Conference Title: Paramount Global Annual Meeting

Date: Friday, 12th May 2023

Shari Redstone: Welcome, everyone, and thank you for joining us today. I'm Shari Redstone, chair of Paramount Global's Board of Directors. I am here today with the other members of our board, including our president and CEO, Bob Bakish. The past year was one of exciting accomplishments and progress at our company. Under our new brand, Paramount Global, we successfully delivered a world-class media and entertainment offering to our audiences around the world. Our ability to do this lies squarely in the power of our content, the power of our platforms and the power of our people. And we are taking deliberate actions to take advantage of this very strong foundation in order to compete and to win in a rapidly transforming competitive landscape.

Our performance reflects this. We have industry leading streaming subscriber growth and strong revenue growth with our flagship streaming service, Paramount+. We have accelerated our global expansion. And we are building on our exceptional portfolio of content and franchises with hit after hit. This underscores the success of our disciplined approach to creating, engaging, impactful content for every member of the family. It is a strategy that sets us apart from the competition. And it positions us to enter into unique partnerships to expand the choices and excitement we offer to our audiences.

As we executed on our strategy, we also took thoughtful, targeted actions to address the challenges presented by the macroeconomic environment. The result is that we have an organization that is positioned to meet the opportunities that lie ahead and, as Bob will discuss, generate significant earnings improvement in a return to positive free cash flow in 2024. In a moment, I will turn the call over to Bob to provide greater detail about our accomplishments over the past year, as well as our priorities and outlook.

After that, Christa D'Alimonte, Paramount Global's EVP, general counsel and secretary, will begin the official portion of our meeting. Then we will open for a general Q&A, which will be moderated by our new EVP of investor relations, Kristin Southey. We look forward to any questions or comments you have. In closing, we entered 2023 from a position of strength with a clear strategy to continue driving our transformation forward and maximizing value creation for all shareholders. We are very excited about what is to come. And on behalf of the entire board of directors, we are grateful for your ongoing support. With that, it is my pleasure to introduce our President and CEO, Bob Bakish.

Bob Bakish: Thank you, Shari, and good morning, everyone. When we met last year, we were at the beginning of our new journey as one Paramount, a unified organization under a new name with a singular focus and shared goals. Looking back, I'm proud to say that 2022 was a pivotal year for our company, one which unquestionably demonstrated the power of our content engine across theatrical, television and streaming, providing compelling experiences for a broad range of audiences all around the world.

Nowhere was this more evident than in the growth of Paramount+, where our original entertainment franchises, as exemplified by Yellowstone and its related properties Tulsa King, Criminal Minds, Star Trek and more, as well as our premium sports properties like the NFL and UEFA. Together, that popular content made our platform the number one premium streaming service in domestic signups and gross subscriber additions from launch through the end of last year and drove 81% year over year revenue growth in the fourth quarter.

Additionally, Pluto TV continued to be a global leader in fast, free ad supported streaming television. Importantly, we focused on making this content available to even more audiences in more key markets around the world, which has and will continue to generate subscriber and revenue growth. In the last year alone, we expanded our footprint to South Korea, the UK, Ireland, Italy, France, Germany, Switzerland, Austria, the Nordics and Canada.

We expanded our partnership portfolio, including with a first of its kind agreement with Walmart to offer Paramount+ essentials to Walmart+ members, as well as growing our relationships with Sky, Canal+, Chorus, Roku, Amazon, Apple and others. And while our streaming business continued its significant growth, our broadcast and cable networks also delivered a strong performance. Most notably in the fourth quarter, Paramount regained its position as the most watched media family in linear television, which included CBS finishing the 2021, 2022 season as America's number one broadcast network in prime time for the 14th consecutive season with a 15th all but secured.

CBS claimed the number one drama, comedy, primetime news series and late-night series in 2022. And CBS delivered its most watched NFL regular season in seven years. Our leading cable networks claimed several top shows, including the most watched original series in the US across all of television, Yellowstone. Of course, we can't talk about powerhouse content without highlighting the monumental year for Paramount Pictures, which delivered six films that opened at number one at the domestic box office, including, of course, the Academy Award winning Top Gun Maverick, the year's biggest domestic film and the fifth highest grossing domestic movie of all time, which also helped to drive significant engagement on Paramount+.

As we move further into 2023, our growing franchise focused content engine will continue to deliver strong long-term value for both consumers and shareholders. Importantly, we've reached the stage in our streaming evolution where we're getting the scale and are focused on the path to streaming profitability. As discussed previously, streaming necessitates an investment phase and in 2023 we are now at peak investment as we continue to drive our growth initiatives while at the same time navigating the macro environment, we remain vigilant in how we manage the business.

