


CORPORATE STRATEGY



This presentation includes certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements about Formula 1's long-term corporate strategies and goals, such as matters relating to race competitiveness, fan engagement and events, viewing experiences, marketing, broadcast opportunities, race promotion, sponsorship, hospitality, sustainability and operational efficiencies, corporate culture and other matters that are not historical facts. These forward-looking statements involve many risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements, including, without limitation, possible changes in market acceptance of new products or services, regulatory matters affecting the Formula 1 business, rapid technological and industry change, failure of third parties to perform, continued access to capital on acceptable terms, and changes in law. These forward-looking statements speak only as of the date of this presentation's release, and each of Liberty Media and Formula 1 expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein to reflect any change in Liberty Media's or Formula 1's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. Please refer to the publicly filed documents of Liberty Media, including the most recent Forms 10-K and 10-Q, for additional information about Liberty Media and Formula 1 and about the risks and uncertainties related to Liberty Media's and Formula 1's respective businesses which may affect the statements made in this presentation.




Formula 1 is a sport like no other. A sport that pushes the boundaries of technological innovation and human performance. A sport that inspires and excites over 500m fans around the world. A sport with 70 years of pioneering heritage whose best years are yet ahead.

Since Liberty Media took over custodianship of Formula 1, we have transformed how we go-to-market with more open and collaborative ways of working, a solutions-focused attitude to new opportunities, and a commitment to have our fans at the heart of everything we do.

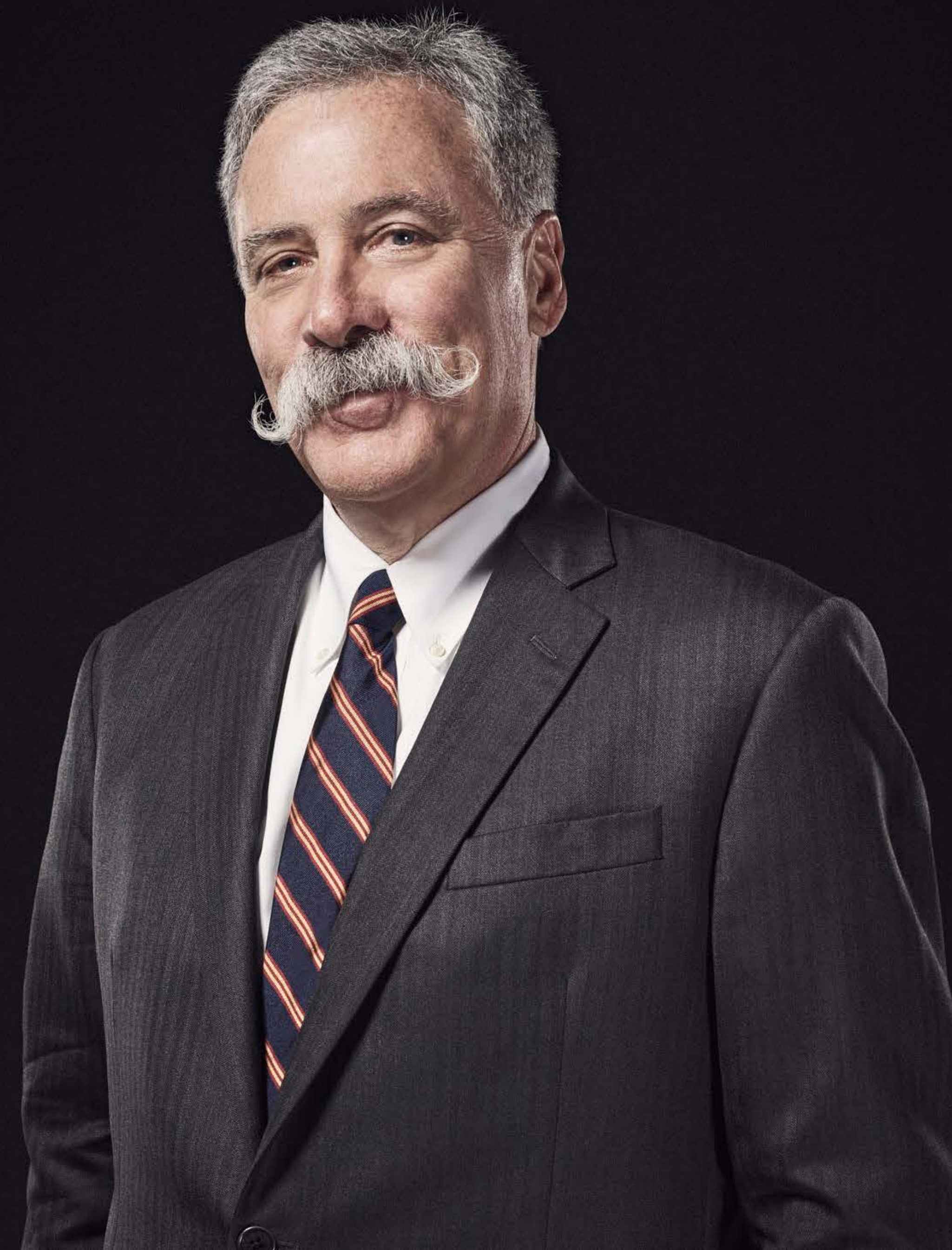
We have built a 21st century organisation that supports the repositioning of F1 into an Entertainment and Media company with our first ever Marketing, Digital, Strategy and Research divisions, expanded teams managing our key revenue streams and a dedicated Motorsports function, led by Ross Brawn, that is using state-of-the-art technology to develop regulations alongside the FIA to facilitate great racing.

