Acquisition of 21st Century Fox by Disney

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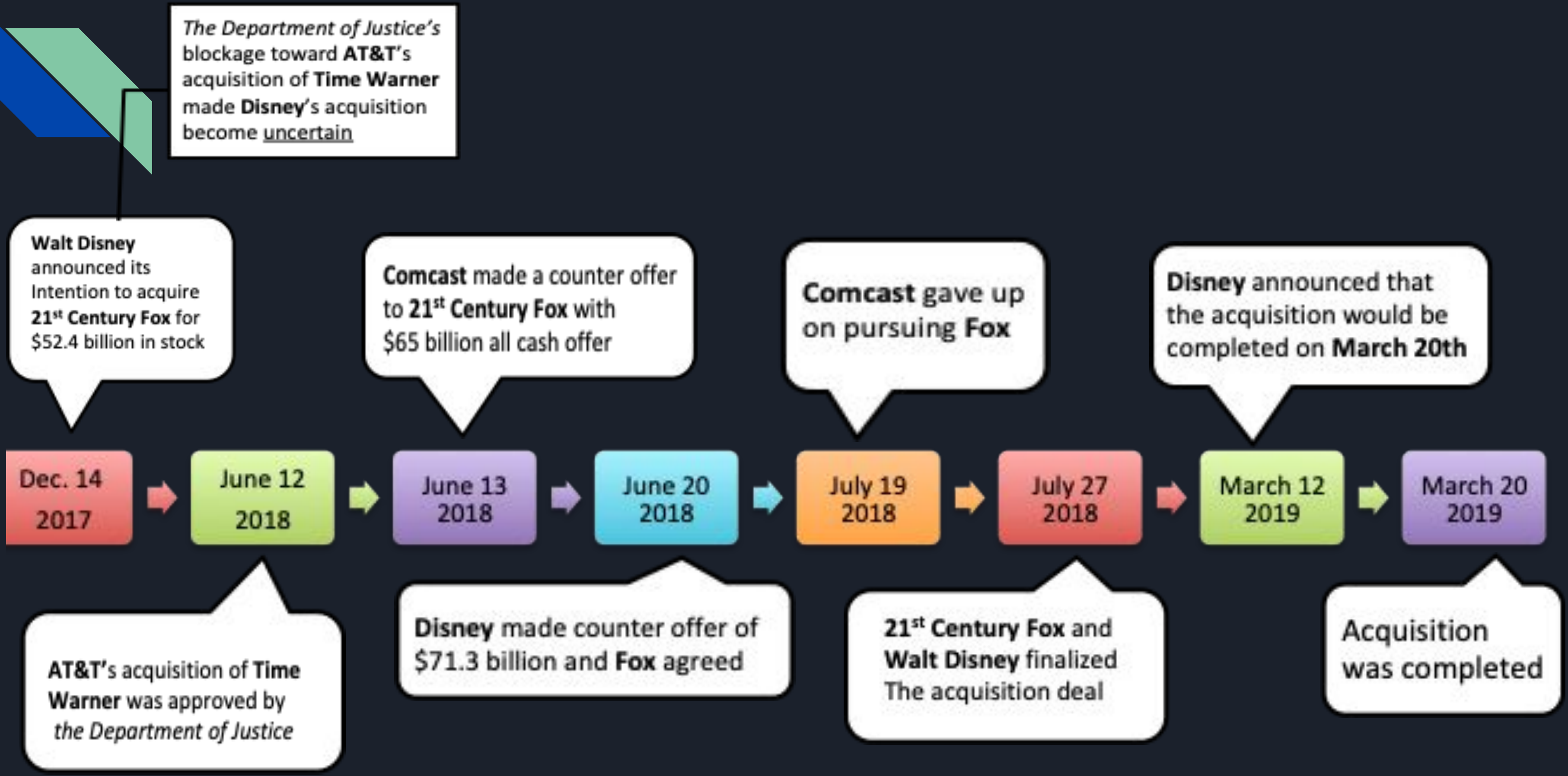
The Walt Disney Company

- Public
- American mass media and entertainment conglomerate (the world's largest in terms of revenues)
- 4 business segments
- Portfolio of brands: diversified
- Among its core assets: Disney Parks, ABC broadcast network, etc.

21ST CENTURY FOX

- Public
- American multinational mass media and entertainment corporation
- Successor of Murdoch's News Corporation
- Cable network programming, films and TV industries
- 4th largest media conglomerate
- Holds about 39% of Sky's shares & 30% of Hulu's


The Department of Justice's blockage toward **AT&T**'s acquisition of **Time Warner** made **Disney**'s acquisition become uncertain
Walt Disney announced its Intention to acquire **21st Century Fox** for $52.4 billion in stock
Dec. 14 2017
June 12 2018
AT&T's acquisition of **Time Warner** was approved by *the Department of Justice*
Comcast made a counter offer to **21st Century Fox** with $65 billion all cash offer
June 13 2018
June 20 2018
Disney made counter offer of $71.3 billion and **Fox** agreed
Comcast gave up on pursuing **Fox**
July 19 2018
July 27 2018
21st Century Fox and **Walt Disney** finalized The acquisition deal
Disney announced that the acquisition would be completed on **March 20th**
March 12 2019
March 20 2019
Acquisition was completed

OVERVIEW OF THE DEAL

01
Essentials of the deal

The Disney-Fox deal would combine the 2 companies & the assets acquired by Disney are the **21st Century Fox Film and TV studio** / **US cable networks** among which **FX** and **regional sport channels / international assets** including **Sky PLC** and **Star India + Fox's one-third stake** in the streaming service **Hulu.**

02
Type of acquisition

- This is a **horizontal merger** as both Disney and Fox produce films and television series, the deal would reduce the number of major film studios in Hollywood from six to five.
- It is also a **friendly acquisition** as Fox had a say in the deal and the decision of the merger is mutual with a promising future for both the firms.

03
Financials of the Deal

- The second offer by Disney, as counter offer to Comcast's offer, includes payment **$38 per share** amounting to the total of **$71.3 Billion** with **$36bn in cash** and **remaining half in shares**. The shareholders could choose whether they want to get stocks or cash.
- The **Fox shareholders** post the deal will control **19% of total shares of Disney.**

04
Premium Paid

- When the acquisition was announced, **Fox shares rose** by **5.1%** while **Disney's** rose by almost **2%**. On the other hand, **Comcast's shares declined** by **0.3%.**
- **The premium paid for the deal was 15%.**

ANTITRUST CONCERNS REGARDING THE DEAL

- Despite Disney **passing antitrust approval** from regulators in every country, critics of Disney's purchase expressed concern of a significant amount of antitrust concerns.

- As such horizontal mergers are more disapproved than vertical mergers, as they affect a more tangible reduction in competition. The Federal Trade Commission (FTC) states in its own website that "*The greatest antitrust concern arises with proposed horizontal mergers*".

- The deal would reduce the number of major film studios in Hollywood from **six to five**. Some argued that the operation would still leave many competitors like **Netflix** in the online streaming market with Disney+. However, opponents countered that these arguments **do not hold much weight** due to **Disney's powerful box office and stock market shares**, its practices, and its purchase of Fox's many assets.