At the fundamental level, our strategy takes advantage of three distinct levers. First, revenue growth. Built through continued subscription growth, price increases, ad market improvement and partnerships. Second, managing our content spend by leaning into powerful franchises and leveraging our multi-platform advantage to increase subscriber acquisition, lower acquisition costs and increase return on content investment. And third, operational efficiencies, as exemplified by the ongoing integration of Paramount+ and Showtime, as well as other initiatives.

Importantly, this approach positions Paramount to return the significant earnings growth and positive free cash flow in 2024. And as always, our popular content slate is the foundation which enables us to execute our plan. Our performance to kick off 2023 has been strong, and I'm excited for all that's still to come. Our slate is strong and highlighted by some of our most popular franchise films, including Scream, Transformers, Mission Impossible, Teenage Mutant Ninja Turtles and Paw Patrol.

CBS will continue to air fare and favorites like NCIS and Ghosts driving both consumption in linear and streaming and Paramount+ originals like Tulsa King and Criminal Minds: Evolution will return along with multiple new exciting series like Fatal Attraction, Rabbit Hole and Special Ops Lioness, to name a few. And later this year, we'll begin airing big ten football and basketball games on CBS and on Paramount+ and will continue to air the UEFA Champions League following a six year extension signed last year.

But our success cannot only be driven by our content performance. We are equally focused on enhancing our culture and becoming an even better corporate citizen. In 2022, we continue to make diversity, equity and inclusion an essential part of our corporate identity in the workplace and on the screen. We hosted our fourth annual Global Inclusion Week celebrating our theme Inclusion is Paramount and reaffirming our commitment to making Paramount a place of belonging.

We also continue to advance Content for Change, a company-wide initiative designed to use the power of our content, creative supply chain and culture to counteract bias, stereotypes and hate. We released our third ESG report, which reflected significant progress on our strategy and goals. And lastly, we hosted our 26th Annual Community Day, where we focused on supporting causes and issues our employees and audiences care about most.

And our commitment is only getting stronger as we move further into the year with a number of impactful employee focused programming initiatives quickly approaching. On May 17th, we'll host our first Spark Global Summit since 2019, where our employees will gather in-person and online to participate in a series of future focused sessions designed to strengthen our employees' connection to our company's mission, strategy and values, with a focus on unlocking the power of one Paramount.

Reflecting on the past year, we're incredibly proud of the progress we've made to move our company forward for our consumers, partners and workforce. We began this year from a position of strength and we're already seeing strong results. Our diversity and quality of content will continue to drive our momentum and set us apart from the competition. We have something for the entire household around the world and across platforms, and thanks to our incredible employees, we're confident that we'll reach even greater heights both on and off screen as we continue the transformation of our business, unlocking additional value for all stakeholders. And with that, I'll hand it over to Christa D'Alimonte, Paramount Global's EVP, general counsel and secretary to begin the official portion of this meeting. Christa.

Christa D'Alimonte: Thanks, Shari and Bob. And good morning, everyone. I'm Christa D'Alimonte, executive vice president, general counsel and secretary of Paramount Global. At this time, I will take us through the business portion of today's meeting. And I ask that you observe the rules of conduct that are posted on our annual meeting website. Please note that we will have a general question and answer session following this business portion of the meeting. So I ask that you limit your questions at this time to the specific agenda items being voted on. You may submit any questions by following the instructions on our annual meeting website.

Joining us for today's meeting are representatives of PricewaterhouseCoopers, our independent auditor, American Election Services, our independent inspector of election and Broadridge

Financial Solutions, which has certified that it properly mailed our proxy materials on our behalf. Stockholders who held Paramount Class A common stock at the close of business on our record date of March 13th are entitled to vote today. A list of the stockholders entitled to vote is available for inspection if you click on the registered shareholder link found on our annual meeting website. Based on information provided by Broadridge, I can confirm that we have a quorum of stockholders present so that we can conduct today's meeting. The polls for the items to be voted on at this meeting are now open. Class A stockholders who have not already voted or who wish to change their votes may do so now by following the instructions on the annual meeting website.