At the heart of all this is a long-term strategy that we believe will deliver more excitement and unpredictability on track and a healthier organisation off-track.

All in all, a plan to unleash the greatest racing spectacle on the planet.



**Chase Carey.** CEO of Formula 1®



# STRATEGIC PILLARS





# RACE

INCREASE COMPETITIVENESS AND UNPREDICTABILITY ON TRACK

# RACE

INCREASE COMPETITIVENESS AND UNPREDICTABILITY ON TRACK



## TECHNICAL

- / Develop power unit, suspension, tyre, and aerodynamic specifications with the FIA to close the gap between the front and back of the grid
- / Codify car designs that showcase best-in-class engineering and inspire the future of the sport and automotive industry

## FINANCIAL

- / Introduce a financial framework to underpin the sustainability of the sport and its teams
- / Make F1 an attractive business for all teams by distributing revenue more equitably and better rewarding on-track performance

## SPORTING

- / Identify exciting new formats that engage broader demographics
- / Support the design and upgrade of circuits to improve the racing spectacle

## GOVERNANCE

- / Streamline the decision-making process
- / Establish governance practices that enable transparent, fair and timely decision-making





**F1**  
PRODUCE WORLD-CLASS SPECTACLES FOR FANS ON AND OFF TRACK

# ENGAGE

PRODUCE WORLD-CLASS SPECTACLES FOR FANS ON AND OFF TRACK



## EVENTS

- / Make all of our live events amazing standalone spectacles that bring the thrill of F1 to global audiences
- / Expand the F1 Esports Championship to engage with the next generation of F1 fans

## VIEWING EXPERIENCE

- / Reach the broadest audience on relevant linear and digital platforms
- / Develop local language coverage in F1's biggest markets

## CONTENT CREATION

- / Produce original and tailored content to deepen fan engagement
- / Increase fan interactions by creating engaging content available through always-on social and digital platforms

## MARKETING

- / Build targeted campaigns with recognised partners that strengthen perceptions of F1 as the ultimate racing and entertainment spectacle
- / Access popular culture to ignite people's passion for F1 through influencer partnerships