CONSOLIDATED BALANCE SHEETS
(in millions, except per share data)

	September 29, 2018	September 30, 2017
ASSETS		
Current assets		
Cash and cash equivalents	$ 4,150	$ 4,017
Receivables	9,334	8,633
Inventories	1,392	1,373
Television costs and advances	1,314	1,278
Other current assets	635	588
Total current assets	16,825	15,889
Film and television costs	7,888	7,481
Investments	2,899	3,202
Parks, resorts and other property		
Attractions, buildings and equipment	55,238	54,043
Accumulated depreciation	(30,764)	(29,037)
	24,474	25,006
Projects in progress	3,942	2,145
Land	1,124	1,255
	29,540	28,406
Intangible assets, net	6,812	6,995
Goodwill	31,269	31,426
Other assets	3,365	2,390
Total assets	$ 98,598	$ 95,789
LIABILITIES AND EQUITY		
Current liabilities		
Accounts payable and other accrued liabilities	$ 9,479	$ 8,855
Current portion of borrowings	3,790	6,172
Deferred revenue and other	4,591	4,568
Total current liabilities	17,860	19,595
Borrowings	17,084	19,119
Deferred income taxes	3,109	4,480
Other long-term liabilities	6,590	6,443
Commitments and contingencies (Note 14)		
Redeemable noncontrolling interests	1,123	1,148
Equity		
Preferred stock	—	—
Common stock, $.01 par value, Authorized – 4.6 billion shares, Issued – 2.9 billion shares	36,779	36,248
Retained earnings	82,679	72,606
Accumulated other comprehensive loss	(3,097)	(3,528)
	116,361	105,326
Treasury stock, at cost, 1.4 billion shares	(67,588)	(64,011)
Total Disney Shareholders' equity	48,773	41,315
Noncontrolling interests	4,059	3,689
Total equity	52,832	45,004
Total liabilities and equity	$ 98,598	$ 95,789

See Notes to Consolidated Financial Statements

CONSOLIDATED STATEMENTS OF INCOME
(in millions, except per share data)

	2018	2017	2016
Revenues:			
Services	$ 50,869	$ 46,843	$ 47,130
Products	8,565	8,294	8,502
Total revenues	59,434	55,137	55,632
Costs and expenses:			
Cost of services (exclusive of depreciation and amortization)	(27,528)	(25,320)	(24,653)
Cost of products (exclusive of depreciation and amortization)	(5,198)	(4,986)	(5,340)
Selling, general, administrative and other	(8,860)	(8,176)	(8,754)
Depreciation and amortization	(3,011)	(2,782)	(2,527)
Total costs and expenses	(44,597)	(41,264)	(41,274)
Restructuring and impairment charges	(33)	(98)	(156)
Other income, net	601	78	—
Interest expense, net	(574)	(385)	(260)
Equity in the income (loss) of investees, net	(102)	320	926
Income before income taxes	14,729	13,788	14,868
Income taxes	(1,663)	(4,422)	(5,078)
Net income	13,066	9,366	9,790
Less: Net income attributable to noncontrolling interests	(468)	(386)	(399)
Net income attributable to The Walt Disney Company (Disney)	$ 12,598	$ 8,980	$ 9,391

CONSOLIDATED STATEMENTS OF CASH FLOWS
(in millions)

	2018	2017	2016
OPERATING ACTIVITIES			
Net income	$ 13,066	$ 9,366	$ 9,790
Depreciation and amortization	3,011	2,782	2,527
Gains on acquisitions and dispositions	(560)	(289)	(26)
Deferred income taxes	(1,573)	334	1,214
Equity in the (income) loss of investees	102	(320)	(926)
Cash distributions received from equity investees	775	788	799
Net change in film and television costs and advances	(523)	(1,075)	(101)
Equity-based compensation	393	364	393
Other	441	503	674
Changes in operating assets and liabilities:			
Receivables	(720)	107	(393)
Inventories	(17)	(5)	186
Other assets	(927)	(52)	(443)
Accounts payable and other accrued liabilities	235	(368)	40
Income taxes	592	208	(598)
Cash provided by operations	14,295	12,343	13,136
INVESTING ACTIVITIES			
Investments in parks, resorts and other property	(4,465)	(3,623)	(4,773)
Acquisitions	(1,581)	(417)	(850)
Other	710	(71)	(135)
Cash used in investing activities	(5,336)	(4,111)	(5,758)
FINANCING ACTIVITIES			
Commercial paper borrowings/(payments), net	(1,768)	1,247	(920)
Borrowings	1,056	4,820	6,065
Reduction of borrowings	(1,871)	(2,364)	(2,205)
Dividends	(2,515)	(2,445)	(2,313)
Repurchases of common stock	(3,577)	(9,368)	(7,499)
Proceeds from exercise of stock options	210	276	259
Contributions from noncontrolling interest holders	399	17	—
Other	(777)	(1,142)	(607)
Cash used in financing activities	(8,843)	(8,959)	(7,220)
Impact of exchange rates on cash, cash equivalents and restricted cash	(25)	31	(123)
Change in cash, cash equivalents and restricted cash	91	(696)	35
Cash, cash equivalents and restricted cash, beginning of year	4,064	4,760	4,725
Cash, cash equivalents and restricted cash, end of year	$ 4,155	$ 4,064	$ 4,760
Supplemental disclosure of cash flow information:			
Interest paid	$ 631	$ 466	$ 395
Income taxes paid	$ 2,503	$ 3,801	$ 4,133

See Notes to Consolidated Financial Statements

The Walt Disney Company

CONSOLIDATED RESULTS
(in millions, except per share data)

	2017	2016	% Change Better/(Worse) 2018 vs. 2017	% Change Better/(Worse) 2017 vs. 2016
Revenues:				
Services	$ 46,843	$ 47,130	**9 %**	(1)%
Products	8,294	8,502	**3 %**	(2)%
Total revenues	55,137	55,632	**8 %**	(1)%
Costs and expenses:				
Cost of services (exclusive of depreciation and amortization)	(25,320)	(24,653)	**(9)%**	(3)%
Cost of products (exclusive of depreciation and amortization)	(4,986)	(5,340)	**(4)%**	7 %
Selling, general, administrative and other	(8,176)	(8,754)	**(8)%**	7 %
Depreciation and amortization	(2,782)	(2,527)	**(8)%**	(10)%
Total costs and expenses	(41,264)	(41,274)	**(8)%**	— %
Restructuring and impairment charges	(98)	(156)	**66 %**	37 %
Other income, net	78	—	**>100 %**	nm
Interest expense, net	(385)	(260)	**(49)%**	(48)%
Equity in the income (loss) of investees, net	320	926	**nm**	(65)%
Income before income taxes	13,788	14,868	**7 %**	(7)%
Income taxes	(4,422)	(5,078)	**62 %**	13 %
Net income	9,366	9,790	**40 %**	(4)%
Less: Net income attributable to noncontrolling interests	(386)	(399)	**(21)%**	3 %
Net income attributable to The Walt Disney Company (Disney)	$ 8,980	$ 9,391	**40 %**	(4)%

Balance Sheet	September 30, 2017	October 1, 2016
Current assets	$ 4,623	$ 4,801
Non-current assets	10,047	8,906
	$ 14,670	$ 13,707
Current liabilities	$ 2,852	$ 2,018
Non-current liabilities	5,056	4,531
Redeemable preferred stock	1,123	583
Shareholders' equity	5,639	6,575
	$ 14,670	$ 13,707

