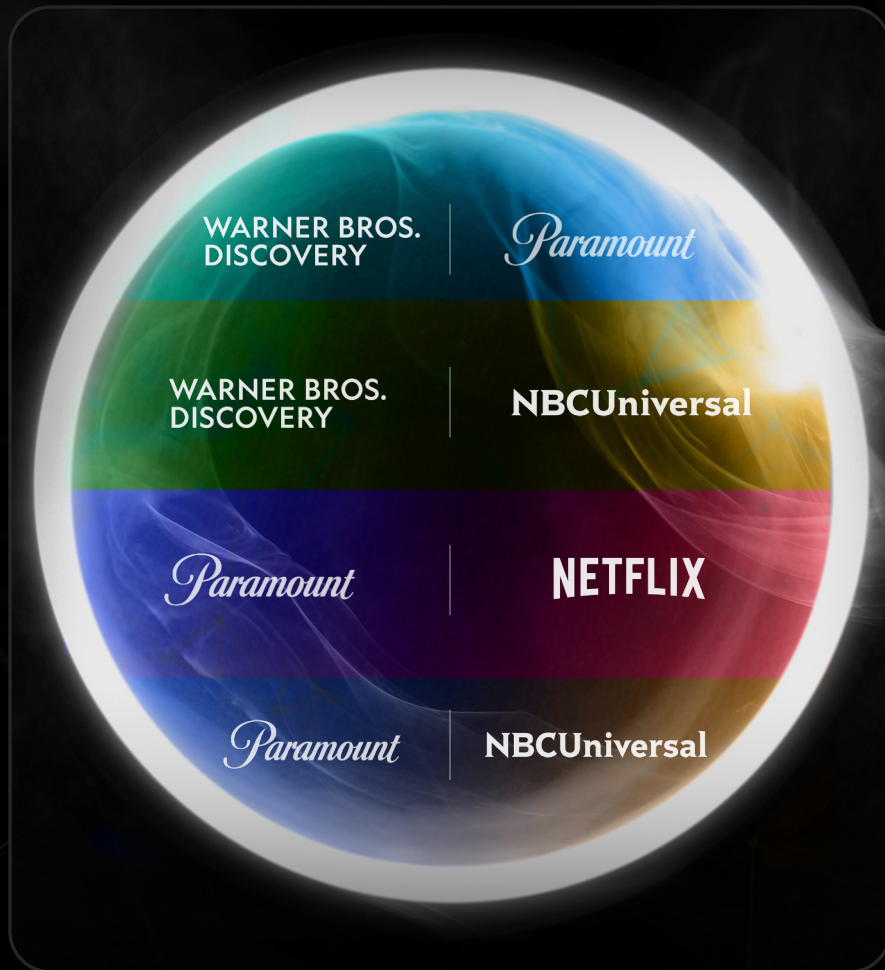




Parrot Analytics M&A Cheat Sheets

January 2024



Warner Bros. Discovery & Paramount Global

Demand Share Type	Warner Bros. Discovery	Paramount Global	Combined
Corporate (US)	17.0% (2nd place)	12.1% (3rd place)	29.1% (1st place)
Total Catalog (US)	15.3% (Max, 3rd place)	8.5% (Paramount+, 6th place)	23.9% (1st place)
Streaming Originals (Global)	4.2% (Max, 7th place)	4.9% (Paramount+, 6th place)	9.1% (3rd place)

PROS

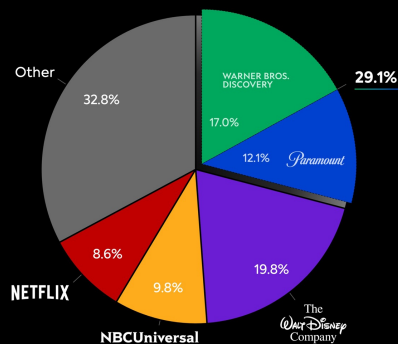
- Creates a sports portfolio to rival ESPN/Disney
- CBS, Taylor Sheridan and HBO under one roof casts a wide audience net
- WBD does not have a broadcast network = less regulatory opposition; CBS completes WBD portfolio

CONS

- Debt, debt, and more debt
- Added exposure to declining linear TV business
- CNN could become a political football during an election year, difficult to integrate with CBS News