Please note that if you've already voted and don't wish to change your vote, you do not need to vote again at this time. The first item of business is the election of directors. The 11 nominees named in our proxy statement are Bob Bakish, our president and chief executive officer. Barbara Byrne, former vice chair of investment banking at Barclays. Linda Griego, president and chief executive officer of business management company Griego Enterprises. Robert Klieger, a partner in the law firm of Houston Hennigan. Judith McHale, president and chief executive officer of private investment company Cane Investments. Dawn Ostroff, former chief content and advertising business officer of Spotify. Charles Phillips, co-founder and managing partner of technology investment company, Recognize. Shari Redstone, chairperson, CEO and president of National Amusements and co-founder and managing partner of private investment company Advancit Capital.

Susan Schuman, executive chair and co-founder of consulting firm SYPartners. Nicole Seligman, former president of Sony Entertainment and Sony Corporation of America and former senior legal counsel of Sony Group and Frederick Terrell, senior advisor with investment management firm Centerbridge Partners. Biographies for each of the nominees are included in our proxy statement, and our board recommends a vote for each of the 11 director nominees.

The second item of business is the ratification of the audit committee's appointment of PricewaterhouseCoopers to serve as our independent auditor for fiscal year 2023, and our board recommends a vote for this proposal. The third item of business is the advisory approval of the compensation of our named executive officers as described in our proxy statement. This vote is non-binding and allows our stockholders to express a view regarding the compensation of our named executive officers. For the reasons discussed in our proxy statement, our board recommends a vote for this proposal.

The fourth item of business is the advisory vote on the frequency with which we hold the advisory vote on the compensation of our named executive officers that I just discussed. The alternatives are to hold this vote every one, two or three years. Our board has determined that an advisory vote on executive compensation that occurs every three years continues to be the most appropriate frequency for Paramount and is consistent with the company's goals of encouraging a long-term view of corporate and compensation objectives. And for the reasons discussed in our proxy statement, our board recommends that you vote in favor of holding an advisory vote to approve the compensation of our named executive officers every three years.

The fifth item of business is a stockholder proposal from Mr. Kenneth Steiner requesting that our board take steps to adopt a policy ensuring that the board chair is an independent director. Mr. John Chevedden will be presenting the proposal. Operator please open the line for Mr. Chevedden. Mr. Chevedden, we appreciate you joining us today. And as you know, we've allocated three minutes for your presentation and ask that you please go ahead.

John Chevedden: Hello, this is John Chevedden. Proposal [inaudible] independent board chairman. Charles request that the board of directors adopt an enduring policy, amend the governing documents in order that two separate people hold the office of chairman and the office of the CEO. Whenever possible, this Chairman of the board shall be an independent director. The Board has the discretion to select a temporary chairman of the board who is not an independent director to serve while the board is seeking an independent chairman of the board on an accelerated basis.

Here is the best practice to adopt this policy soon, however, this policy could be phased in when there is a contract renewal for a current CEO or for the next CEO transition. The roles of chairman and CEO are fundamentally different and should be held by two directors, a CEO and a chairman who is completely independent of the CEO and the company. The job of the CEO is to manage the company. The job of the chairman is to oversee the CEO and management.

It is time for an enduring policy to have an independent board chairman due to the sharp drop in the stock price from $69 in 2017. Paramount Global also lags most other major companies with a lack of the basic shareholder right of an annual say on executive pay vote. And this is compounded with the Board of Directors recommendation on today's ballot to continue to not have an annual say on executive pay vote. Plus, the Paramount Global has no lead director. Please vote yes, independent board chairman, proposal five.

Christa D'Alimonte: Thank you, Mr. Chevedden. For the reasons discussed in our proxy statement, the board does not believe requiring that the Board chair be an independent director is the right approach for Paramount at this time, and the board recommends a vote against this proposal. We included in our proxy statement a sixth item of business which was a stockholder proposal from the office of the New York State Comptroller requesting semi-annual disclosure of detailed electoral contributions data. Following productive dialogue with the Comptroller's office, we've agreed to make certain information regarding our electoral contributions and expenditures available on our website before the end of 2024, and the Comptroller has withdrawn its proposal.

Since there is no other business to come before the meeting and no questions on the items to be voted on, the polls are now closed. According to the preliminary report of the inspector of election, each of the proposals voted on today, other than the stockholder proposal presented by Mr.

Chevedden, has been approved by a majority of the shares entitled to vote at this meeting and present directly or by proxy and is therefore approved. Less than a majority of the shares entitled to vote at this meeting and present directly or by proxy were voted in favor of the stockholder proposal, and that proposal is therefore not approved.