2016:
6,575 + 583 = 7,158
& 2*7,158 = 14,316 > 13,707

2017:
1,123 + 5,639 = 6,762
& 2*6.762 = 13 524 < 14.670

Depreciation expense is as follows:

(in millions)	2017	2016
Media Networks		
Cable Networks	$ 137	$ 147
Broadcasting	88	90
Total Media Networks	225	237
Parks and Resorts		
Domestic	1,336	1,273
International	660	445
Total Parks and Resorts	1,996	1,718
Studio Entertainment	50	51
Consumer Products & Interactive Media	63	63
Corporate	252	251
Total depreciation expense	$ 2,586	$ 2,320

(in millions)	2017	2016	% Change Better/(Worse) 2018 vs. 2017	% Change Better/(Worse) 2017 vs. 2016
Revenues:				
Media Networks	$ 23,510	$ 23,689	**4 %**	(1)%
Parks and Resorts	18,415	16,974	**10 %**	8 %
Studio Entertainment	8,379	9,441	**19 %**	(11)%
Consumer Products & Interactive Media	4,833	5,528	**(4)%**	(13)%
	$ 55,137	$ 55,632	**8 %**	(1)%
Segment operating income:				
Media Networks	$ 6,902	$ 7,755	**(4)%**	(11)%
Parks and Resorts	3,774	3,298	**18 %**	14 %
Studio Entertainment	2,355	2,703	**27 %**	(13)%
Consumer Products & Interactive Media	1,744	1,965	**(6)%**	(11)%
	$ 14,775	$ 15,721	**6 %**	(6)%

TWENTY-FIRST CENTURY FOX, INC.
CONSOLIDATED STATEMENTS OF OPERATIONS
(IN MILLIONS, EXCEPT PER SHARE AMOUNTS)

21ST CENTURY FOX

	For the years ended June 30,	
	2017	2016
Revenues	$ 28,500	$ 27,326
Operating expenses	(18,094)	(17,419)
Selling, general and administrative	(3,298)	(3,385)
Depreciation and amortization	(553)	(530)
Impairment and restructuring charges	(315)	(323)
Equity losses of affiliates	(41)	(34)
Interest expense, net	(1,219)	(1,184)
Interest income	36	38
Other, net	(327)	(335)
Income from continuing operations before income tax benefit (expense)	4,689	4,154
Income tax benefit (expense)	(1,419)	(1,130)
Income from continuing operations	3,270	3,024
Loss from discontinued operations, net of tax	(44)	(8)
Net income	3,226	3,016
Less: Net income attributable to noncontrolling interests	(274)	(261)
Net income attributable to Twenty-First Century Fox, Inc. stockholders	$ 2,952	$ 2,755

LIABILITIES AND EQUITY		
Current liabilities		
Borrowings	$ 1,054	$ 457
Accounts payable, accrued expenses and other current liabilities	3,248	3,451
Participations, residuals and royalties payable	1,748	1,657
Program rights payable	1,368	1,093
Deferred revenue	826	728
Total current liabilities	8,244	7,386
Non-current liabilities		
Borrowings	18,469	19,456
Other liabilities	3,664	3,616
Deferred income taxes	1,892	2,782
Redeemable noncontrolling interests	764	694
Commitments and contingencies		
Equity		
Class A common stock[a]	11	11
Class B common stock[b]	8	8
Additional paid-in capital	12,612	12,406
Retained earnings	8,934	5,315
Accumulated other comprehensive loss	(2,001)	(2,018)
Total Twenty-First Century Fox, Inc. stockholders' equity	19,564	15,722
Noncontrolling interests	1,234	1,216
Total equity	20,798	16,938
Total liabilities and equity	$ 53,831	$ 50,872

20,798 < 1/2 * 53,831

ANALYSIS OF THE FIRMS: BEFORE THE DEAL

The Walt Disney Company

- **SALES/EBITDA/NET INCOME/NFD/FCF**: +
- **Rise in long-term debt:** -
- Solid performance
- 2016: exceptional performance (<-- Star Wars) → need to be cautious in the analysis
- Parks and resorts bring revenus
- Poorer performance of the studio entertainment and media network business segments (higher programming costs, less advertising revenues...)

21ST CENTURY FOX

- **SALES/EBITDA/NET INCOME/FCF**: ++
- **Debt/equity ratio:** -

IMPORTANT:

- **Changing environment: Evolution in customers expectations & technology transformation**
- **Need to adapt and to develop more DTC offers....**

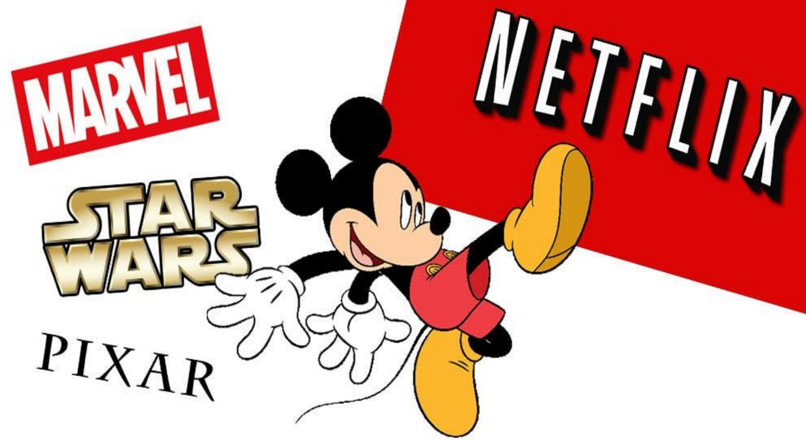
WHY SUCH A DEAL?

- Recently Disney and 21st Century Fox have focused on developing **more DTC products & services** (cf. previous slide - changing environment)

- Cope with the **strong competition** from Netflix

- With Disney+ to be launched in 2019 there is a **need** for Disney’s own **streaming service**

- Disney and Fox together will enable Disney to feature Fox content as well like the Simpsons, Avatar, X-Men etc.



ANALYSIS OF THE DEAL

	2019E
21CF # Shares (M)	1,876
21CF Share price	32.97
21CF mkt cap	61,864.91
21CF EPS	1.59
DIS # Shares (M)	1,498.00
DIS Share Price	104.23
DIS mkt cap	156,136.54
DIS EPS	5.69
Premium paid by DIS	15%
21CF Shares with premium	38.00
21CF Equity Value	71,299
% Cash in the DIS offer	50%
(M USD)	35,650
Shareholders	35,650

21CF Mkt Cap before announcement	61,865
DIS Mkt Cap before announcement	156,137
Post-tax synergies	1540
Market PE	15
Mkt value of synergies	23100
Cash premium	35,650
New MKT Cap	205,452
New Share Price	111.7
Change	*7.1%*

21CF Shareholder ownership of new entity	19%
DIS Shareholder ownership of new entity	81%
21CF Shareholder synergy appropriation	11,975
%	*52%*
DIS Shareholder synergy appropriation	11,125
%	*48%*
DIS NFD	**16725**
21CF NFD	12168
Cash payment for deal	35,650
DIS+21CF NFD	64,543

SYNERGIES EXPECTED

- Expected market value of **$2 billion** in pre-tax cost synergies by 2021
- “**Operating efficiencies** through combined business”
- **4000+ jobs** to be **cut** (Fox Executives. Sales, Marketing, & Distribution Arms)
- Note: $71.3 billion dollar content acquisition, is this it?