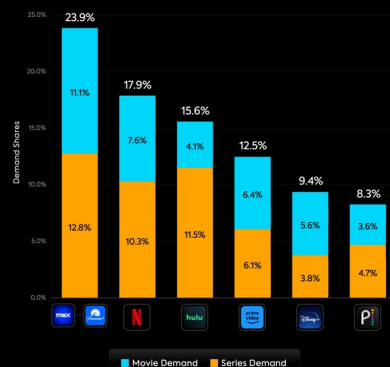
Demand Shares for Series by Corporate Owner

United States, Full Year 2023



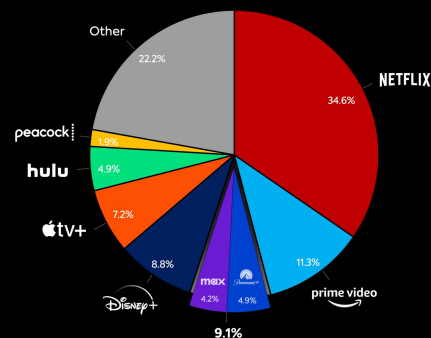
Total On-Platform Demand Shares

United States, Full Year 2023



Global Platform Demand Share for All Streaming Originals

Global, Full Year 2023



Warner Bros. Discovery & NBCUniversal

Demand Share Type	Warner Bros. Discovery	NBCUniversal	Combined
Corporate (US)	17.0% (2nd place)	9.8% (4th place)	26.8% (1st place)
Total Catalog (US)	15.3% (Max, 3rd place)	8.3% (Peacock, 7th place)	23.6% (1st place)
Streaming Originals (Global)	4.2% (Max, 7th place)	1.9% (Peacock, 8th place)	6.1% (5th place)

PROS

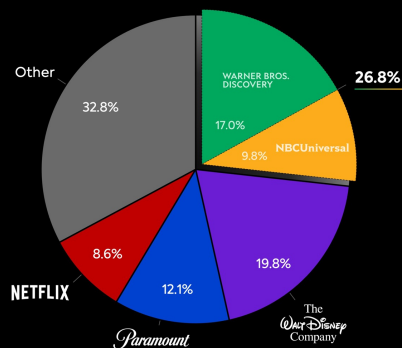
- Comcast can fund this acquisition, especially after selling Hulu stake to Disney
- WBD CEO David Zaslav is well positioned to oversee the combined entertainment assets
- WBD does not have a broadcast network = less regulatory opposition

CONS

- Zaslav may not want to report to Comcast CEO Brian Roberts
- CNN and MSNBC under the same umbrella could be a tough sell, especially during an election year; would likely require a spinoff
- More exposure to linear TV decline

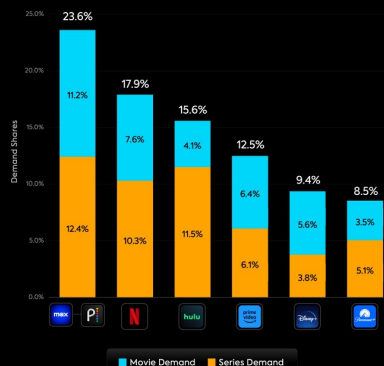
Demand Shares for Series by Corporate Owner

United States, Full Year 2023



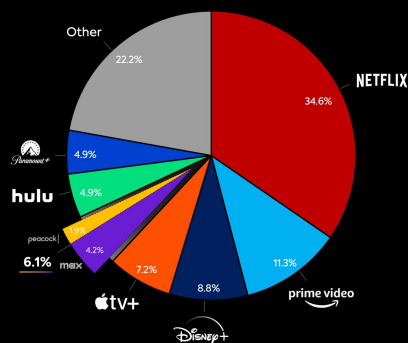
Total On-Platform Demand Shares

United States, Full Year 2023



Global Platform Demand Share for All Streaming Originals

Global, Full Year 2023



Netflix & Paramount Global

Demand Share Type	Netflix	Paramount Global	Combined
Corporate (US)	8.6% (5th place)	12.1% (3rd place)	20.7% (1st place)
Total Catalog (US)	17.9% (1st place)	8.5% (Paramount+, 6th place)	26.4% (1st place)
Streaming Originals (Global)	34.6% (1st place)	4.9% (Paramount+, 6th place)	39.5% (1st place)