We will report the voting results of today's meeting on a Form 8-K later this week, and the final report of the inspector of election will be included in the records of this meeting. That concludes the formal business of the meeting, and the business portion of our meeting is now adjourned. And I'd like to turn this over to Kristin Southey, our executive vice president, investor relations, who will moderate our general question and answer session.

Kristin Southey: Thank you, Christa, and good morning, everyone. Let's move to the Q&A session. We've received some questions regarding our strategy in light of Q1 results last week. Bob, can you provide some perspective?

Bob: Yeah, sure. Thanks, Kristin. Look, stepping back, I would highlight three major takeaways from the Q1 results we communicated last week. First and importantly, DTC is continuing to perform beyond everyone's expectations. If you look at the numbers, we saw a healthy subscriber and revenue growth with Paramount+ climbing to 60 million subscribers and DTC revenue growing 39% year over year to an annual run rate of more than $6 billion. We also saw improvements in RPU, engagement, churn and more.

Second, the ad market is still not what we would like it to be, but we are seeing clear signs of stabilization. And remember that market is cyclical and it will improve and we're very well positioned for that. Third, all of this means the key drivers for earnings and free cash flow improvement in 2024 remain in place. Our content engine continues to deliver. We're expecting a healthy Paramount+ subscriber and RPU growth. We're on track to unlock significant value through the integration of Showtime and Paramount+. You will see slower growth on streaming content spend, and on advertising, we do see multiple signs of stabilization and recovery. As these drivers take effect, the PNL and the balance sheet improve. So we continue to execute on our plan. We'll see the drivers kick in and return the company to earnings growth and positive free cash flow in 2024.

Shari Redstone: And just to build on what Bob said, I firmly believe in the strategy we are executing and the team, driving it forward. We're navigating a challenging macroeconomic environment, but it is clear to me that our strategy is working. We are scaling our streaming business in the franchises and content we offer across every genre, and reaching all demos are delivering for us. I am confident that as the macro environment improves, we will be incredibly well-positioned to capitalize on the investments we have made and to deliver substantially improved results in value creation for all shareholders.

Kristin Southey: Thank you, Bob and Shari. We've also received a handful of questions regarding the health of the ad market and impact to Paramount. Bob, can you elaborate?

Bob: Yeah, of course, Kristin. Look, let's start with the fact that the ad market is cyclical, and that means it will inevitably strengthen over time in terms of what we're seeing at the moment. As I said, we're seeing signs of stabilization. Now, part of that stabilization is a category story here in the US. And what I mean by that is we like what we're seeing in pharmaceuticals, in food and beverage, in travel, in automotive and some others. In fact, relative to what we saw in Q4, the number of categories that are growing increased by a third. And that category story applies both to our national business and our local stations business.

The second part of stabilization and it's really acceleration in this case is what we're seeing in DTC. We are benefiting from the strong engagement we see at Paramount+ and Pluto, and that's creating a growing supply of saleable impressions. But with respect to the market, we're also seeing that the direct channel is performing quite robustly, and that's good for us. Within DTC, the indirect or programmatic channel is still a bit soft. Also, with respect to the ad market, we've really yet to see improvement on the international side and in the quarter we felt both, I would say local market headwinds as well as headwinds with respect to foreign exchange. And it was definitely a drag on the first quarter.

In terms of looking forward, I'd say a couple of things. First, given what we see going on, our Q2 growth rate will improve relative to what we reported in Q1. And DTC will be the biggest piece here. And part of the reason is that the local TV business, which is in TV media, won't have the benefit of political tailwinds which it had in Q2 to Q4 last year. Second, we do expect to see some improvement in international in Q2. That improvement is primarily driven by audience share growth, i.e. more impressions relatively to monetize, particularly in the UK. If you add it all together in total, we continue to see the back half of the year strengthening, including very importantly, sequentially by quarter as the year tracks out.

Kristin Southey: Thank you, Bob. We've also received questions related to the dividend reduction. Naveen, would you like to provide more perspective?

Naveen: Sure, Kristin. Thank you. Well, look, the changes we made to the dividend really reflect two very important things. First, the compelling growth opportunity that we see, but also the uncertainty in the macro environment. There's really no debate that our streaming momentum has continued to build and we want to be able to support that. But the macro environment has obviously not gotten any less complex. So it's prudent really for all companies to optimize their balance sheet for flexibility. And that's exactly what we are doing by reducing the quarterly dividend to $0.05. That does translate to significant cash savings, roughly $500 million annually while still returning some capital to shareholders.