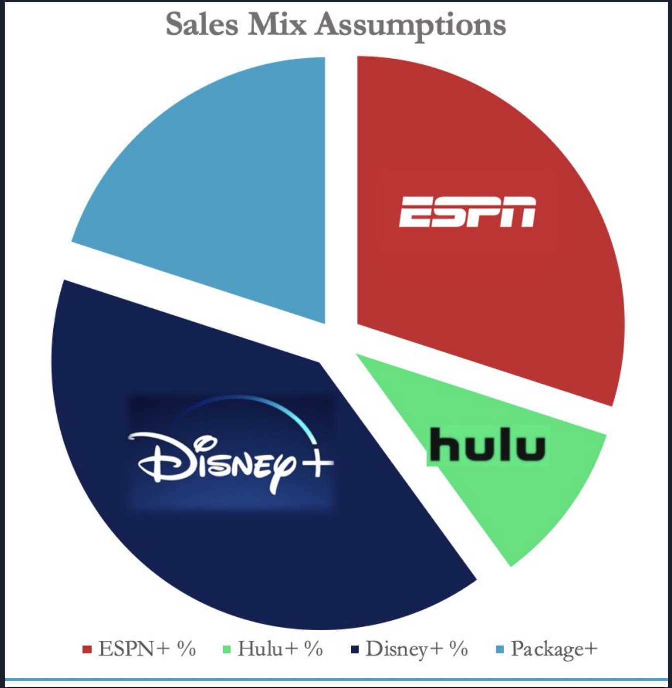
DIS net profit	8524
Pre-tax Synergies	2000
DIS tax rate	23%
Post-tax synergies	1540
Post-tax interest paid for financing cash	-1098.0
DIS + 21CF new Net Income	11949
DIS Former Number of Shares	1,498
New DIS shares created	342
Total new DIS shares	1,840
EPS	6.49
Accretion/Dilution %	*14%*

DISNEY+

- DTC subscription service for **33.8%** of **all media consumed**
- UBS estimates that Disney+ will **reach 5 million subscribers** in its first year after launch and 50 million in its first five years
- Immense library of content
- Monthly **recurring revenue** with **low incremental** user cost
- Market - **19.6%** CAGR; **$124.57B** by 2025

DISNEY+

Year	2019	2020	2021	2022	2023	2024
Rev/Year	$ 689,400,000.00	$ 1,092,699,000.00	$ 1,731,927,915.00	$ 2,745,105,745.28	$ 4,350,992,606.26	$ 6,896,323,280.92



Assumptions (5Y 3m)	
2019 Users	5,000,000.00
User Growth Rate	59%
User Retention	95%

5Y 3m Rev	$ 17,506,448,547.46

DISNEY+

Year	Plan	% of total	# of users	User Rev/Month	Total Rev/Month
2019					
	ESPN+ %	30%	1,500,000.00	$ 9.99	$ 14,985,000.00
	Hulu+ %	10%	500,000.00	$ 4.99	$ 2,495,000.00
	Disney+ %	40%	2,000,000.00	$ 9.99	$ 19,980,000.00
	Package+	20%	1,000,000.00	$ 19.99	$ 19,990,000.00
	Total	100%	5,000,000.00	$ 44.96	$ 57,450,000.00
2020					
	ESPN+ %	30%	2,377,500.00	$ 9.99	$ 23,751,225.00
	Hulu+ %	10%	792,500.00	$ 4.99	$ 3,954,575.00
	Disney+ %	40%	3,170,000.00	$ 9.99	$ 31,668,300.00
	Package+	20%	1,585,000.00	$ 19.99	$ 31,684,150.00
	Total	100%	7,925,000.00	$ 44.96	$ 91,058,250.00
2021					
	ESPN+ %	30%	3,768,337.50	$ 9.99	$ 37,645,691.63
	Hulu+ %	10%	1,256,112.50	$ 4.99	$ 6,268,001.38
	Disney+ %	40%	5,024,450.00	$ 9.99	$ 50,194,255.50
	Package+	20%	2,512,225.00	$ 19.99	$ 50,219,377.75
	Total	100%	12,561,125.00	$ 44.96	$ 144,327,326.25
2022					
	ESPN+ %	30%	5,972,814.94	$ 9.99	$ 59,668,421.23
	Hulu+ %	10%	1,990,938.31	$ 4.99	$ 9,934,782.18
	Disney+ %	40%	7,963,753.25	$ 9.99	$ 79,557,894.97
	Package+	20%	3,981,876.63	$ 19.99	$ 79,597,713.73
	Total	100%	19,909,383.13	$ 44.96	$ 228,758,812.11
2023					
	ESPN+ %	30%	9,466,911.68	$ 9.99	$ 94,574,447.64
	Hulu+ %	10%	3,155,637.23	$ 4.99	$ 15,746,629.75
	Disney+ %	40%	12,622,548.90	$ 9.99	$ 126,099,263.52
	Package+	20%	6,311,274.45	$ 19.99	$ 126,162,376.27
	Total	100%	31,556,372.25	$ 44.96	$ 362,582,717.19
2024					
	ESPN+ %	30%	15,005,055.01	$ 9.99	$ 149,900,499.51
	Hulu+ %	10%	5,001,685.00	$ 4.99	$ 24,958,408.16
	Disney+ %	40%	20,006,740.01	$ 9.99	$ 199,867,332.68
	Package+	20%	10,003,370.00	$ 19.99	$ 199,967,366.38
	Total	100%	50,016,850.02	$ 44.96	$ 574,693,606.74

MARKET REACTION TO THE DEAL

ON THE DAY OF THE ANNOUNCEMENT OF THE DEAL

- When the merger was announced, shares of Fox rose by **5.1%** while Disney's increased by almost **2%** *(as expected with < 30% premium rule)* On the other hand, Comcast's shares declined by **0.3%**

- As soon as the news of the deal broke, it quickly had an impact on social media. The sheer volume of the tweets increased with almost all of them being positive.

UNTIL THE COMPLETION

- The share prices continuously rose during the period between the announcement and the closing of the deal. With the close at 109.99 USD showing an overall 6% increase.

- The discussion on whether Fox was overpaid by Disney concluded with market believing that Fox may have been overpaid.

OUR PREDICTIONS ABOUT THE DEAL

21CF Mkt Cap before announcement	61,865
DIS Mkt Cap before announcement	156,137
Post-tax synergies	1540
Market PE	15
Mkt value of synergies	23100
Cash premium	35,650
New MKT Cap	205,452
New Share Price	111.7
Change	*7.1%*

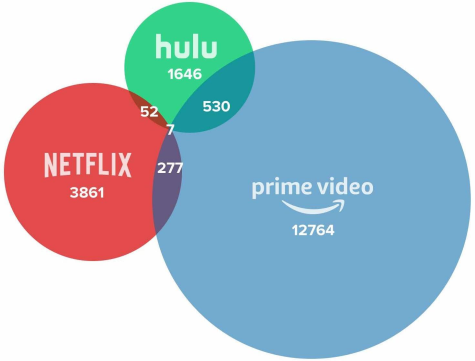
FUTURE PREDICTIONS

Risk Factors

Loss from Hulu
+ Weak market share
= Risk of Larger loss

Movies by Streaming Service

Source: Reelgood.com



Equity in the Income of Investees

Income from equity investees decreased $213 million from $344 million to $131 million due to higher losses from Hulu and lower income from A+E. These decreases were partially offset by a favorable comparison to a loss from BAMTech in the prior-year period. The decrease at Hulu was driven by higher programming, labor and marketing costs, partially offset by growth in subscription and advertising revenue. The decrease at A+E was due to lower advertising revenue and higher programming costs, partially offset by higher program sales.