FORMULA 1  
VIETNAM  
GRAND PRIX  
2020

Heineken  
SILVER

# PERFORMANCE

DRIVE VALUE FOR OUR STAKEHOLDERS

# PERFORMANCE

DRIVE VALUE FOR OUR STAKEHOLDERS



## MEDIA

- / Drive sustainable growth with broadcast partners
- / Grow and enhance direct-to-consumer OTT proposition to super-serve hardcore fans

## RACE PROMOTION

- / Build a geographically diverse race calendar, maintaining heritage circuits and adding new races in iconic locations and destination cities
- / Pursue opportunities to broaden activities during race week

## SPONSORSHIP

- / Sign a broad range of partners in every sponsorship tier
- / Create additional assets to increase commercial opportunities and exposure

## HOSPITALITY

- / Continue to deliver the gold standard of sports hospitality
- / Grow Paddock Club ticket sales, supported by enhanced in-house sales and marketing resources





# SUSTAIN

DELIVER SUSTAINABLE AND EFFICIENT OPERATIONS

# SUSTAIN

DELIVER SUSTAINABLE AND EFFICIENT OPERATIONS



## DECARBONISATION

- / Facilitate development of F1 cars, powered by hybrid engines and 100% advanced sustainable fuels to ensure F1 is net zero carbon by 2030
- / Develop logistics operations to move our resources around the world with minimal environmental impact

## REMOTE OPERATIONS

- / Adopt technical solutions that minimise the amount of equipment and people sent to each race
- / Develop and optimise office vs. track-based TV production operations

## INNOVATION

- / Deploy 5G technology to enable a hyper-connected car, fan and paddock
- / Scale multi-feed ability by implementing a more cloud-based sports broadcasting platform

## CORPORATE EFFICIENCY

- / Maximise the energy efficiency of our offices and transition to 100% renewable power sources
- / Adopt the highest standards in digital security, protecting our data and strengthening systems reliability

For more information on our sustainability plan, please [click here](#)





**COLLABORATE**  
CREATE WIN-WIN RELATIONSHIPS WITH OUR PARTNERS

**COLLABORATE**  
CREATE WIN-WIN RELATIONSHIPS WITH OUR PARTNERS



## PROMOTERS

- / Generate new commercial opportunities that enhance promoter sustainability
- / Provide marketing support to drive ticket sales and fan engagement

## SPONSORS

- / Co-create assets and activations that allow sponsors to tell more effective brand stories through the medium of F1
- / Provide a platform for global visibility of sponsors

## BROADCASTERS

- / Co-create original content to support own-channel and broadcaster programming
- / Enhance availability and accessibility of relevant information and talent

## LOCAL COMMUNITIES

- / Create more opportunities for local people, causes and businesses to access and benefit from F1 events
- / Work with governments and other partners to launch an ambitious F1-related STEM programme from primary school through to tertiary education

## F1 COMMUNITY

- / Strengthen relationship with the FIA and F1 Teams
- / Encourage a two-way dialogue with fans through the market-leading FanVoice platform





INTENSE  
COMPETITION

# POWER

BUILD AN ENGAGED, HIGH-PERFORMING WORKFORCE



# EMPOWER

BUILD AN ENGAGED, HIGH-PERFORMING WORKFORCE



## DIVERSITY

- / Improve the diversity of the F1 grid by supporting and promoting driver talent from underrepresented backgrounds
- / Encourage a diverse and inclusive working environment from office to paddock

## CAPABILITIES

- / Use training to develop the skills required to meet our organisational objectives
- / Identify and nurture talent and ability throughout the organisation

## WELLBEING

- / Cultivate a healthy workforce by championing employee wellbeing and mental health initiatives
- / Maintain safe working environments for all employees