PROS

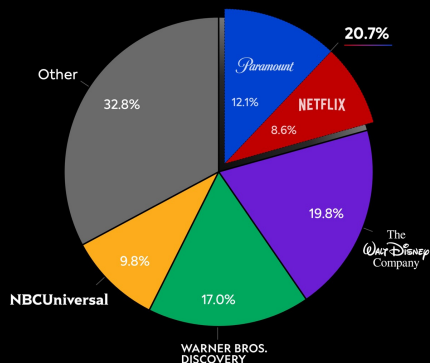
- Netflix has the money
- Paramount library adds scale and provides Netflix with proven IP to develop
- Could give Netflix live sports rights without having to build the infrastructure and relationships from scratch

CONS

- Would likely not include Paramount linear assets, unclear who would be left with these
- Reduces competition in the streaming market when Netflix is already number one
- Another legacy studio bites the dust

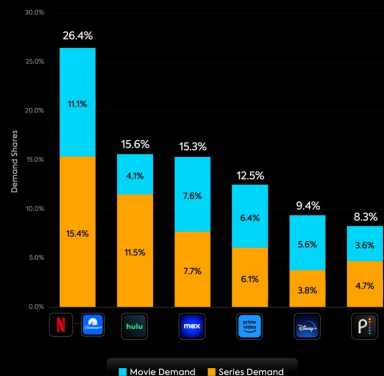
Demand Shares for Series by Corporate Owner

United States, Full Year 2023



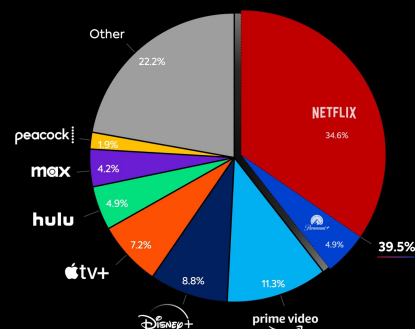
Total On-Platform Demand Shares

United States, Full Year 2023



Global Platform Demand Share for All Streaming Originals

Global, Full Year 2023



NBCUniversal & Paramount Global

Demand Share Type	NBCUniversal	Paramount Global	Combined
Corporate (US)	9.8% (4th place)	12.1% (3rd place)	21.9% (1st place)
Total Catalog (US)	8.3% (Peacock, 7th place)	8.5% (Paramount+, 6th place)	16.8% (2nd place)
Streaming Originals (Global)	1.9% (Peacock, 8th place)	4.9% (Paramount+, 6th place)	6.8% (5th place)

PROS

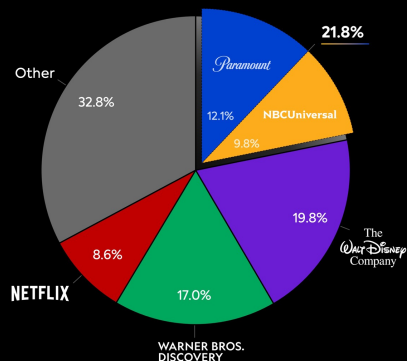
- Combines two of the most iconic entertainment libraries, would leapfrog Disney in corporate demand share
- Comcast can afford it
- More IP for Universal movie studios and theme parks (Yellowstone: The Ride! anyone?)

CONS

- Two broadcast networks under one umbrella cannot happen → spinoff compan(ies) required, mostly likely CBS
- Unclear international strategy
- Greater exposure to declining linear TV industry

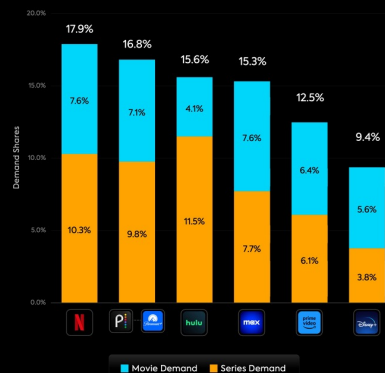
Demand Shares for Series by Corporate Owner