Media Networks

Disney

Operating results for the Media Networks segment are as follows:

(in millions)	Year Ended September 29, 2018	Year Ended September 30, 2017	% Change Better / (Worse)
Revenues			
Affiliate fees	$ 13,279	$ 12,659	5 %
Advertising	7,763	8,129	(5)%
TV/SVOD distribution and other	3,458	2,722	27 %
Total revenues	24,500	23,510	4 %
Operating expenses	(14,928)	(14,068)	(6)%
Selling, general, administrative and other	(2,752)	(2,647)	(4)%
Depreciation and amortization	(326)	(237)	(38)%
Equity in the income of investees	131	344	(62)%
Operating Income	$ 6,625	$ 6,902	(4)%

Equity losses of affiliates – Equity losses of affiliates increased $97 million for fiscal 2018, as compared to fiscal 2017, primarily due to higher losses at Hulu, LLC ("Hulu") resulting from higher programming costs partially offset by higher subscription and advertising revenues. Partially offsetting the increased Hulu equity losses were higher earnings at Sky, principally as a result of increased revenues partially offset by higher programming and operating costs, and improved results at Endemol Shine Group, primarily due to the absence of a goodwill impairment recorded in fiscal 2017.

Fox

	For the years ended June 30, 2018	2017	% Change
	(in millions, except %)		
Sky	$ 426	$ 338	26 %
Hulu	(445)	(215)	**
Other equity affiliates	(119)	(164)	27 %
Equity losses of affiliates	$ (138)	$ (41)	**

** not meaningful

Risk Factors

FUTURE PREDICTIONS

(Disney's 10,000 workers + Fox's 22,400 workers) / Limited Job positions
= Layoffs
= Hurt company image

NEWS

Looks Like The Fox And Disney Merger Will Cause A Ton Of Layoffs

BY DIRK LIBBEY 5 DAYS AGO 4 COMMENTS

Disney-Fox merger may cause thousands of layoffs

IN DISNEY, ENTERTAINMENT

Posted on March 15, 2019 by Bailee Abell 1 Comment

Disney/Fox Merger Will Result in at Least 4,000 Lost Jobs – /Film
https://www.slashfilm.com/disney-fox-merger-will-result-in-at-least-4000-lost-jobs/
Feb 6, 2019 - We all knew this was coming, but it's still sad to hear: the **Disney/Fox** ... It's harder to predict potential **layoffs** within the **Fox** film studio itself, ...

Disney's Acquisition of 21st Century Fox Will Leave More Than 4,000 ...
https://www.pastemagazine.com/articles/2019/02/disneyfox-merger-lost-jobs.html
Feb 8, 2019 - **Disney's** merger with 21st Century **Fox**, which could be completed by the ... While there were not massive **layoffs** when **Disney** acquired Pixar ...

The Disney/Fox Deal Could Results In Thousands Of Layoffs For Fox ...
https://lrmonline.com/.../the-disney-fox-deal-could-results-in-thousands-of-layoffs-for...
Feb 6, 2019 - Nerds like us rejoiced at the news that **Disney** had acquired a good number of **Fox** properties, mostly due to the X-Men and the Fantastic Four ...

How Disney Will Make 21st Century Fox Disappear | Hollywood ...
https://www.hollywoodreporter.com/.../how-disney-will-make-21st-century-fox-disap...
Feb 6, 2019 - Roughly 7,000 are expected to become part of New **Fox**. **Disney** has promised $2 billion in cost savings, so more than 4,000 **layoffs** are ...

How The Disney-Fox Deal Will Be Bad For Movies, Hollywood & You
https://screenrant.com/disney-buy-fox-deal-bad-explained/
Feb 12, 2019 - With **Disney's** acquisition of **Fox** all but confirmed, the truly dark ... severance" would be offered to those soon-to-be-**laid-off** workers, but no ...

Disney-Fox Deal: Peter Rice On Jan. 1 Target Date, Layoffs, Culture ...
https://deadline.com/.../disney-fox-deal-peter-rice-jan-1-target-date-layoffs-culture-cla...
Oct 10, 2018 - Two days after the announcement of the new **Disney**-ABC leadership made the prospect of the pending **Disney** acquisition of **Fox** assets very ...

FUTURE PREDICTIONS

Risk Factors

Different corporate cultures
+Different Management style
= Conflict

"We know when we are dropping a trailer, but we are nowhere near where we should be at this time. It's frightening. I would be mad if I were a filmmaker. ... "Nobody has come around and said, 'This is what's going on.' Why can't they just tell us that there is no place for us? Why can't they let anyone know? We are not leaving because we didn't make money for the company or we did a bad job. We are leaving because of pure capitalism."

"What's not normal is the elephant in the room, which is that most people there are not going to be the people that are still in the job when the movie opens."

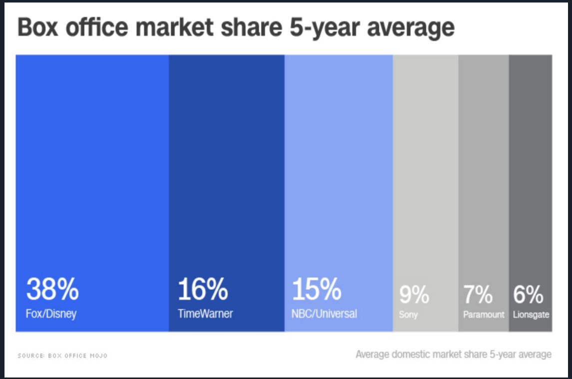
Fox Marketing Execs Think Disney Deal Is Hurting Dark Phoenix

BY ANA DUMARAOG – ON MAR 17, 2019 IN MOVIE NEWS

FUTURE PREDICTIONS

Success factors

Dominance in Market
+ Negotiation Power
=Revenue from Theater Business



Studio Entertainment

Operating results for the Studio Entertainment segment are as follows:

	Year Ended		% Change
(in millions)	**September 29, 2018**	September 30, 2017	Better / (Worse)
Revenues			
Theatrical distribution	$ **4,303**	$ 2,903	48 %
Home entertainment	**1,750**	1,798	(3)%
TV/SVOD distribution and other	**3,934**	3,678	7 %
Total revenues	**9,987**	8,379	19 %
Operating expenses	**(4,326)**	(3,667)	(18)%
Selling, general, administrative and other	**(2,562)**	(2,242)	(14)%
Depreciation and amortization	**(119)**	(115)	(3)%
Operating Income	$ **2,980**	$ 2,355	27 %

FUTURE PREDICTIONS

Success factors

Majority stake in Hulu (70%) = Increase in potential subscribers for Disney+

FUTURE PREDICTIONS

Success factors

Fox's Franchises + Disney's Franchises = Larger Fan Base

THANK YOU!