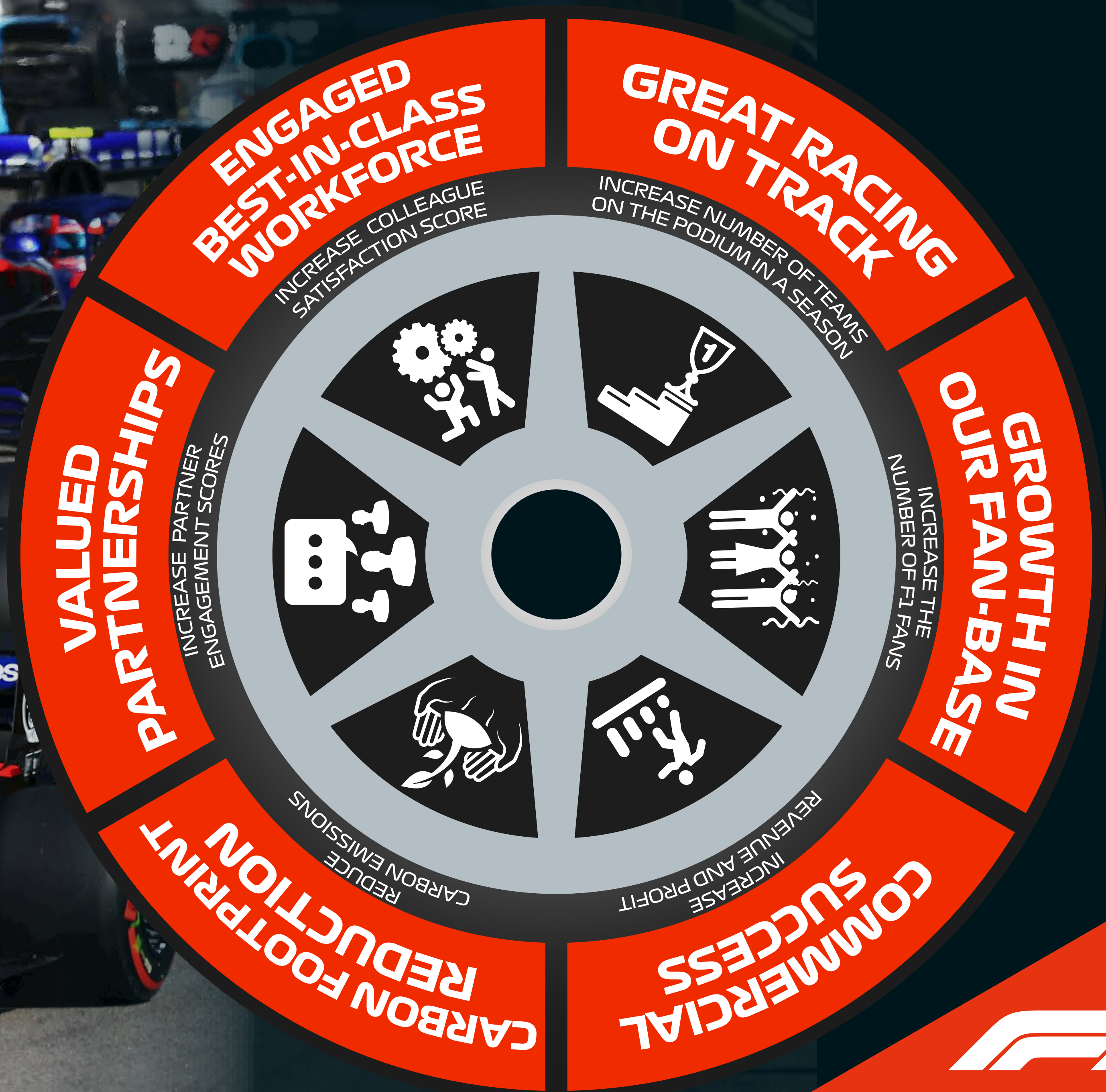
## CULTURE

- / Enhance our culture of embracing innovation and encouraging diversity of thought
- / Ensure our values of respect, integrity and inclusiveness are embodied by all of our employees





# GOALS





# UNLEASH THE GREATEST RACING SPECTACLE ON THE PLANET