Now, I'd emphasize that the reduction in the dividend does not mean we intend to spend more than previously planned on streaming. It's really about combining the cash benefit of reducing the dividends along with other initiatives like non-core asset sales and very importantly, continued cost management to help delever our balance sheet, because a levered balance sheet is a very important ingredient in creating long term shareholder value.

Kristin Southey: Thank you, Naveen. We've also gotten a few questions about the writers' strike. Any color you can provide on that, Bob?

Bob: Yeah, sure, Kristin. I'd start with the fact that writers, they're really an essential part of creating content that our audiences enjoy really across all of our platforms. And so with that as an umbrella statement, we do hope that we can come to a resolution that works for everybody fairly quickly. But at the same time, I'd highlight the fact and if you read the trades, you certainly see this, there is a big gap. Now, obviously we've been planning for this. And the good news is we have many levers to pull and that'll allow us to manage through this writers' strike, even for an extended duration.

And just so you understand in terms of levers, it start with the fact that we have a lot, as we say in the can, i.e. produced and ready to go. Add to that, this company has a broad range of reality or unscripted programming that's not affected by the strike and also sports that's not affected by the strike. Add to that, offshore production, which by the way, we've been moving to leverage offshore production as part of a broader strategy given the wider set of creative ideas you can source, given some of the factor cost, economics, etcetera. Plus last piece, we have one of the largest libraries in media, and that's true across films. That's true across television series. So we can really pull from that library to fill the schedule should we need to. So we're well positioned to navigate this writer strike. But again, hope that we can come to a resolution in relatively short order that works for everyone.

Kristin Southey: Great. Thanks, Bob. We've also received some questions regarding the Simon and Schuster sale process. Can you please confirm where we're at and provide any update on potential timing? Bob, I think this is another one for you.

Bob: Yeah, certainly. We are always looking for ways to maximize shareholder value. And if you look at opportunities in that vein, it might involve divesting assets, it might involve acquiring assets or potentially partnering on assets. And I'd point out that we have done all three of those things, again, in this pursuit of shareholder value creation, which is front and center for us every day. Now, with respect to Simon and Schuster, as I mentioned last week, we are now back in the market with that asset. And look, we feel very good about the value creation opportunity. And that's really for two reasons. One, the operating performance of the business, which has improved substantially in the last two years. And two, the level of interest from really a broad range of participants in the market. And to that end, depending on the ultimate buyer type, i.e. strategic, sponsor, et cetera, we do see a path to potentially closing a deal in the year.

Kristin Southey: Thank you, Bob. We received a question asking how should we think about the profitability of Paramount Pictures over the long term? I think this is Bob.

Bob: Yeah. Kristin, Sure. Look, Paramount Pictures is a unique and virtually irreplaceable asset. And you look at our business, big picture, no pun intended, the film investments are clearly paying dividends across the company. As you know, films get monetized in theater. They're driving Paramount+ and they're key to licensing. And with respect to Paramount+, I would point out that movies are a top performer on the service. And because we really monetize movies across, again, theatrical, streaming and licensing, they're extremely efficient on streaming as well. Case in point, look at 2022. Obviously a fantastic year at Paramount Pictures, whether that's Top Gun, which, by the way, won another award yesterday in the MTV TV and Movie Awards. Top Gun, Tom Cruise, et cetera. But also titles like Sonic, like Smile, to name a few. Really great broad slate.

And while the first quarter of 2023 was a bit softer, it's important to understand that that's largely a factor of timing with respect to the slate and the specific timing of releases in the quarter. And Naveen talked about that at length on our first quarter earnings call and advise you to go back and listen to that. I'd also say that our 2023 slate continues to look very good and we are extremely excited about it. As we've talked before, it's stocked with franchise-oriented titles. And then you saw some of those on the video leading into this conversation that includes Transformers, Mission Impossible, Teenage Mutant Ninja Turtles, Paw Patrol, among other titles coming in the rest of the year.

I'd also point out that the timing of revenues and costs really favors the back half of the year, and that means OIBDA earnings from films will very much improve in the back half of the year, improve meaningfully. When you think about Paramount Pictures profitability over time, there's three things I'd highlight. First, there is incremental earnings potential in further windowing. That's something we're exploring as we speak and it will be additive to the PNL of filmed entertainment.