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- https://www.youtube.com/watch?v=Ox5HI5kgrMQ
- https://www.youtube.com/watch?v=Pv8oQKLpypE

Appendix (Disney)

ITEM 6. Selected Financial Data
(in millions, except per share data)

NET PROFIT AND
REVENUE DECREASED

	2018 (1)	2017 (2)	2016 (3)	2015 (4)	2014 (5)
Statements of income					
Revenues	$ **59,434**	$ 55,137	$ 55,632	$ 52,465	$ 48,813
Net income	**13,066**	9,366	9,790	8,852	8,004
Net income attributable to Disney	**12,598**	8,980	9,391	8,382	7,501
Per common share					
Earnings attributable to Disney					
Diluted	$ **8.36**	$ 5.69	$ 5.73	$ 4.90	$ 4.26
Basic	**8.40**	5.73	5.76	4.95	4.31
Dividends (6)	**1.68**	1.56	1.42	1.81	0.86
Balance sheets					
Total assets	$ **98,598**	$ 95,789	$ 92,033	$ 88,182	$ 84,141
Long-term obligations	**24,797**	26,710	24,189	19,142	18,573
Disney shareholders' equity	**48,773**	41,315	43,265	44,525	44,958
Statements of cash flows					
Cash provided (used) by:					
Operating activities	$ **14,295**	$ 12,343	$ 13,136	$ 11,385	$ 10,148
Investing activities	**(5,336)**	(4,111)	(5,758)	(4,245)	(3,345)
Financing activities	**(8,843)**	(8,959)	(7,220)	(5,801)	(6,981)

INCREASE OF ASSET WITH
INCREASE OF LIABILITY

RE-STABLIZED ITS
CASH FLOW

IN 2017, DISNEY'S CASH FLOW DECREASED
POSSIBLY DUE TO ACQUISITION ATTEMPT

CONSOLIDATED RESULTS
(in millions, except per share data)

	2018	2017	2016	% Change Better/(Worse) 2018 vs. 2017	2017 vs. 2016
Revenues:					
Services	$ **50,869**	$ 46,843	$ 47,130	**9 %**	(1)%
Products	**8,565**	8,294	8,502	**3 %**	(2)%
Total revenues	**59,434**	55,137	55,632	**8 %**	(1)%
Costs and expenses:					
Cost of services (exclusive of depreciation and amortization)	**(27,528)**	(25,320)	(24,653)	**(9)%**	(3)%
Cost of products (exclusive of depreciation and amortization)	**(5,198)**	(4,986)	(5,340)	**(4)%**	7 %
Selling, general, administrative and other	**(8,860)**	(8,176)	(8,754)	**(8)%**	7 %
Depreciation and amortization	**(3,011)**	(2,782)	(2,527)	**(8)%**	(10)%
Total costs and expenses	**(44,597)**	(41,264)	(41,274)	**(8)%**	— %
Restructuring and impairment charges	**(33)**	(98)	(156)	**66 %**	37 %
Other income, net	**601**	78	—	**>100 %**	nm
Interest expense, net	**(574)**	(385)	(260)	**(49)%**	(48)%
Equity in the income (loss) of investees, net	**(102)**	320	926	**nm**	(65)%
Income before income taxes	**14,729**	13,788	14,868	**7 %**	(7)%
Income taxes	**(1,663)**	(4,422)	(5,078)	**62 %**	13 %
Net income	**13,066**	9,366	9,790	**40 %**	(4)%
Less: Net income attributable to noncontrolling interests	**(468)**	(386)	(399)	**(21)%**	3 %
Net income attributable to The Walt Disney Company (Disney)	$ **12,598**	$ 8,980	$ 9,391	**40 %**	(4)%
Earnings per share attributable to Disney:					
Diluted	$ **8.36**	$ 5.69	$ 5.73	**47 %**	(1)%
Basic	$ **8.40**	$ 5.73	$ 5.76	**47 %**	(1)%
Weighted average number of common and common equivalent shares outstanding:					
Diluted	**1,507**	1,578	1,639		
Basic	**1,499**	1,568	1,629		

OVERALL NEGATIVE
CHANGE BETWEEN
2016 AND 2017

Appendix (Disney)

NEGATIVE CHANGE IN REVENUES

(in millions)	2018	2017	2016	% Change Better/(Worse) 2018 vs. 2017	2017 vs. 2016
Revenues:					
Media Networks	$ 24,500	$ 23,510	$ 23,689	4 %	(1)%
Parks and Resorts	20,296	18,415	16,974	10 %	8 %
Studio Entertainment	9,987	8,379	9,441	19 %	(11)%
Consumer Products & Interactive Media	4,651	4,833	5,528	(4)%	(13)%
	$ 59,434	$ 55,137	$ 55,632	8 %	(1)%
Segment operating income:					
Media Networks	$ 6,625	$ 6,902	$ 7,755	(4)%	(11)%
Parks and Resorts	4,469	3,774	3,298	18 %	14 %
Studio Entertainment	2,980	2,355	2,703	27 %	(13)%
Consumer Products & Interactive Media	1,632	1,744	1,965	(6)%	(11)%
	$ 15,706	$ 14,775	$ 15,721	6 %	(6)%

BUSINESS SEGMENT RESULTS – 2017 vs. 2016

Media Networks

Operating results for the Media Networks segment are as follows:

(in millions)	Year Ended September 30, 2017	October 1, 2016	% Change Better / (Worse)
Revenues			
Affiliate fees	$ 12,659	$ 12,259	3 %
Advertising	8,129	8,509	(4)%
TV/SVOD distribution and other	2,722	2,921	(7)%
Total revenues	23,510	23,689	(1)%
Operating expenses	(14,068)	(13,571)	(4)%
Selling, general, administrative and other	(2,647)	(2,705)	2 %
Depreciation and amortization	(237)	(255)	7 %
Equity in the income of investees	344	597	(42)%
Operating Income	$ 6,902	$ 7,755	(11)%

Studio Entertainment

Operating results for the Studio Entertainment segment are as follows:

(in millions)	Year Ended September 30, 2017	October 1, 2016	% Change Better / (Worse)
Revenues			
Theatrical distribution	$ 2,903	$ 3,672	(21)%
Home entertainment	1,798	2,108	(15)%
TV/SVOD distribution and other	3,678	3,661	— %
Total revenues	8,379	9,441	(11)%
Operating expenses	(3,667)	(3,991)	8 %
Selling, general, administrative and other	(2,242)	(2,622)	14 %
Depreciation and amortization	(115)	(125)	8 %
Operating Income	$ 2,355	$ 2,703	(13)%

PERFORMANCE OF STARWARS IMPACT THE REVENUE

Revenues

The decrease in theatrical distribution revenue was primarily due to the comparison of *Star Wars: The Force Awakens* and two Pixar titles in release in fiscal year 2016 compared to *Rogue One: A Star Wars Story* and one Pixar title in release in fiscal year 2017. These decreases were partially offset by the performance of *Beauty and the Beast* and two Marvel titles in fiscal year 2017 compared to *The Jungle Book* and one Marvel title in fiscal year 2016. Other significant titles in fiscal year 2017 included *Moana* and *Pirates of the Caribbean: Dead Men Tell No Tales*, while fiscal year 2016 included *Zootopia* and *Alice Through the Looking Glass*.

Lower home entertainment revenue was due to a decrease of 16% from a decline in unit sales driven by lower sales of Star Wars Classic titles and the performance of *Rogue One: A Star Wars Story* in fiscal year 2017 compared to the strong performance of *Star Wars: The Force Awakens* in fiscal year 2016. Fiscal year 2017 also included the release of one Pixar title, compared to two Pixar titles in fiscal year 2016. These decreases were partially offset by the success of *Moana, Beauty and the Beast* and *Guardians of the Galaxy Vol. 2* in fiscal year 2017 compared to *Zootopia*, *Captain America: Civil War* and *The Jungle Book* in fiscal year 2016.