United States, Full Year 2023



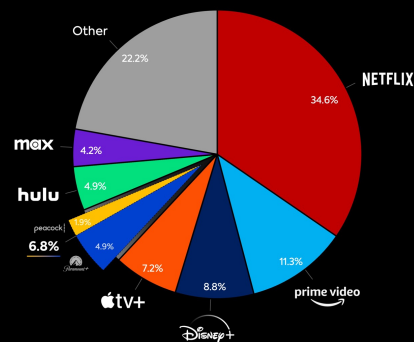
Total On-Platform Demand Shares

United States, Full Year 2023

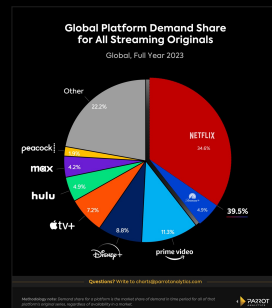
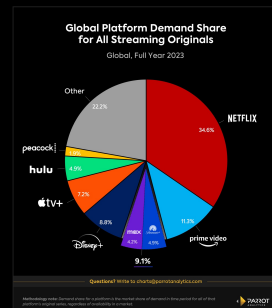
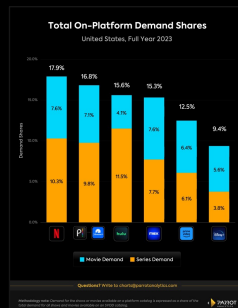
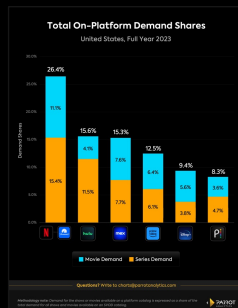
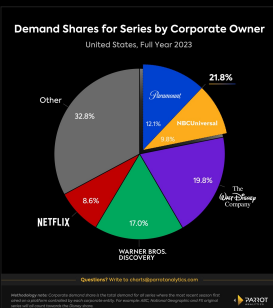
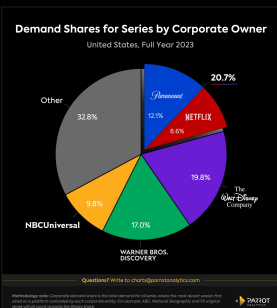
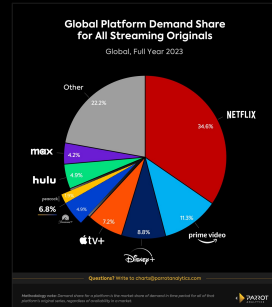
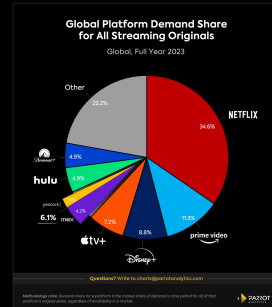
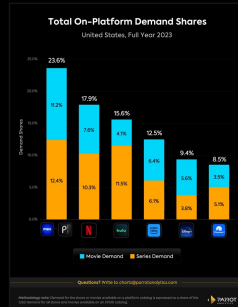
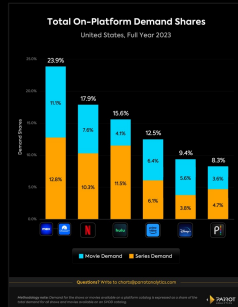
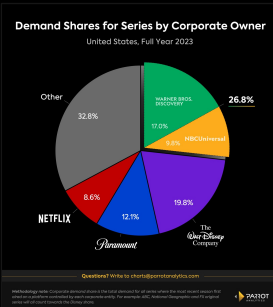
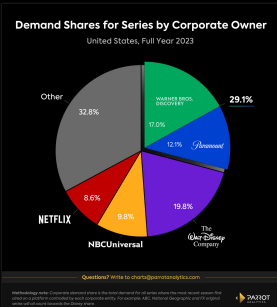


Global Platform Demand Share for All Streaming Originals

Global, Full Year 2023



Methodology



Methodology note: Corporate demand share is the total demand for all series where the most recent season first aired on a platform controlled by each corporate entity. For example: ABC, National Geographic and FX original series will all count towards the Disney share.

Methodology note: Demand for the shows or movies available on a platform catalog is expressed as a share of the total demand for all shows and movies available on an SVOD catalog.

Methodology note: Demand share for a platform is the market share of demand in time period for all of that platform's original series, regardless of availability in a market.