Second, films remain highly valuable, really locomotives to licensing and the fact that we're constantly refreshing the library with new titles flowing in that will continue to drive earnings. And third, the numbers in filmed entertainment do not reflect the true value captured in our DTC business from Paramount films being made available on Paramount+. Yes, they reflect licensing fees, but not the true value. And that true value is significant because Paramount movies are consistently some of the most efficient drivers of what we call starts, i.e. subscribers on the service and they are key to engagement and time spent. And so they are tremendously valuable asset for us. And that's really the story with Paramount. It is an incredibly valuable asset and that value will only grow in today's media landscape.

Kristin Southey: Right. Thanks, Bob. We received a question on executive compensation and how it ties to company performance. Can you provide some perspective, Christa?

Christa D'Alimonte: Yeah, sure. Kristen, I'm happy to take this one. First, I would note that our board's compensation committee, which reviews and approves all components of our named executive officers compensation, is comprised solely of independent directors and is advised by an independent compensation consultant. I would also note that our management team and the compensation committee are completely aligned in the belief that senior executives should have a significant portion of their total compensation tied directly to business results. And our compensation programs are designed to motivate and reward business success and to increase stockholder value.

So for the past several years, we've been strengthening the pay for performance linkage in senior executive compensation. And the result is that a high percentage of their pay is at risk or delivered in variable pay components. In fact, in 2022, 90% of our CEO's pay was at risk and an average of 74% of our ANEOS [?] pay was at risk. Payouts under our annual bonus program or STIP have been based primarily on performance against quantitative performance measures that are tied to bottom line financial metrics and DTC streaming growth metrics. In order to align the payouts with management's execution of the company's streaming growth strategy.

And between 2021 and 2022, we also significantly increased the percentage of our long-term incentive program, or LTIP grants that are delivered in performance-based equity. Fiscal year 2021 awards to senior executives were delivered 75% in restricted share units and 25% in performance share units, which was up from 0% in the fiscal 2020 grant. And for fiscal year 2022, we increased the percentage of equity delivered in PSUs to 50% for our CEO and 35% for the rest of our senior management team.

Kristin Southey: Thank you, Christa. So for our last topic, we received several questions asking for our thoughts regarding our content licensing business and how should investors think about that business? Bob.

Bob: Yeah. Thanks, Kristin. Look, we continue to believe in the content licensing business as a fundamental piece of our equation, and it's been a fundamental piece of the media business for decades. And this is not a new view on our part. We have been consistent in this regard. Other industry participants have moved around a bit, but we see content licensing as producing enduring value for this company and therefore we remain focused on it.

In general, we believe in a balanced strategy. And there's two components of that balance. First, and you see us doing this, particularly on Paramount+, we focus on keeping our franchise-oriented content for our owned and operated platforms on really a first window basis because that's a strategic advantage, which, among other things, drives subscriber acquisition. And in the streaming business, that's an important component of the equation.

Second, we do believe in monetizing content more broadly with respect to content licensing. Now, that's mostly really library content, which we license on a co-exclusive or non-exclusive basis with third partners, and that does a couple of things for us. It certainly generates incremental revenue and that is pretty high margin business. So that flows to margin. But importantly, it also AIDS in franchise development having some of these out there more broadly. You saw us do that, by the way, with respect to Criminal Minds, where it was available on third party platforms. And then ultimately we created a new version exclusively for Paramount+. So that's an example of the strategy in action, if you will. So we like licensing.

The other thing I'd say is, you know, big picture outside of any quarter-to-quarter volatility, which you do get some volatility on a short-term basis and in content licensing based on the timing and volume of deals. But outside of that volatility, we do see content licensing revenue continuing to grow. And again, it's an important component of our overall content monetization model. And so look, we've covered a lot of ground this morning. The people on this call that were asking questions, asked the right questions, and whether it's ad market or streaming or value Paramount Picture. And so those were all good topics to talk about.

But as we leave you today, I want you to reflect on a couple of key points. First, we do have the utmost confidence and conviction in our strategy. And again, you see it producing momentum. And to that effect, second, we are laser focused on driving really market leading streaming growth because that's what we've been doing and that's what we intend to continue to do while simultaneously navigating this dynamic macroeconomic environment, which continues to cause some challenges.

Third and last to those challenges, the decisions we're making position us well for the path of streaming profitability and as a byproduct of that really significant earnings growth and a return to positive free cash flow in 2024. So we're focused on those three topics and again, focused on execution. With that, we thank everyone for their time. We thank everyone for their support. Wish everyone well and we'll talk to you soon.

Operator: Thank you. Ladies and gentlemen, this concludes today's conference call. We thank you all for attending today's presentation. You may now disconnect your lines and have a wonderful day.