Appendix (Disney)

CONSOLIDATED STATEMENTS OF INCOME
(in millions, except per share data)

	2018	2017	2016
Revenues:			
Services	$ **50,869**	$ 46,843	$ 47,130
Products	**8,565**	8,294	8,502
Total revenues	**59,434**	55,137	55,632
Costs and expenses:			
Cost of services (exclusive of depreciation and amortization)	**(27,528)**	(25,320)	(24,653)
Cost of products (exclusive of depreciation and amortization)	**(5,198)**	(4,986)	(5,340)
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Other income, net	**601**	78	—
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Income taxes	**(1,663)**	(4,422)	(5,078)
Net income	**13,066**	9,366	9,790
Less: Net income attributable to noncontrolling interests	**(468)**	(386)	(399)
Net income attributable to The Walt Disney Company (Disney)	$ **12,598**	$ 8,980	$ 9,391

CONSOLIDATED STATEMENTS OF CASH FLOWS
(in millions)

DECREASE IN NET INCOME

	2018	2017	2016
OPERATING ACTIVITIES			
Net income	$ **13,066**	$ 9,366	$ 9,790
Depreciation and amortization	**3,011**	2,782	2,527
Gains on acquisitions and dispositions	**(560)**	(289)	(26)
Deferred income taxes	**(1,573)**	334	1,214
Equity in the (income) loss of investees	**102**	(320)	(926)
Cash distributions received from equity investees	**775**	788	799
Net change in film and television costs and advances	**(523)**	(1,075)	(101)
Equity-based compensation	**393**	364	393
Other	**441**	503	674
Changes in operating assets and liabilities:			
Receivables	**(720)**	107	(393)
Inventories	**(17)**	(5)	186
Other assets	**(927)**	(52)	(443)
Accounts payable and other accrued liabilities	**235**	(368)	40
Income taxes	**592**	208	(598)
Cash provided by operations	**14,295**	12,343	13,136
INVESTING ACTIVITIES			
Investments in parks, resorts and other property	**(4,465)**	(3,623)	(4,773)
Acquisitions	**(1,581)**	(417)	(850)
Other	**710**	(71)	(135)
Cash used in investing activities	**(5,336)**	(4,111)	(5,758)
FINANCING ACTIVITIES		INCREASE IN BORROWING	
Commercial paper borrowings/(payments), net	**(1,768)**	1,247	(920)
Borrowings	**1,056**	4,820	6,065
Reduction of borrowings	**(1,871)**	(2,364)	(2,205)
Dividends	**(2,515)**	(2,445)	(2,313)
Repurchases of common stock	**(3,577)**	(9,368)	(7,499)
Proceeds from exercise of stock options	**210**	276	259
Contributions from noncontrolling interest holders	**399**	17	—
Other	**(777)**	(1,142)	(607)
Cash used in financing activities	**(8,843)**	(8,959)	(7,220)
Impact of exchange rates on cash, cash equivalents and restricted cash	**(25)**	31	(123)
Change in cash, cash equivalents and restricted cash	**91**	(696)	35
Cash, cash equivalents and restricted cash, beginning of year	**4,064**	4,760	4,725
Cash, cash equivalents and restricted cash, end of year	$ **4,155**	$ 4,064	$ 4,760
Supplemental disclosure of cash flow information:			
Interest paid	$ **631**	$ 466	$ 395
Income taxes paid	$ **2,503**	$ 3,801	$ 4,133

NEGATIVE CHANGE IN CASH POSSIBLY DUE TO ATTEMPT TO ACQUIRE

See Notes to Consolidated Financial Statements

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Appendix (Fox)

ITEM 6. SELECTED FINANCIAL DATA

The selected consolidated financial data should be read in conjunction with "Item 7 - Management's Discussion and Analysis of Financial Condition and Results of Operations" and "Item 8 - Financial Statements and Supplementary Data" and the other financial information included elsewhere herein.

	For the years ended June 30,				
	2018[(a)]	2017[(a)]	2016[(a)]	2015[(b)]	2014[(c)]
	(in millions, except per share data)				
STATEMENT OF OPERATIONS DATA					
Revenues	$ 30,400	$ 28,500	$ 27,326	$ 28,987	$ 31,867
Income from continuing operations attributable to Twenty-First Century Fox, Inc. stockholders	4,476	2,996	2,763	8,373	3,785
Net income attributable to Twenty-First Century Fox, Inc. stockholders	4,464	2,952	2,755	8,306	4,514
Income from continuing operations attributable to Twenty-First Century Fox, Inc. stockholders per share - basic	$ 2.42	$ 1.62	$ 1.42	$ 3.94	$ 1.67
Income from continuing operations attributable to Twenty-First Century Fox, Inc. stockholders per share - diluted	$ 2.41	$ 1.61	$ 1.42	$ 3.93	$ 1.67
Net income attributable to Twenty-First Century Fox, Inc. stockholders per share - basic	$ 2.41	$ 1.59	$ 1.42	$ 3.91	$ 1.99
Net income attributable to Twenty-First Century Fox, Inc. stockholders per share - diluted	$ 2.40	$ 1.59	$ 1.42	$ 3.90	$ 1.99
Cash dividend per share	$ 0.360	$ 0.360	$ 0.300	$ 0.275	$ 0.250

major decrease in asset in 2016

	As of June 30,				
	2018	2017	2016	2015	2014
			(in millions)		
BALANCE SHEET DATA					
Cash and cash equivalents	$ 7,622	$ 6,163	$ 4,424	$ 8,428	$ 5,415
Total assets[(d)]	53,831	50,872	48,301	49,967	54,814
Borrowings[(d)]	19,523	19,913	19,553	18,868	18,893
Twenty-First Century Fox, Inc. stockholders' equity	19,564	15,722	13,661	17,220	17,418

major decrease in cash and increase in borrowing

The following table sets forth the computation of Total Segment OIBDA for fiscal 2017, as compared to fiscal 2016:

	For the years ended June 30,		
	2017	2016	% Change
	(in millions, except %)		
Revenues	$ 28,500	$ 27,326	4 %
Operating expenses	(18,094)	(17,419)	4 %
Selling, general and administrative	(3,298)	(3,385)	(3)%
Amortization of cable distribution investments	65	75	(13)%
Total Segment OIBDA	$ 7,173	$ 6,597	9 %

The following tables set forth the Company's Revenues and Segment OIBDA for fiscal 2017, as compared to fiscal 2016:

	For the years ended June 30,		
	2017	2016	% Change
	(in millions, except %)		
Revenues			
Cable Network Programming	$ 16,130	$ 15,029	7 %
Television	5,649	5,105	11 %
Filmed Entertainment	8,235	8,505	(3)%
Other, Corporate and Eliminations	(1,514)	(1,313)	(15)%
Total revenues	$ 28,500	$ 27,326	4 %

	For the years ended June 30,		
	2017	2016	% Change
	(in millions, except %)		
Segment OIBDA			
Cable Network Programming	$ 5,601	$ 5,145	9 %
Television	894	744	20 %
Filmed Entertainment	1,051	1,085	(3)%
Other, Corporate and Eliminations	(373)	(377)	1 %
Total Segment OIBDA	$ 7,173	$ 6,597	9 %

Cable Network Programming (57% and 55% of the Company's consolidated revenues in fiscal 2017 and 2016, respectively)

For fiscal 2017, revenues at the Cable Network Programming segment increased $1.1 billion, or 7%, as compared to fiscal 2016, primarily due to higher affiliate fee, advertising and content and other revenues as shown below:

	Fiscal 2017 % Increase (Decrease)		
	Domestic	International	Consolidated
Affiliate fee	8 %	7 %	8 %
Advertising	6 %	(3)%	2 %
Content and other	30 %	5 %	19 %
Total	9 %	3 %	7 %

These revenue increases are net of a decrease of approximately $155 million due to the strengthening of the U.S. dollar against local currencies, primarily in Latin America and Europe, for fiscal 2017, as compared to fiscal 2016.

Appendix (Fox)

Television (20% and 19% of the Company's consolidated revenues in fiscal 2017 and 2016, respectively)

For fiscal 2017, revenues at the Television segment increased $544 million, or 11%, as compared to fiscal 2016, primarily due to higher advertising, affiliate fee and content and other revenues. Advertising revenue increased 8% for fiscal 2017, as compared to fiscal 2016, primarily due to revenues resulting from the broadcast of *Super Bowl LI* in February 2017 of approximately $425 million after agency

DISNEY GOT DAMAGED FROM THE POOR PERFORMANCE OF ESPN AND ABSENCE OF EMMY AWARDS. BUT FOX GOT ADVANTAGED FROM IT

commissions, the MLB World Series which benefited from higher ratings and two additional games, higher political advertising related to the 2016 U.S. elections, the broadcast of one additional NFL divisional playoff game and higher ratings and pricing of the NFL postseason. Partially offsetting these increases in advertising revenue were lower entertainment advertising revenue at both FOX and the Company's television stations due to lower entertainment ratings at FOX as compared to fiscal 2016, which included the final season of *American Idol* and the *Emmy Awards*, and lower ratings for the broadcast of the NFL regular season. Affiliate fee revenue increased 14% for fiscal 2017, as compared to fiscal 2016, as a result of higher rates. Content and other revenues increased 45% for fiscal 2017, as compared to fiscal 2016, primarily due to higher SVOD revenue at FOX and revenue generated by one of the Company's television stations granting a license to permit the commercial use of adjacent wireless spectrum in that market.

HUGE AMOUNTS OF LOANING

Debt Instruments

The following table summarizes cash from borrowings and cash used in repayment of borrowings for fiscal 2018, 2017 and 2016:

	For the years ended June 30,		
	2018	2017	2016
		(in millions)	
Borrowings			
Notes due 2026 and 2046[(a)]	$ -	$ 842	$ -
Notes due 2025 and 2045[(a)]	-	-	987
Bank loans[(b)]	1,469	76	373
Total borrowings	$ 1,469	$ 918	$ 1,360
Repayment of borrowings			
Notes due May 2018[(c)]	$ (350)	$ -	$ -
Notes due October 2016[(c)]	-	(400)	-
Notes due October 2015[(c)]	-	-	(200)
Bank loans[(b)]	(1,522)	(173)	(487)
Total repayment of borrowings	$ (1,872)	$ (573)	$ (687)

FINANCING ACTIVITIES			
Borrowings	1,469	918	1,360
Repayment of borrowings	(1,872)	(573)	(687)
Repurchase of shares	-	(619)	(4,904)
Dividends paid and distributions	(993)	(943)	(821)
Purchase of subsidiary shares from noncontrolling interests	-	(1)	(290)
Other financing activities, net	(68)	(73)	(82)
Net cash used in financing activities from continuing operations	(1,464)	(1,291)	(5,424)
Net decrease in cash and cash equivalents from discontinued operations	(61)	(28)	(20)
Net increase (decrease) in cash and cash equivalents	1,525	1,724	(3,940)
Cash and cash equivalents, beginning of year	6,163	4,424	8,428
Exchange movement on cash balances	(66)	15	(64)
Cash and cash equivalents, end of year	$ 7,622	$ 6,163	$ 4,424

(a) See Note 5 – Restructuring Programs under the heading "Fiscal 2016".

The accompanying notes are an integral part of these Audited Consolidated Financial Statements.

Appendix (Fox)

TWENTY-FIRST CENTURY FOX, INC.
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Stock Repurchase Program

The Board had previously authorized a stock repurchase program, under which the Company is authorized to acquire Class A Common Stock. In August 2016 and 2015, the Board authorized the repurchase of an additional $3 billion and $5 billion, respectively, of Class A Common Stock, excluding commissions. As of June 30, 2018, the Company's remaining buyback authorization was approximately $3.1 billion representing $3 billion under the fiscal 2017 authorization and approximately $110 million under the fiscal 2016 authorization. Pursuant to the Amended and Restated Merger Agreement (See Note 3 – Acquisitions, Disposals and Other Transactions under the heading "Disney Transaction/Distribution of New Fox"), the Company is prohibited from repurchasing any additional shares without Disney's consent.

The following table summarizes the Company's repurchases of its Class A Common Stock:

	For the years ended June 30,	
	2017	2016
	(in millions)	
Total cost of repurchases	$ 542	$ 4,982
Total number of shares repurchased	21	172

The Company did not repurchase any of its Class A Common Stock during fiscal 2018 or Class B Common Stock during the three-year period ended June 30, 2018.

TWENTY-FIRST CENTURY FOX, INC.
CONSOLIDATED STATEMENTS OF OPERATIONS
(IN MILLIONS, EXCEPT PER SHARE AMOUNTS)

	For the years ended June 30,		
	2018	2017	2016
Revenues	$ 30,400	$ 28,500	$ 27,326
Operating expenses	(19,769)	(18,094)	(17,419)
Selling, general and administrative	(3,668)	(3,298)	(3,385)
Depreciation and amortization	(584)	(553)	(530)
Impairment and restructuring charges	(72)	(315)	(323)
Equity losses of affiliates	(138)	(41)	(34)
Interest expense, net	(1,248)	(1,219)	(1,184)
Interest income	39	36	38
Other, net	(550)	(327)	(335)
Income from continuing operations before income tax benefit (expense)	4,410	4,689	4,154
Income tax benefit (expense)	364	(1,419)	(1,130)
Income from continuing operations	4,774	3,270	3,024
Loss from discontinued operations, net of tax	(12)	(44)	(8)
Net income	4,762	3,226	3,016
Less: Net income attributable to noncontrolling interests	(298)	(274)	(261)
Net income attributable to Twenty-First Century Fox, Inc. stockholders	$ 4,464	$ 2,952	$ 2,755
EARNINGS PER SHARE DATA			
Income from continuing operations attributable to Twenty-First Century Fox, Inc. stockholders	$ 4,476	$ 2,996	$ 2,763
Income from continuing operations attributable to Twenty-First Century Fox, Inc. stockholders per share - basic	$ 2.42	$ 1.62	$ 1.42
Income from continuing operations attributable to Twenty-First Century Fox, Inc. stockholders per share - diluted	$ 2.41	$ 1.61	$ 1.42
Net income attributable to Twenty-First Century Fox, Inc. stockholders per share - basic	$ 2.41	$ 1.59	$ 1.42
Net income attributable to Twenty-First Century Fox, Inc. stockholders per share - diluted	$ 2.40	$ 1.59	$ 1.42

RISE IN REVENUE AND NET INCOME